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DE LA MISE EN OEUVRE DE LA SND30
****

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OF THE IMPLEMENTATION OF NDS30
****

MID-TERM EVALUATION REPORT ON THE IMPLEMENTATION OF THE 2020-2030 NATIONAL DEVELOPMENT STRATEGY

NDS30

PHASE 2 - VISION - 2035

EMERGENT CAMEROON

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EXECUTIVE SUMMARY

In 2020, Cameroon adopted the National Development Strategy (NDS30) as a reference framework for the second phase of transformations for its vision of an emerging and democratic Cameroon united in its diversity by 2035. Having reached 2025, Government has engaged in carrying out a mid-term evaluation in view of capitalising on the lessons learnt and optimising NDS30 implementation over the 2025-2030 period. As concerns methodology, the report culminates a long process of collection, analysis and consolidation of information, including structured discussions with sectoral experts of administrations, Members of Parliament, RLAs, private sector organisations, and the Civil Society, particularly within the scope of an approach co-organised with the World Bank under the Country Economic Memorandum (CEM). It also draws on sectoral sessions and reviews organised by the sub-committees of the National Monitoring and Evaluation Committee of the NDS30 (CNSE).

In terms of context, NDS30 implementation began in 2020, in an international environment strongly marked by the COVID19 pandemic, consequences of which, beyond the health aspects, disrupted logistics supply chains and profoundly affected the global economy over time. Then came the Russo-Ukrainian crisis with its wave of implications for trade and global availability of essential resources and commodities of which these two countries were the major suppliers. More recently, the Israeli-Palestinian conflict and trade policies of the new American administration have increased the volatility of a globalised world economy. Internally, the State of Cameroon, through voluntaristic strategies, is gradually restoring peace in areas of social and security crises, particularly in the Far-North Region, which is subject to attacks by the Boko Haram sect, and in the South West and North West Regions, that are affected by secessionist demands. These contextual elements had some impact on the drive to achieve the quantitative objectives of growth and poverty reduction, because of the constraints imposed on the deployment of sectoral development actions organised around the 4 pillars of the Strategy.

- **Concerning the growth objective, NDS30 had envisaged a gradual increase in growth to 8.5% by 2025. The overall balance of public finances should be progressively brought under control at -1.5% of the GDP in 2025. Similarly, the current deficit of the balance of payments is expected to fall from -3.4% of GDP in 2020 to -2.6% in 2025. Credit to the Economy should stand at 23.2% in 2025.**

The evaluation reveals that growth remained positive over the 2020-2025 period, but below the strategy's targets. The growth rates during the 2020 to 2025 period were: 0.3%; 3.3%; 3.7%; 3.2%; 3.5% and 3.8%, respectively. However, the overall deficit was brought under control at -1.4% of the GDP, but public finances suggest that particular attention be paid to debt liquidity ratios, and to the issue of Undisbursed Committed Balances (SENDs). The current balance of payments deficit widened until 2023, reaching -5.2% of the GDP. Money supply slightly exceeded forecasts, reaching 27.7% of the GDP. However, over the years 2024 and 2025, a narrowing is observed such that in 2025, the current deficit projection is only -2.8% of the GDP. In contrast, the level of credit remained below expectations. In 2025, credit to the economy is expected to reach 17.5%, compared to an initial forecast of 23.2%.

- **With regard to poverty alleviation, Government had set itself the objective of reducing the monetary poverty rate to 25% in 2030, while significantly decreasing inequalities so that the Gini Index should be brought down to 0.34 by 2030.**

Meanwhile, the 5th Cameroon Household Survey (ECAM5), which is the main statistical operation to measure poverty at national level, was published in March 2024. It indicates that the poverty rate in 2022, that is the proportion of people living below

the poverty line (CFA F 813 per day), was 37.7%. This level of poverty corresponds to approximately 10.1 million people, spread across the whole country. Poverty remains a persistent phenomenon, more significant in rural areas than in urban areas. Indeed, more than half of the population (56.3%) in rural areas live below the poverty line and this proportion is 21.6% in urban areas. However, the survey highlighted a new dynamic of increasing poverty in urban areas. In terms of inequality, the survey revealed that the richest 20% of households have a level of consumption expenditure 10 times higher than that of the poorest 20% of households. On its part, the Gini index was estimated at 0.4 in 2022 compared to 0.34 expected by 2030. Disparities also exist at regional level, with some regions concentrating relatively higher levels of poverty (Far-North, North, North-West).

The contextual factors that hamper poverty reduction in Cameroon are the security risks in the Far-North, North-West and South West Regions, the insufficiency of economic growth relative to the population growth rate and inflation which erodes household purchasing power, all of which must be linked to international economic shocks. However, the voluntaristic action of the State has been remarkable, particularly as regards maintaining a policy of subsidizsng fuel prices, increasing the salary of State employees, raising the minimum wage (SMIG) and deploying social transfer and economic integration programmes on the ground, including reconstruction and development programmes.

PILLAR 1: STRUCTURAL TRANSFORMATION OF THE ECONOMY

The structural transformation of the economy pillar takes into account the evaluation of the strategies of the following sectors: rural; industries and services; and infrastructure. As concerns the rural sector, the strategy envisaged a gradual increase in growth in the primary sector from 3.6% in 2020 to 7.6% in 2025. Over the 2020-2025 period, the achievement rates have been: 1.4%; 2.9%; 3.4%; 2.2%; 3.5% and 3.6%, respectively. The combination of this low growth and demographic dynamics resulted in a stagnation of overall labour productivity. The share of the primary sector in exports has witnessed a downward trend, falling from 22.7% in 2020 to 18% in 2025. Log exports are declining following the anticipation of exports stopping in 2027. These dropped from 777 652 m3 in 2020 to 222 186 in 2025. This has enabled the share of sawn timber in exports to increase.

In the industry and services sector, the strategy projected an increase in the share of manufacturing industries from 17.7% in 2020 to 19.9% in 2025. Over the evaluation period, this indicator remained below 14%. Furthermore, the share of manufacturing industries in exports is expected to increase from 23% in 2020 to 30% in 2025. The evaluation reveals that the indicator remained below 23.3% over the period under review.

In the infrastructure sector, the strategy planned that the proportion of the paved network would increase from 6% in 2020 to 12% in 2025. The achievements show that this proportion reached 9.5% in 2025. The rate of access to electricity should increase from 64.7% in 2020 to 95% in 2025. The achievement is 77.8% in 2025. As for the energy production capacity, it had to increase from 1516 Mw in 2020 to 3500 Mw in 2025. The achievement in 2025 is estimated at 2280 Mw. Beyond the issue of capacities, the efficiency requirement in a context of budgetary constraints entails optimisation in the operation of available infrastructures. NDS30 had formulated among its key considerations, the need to guarantee the optimum functioning of existing infrastructures notaby by ensuring the trafficability of roads through adequate maintenance, minimising load losses in electricity transmission and distribution networks, as well as purposefully solving the issue of energy sector balance amongst others.

PILLAR 2 : DEVELOPMENT OF HUMAN CAPITAL AND WELL-BEING

The human capital development and well-being pillar takes into account education, health, and social protection strategies. As concerns education, the

primary school completion rate has witnessed significant progress, rising from 71.5% in 2020 to 80.7% in 2024 and estimated at 83.8% in 2025. The expected value for 2025 being 83.8%. At the secondary level, however, enrolment remained below expectations. NDS30 provided for an ambitious increase in secondary school enrolment, rising from 47.5% in 2021 to 58% in 2025. The achievement rate is 47.4% in 2025. Similarly, the outlook for the secondary school completion rate projected 59.4% in 2025, while the achievement stands at 44%.

Regarding health, trends in maternal, neonatal, and infant-child mortality are encouraging. The maternal mortality rate is 237.1 per 100 000 births, compared to a forecast of 244. Infant and child mortality is 38 per 100,000 births, compared to a forecast of 41.8. Neonatal mortality dropped to 6.8 per 100 000 births, compared to a forecast of 9.6. However, malaria and stunted growth remain major concerns. Indeed, NDS30 had planned to reduce the prevalence of communicable and non-communicable diseases by 1/3. The expected prevalence of malaria was therefore 15.9% in 2025. The achievement has been 19.2%. With regard to stunted growth, the expected prevalence was 18.6 in 2025, the actual achievement is 25%. The density of medical personnel and financial resources constitute another point of attention in the health sector. The number of doctors per 10 000 inhabitants is estimated at 1.68 in 2025, compared to a forecast of 2. The share of health in the national budget is 5.5%, compared to a forecast of 7.6% in 2025. It should be noted that the Abuja recommendations advocated for a share of 15%.

in terms of social protection, the percentage of the population using at least drinking water services increased from 68.5% in 2020 to 78.3% in 2025, with the achievement being 71.3% in 2025. The social coverage rate, which estimates the proportion of the population covered under at least three risks, is expected to increase from 22.8% in 2020 to 42.7% by 2030. The achievement is 23% in 2025. The proportion of the population living in decent housing remained stable at 35% to 42% in 2025.

PILLAR 3 : EMPLOYMENT AND ECONOMIC INTEGRATION

Concerning the employment pillar, based on data available up to 2021, overall underemployment could have fallen from 61.4% in 2020 to 58.05% in 2025. The forecast based on the outlook for underemployment of 49% by 2030, being 56.4 in 2025. Thus, underemployment seems to be witnessing a positive downward trend. However, we note an upward trend in the rate of visible underemployment (linked to working hours), which could have risen from 18.7% in 2021 to 21% in 2025. It is therefore invisible underemployment (linked to wages) which has brought positive effects at the level of overall underemployment. It would have decreased from 47% in 2020 to 40.9% in 2025. The expanded unemployment rate on its part, shows an upward trend, rising from 8.7% to 9.8% between 2020 and 2025. The unemployment rate is particularly high at the higher education level. It would have increased from 19.9% to 21.6% between 2020 and 2025. Furthermore, it is important to note the downward trend in the activity rate included for higher education graduates.

PILLAR 4 : GOVERNANCE

As concerns the governance pillar, the share of the budget transferred to RLAs (calculated in reference to the budget from own resources) increased from 9.96% in 2021 to 23.3% in 2025. When this share is calculated in relation to the total budget, it rises from 6.3% in 2023 to 17% in 2025. In all cases, the benchmark at the critical threshold of 15% has been exceeded, thus reflecting the full implementation of the decentralisation policy. However, the judicial system presents major concerns. The rate of execution of court decisions is 40.8% and the prison occupancy rate is estimated at 184.4%. The share of the PIB in the state budget is on a downward trend, falling from 23.7% in 2020 to 19.7% in 2025, the target being 32% in 2025.

The issue of Governance of public enterprises also deserves special attention. Indeed, the latest report of the former Technical Rehabilitation Commission

(CTR) indicated, based on the consolidated accounts of public enterprises by sector, Negative Net Results in agriculture/forestry, industries/trade and civil engineering/building and public works. In terms of perception, corruption remains a significant phenomenon according to 88.6% of respondents interviewed within the framework of the peace and security survey conducted by the National Institute of Statistics. Finally, sovereign rating agencies perceive Cameroon as a high-risk country that certainly continues to honour its financial commitments but whose cash flow remains highly dependent on the economic situation. The country remains in speculative grade, 5 steps from the investment grade, corresponding to the ambition of emergence.

In conclusion, Cameroon is proactively implementing its NDS30 in a particularly difficult international economic context due to multifaceted crises. As a result, the expected momentum in measurement indicators remains below the expected levels. The interdependent nature of economies limits the scope of efforts made internally, especially in terms of growth and income. The growth lag, which is around three points on average annually, represents a high risk of compromising the ambition of emergence. However, the country has equally significant opportunities for catching up. First of all, the reality of industrial and mining projects boosted by an effort to seek attractiveness through various incentives, allows to foresee, in the medium term, an acceleration of growth in the primary and secondary sectors and particularly in manufacturing production, and therefore a consolidation of structural transformation, over the cumulative cycles of projects. Secondly, an improvement in the productive capacities already established, through the strengthening of the competitive environment, could induce additional growth points and finally important initiatives in the form of programmes, projects and reforms undertaken under NDS30 implementation must be continued and deepened so as to catalyse and extend by combined effects, the movement of structural transformation that has already been triggered. The evaluation highlights the need to continue and strengthen the implementation of the pillars and sectoral strategies with some specific points of focus, notably the need to:

- continue the budgetary discipline efforts implemented within the framework of the economic and financial programme with the IMF and deepen the Public Finance Reform in connection with the State Financial Regime of 2018 and the associated transparency code;
- strengthen the effectiveness of the State as a shareholder, particularly in a context of withdrawal of investors from certain strategic companies and to voluntarily make the entire portfolio of public companies viable;
- continue implementing the Integrated Agropastoral and Fisheries Import Substitution Plan (PIISA) and effectively implement the land development project in the central plain (PATIPAPLACE);
- continue the deployment of the Initial Impetus Programme of NDS30 in favour of a voluntaristic Strategic programming, particularly in conjunction with the National Investment Corporation in its new configuration, on the one hand, and paying special attention to the development of the Integrated Industrial Zone of the Kribi Port (ZIIPK), on the other hand;
- start and complete the SONARA rehabilitation project in parallel with adequate support for the initiatives already undertaken in this sector;
- ensure the effective and consistent implementation of the new ordinance on investment incentives and the operationalisation of the APZE with a view to consolidating and accelerating the momentum of ongoing industrial and mining projects;
- ensure up-to-standard maintenance of the road network in order to guarantee satisfactory trafficability of roads with priority given to major transport corridors;
- ensure adequate maintenance of roads, particularly in major towns, and achieve satisfactory waste treatment;

- implement as a portfolio, a critical series of infrastructure projects for the emergence of Cameroon, the portfolio instrument should help build operational synergies to generate additional benefits for the national economy;
- perpetuate direct social transfers and set up the National Solidarity Fund;
- continue efforts towards a progressive deployment of universal health coverage, by expanding the basket of care and putting in place adequate legal and statutory frameworks;
- continue efforts within the framework of the implementation of the PACT partnership backed by the Education sector strategy to strengthen the orientation in favour of technical and scientific training within the scope of STEM and skills development.

INTRODUCTION

1. Since 2010, Cameroon has been engaged in a drive for transformations in successive waves, which should enable it to achieve its ambition of becoming an emerging and democratic country united in its diversity by 2035. The first wave of transformations was contained in the Growth and Employment Strategy Paper (GESP) which ended in 2020. Since then, the 2020-2030 **N**ational **D**evelopment **S**trategy (NDS30) has been adopted as a reference framework for a second wave of transformations until 2030. Having reached 2025, the principles of Results-Based Management (RBM) require the conduct of a mid-term evaluation.

2. This report responds to this requirement in principle, in accordance with the missions of the National Monitoring and Evaluation Committee for NDS30 implementation (CNSE-NDS30). Methodologically, this report comes after a long process of collection, analysis and consolidation of information, associated with structured discussions with sectoral experts of administrations, parliamentarians, RLAs, private sector organisations, and Civil Society, particularly within the framework of an approach co-organised with the World Bank under the Country Economic Memorandum (CEM) now renamed Growth and Jobs report.

3. Furthermore, it is based on reviews and meetings organised as part of the work of the Sectoral Sub-Committees of the CNSE-NDS30. It is therefore a synthesis of the evaluations of the seven (7) sectoral strategies supported by NDS30. These are: the Rural Sector Development Strategy (RSDS), the Education and Training Sector Strategy (ETSS), the Industry and Services Sector Strategy (ISSS), the Health Sector Strategy (HSS), the Social Protection and Other Social Services Strategy (SPSS), the Infrastructure Development Strategy (IDS), and the Governance Sector Strategy (GSS). This report is structured in six (6) parts:

- ***The first part deals with the macro-economic situation and the status of implementation of NDS30 general guidelines,*** it successively addresses the elements relating to: the macro-economic situation of Cameroon; the status of implementation of NDS30 fundamental guidelines; the status of implementation of the key considerations; the level of operationalisation of flagship plans; and the level of compliance with guiding principles.

- ***The second part deals with the status of implementation of the structural transformation of the economy pillar.*** It highlights the main results of the evaluation of the implementation of the industry and services sector strategy; the rural sector strategy; and the infrastructure sector strategy. More specifically, this part presents the progress made in the development of industries and services; the revitalisation of the private sector; the transformation of the financial system; the development of agricultural productivity and production; the environment and nature protection; and the development of productive infrastructure.

- ***The third part concerns the status of implementation of the human capital development and well-being pillar.*** It outlines the results of the evaluation and the main achievements in the areas of education, training and employability; health and nutrition; access to basic social facilities; and social protection.

- ***The fourth part deals with the status of implementation of the employment promotion and economic integration pillar,*** it tackles the level of implementation of the following components: promotion of employment in public investment projects; agricultural productivity, employment and income in rural areas; promotion of migration from the informal to the formal sector; creation and preservation of decent employment in large companies; matching training to employment and professional integration; and regulation of the labour market.

- ***The fifth part deals with the status of implementation of the governance, decentralisation and strategic management pillar of the State.*** It highlights the main results of the evaluation of the governance strategy as well as the main actions carried out, the constraints and difficulties encountered, the challenges and corrective measures in terms of decentralisation and local development; strengthening the rule of law and the security of persons and goods; improving the State's public service; economic and financial governance; regional planning; and promoting bilingualism, multiculturalism and citizenship.

- ***The sixth part handles elements relating to the steering, financing and monitoring and evaluation of NDS30.*** The aim here is to outline the achievements, main actions carried out and bottlenecks in terms of financing, steering, monitoring/evaluation, and the statistical system. This part also addresses elements relating to: the acceleration of progress towards achieving NDS30 objectives; main constraints in NDS30 implementation; and recommendations.



CHAPTER 1

MACRO-ECONOMIC SITUATION AND STATUS OF IMPLEMENTATION OF SND30 GENERAL GUIDELINES



Chapter 1:

Macro-economic situation and status of implementation of SND30 general guidelines

1.1. Macro-economic framework

4. The 2020-2030 National Development Strategy (NDS30) envisaged increasing economic growth at an average of 8.1% per year over the period covered by the strategy This growth should then increase to an average of 6.6% during the 2021-2025 period and then to 9.3% over the 2026-2030 period. The bulk of this growth should be driven by non-oil GDP. Indeed, the outlook for NDS30 included a decline in oil GDP until 2025. The GDP deflator was assumed to experience moderate growth not exceeding 1.6% per year. Total revenue as a percentage of the GDP is expected to increase from 15.3% during the 2021-2025 period to 17.1% over the 2026-2030 period. The investment rate should gradually rise from 24.2% during the 2021-2025 period to 27.7% over the 2026-2030 period. Public investment rate, in contrast, is expected to experience a downward trend due to the implementation of innovative private financing mechanisms such as public-private partnerships and, more specifically, project finance approaches. Non-oil primary balances as a percentage of the GDP are expected to decline considerably, to reach -1.9% of the GDP over the 2021-2025 period. The overall balance should also fall from an average of -3.9% over the 2016-2020 period to -1.6% during the 2021-2025 period and -1.5% over the 2026-2030 period.

Table 1: Voluntaristic evolution of some indicators of the macro-economic framework in NDS30

Category	Indicators	2016-2020	2021-2025	2026-2030
GDP	Real GDP Growth	4	6.6	9.3
	Oil GDP	-3.2	-2.5	4.2
	Non-Oil GDP	4.5	7	9.5
	GDP Deflator	1.5	1.6	1.4
Revenue	Total Revenue to GDP Ratio	15.2	15.3	17.1
	Non-Oil Revenue to GDP Ratio	13,1	14.1	16.2
Investment	Investment rate	22.9	24.2	27.7
	Public investment rate	4.1	3.4	3.2
Expenditure	Total expenditure as a % of GDP	18.8	17.1	18.9
	Current expenditure as a % of GDP	11.6	10.6	11.4
	Capital expenditure/total expenditure	37.5	37.8	39.4
	Capital expenditure as a % of GDP	7.1	6.5	7.4
Public Finance Balances	Non-oil primary balance as a % of GDP	-3.1	-1.9	-1.9
	Overall balance as a % of GDP	-3.9	-1.6	-1.5

Source: MINEPAT, NDS30

1.1.1. International environment

5. NDS30 implementation took place in a context marked by the effects of the COVID-19 pandemic and the Russo-Ukrainian conflict. These two exogenous shocks disrupted foreign trade through supply chains as well as the rise in prices of energy and cereals, thus generating imported inflation for Cameroon, which weakened its public finances. Also, on 10 April 2024, the rating agency Standard and Poor's lowered Cameroon's rating from B to B-, indicating a high risk of non-repayment of its debts. This had the mechanical effect of increasing interest rates on loans requested by Cameroon on the international financial market.

6. With regard to the international prices of main products exported by Cameroon, the year 2020, which corresponds to the year of NDS30 validation, was marked by a generalised drop in prices due to a collapse in demand linked to the various restrictive measures associated with the Covid-19 pandemic. The post-covid-19 recovery as well as the geopolitical tensions associated with the Russo-Ukrainian conflict have generally resulted in price spikes for many raw materials.

- **Crude oil:** The price of a barrel of Brent increased by 67% in 2021 and 41% in 2022, rising from $41 per barrel in 2020 to $97 in 2022. The decline observed in 2023 and 2024 is due to the slowdown in the American economy and the drop in Chinese demand.
- **Natural gas:** The price of natural gas on its part, rose from $3.24 per Million British Thermal Units (MMBtu) to $40.34 in 2022. This increase corresponds to a growth rate of 397% in 2021 and 150% in 2022.
- **Cocoa**: The Russo-Ukrainian conflict has not affected cocoa prices. However, in 2023 and 2024, they increased by 37% and 123%, respectively. This surge was mainly due to unfavorable climatic conditions in Côte d'Ivoire and Ghana, two countries that concentrate around 60% of world supply.
- **Log timber:** The price of log timber increased between 2020 and 2021, rising from $399.46 per cubic metre to $414.2. It then fluctuated between 2022 and 2024, reaching $378.6 in 2024. The post Covid-19 recovery is notably due to the restart of the real estate sector in the United States. However, this drive was slowed down by the rise in interest rates.
- **Cotton**: The price of cotton evolved positively from 2020 to 2022, rising from $1.59 per kg in 2020 to $2.86 in 2022. It subsequently fell to $2.09 in 2023 and $1.9 in 2024. The drop in prices was due to overproduction in Brazil, which is now the world's leading cotton exporter ahead of the United States (12.4 million bales in 2023 for Brazil compared to 11.8 million for the United States). Furthermore, global demand for cotton is declining in favour of less expensive synthetic fibres like polyester.
- **Aluminum**: The price of aluminum increased in 2021 due to post covid -19 recovery, rising from $108.92 per metric ton to $161.71. The price then gradually declined to $109.4 per metric ton. This price drop is notably linked to the increase in Chinese production within a context of weak industrial demand in China, Europe and the United States.

Table 2: Evolution of prices of the main exported products

	Brent Crude Oil ($/bbl)	Natural Gas, Europe ($/mmbtu)	Cocoa ($/kg)	Arabica coffee ($/kg)	Robusta coffee ($/kg)	Log timber ($/m³)	Cotton ($/kg)	Aluminum ($/mt)
2017	52.81	5.72	2.03	3.32	2.23	395.22	1.84	71.76
2018	68.35	7.68	2.29	2.93	1.87	413.55	2.01	69.75
2019	61.41	4.80	2.34	2.88	1.62	391.92	1.72	93.85
2020	41.26	3.24	2.37	3.32	1.52	399.46	1.59	108.92
2021	69.07	16.12	2.43	4.51	1.98	414.22	2.23	161.71
2022	97.10	40.34	2.39	5.63	2.29	368.94	2.86	121.30
2023	80.76	13.11	3.28	4.54	2.63	378.62	2.09	120.57
2024	78.73	10.96	7.33	5.62	4.41	378.68	1.91	109.40

Source: NIS

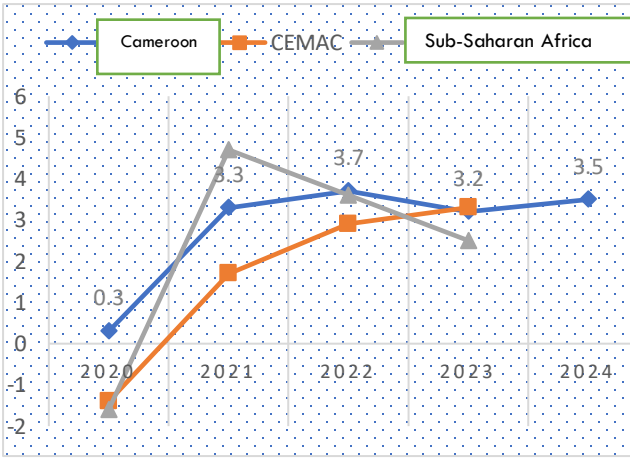
1.1.2. National environment

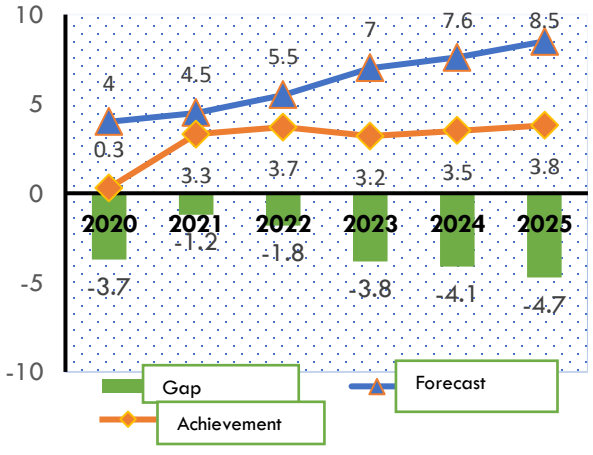
7. At the national level, the context of NDS30 implementation is marked by the atrocities of the Boko Haram sect in the Far-North, the security crisis in the North-West and South West Regions and the impacts of the security crisis in the Central African Republic (CAR) leading to the influx of refugees and the disruption of trade.

1.1.2.1. Real sector

8. Estimates based on accounts for the first three quarters of 2024 suggest a growth rate of 3.5% in 2024. This rate confirms a recovery dynamic after 2020, which had been affected by the immediate impact of the Covid-19 pandemic, particularly disruptions in supply chains and the slowdown in global trade. Since then, Cameroon has achieved encouraging performance, with an average annual growth rate estimated at 3.4% between 2021 and 2024. This average is well above the CEMAC average estimated at 2.7% over the period; and roughly at the same level as the average for Sub-Saharan Africa, which is estimated to have been 3.6%. **However, this growth rate remains well below the average of 6.6% projected by NDS30 for the 2021-2025 period.**

Graph 1: Evolution of the growth rate (2020-2024)

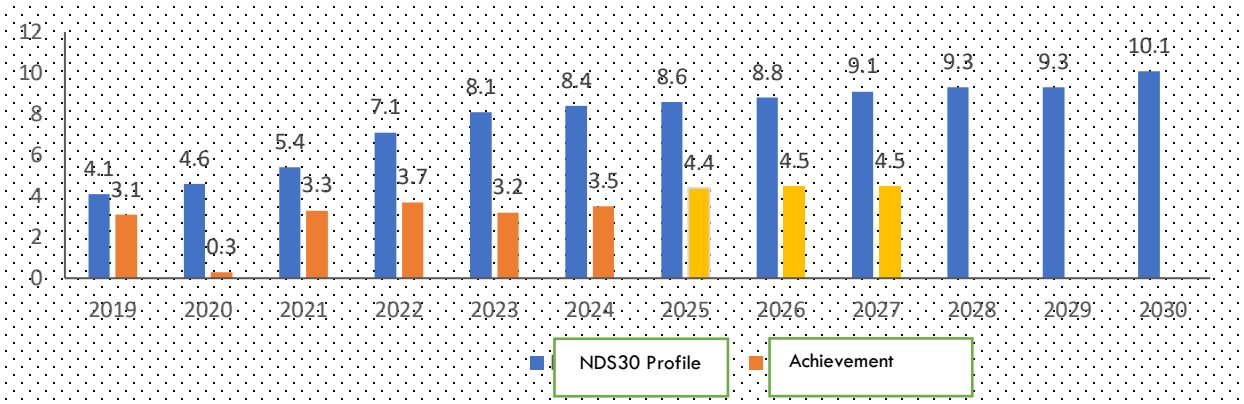




Source: NIS, 2023 National Accounts; NIS, 2024 Quarterly Accounts

9. The graph below shows the extent of the recorded and prospective gaps between 2020 and 2027. The data for the 2025-2027 period corresponds to the forecasts in the budget programming document. Despite the slightly optimistic nature of these forecasts compared to current trends, there remain significant gaps between the anticipated growth, which is stabilising at 4.5%, and NDS30 ambitions, whose voluntaristic growth rates exceed 8% as from 2023.

Graph 2: Real GDP growth achieved in comparison with the NDS30 profile



Source: NIS, National accounts; MINEPAT, NDS30 ; MINFI, DPEB

10. Over the 2020-2023 period, the average annual growth in national value added was 3.4%. The tertiary sector experienced the strongest growth with 3.6%, followed by the secondary sector with an average annual growth rate of 3.2%. Finally, agricultural activities achieved the weakest growth with an annual average of 2.8%.

11. Due to the broadening of the tax base and the improvement of collection processes, a strong relative average annual growth (4.6%) was observed at the level of taxes and duties net of subsidies on products.

Table 3: Evolution of sectoral growth rates

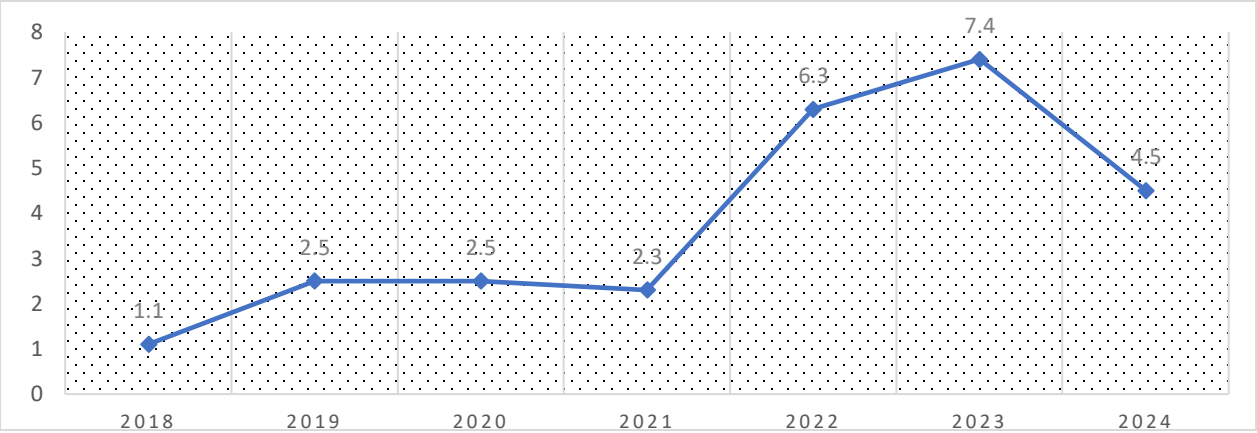
Title	2020	2021	2022	2023	20-23
Primary	1.4%	2.9%	3.4%	2.2%	2.8%
Secondary	1.4%	4.0%	3.3%	2.3%	3.2%
Tertiary	0.1%	3.0%	3.9%	3.9%	3.6%
Total added values	0.7%	3.2%	3.7%	3.2%	3.4%
Taxes and duties net of Subsidies	-4.5%	4.6%	4.4%	4.7%	4.6%
GDP	0.3%	3.3%	3.7%	3.2%	3.4%

Source: NIS, MINFI

12. As concerns the general price level, the inflation rate was estimated at 7.4% for 2023 as against 6.3% in 2022. During these two years, this rate largely exceeded the 3% threshold set by CEMAC within the scope its multilateral surveillance mission. This inflation was mainly linked to the increase in the prices of food products (+12.9%) and prices of restaurant and hotel services (+6.3%). The main increases concerned oils and fats (+27.0%), bread and cereals (+16.3%), fish and seafood (+14.4%), meat (+12.2%), milk, cheese and eggs (+10.7%) as well as vegetables (+7.6%).

13. Unlike in 2020 and 2021, when inflation was primarily driven by rising import prices due to COVID-19 and the Russo-Ukrainian conflict, the inflation observed in 2022 and 2023 was more domestically driven, as prices increased more for local products (+8.2%) than for imported products (+5.7%).

Graph 3: Evolution of the inflation rate (consumer price index in %) from 2018 to 2024



Source: NIS

14. These inflationary surges are a major concern for the country's authorities, due to their impact on the purchasing power of the population in general, and vulnerable people in particular. The policy of fuel price subsidies, required by public treasury needs, is very prudently designed to take into account social protection needs. The persistence of these inflationary tensions over time is closely linked to the evolution of international conflicts and fluctuations in commodity prices.

1.1.3. Public finances

15. Public finance management is geared towards continuing the budgetary consolidation effort undertaken by the Government since 2017, when a three-year agreement under the Extended Credit Facility was signed with the IMF. These efforts aim to ensure the sustainability of public finances in view of avoiding unsustainable debt. Furthermore, it guarantees the proper NDS30 implementation in line with the commitments made under the Economic and Financial Programme with the International Monetary Fund (IMF). This consolidation is achieved by improving the mobilisation of non-oil revenue, strengthening fiscal discipline, and enhancing the efficiency and quality of public spending. In fact, NDS30 makes the stability of the macro-economic framework a guiding principle to ensure the success of the strategy.

16. Over the 2020-2024 period, revenue (tax, non-tax, donations and loans) of the voted general budget increased from CFA Francs 4 951.7 billion to CFA Francs 6 679.5 billion. This evolution corresponds to a growth rate of nearly 35% over the period and 7.7% on annual average. Cumulative resources over the 2021-2024 period thus amounted to CFA Francs 23 224 billion.

17. The initial finance laws have systematically undergone revisions, all upwards, with the exception of that of 2020. Between 2021 and 2024, annual additional resources represented 12.1%, 6.8%, 6.2% and 8%, respectively. Total executed revenue was estimated at CFA Francs 24 355 billion over the 2021-2024 period. Such a rate would bring revenue to CFA Francs 60 888 billion over a period of 10 years.

Table 4: Revenue from the executed budget

	2017	2018	2019	2020	2021	2022	2023	2024	Total 2021-2024
Revenue from the voted general budget (1)	4 373.8	4 513.5	4 850.5	4 951.7	4 670.0	5 599.7	6 274.8	6 679.5	23 224.0
Revised revenue (2)		4 689.5	5 212.0	4 409.0	5 235.2	5 977,7	6 662.5	7 212.5	25 087.9
Final authorizations (3)	4 373.8	4 886.2	5 428.0	4 409.0	5 235,2	5 977.7	6 662.5	7 212.5	25 087.9
Revenue from the executed budget (4)	4 529.7	4 909.5	4 974.6	4 478.8	5 043,7	6 074.7	6 024.3	7 212.5	24 355.3
Execution rate (4) / (3)	103.6%	100.5%	91.6%	101.6%	96.3%	101.6%	90.4%		

Source: MINFI, Settlement laws; MINFI, 2024 Initial Finance Laws

18. Over the 2020-2024 period, net domestic revenue grew by an average annual rate of 12.8%, comprising 11.8% for net domestic tax revenue, 17.3% for oil revenue and 14.1% for non-tax revenue. Thus, net tax revenue increased from 3,098.14 billion in 2020 to 5,009.3 billion in 2024. As concerns oil revenue, it rose from 428.2 billion in 2020 to 809.5 billion in 2024. As for non-tax revenue, it increased from CFA Francs 186 billion in 2020 to CFA Francs 315.5 billion in 2024.

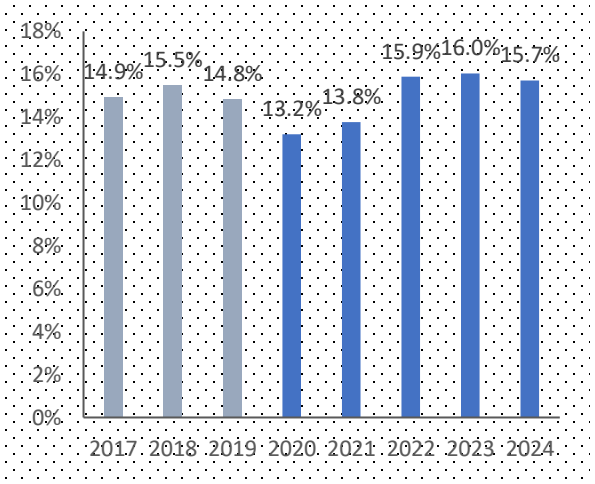
Table 5 : Evolution of budgetary revenues executed excluding borrowings by category

	2017	2018	2019	2020	2021	2022	2023	2024
Internal Revenue	**3131.6**	**3436.2**	**3451.2**	**3098.1**	**3435.0**	**4394.2**	**4797.5**	**5009.3**
Net Tax Revenue	2524.9	2744.4	2702.3	2483.9	2779.3	3372.4	3592.8	3884.3
VAT Credit Reimbursements			*66.0*	*79.0*	*67.0*	*80.0*	*59.3*	*84*
Oil Revenue	413.8	529.8	584.5	428.2	513.5	774.5	881.0	809.5
Non-Tax Revenue	193.0	161.9	164.4	186.0	142.2	247.3	323.8	315.5
Donations	66.9	**48.1**	**133.3**	**36.0**	**56.1**	**219.5**	**107.2**	**96.8**
Special fund to combat COVID-19					**-61.6**	**-25.7**		
Total net revenue from the general budget	**3198.6**	**3484.3**	**3584.5**	**3134.2**	**3429.5**	**4588.0**	**4904.8**	**5106.1**
Special Treasury accounts				**200.2**	**129.9**	**68.2**	**51.2**	56.4
Total net budget revenue	**3198.6**	**3484.3**	**3584.5**	**3334.4**	**3559.4**	**4656.2**	**4956.0**	**5162.5**

Source: MINFI, Settlement laws; MINFI, 2024 Initial finance laws

19. The evolution of internal revenue as a percentage of the GDP shows a generally upward trend from 2020 to 2024. This increased from 13.2% in 2020 to 16% in 2023 and was estimated at 15.7% for the year 2024. The low point in 2020 was due to the covid-19 pandemic which caused a decline in activity and tax collection possibilities. The situations observed as from 2022 are due to the broadening of the tax base and the optimisation of collection processes.

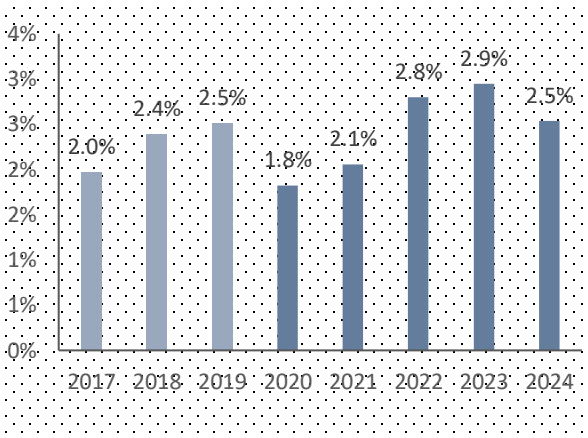
Graph 4: Internal revenue as a % of the GDP



Source: MINFI, Settlement laws; NIS, National Accounts; our calculations

20. Oil revenue declined between 2019 and 2020, falling from 584 billion in 2019 to 448 billion in 2020. This decrease is linked to disruptions in global demand which led to a contraction in prices. Subsequently, they gradually increased to reach 810 billion in 2024. This dynamic is reflected in the share of ths revenue in the GDP which increased from 2.1% in 2021 to 2.9% in 2023.

Graph 5: Evolution of oil revenue as a % of the GDP



Source: MINFI, Initial Finance Laws

21. Overall budget expenditure remained virtually stable as a percentage of the GDP. It was 23.1% in 2020 and was set at 22.8% in 2024. This stability is broadly reflected in current and capital expenditure. Current expenditure remained around 12% of the GDP while capital expenditure fluctuated around 4.5% despite the peak of 5.1% observed in 2022 and the trough of 3.6% noted in 2023. Generally speaking, there was a decrease in capital expenditure as a percentage of the GDP over the 2020-2024 period compared to the period 2017-2019. Indeed, over the first period, it was above 6%. On its part, expenditure related to capital depreciation is experiencing an upward trend. It increased from 5.7% in 2020 to 6.1% in 2024. There are some variations in personnel expenditure. This represented 37.2% of the GDP in 2020 and fell to 34% in 2021. We note a peak of 40% in 2022 and a decrease of 35% in 2023.

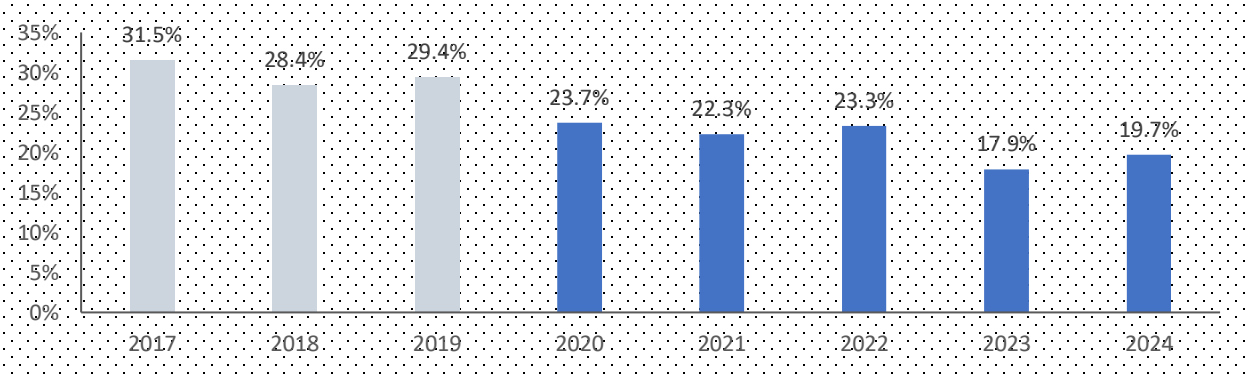
Table 6: Evolution of recurrent and investment expenditure

Categories	2017	2018	2019	2020	2021	2022	2023	2024
Current Expenditure	11.0	11.6	12.4	12.0	12.6	11.6	13.1	12.1
Interest and Commissions	*11.8*	*7.9*	*7.9*	*10.2*	*10.3*	*6.3*	*6.1*	*8.3*
Personnel Expenditure	…	…	*35.1*	*37.2*	*34.0*	*40.1*	*35.0*	*38.6*
Goods and Services	…	…	*31.0*	*31.0*	*32.1*	*23.3*	*31.3*	*23.9*
Current Transfers	…	…	*26.0*	*21.5*	*23.5*	*30.3*	*27.6*	*29.2*
Capital Expenditure	6.8	6.3	6.3	4.5	4.5	5.1	3.6	4.5
Others	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Special allocation accounts	0.0	0.0	0.0	0.8	0.5	0.2	0.1	0.2
Capital Amortisation	2.3	3.7	3.9	*5.7*	5.0	6.6	4.6	6.1
Budget Expenditure as a % of the GDP	**20.2**	**21.7**	**22.6**	**23.1**	**22.7**	**23.4**	**21.3**	**22.8**

Source: MINFI, Finance laws

22. Compared to 2019, capital expenditure in absolute terms witnessed a downward trend. It stood at 1 462 billion in 2019 and was 1 077.6 billion in 2023 and 1 424.1 billion in 2024. The share of expenditure in the executed budget has also seen a significant decline, falling from 31.5% in 2017 to 19.7% in 2024. The high levels from 2017 to 2019 are explained by the construction of sports infrastructure linked to the Africa Cup of Nations (AFCON). However, this proportion remains below the 30% threshold prescribed by NDS30.

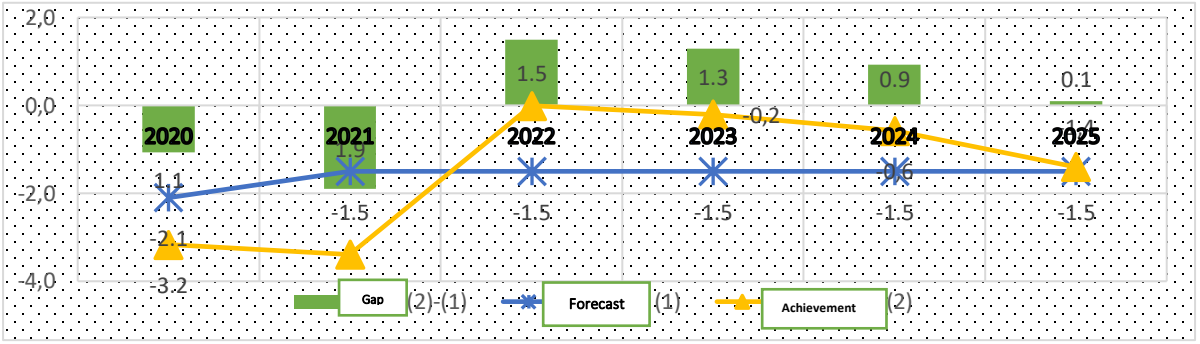
Graph 6: Share of capital expenditure in the State budget



Source: Settlement laws (2017-2023); Revised Law (2024)

23. Comparing budgetary revenue and expenditure highlights a trend towards controlling the overall deficit. This was -3.2% in 2020, -3.4% in 2021, -0.01% in 2022, -0.2% in 2023 and -0.6% in 2024. The budget deficit was significant in the first two years of NDS30 implementation, particularly marked by COVID-19 and its consequences. However, over the 2022-2024 period, budget deficits were recorded above the targets set by NDS30. The gross financing requirement as a percentage of the GDP also saw a shrinking, falling from 8.9% in 2020 to 4.8% in 2023 and 6.6% in 2024.

Graph 7: Overall deficit as a % of the GDP

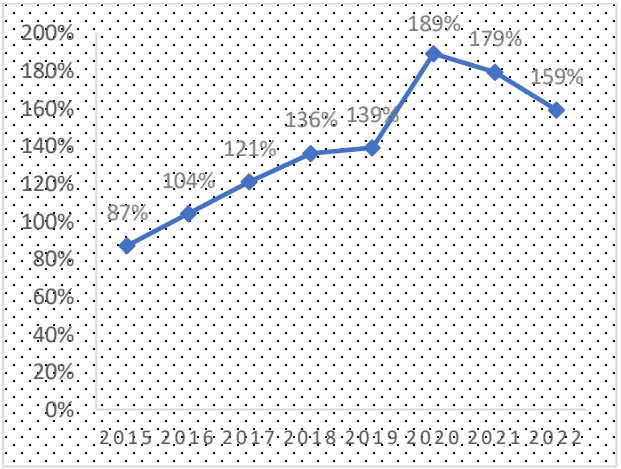


Source: MINFI, Settlement laws; NIS, 2023 National Accounts; NIS, 2024 Quarterly Accounts

24. With regard to **Public Debt Service**, it decreased by CFA F 344.2 billion in absolute value between 2023 and 2024, representing -16.8% in relative value. This decrease is largely linked to the provision for the settlement of outstanding payments to the Treasury, which fell from 359.2 billion in 2023 to 100.0 billion in 2024 (-259.2 billion), as well as to the reduction in external debt of 73 billion. That notwithstanding, a provision of 50 billion was planned to begin the settlement of the audited floating debt as from 2024. In the first half of 2023, the outstanding public sector debt was 12 137 billion, or approximately 43.8% of the GDP. This outstanding debt is distributed as follows: 92.6% Central Administration debt; 7.3% debt of Public Enterprises and Establishments and 0.1% debt of Regional and Local Authorities (RLAs).

25. Concerning debt policy, it aims to strengthen the sustainability and viability of the country's debt. The 2023-2025 medium-term debt strategy aims, among other things, to keep the debt ratio below 50% of the GDP, below the threshold set within the framework of the sub-regional convergence at 70% of the GDP. This rate was 43.9% in September 2023 and is up 2.9% quarter-on-quarter. It has been on an upward trend for several years. In addition, the outstanding external debt is structurally higher than export revenue, which constitutes a liquidity risk for the repayment of this segment of the debt.

Graph 8: Evolution of the external debt/export ratio



Source: CAA, NIS

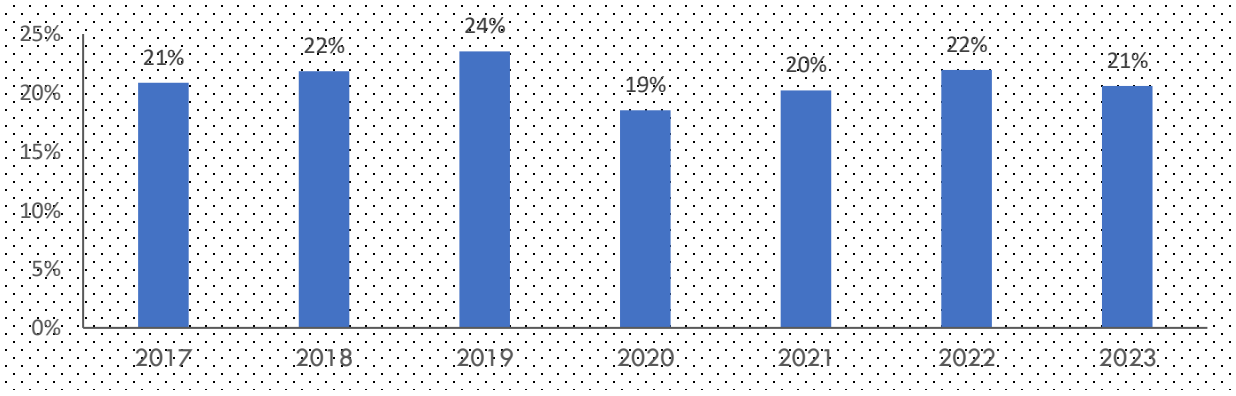
26. Cameroon's debt strategy remains portfolio diversification, prioritisation of concessional loans, promotion of domestic markets and PPP approaches for better risk sharing and increased profitability of the projects to be financed. With regard to external debt, it should be noted that the phenomenon of Undisbursed Committed Balances (SENDs) is a major concern for the Government, as the State is forced to settle debt maturities for undisbursed financing for the benefit of projects. This actually modifies the calculations of economic and social profitability that can be attached to it. This phenomenon calls into question the level of maturity of the projects that motivated these loans. At the end of 2024, these funds amounted to CFA Francs 4 102.0 billion. There is an upward trend compared to December 2023 when they amounted to CFA Francs 3 843.4 billion.

1.1.4. External sector

27. In terms of foreign trade[1], trade between Cameroon and the rest of the world took place in a context marked by: (i) a high level of global inflation; (ii) a sharp rise in the prices of raw materials; (iii) a depreciation of the Euro against the US Dollar; and (iv) the persistence of the disruption of global supply chains.

28. The share of imports in the GDP was an average of 21% between 2017 and 2023. This share witnessed an increasing trend between 2017 and 2019, rising from 21% to 24%. Following the Covid-19 crisis, the indicator experienced a drop of 19% in 2020 before beginning an upward trend again.

Graph 9: Share of imports in the GDP



Source: NIS

29. The structure of the main imported products shows that in 2019, hydrocarbons represented 26.3% of all imports. The Covid-19 crisis, which resulted in a disruption of supply chains, led to a drop in the share of this product, which fell to 18.3% and 18.1% in 2020 and 2021, respectively. During the years 2022 and 2023, there was a rise in this indicator, which stood at 23.5% in 2022 and 24.2% in 2023. Thus, almost a quarter of import expenditure is used to purchase hydrocarbons.

30. After hydrocarbons, machinery and equipment stand out with weights of 10 to 13% in 2023 and 2024. These are followed by vehicles and tractors, which represent 5 to 6%. The main agri-food products that weigh the most in imports are rice, fish, and wheat. Put together, they represent between 11 and 15% according to the years. Pharmaceutical products, clinker, plastic materials and other chemical products, paper and cardboard complete the list of imports. The table below shows that 19 product categories account for nearly a quarter of imports.

[1] RASIPEFIN, 2021.

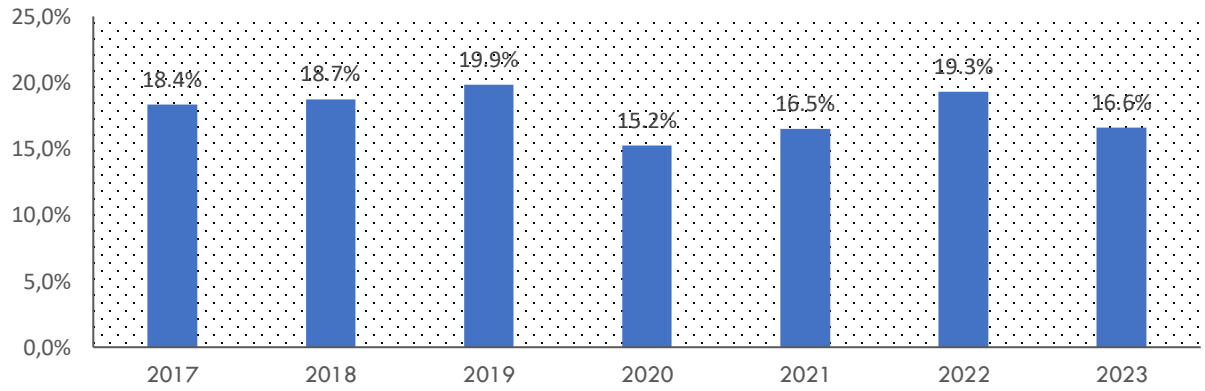
Table 7: Weight in % of the main products in total imports

	2019	2020	2021	2022	2023
Hydrocarbons	26.3	18.3	18.1	23.5	24.2
Machinery and equipment	7.5	12.2	12.1	10.6	13.1
Vehicles and tractors	5.1	5.0	6.4	5.8	6.6
Rice	6.0	5.0	5.4	5.4	4.0
Fish	3.5	4.3	3.5	4.1	3.7
Wheat	3.7	4.4	4.7	5.3	3.6
Pharmaceutical products	3.3	5.0	4.9	3.4	3.3
Plastic materials	3.1	3.6	3.8	3.8	3.1
Clinker	2.8	2.6	2.9	1.8	2.7
Crude or refined oils	0.6	0.8	1.3	2.2	2.3
Sugar and sweets	0.6	0.9	0.9	1.1	1.7
Insecticides, fungicides, herbicides	1.2	1.6	1.4	1.4	1.6
Inorganic chemical products	1.7	1.0	0.0	1.2	1.6
Paper and cardboard	1.4	1.8	1.7	1.6	1.4
Fertilisers	1.1	1.2	0.9	1.4	1.3
Beverages, alcoholic liquids	1.0	1.4	1.2	1.2	1.3
Milk powder or concentrated milk	0.6	0.8	0.9	0.7	0.7
Bitumen coke and other petroleum residues	0.8	0.9	0.8	0.5	0.4
Corn	0.1	0.1	0.2	0.1	0.2
Product	**70.4**	**70.9**	**71.0**	**75.0**	**76.7**

Source: NIS, notes on foreign trade and our calculations

31. With regard to exports, it is noted that the share of exports in the GDP increased from 18.7% in 2018 to 19.9% in 2019. Due to the Covid-19 crisis, there was a drop in this share to 15.2% in 2020 and 16.5% in 2021. Despite the peak of 19.3% observed in 2022, this share fell to 16.6% in 2023. Thus, compared to the years 2017 and 2018, the export situation in 2023 does not truly reflect a rise in the strength of an export promotion policy.

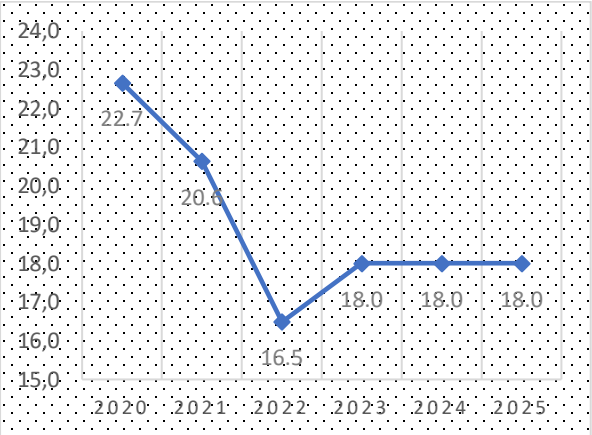
Graph 10: Share of exports in the GDP



Source: NIS

32. Oil and natural gas continue to occupy a predominant place in our exports. These two products represented between 45 and 53% of exports between 2019 and 2021. The weight of these two products peaked at 61.6% in 2022 and stood at 51.8% in 2023. Agricultural and forestry products occupy an important position in non-hydrocarbon exports. Cocoa beans represent a quarter of the entire category. This product is followed by sawn wood, which represents between 14 and 16% of non-hydrocarbon exports. We note with satisfaction that processed wood brings in more revenue than log timber, the share of which tends to decline, falling from 8% in 2019 to 4% in 2023.

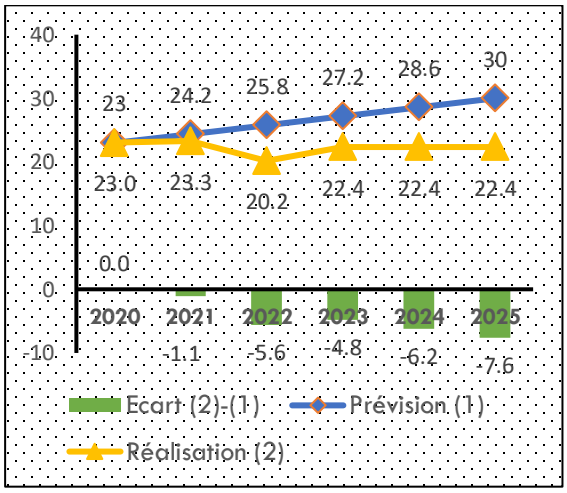
Graph 11: Share of primary products in exports



Source: NIS, Tables of resources and jobs

33. The share of manufactured products in exports decreased between 2020 and 2023, falling from 23.0% to 20.2%. In 2023 and 2024, it represented 22.4%. Compared to the NDS30 projections, it remained low with a gap of 6.2 points in 2024. The projected target is to reach 30% in 2025.

Graph 12 : Share of manufactured products in exports



Source: NIS, Tables of resources and jobs

34. The main exported products notably include: cocoa beans, sawn timber, raw cotton, cocoa paste, log timber and cocoa butter.

Table 8: Share of the different products in non-hydrocarbon exports

Products	2019	2020	2021	2022	2023
Cocoa beans	26%	25%	23%	24%	25%
Sawn timber	15%	16%	15%	16%	14%
Raw cotton	11%	12%	12%	12%	10%
Cocoa paste	4%	5%	6%	6%	7%
Log timber	8%	8%	8%	6%	4%
Cocoa butter	3%	4%	4%	4%	4%
Raw aluminum	5%	0%	3%	4%	4%
Wood veneer sheets	2%	0%	2%	2%	2%
Iron or steel bars	1%	0%	1%	1%	1%
Aluminum sheets	0%	5%	0%	0%	0%
Plywood	0%	0%	0%	0%	0%
Total	**75%**	**75%**	**75%**	**74%**	**71%**

Source : NIS, notes on foreign trade and our calculations

35. As concerns the balance of payments, the current account increased from -4.3% in 2019 to -5.2% in 2023. In value, it rose from -872 billion in 2020 to -1 212.5 billion in 2023. The current balance is the sum of the balance of goods, the balance of services, the balance of primary income and the balance of secondary income. Apart from the balance of secondary income, all other balances are systematically negative. The deficit in the balance of goods tended to narrow over the 2020-2023 period, falling from -391.3 in 2020 to -197.3 in 2022. However, it worsened in 2023 to stand at CFA Francs -843 billion. The balance of secondary income increased from 239.2 billion in 2020 to 284.6 in 2021 and 548.8 in 2023. It has therefore visibly benefitted from the post-COVID-19 recovery in European countries where the majority of transfers come from.

Table 9: Balance of payments from 2019 to 2023

	2019	2020	2021	2022	2023
I - Current Balance	**-992.0**	**-872.0**	**-996.9**	**-941.2**	**-1 212.5**
Balance of Goods	-431.6	-391.3	-390.4	-197.3	-843.3
Balance of Services	-361.6	-236.4	-485.9	-508.5	-330.0
Balance of Primary Income	-493.8	-483.5	-405.2	-689.4	-588.0
Balance of Secondary Income	295.0	239.2	284.6	454.0	548.8
II-External Financing	**1 155.0**	**445.9**	**855.7**	**1 451.4**	**1 238.9**
1-Non-banking Private Sector	**416.5**	**398.2**	**714.3**	**1016**	**700.1**
Foreign Direct Investment	527.1	341.3	503.6	560.3	547.1
Portfolio Investment[2]	71.8	29.9	-100	29.8	3.0
Net Drawings (excluding FDI)	-182.4	27.0	310.7	425.9	150.0
2- Public Administration	**873.1**	**322.3**	**360.4**	**414.1**	**307.8**
Project Donations (including C2D)	133.3	36.8	64.7	104.2	139.4
Net on Bond Issues	0	-6.2	0	0	39.3
Net Drawings excluding Treasury Bonds	739.8	291.7	295.7	309.9	129.1
3-Money-Creating Banks	**-134.6**	**-274.6**	**-219**	**21.3**	**231**
III- Errors and Omissions	**-7.4**	**7.7**	**-12.9**	**23.1**	**-46.3**
IV- Overall Balance	**155.6**	**-418.4**	**-154.1**	**533.3**	**-19.9**
V- Financing Balance	**-155.6**	**418.4**	**154.1**	**-533.3**	**19.9**

Source: Cameroon 2023 Balance of Payments

36. Capital account: The absence of capital account items in the balance of payments presented above is noted. The capital account takes into account capital transfers and non-produced non-financial assets. Capital transfers consist of donations of equipment or infrastructure, the investment component of official development assistance, debt forgiveness and cancellation, and transnational inheritances or bequests for use as capital. Non-financial assets take into account rights to natural resources, patents, licenses and trademarks, as well as goodwill or similar rights. According to the IMF, over the 2020 to 2023 period, Cameroon's capital account balances were CFA Francs 8, 23, 21, and 19 billion, respectively. The weakness of these balances could explain their non-appearance in the national balance of payments.

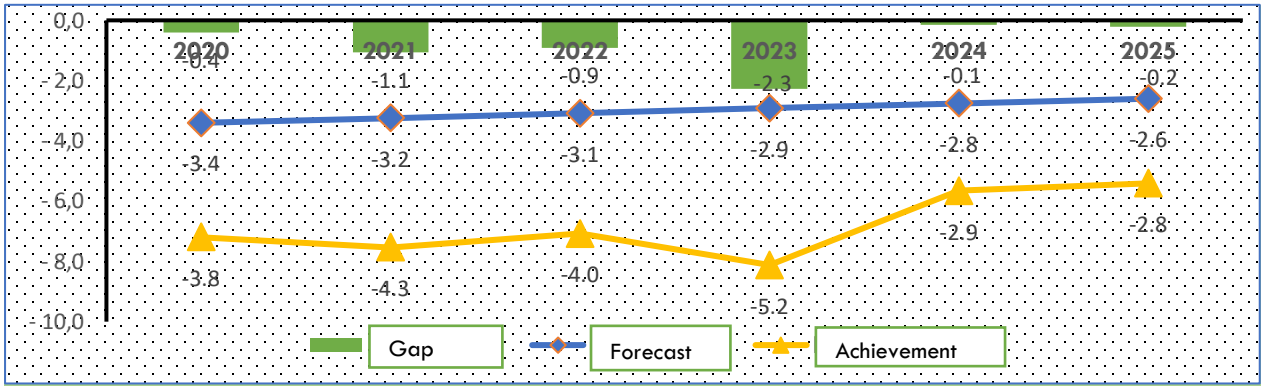
37. Financial Account: It takes into account foreign direct investment, portfolio investment, trade credits, loans, bank deposits and assets, and other financial liabilities. Cameroon's Financial Account is the real support of Cameroon's balance of payments. Its balance increased from approximately 446 billion in 2020 to 1,239 billion in 2023. As a percentage

[2] Including financial derivatives

of the GDP, it therefore rose from 1.9% of the GDP in 2020 to 6.7% of the GDP in 2021 and 5.3% of the GDP in 2023, thus reflecting the growing financing needs of Cameroon's economy.

38. Foreign direct investment has not really taken off. It fell from 527 billion in 2029 to 341.3 billion due to the health crisis. It reached 560 billion in 2022 and dropped to 547.1 billion in 2023. It remains far from the financing needs expected by the NDS30, whose priority projects were estimated at 37 500 billion and the overall needs at CFA Francs 88 000 billion.

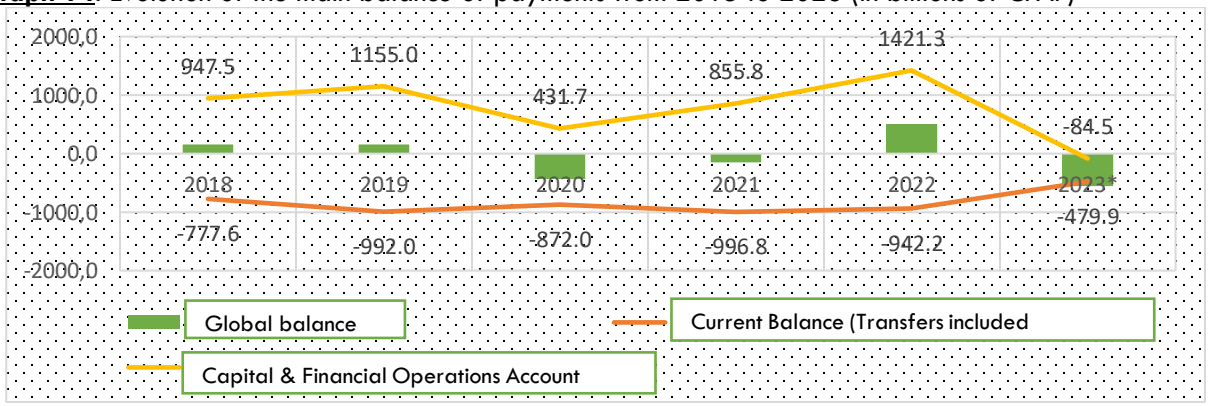
Graph 13: Current account balance of payments as a % of the GDP



Source: MINFI, 2023 Balance of Payments Committee Report; NIS, National Accounts 2023; NIS, 2024 Quarterly Accounts

39. The deficit in the balance of goods narrowed from 390.4 billion in 2021 to 197.3 billion in 2022. This evolution resulted from an increase in FOB export revenue (+1,064.5 billion), which was greater than that of FOB import expenditure (+871.4 billion). Exports increased by 32.7% to 4 322 billion, driven by the increase in exports of crude petroleum oils (+56.3%), linked to the rise in prices and the appreciation of the dollar. Increases were also recorded in other main export products, notably liquefied natural gas (+148.8%), raw cocoa beans (+18.1%), wood and wood products (+7.8%) and raw cotton (+8.5%). The deficit in the balance of services widened by 22.6 billion compared to 2021 to stand at 508.5 billion. This change is mainly attributable to the worsening of the deficit in the "transport" item (-154.3 billion). In contrast, there was: (i) a reduction of deficits in the "travel" and "insurance" items, by 61.1 billion and 6.7 billion, respectively; (ii) an improvement in the balance of "other services" by 63.9 billion.

Graph 14: Evolution of the main balance of payments from 2015 to 2023 (in billions of CFAF)



Source: MINFI. *=Compilation in the third quarter of the year

40. As shown in the graph above, the current account deficit is mainly caused by three items: the primary income balance and the balance of goods and services (trade balance). **The deficit in the primary income balance** worsened by 285.2 billion to reach 690.4 billion, mainly due to the increase in dividends paid to foreign companies by their local subsidiaries.

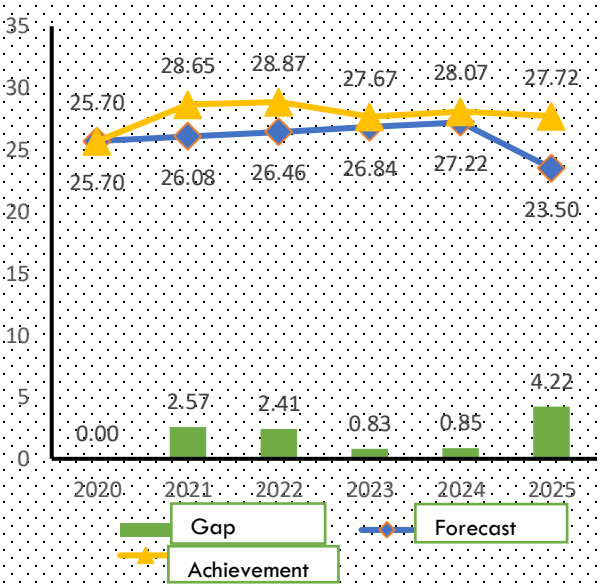
41. The balance of secondary income grew steadily since 2012 despite the decline in 2020, falling from 295. 1 billion in 2019 to 239.2 billion in 2020. This decrease is attributed to the adverse effects of Covid19, which generally led to a decrease in income, particularly that of the diaspora. This account is mainly driven by the increase in current transfers, particularly those from the diaspora. They come mainly from France (25%), followed by CEMAC (21.3%), the United States (15%), Great Britain (10.4%), Germany (7.7%), Italy (3.3%) and Nigeria (10%). Transfers received from CEMAC come mainly from Congo (42%), Equatorial Guinea (16.7%), Chad (16%) and Gabon (14.8%).

42. The other component of the balance of payments is the financial balance, which consists of external financing. In this regard, in 2022, external financing recorded net inflows higher than those of 2021 by 565.5 billion. This trend is attributed to the increase in net capital inflows into the public sector and the non-banking private sector, as well as the reduction in net outflows in the banking sector. Net inflows from the non-banking private sector increased by 372.2 billion, to reach 1,086.6 billion. This rise is linked to the increase in foreign direct investment flows (+56.7 billion) and net drawings (+185.7 billion). Net external financing of the public sector increased by 53.7 billion, to reach 414.1 billion. They are made up of net drawings on ordinary loans (309.9 billion) and donations (104.2 billion).

1.1.5. Monetary situation

43. In 2023, the monetary situation was marked year-on-year by an 11.4% increase in the monetary system's net foreign assets, a 19.0% increase in domestic credit, thus attributing a 7.6% increase in the money supply. Specifically, there was an increase in the monetary system's **net foreign assets**, resulting from transactional flows with the rest of the world, which increased by 58.2% to reach 2 891.7 billion. This evolution was driven, among other things, by the strong expansion of foreign assets managed by the Trading Room (307.3%), followed by that of assets in the Operations Account (10.6%), mainly thanks to foreign currency repatriations by economic operators, despite the increase in the monetary system's external liabilities (8.0%). Foreign exchange reserves stood at 7,071.2 billion at the end of June 2023, compared to 5 612.4 billion a year earlier, and represented approximately 4.71 months of imports of goods and services.

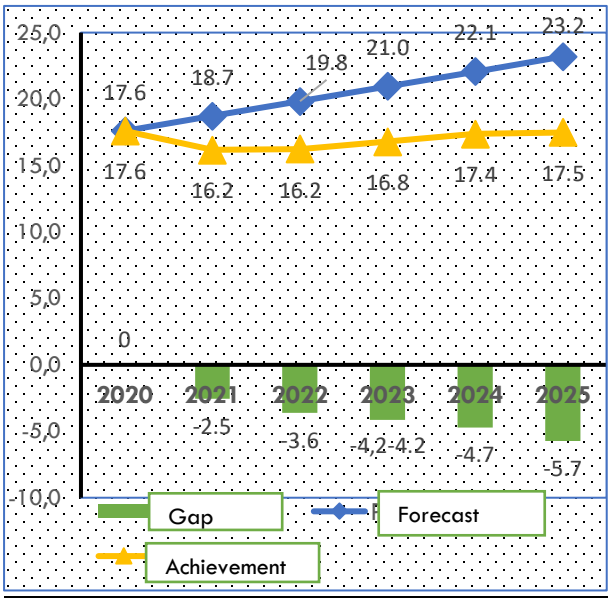
Graph 15: Evolution of money supply as a % of the GDP from 2020 to 2025



Source: BEAC, Annual Report 2023; NIS, National Accounts 2023; NIS, 2024 Quarterly Accounts

44. Concerning receivables from States in the sub-region, there was an increase in net claims of the monetary system on CEMAC States (12.1%) of 9 104.5 billion. This is particularly due to the continued issuance of public securities by States and held mainly by banks in the sub-region. **Regarding credit to the domestic economy, as at 31 September 2023, there was an increase in credit to the economy, which grew by 8.1% to reach 10 236.8 billion. This trend is mainly linked to that of loans to the non-financial private sector (contribution of 7.3 points) and to non-financial public enterprises (0.7 points).**

Graph 16: Evolution of credit to the economy from 2020 to 2025



Source: BEAC, Annual Report 2023; NIS, National Accounts 2023; NIS, 2024 Quarterly Accounts

1.2. Status of implementation of NDS30 fundamental guidelines

45. For its implementation, NDS30 retained three fundamental guidelines that map the drafting and implementation of development policies over the 2020-2030 period. These guldelines are: (i) a mix between import/substitution and export promotion; (ii) a strategic and pragmatic State; and (iii) a combination of imperative planning and indicative planning. The status of implementation of these fundamental guidelines is as follows:

46. With a view to addressing the first fundamental guideline concerning the mix between import-substitution and export promotion, efforts have been made, since the beginning of NDS30 implementation, to strengthen the import substitution policy. In 2023, the Government developed an Integrated Agropastoral and Fishery Import-Substitution Plan (PIISAH) in view of addressing the import-substitution policy. This plan aims at: (i) facilitating the development of private sector actions in the agropastoral field in secure and developed areas; (ii) contributing to the significant increase in the production and availability of local consumer goods and; (iii) creating a conducive environment for the development of agropastoral activities. The PIISAH covers sectors that have a substantial impact on the trade balance, namely: rice, corn, wheat/local flours, oil palm, millet/sorghum/soyabeans, fish and beef/milk. In the 2025 Finance Law, an allocation of CFA F 53 billion was included for the benefit of PIISAH. In 2024, the implementation of the PIISAH led to the following results, amongst others: 13 000 tons of bread flours were produced; 452 tons of rice, corn, millet, sorghum, soyabeans and fodder were produced; 2 million tons of fertilisers were made available to producers; and 21 artificial insemination centres were under construction. Furthermore, with a view to giving a quick first boost to the structural transformation of the economy, an Initial Impetus Programme for the Structural Transformation of the Economy, abbreviated as P2I-NDS30, was derived from the NDS30. The P2I-NDS30 is a portfolio of 30 projects distributed in NDS3 0priority sectors. This portfolio of projects to be carried out by private or mixed economy entities with a contribution from the State was addressed in the 2024 and 2025 Finance Laws through provisions of CFA Francs 30 billion and CFA Francs 20 billion, respectively. As part of its operationalisation, two agreements were signed: (i) an agreement between MINEPAT and the National Investment Corporation (SNI) on engineering of industrial projects identified in the programme, on the one hand; and on the other hand, (ii) an agreement between MINEPAT and the Kribi Port Authority (PAK) relating to support for the development of spaces necessary for the installation of industries in the complex and particularly those identified in the P2I-NDS30. In this regard, the PAK mobilised with its partners, Tanger Med Engeneering, for the conduct of feasibility studies, now completed, for the Integrated Industrial Zone project at the Kribi Port (ZIIPK) on an area of nearly 4000 ha. The establishment of a dedicated subsidiary is underway with the consortium HOLDCO (AGL + ARISE) and BELMONT.

47. With regard to the second fundamental guideline, which mainly focuses on the establishment of facilities for the emergence of the private sector as the main driver of economic growth, Cameroon has a legal and statutory framework for the promotion of Private Investment, which has made it possible to establish targeted tax

incentives for the production of consumer goods, the selection and support of local strategic companies with high potential, and the establishment of access facilities for public procurement and sub-contracting in major projects. This framework, in force since 2013, has just been strengthened by Order No. 2025/002 of 18 July 2025. Also, Cameroon has continued its infrastructure development efforts aimed at promoting the emergence of a competitive private sector through the improvement of energy supply, the modernisation of port infrastructure, and the development of industrial zones in Kribi. An Initial Impetus Programme for the structural transformation of the economy (P2I-NDS30) was derived from the NDS30, and comprises 30 projects which are mostly private initiatives requiring specific monitoring.

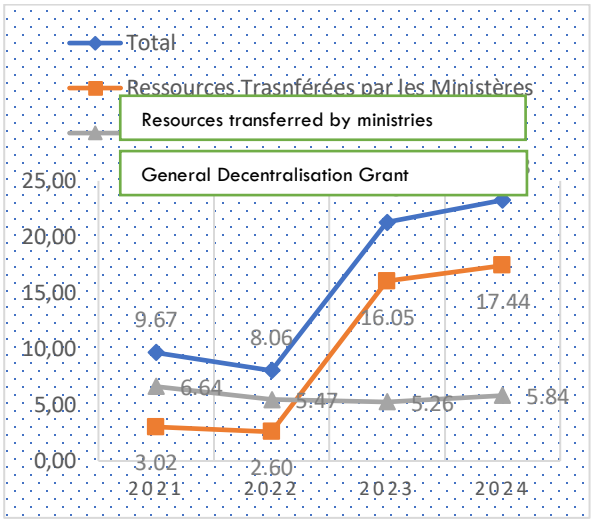
48. As concerns the fundamental guideline which advocates a link between indicative planning and imperative planning, a preliminary draft of the strategic programming law has already been drawn up, but could be updated before any change, the interest being to prioritise and set time markers that match the ambition of emergence. While awaiting a favourable evolution, the monitoring and evaluation system in place establishes unified planning, with sectoral strategies backed by the NDS30, monitored and managed in an integrated manner. This system makes it possible to build consensus and participatory sectoral commitments.

1.3. Status of implementation of key considerations

49. NDS30 is operationalised through its seven (7) key considerations. These define the reforms that should lay the foundations for the deployment of other aspects of the strategy. They mainly concern Economic and Financial Governance.

50. Key consideration 1: Increase the share of resources transferred to Regional and Local Authorities to at least 15% of the State's own revenues, all activities relating to the powers now devolved to RLAs are gradually extracted from the budgets of the administrations concerned. Thus, the budgets of the ministries are increasingly refocusing on aspects relating to non-transferred powers. In terms of envelope, the amount of resources transferred by the ministries to RLAs increased from 103.9 billion in 2021 to 873.7 billion in 2024, or 17.4% of the State's own revenue. In addition, between 2020 and 2024, the General Decentralisation Grant increased from CFA Francs 10 billion to CFA Francs 292.5 billion, or 5.8% of the State's own revenue. The gradual increase in these resources allocated to decentralisation demonstrates a political will to strengthen devolution. **Taking into account all the resources allocated to decentralisation, the share of resources transferred to RLAs has now reached 23.3% of the State's own revenue, well above the 15% target set in the NDS30.**

Graph 17: Evolution of the share of resources allocated to RLAs



Source: MINDDEVEL

51. Key consideration 2: Increase to at least 60% by 2030, the share of public procurement in goods and services addressed to local industries, including for defence and security forces. Circular No. 00001/PR/MINMAP/CAB of 5 April 2022 respecified the conditions of national preference established by Decree No. 2018/366 on the Public Procurement Code (Article 106). Thus, international calls for tenders are now subject to a margin of national preference. By way of illustration, when awarding a contract within the framework of an international consultation, a margin of preference is granted to equivalent offers and in order of priority to bids submitted: a) by a natural person of Cameroonian nationality, or a legal entity under Cameroonian law; b) a company whose capital is wholly or in majority held by persons of Cameroonian nationality; c) a natural or legal

person with economic activity on Cameroonian territory, d) a group of companies associating Cameroonian companies. The margin of preference[3] varies between 10% and 15% depending on the nature of the service. For the special monitoring of this key consideration, the Prime Minister, Head of Government, set up by Decree No. 032/PM of 15 April 2024, an Interministerial Committee for the orientation and monitoring of the capture of public procurement for locally produced goods and services.

52. Key consideration 3: Complete all ongoing projects and finalise all modalities for the full commissioning of infrastructures resulting from major 1st generation projects. By the end of 2024, almost all major projects started before the adoption of NDS30 had been completed, notably: the electricity transmission line of the Memve'ele hydroelectric dam, the foot plant of the Lom Pangar hydroelectric dam, the Nachtigal hydroelectric dam, the Kribi-Lolabe motorway, the open countryside section of the Yaounde-Nsimalen motorway, the first phase of the Douala-Yaounde motorway already open to traffic, with a full connection to national road number 3 via Boumnyebel, the Drinking Water Supply Project for the city of Yaounde and its surroundings (PAEPYS); and the second phase of the Kribi industrial port complex has been finalised and made operational, etc.

53. Key consideration 4: Prioritise Project-Finance and Public-Private Partnership approaches in the implementation of major projects. The legislative framework relating to the promotion of PPPs and Project-Finance approaches was enriched with the promulgation of Law No. 2023/008 of 25 July 2023 to lay down the General Regime of Public-Private Partnership Contracts. Based on the example of the Nachtigal power station and the Kribi gas-powered plant, which were carried out using the project finance and PPP model, Government requested the assistance of the World Bank which mobilised the Public-Private Infrastructure Advisory Facility (PPIAF) to have a generalised approach supported by TFPs. An initial list of eligible projects has been drafted to mobilise all technical and financial partners. These included: the Kikot, Grand Eweng and Mbakaou dams; the Lolabe-Kribi-Edea railway; the Douala bypass; the Yaounde bypass; and the Douala-Limbe motorway.

54. Key consideration 5: Finalise land reform. On this point, alongside the ongoing work on land tenure system, a policy of establishing land reserves has been implemented by the Government and has made it possible to secure thousands of hectares of land by declaring them for public utility, the private State property, in order to be transferred to requesting private investors. One can cite, for example, the incorporation by decree of the Prime Minister, Head of Government, of land reserves with an area of 1 070 ha in the localities of "Lagdo", "Nyakira", "Batschéo", etc. **Furthermore, for agro-industry, MINADER and MINDCAF have launched the central plain project (PATIPAPLACE) covering an initial phase of 400 000 ha, eventually expandable to 1 200 000 ha and open to agro-industrial developers.**

55. Key consideration 6: Promote the emergence and support of national champions in sectors driving structural transformation. The Government has set up a mechanism for the promotion and emergence of National Champion companies. As part of this mechanism and in consultation with the private sector, a first wave of five companies were identified as having strong growth potential) and eligible for mixed State support (financial and non-financial), notably through: subsidies, tax exemptions, easy access to financing windows, land facilitation, technical advice, etc. This selection is based on rigorous criteria of industrialisation, import substitution, creation of added value, competitiveness, innovation, and international potential. The companies identified are grouped in the agro-industry, transport and electronics sectors. These include: **SOPROICAM**, a company producing soyabeans meal for animal feed; **ZNG SMART CARDS FACTORY**, **SOTRABUS**, a public transport bus assembly company; **ZNG SMART CARDS FACTORY**, an industrial company producing

[3] If a foreign firm proposes a price of 100 and a local firm proposes a price of 105. With a domestic preference margin of 15%, it is considered that the foreign offer must be less than 85% of the local offer to be preferred. Here, 105 × 0.85 = 89.25. Since 100 > 89.25, the local firm can be chosen.

magnetic cards and electronic terminals; '***Société Camerounaise de Production du Riz' (SCPR***), specialised in large-scale paddy rice production and the manufacture of woven polypropylene packaging; and '***Société Agroindustrielle Camerounaise' (AGROCAM),*** specialised in the production of chicks and the manufacture of egg trays.

56. Key consideration 7: Prioritise the maintenance of existing equipment and infrastructures to ensure their sustainability and functionality. A study aimed at exploring the approach of evaluating and actively budgeting for the upkeep and maintenance costs of public infrastructures in view of ensuring their continued functionality was carried out. In addition, a guide for the evaluation and budgeting of these costs was drafted and disseminated to enable administrations to take into account the budgetary needs of recurrent costs as from the design stage of public investment projects. **On this point also, the introduction of general accounting principles into public finance management will ensure the systematic positioning of budgetary provisions in favour of heritage assets.**

1.4. Level of operationalisation of flagship plans

57. As part of NDS30 implementation, an operational framework and implementation approach for plans and reforms was developed. It actually provides a programmatic approach by wave to ensure effective and efficient absorption of work leading to a good NDS30 implementation. In fact, not all the initiatives, projects and reforms of NDS30 can be deployed at the same time, hence the need for programming following the planning work, something which also fed into the preliminary draft law on the programmatic orientation of NDS30. Specifically concerning the fifteen flagship plans of NDS30, the following progress can be noted:

I. the Presidential Programme for the Reconstruction of the North-West and South West Regions and the Presidential Programme for the Reconstruction of the Far-North Region are being implemented;

II. the Skills Development Strategy has integrated the general logic of the **"Train my Generation"** programme, including the national certification framework to enable the upgrading of qualifications and skills acquired. The approach is deployed under PADESCE and is supported by the World Bank. In addition, an entrepreneurship development strategy has also been adopted by Government;

III. the deployment of the STEM programme is integrated into the education and training sector strategy which was validated in 2024;

IV. specific planning of the energy sector is carried out with the support of the World Bank as part of research and monitoring of the balance of the electricity sector involving the main stakeholders of the sector;

V. the process of formulating the agro-industrial programme has been initiated and the process for the recruitment of various consultants is underway. Equally, some speculations have been the subject of specific plans. These notably include rice, work on the development a strategy of which was supported by the Coalition for African Rice Development (CARD), oil palm, fish, etc. Furthermore, an Integrated Agropastoral and Fishery Import-Substitution Plan (PIISAH) was developed in 2023;

VI. the expected changes in the digital economy are driven by the Project to Accelerate the Digital Transformation of Cameroon (PATNUC), supported by the World Bank under a US$100 million IDA credit agreement;

VII. for the development of multimodal transport, an Integrated Multimodal Transport Infrastructure Strategy (S2ITM-SND30) was adopted and has been the subject of a collaboration agreement between MINTP and MINT since 2022;

VIII. also, the S2ITM-NDS30 actually integrates the issues of routine maintenance of transport infrastructure in their various road, railway, air and maritime components;

IX. as concerns the expansion of Alucam, the first phase has been the subject of a feasibility study for an increase of its capacities by 25%; consultations are underway in the Prime Minister's Office on this subject. The project is also included in the initial impetus programme

of the NDS30. However, it should be noted that following the fire that occurred in 2023 and which almost brought a production shutdown cost, an evaluation of rehabilitation needs was conducted. The related financing needs are estimated at more than CFA Francs 40 billion for the complete return-to-service of the production unit;

X. the Limbe Oil Yard project (phase 2) has also been the subject of a complete feasibility study, but its implementation requires the prior implementation of the investment plan of the Cameroon Shipyard and Industrial Engineering Limited (CNIC), to make it viable and able to support the said project in a corporate finance model;

XI. the Kribi industrial port complex project was the subject of major planning work within the scope of the Kribi Regional Development Fund (FDRK) supported by the French Development Agency, following the General Development MasterPlan, the construction project of the second phase of the Kribi Port (phase 2), financed by EXIMBANK CHINA and the State of Cameroon for a total cost of approximately CFA Francs 479.9 billion, was completed and the new container terminal of the said port began operations on 9 May 2025. In addition, a collaboration framework with AGL, ARISE, BELMONT and TANGER-MED Engineering was put in place for the development of the Integrated Industrial Zone for the development of more than nearly 4 000 ha;

XII. for urban modernisation, the Ministry of Housing and Urban Development is deploying a logic of integral urban planning which is translated mainly into the Inclusive and Resilient Cities Development Project (PDVIR) supported by the World Bank;

XIII. concerning social protection, Cameroon has a Social Protection Policy Document developed with the support of TFPs, particularly UNICEF, which includes contributory and non-contributory components, as well as the development of social services offer. The Government is currently working on the sustainability of direct social transfer programmes and particularly on the establishment of the National Solidarity Fund;

XIV. with regard to socio-environmental resilience aspects, the development of Planning and Sustainable Development plans systematically integrates this dimension, which must then be gradually consolidated into an overall plan for centralised monitoring. In this light, a National Climate Plan has been developed and the National Determined Contribution (3.0) is currently being finalised;

XV. for the modernisation of airports, planning work is underway at the Ministry of Transport under the operational leadership of specialised structures (CAA, ADC). This planning includes regulatory surveillance, the modernisation of existing infrastructure and the prospect of new infrastructure compatible with the ambition of emergence by 2035.

1.5. Level of compliance with the guiding principles

58. To achieve NDS30 objectives, eight (8) guiding principles have been defined, namely: (i) maintaining the stability of the macro-economic framework; (ii) a single planning that clearly and unambiguously outlines the hierarchy of the various sectoral, thematic and spatial planning tools; (iii) the articulation of planning in a logic of harmonious, balanced and equitable development of the territory; (iv) the planning of development action within the framework of decentralisation; (v) the integration into planning of catch-up requirements for areas affected by social and security crises; (vi) the integration of the exigencies of unity in diversity and the improvement of the relationship between the State and citizens; (vii) the strengthening of the strategic management of the State, and the creation of optimal conditions for the private sector to take its full place and play a leading role in the economy; (viii) taking into account international development commitments in planning while contextualising them. Efforts made to respect these guiding principles concern particularly:

- **For the maintenance macro-economic stability,** the current account balance increased from -3.4

in 2022 to -4.1 in 2023. The overall balance increased from -3.2% in 2020 and -3.4% in 2021 to -0.6% in 2024. The reduction of the non-oil primary budget deficit from -4.1 in 2020 to -2.5 in 2023;

- **for the integration into the planning of catch-up requirements for areas affected by social and security crises,** the Presidential Programme for the Reconstruction and Development of the North-West and South West Regions as well as that of the Far-North Region are being implemented.
- **For the dimension of planning in a logic of harmonious, balanced and equitable territorial development,** the elaboration of Regional Development Plans (RDP) and the updating of Council Development Plans (CDP) as well as SRADDT and PLADDT, are increasing on the ground and benefit from the support of new cooperation programmes such as PROLOG and the CAFI initiative;
- **for the strengthening of the strategic management of the State and create optimal conditions for the private sector to take its place and play a leading role in the economy,** we note the regular organisation of consultation frameworks with the private sector, and the pursuance of the initiatives/reforms necessary to improve the business climate and promote support for private investment. A new ordinance was signed by the President of the Republic on 18 July 2025, to strengthen the incentive framework;
- **for the consideration of international development commitments in planning,** Government regularly holds consultations with Development Partners in view of improving the consideration of Sustainable Development Goals (SDGs) and other international commitments in public policies. These take place not only within the framework of the Voluntaristic Review, but also as part of the sectoral reviews organised within the scope of NDS30 implementation.

STATUS OF IMPLEMENTATION OF THE PILLAR ON THE STRUCTURAL TRANSFORMATION OF THE ECONOMY





CHAPTER 2

EVALUATION OF THE IMPLEMENTATION OF THE « INDUSTRIES AND SERVICES » SECTOR STRATEGY





Chapter 2:

Evaluation of the implementation of the "Industries and Services" sector strategy

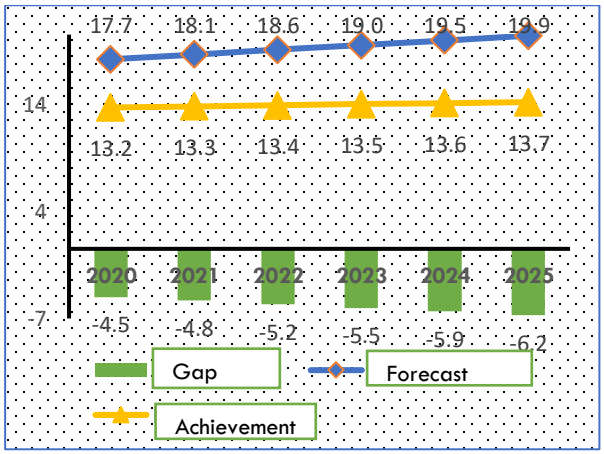
2.1. Development of industries

59. In order to make Cameroon the switch (electricity supplier), the feeder (supplier of agro-industrial produce) and the equipment manufacturer (supplier of capital goods including furniture) of ECCAS and Nigeria by 2030, two (2) main industrial development guidelines were adopted, namely: (i) promotion of manufacturing industry; and, (ii) technology catch-up. These guidelines ought to help facilitate Cameroon's integration into the global economy, on the one hand, and accelerate import/substitution, on the other hand. In terms of objectives, the ambition is to raise by 2030: (i) the share of the secondary sector in GDP to 36.8%; (ii) the Manufacturing Added Value (MAV) to 25%; and (iii) the share of export of manufactured products to 54.5%.

60. To this end, the strategic perimeter chosen by Government was divided into nine (9) driving industrial sub-sectors, namely: energy, agri-business, digital technology as well as Forest-Wood, Textile-Clothing-Leather, Mining-Metallurgy-Siderurgy, Hydrocarbons-Petrochemicals-Refining, Chemicals-Pharmaceuticals and Construction-Professional-Scientific-Technical Services and lastly the development of non financial services.

61. Generally, since 2020, the share of the manufacturing added value on real GDP witnessed a very slight increase. On average, this growth stood at 13.4% since NDS30 implementation. Yet, despite this slight progress, the share of the **manufacturing added value in GDP remains very far from the target of 20% set by NDS30 by 2025. The gap is increasingly widening as the years roll by, moving from 4.5 points of delay registered in 2020 to 5.9 points of delay in 2024, the projected gap in 2025 being of 6.2 points.**

Graph 18: Evolution of the share of manufacturing added value on real GDP between 2020 and 2025



Source: 2023 national accounts, NIS.

62. Moreover, it should be noted that the building and public works industry branch (+4.44% on average) fared fairly well since the launching of NDS30. The same holds true for the "Development of non-market services" (+3.42% on average). The extractive industry on its part witnessed major disruptions given the necessary regulation of mechanised and semi-mechanised extractions as well as the excessive use of products harmful to the environment.

Table 10: Growth rate of some strategic branches

Branch	2020	2021	2022	2023	2024
Agri-business (Industrie Agri-food industry)	2.79%	9.53%	4.15%	3.92%	2.81%
Forest-Wood (Forestry)	-0.08%	2.52%	5.23%	3.68%	-0.59%
Mining-Metallurgy-Siderurgy (extractive industries and other manufacturing industries)	2.55%	-2.99%	-1.33%	-1.90%	-8.48%
Construction- Professional-Scientific-Technical Services (BPW)	6.76%	2.67%	4.23%	4.12%	4.41%
Development of non financial services (Public Administrations)	2.03%	2.75%	3.49%	3.15%	5.66%

Source: National accounts, NIS

2.1.1. Energy industry

63. The energy industry englobes all activities linked to production, processing, transport, distribution and consumption of various forms of energy. Within the framework of NDS30, Government, basing itself on Cameroon's huge electrical energy potential, set itself the objective of producing electrical energy in abundant quantity to improve its population's living conditions; satisfying its industrialisation drive; and becomimg an energy exporting country. This ambition requires to develop the important national hydro-electric potential, strengthen the contribution of alternative energy to better repond to specific needs such as cooking foodstuffs, urban transport and lighting, manufacturing industries, but also strengthen and optimize the use of biomass. To this end, Government embarked on: (i) pursuing the installation of new production capacities; (ii) develop photovoltaic energy; (iii) develop gas powered thermal energy; (iv) develop energy from biomass; and (v) strengthen legislation aimed at attracting private national investment in the construction of mini- hydro-electric and solar power plants.

64. Concerning the installation of new production capacities, the major result of the last few years is the commissioning of all the groups of the Nachtigal Hydro-electric plant (420Mw). Besides, the hydro-electric plant at the foot of the Lom Pangar Dam is fully operational (30Mw). These new installations enabled to raise the total production capacity to 2016 MW out of the 3500 MW earmarked in NDS30 projections.

65. Moreover, the structuring and development studies of projects underway is continuing (Kikot-500Mw, Grand-Eweng-1080Mw, Minkouma-300Mw, Cholet-600MW including 300MW for Cameroon). Within this framework, development agreements were signed between EDF and the Government of Cameroon for the implementation of the Kikot hydro-electric development project and between the Government and CAM-HYDRO for the Minkouma hydro-electric development project. The managerial teams of these projects have already been commissioned. In addition, as a result of the drastic drop in production of the Memve'ele plant during the dry season and the consequences of climate change, Government decided to go on with the maturation of the construction project of a retaining dam upstream of Memve'ele with an hybrid solar power plant.

66. On the issue of electricity transportation, Government proceeded with the commissioning of line 225 KV Ahala- Abong Mbang in order to interconnect the Southern Interconnected grid to the Eatern Network and line 225 KV Nkongsamba-Bafoussam to improve the voltage range in the West and North-West Regions. It is also worth pointing out that some projects contributing to the upgrading of the transportation network and evacuation of the energy produced by the Natchigal Dam went operational, as evidenced by the 225/90/30/15 KV station of Nyom II and line 225KV Nyom II-Oyomabang-Nkolbisson. Moreover, we can also note the continuation of construction works on the transportation lines of electrical energy and transformation stations in the cities of Douala, Yaounde, Garoua and Maroua. Worth mentioning, amongst others, are lines 400 KV Nyom II-Nkolnkoumou-Edea (Beon), line 225KV Garoua-Maroua, the 90KV overhead and underground lines around the cities of Douala and Yaounde.

67. Concerning the development of renewable energy, Government continued with the diversification of its electricity production and reduction of carbon footprint. Solar power plants went operational such as those of Guider and Maroua (30Mw), thus contributing to the reduction in power outages and energy autonomy of localities found around these cities. The implementation of the rural electrification project of project of 1 000 localities through the photovoltaic solar power system enabled the connection of 1 048 households, thus raising to 24 852 the number of households connected in the 350 localities to be electrified as part of the first phase of the project. Moreover, as part of phase of this Project, 2 586 households of the 47 localities concerned in the North Region were connected. Also worthy of not is the commissioning of the Mbakaou Quary Mini Hydro-electric Dam with a power of 1.4 MW in the Djerem Division. This

engineering works enabled to dismantle the Tibati Thermal Plant. Other projects of a similar nature are envisaged, notably the 20 MW hydro-electric dam at Dibombe in the Moungo Division, the extension of the solar power plants of Maroua and Guider. Private initiative also support rural electrification and access to energy for all.

68. For the development of gas powered thermal energy, supplies in Liquefied Petroleun Gas (LPG) witnessed a net increase since NDS30 implementation. This increase (7.8%) is driven by the upsurge in imports (14.7%). National production decline by 18.4% and the quantities placed on the market for consumption increased by 4.9%. Government proceded with the commissioning of LPG filler at Bamenda. The latter should increase the capacity of domestic gas filling for which supplies on the national market moved from 35 000 tons in 2000 to close to 200 000 tons in 2025. In order to deal with this issue, Government launched construction works for the Ebolowa and Kumba filling centres, respectively on 22 and 29 April 2025. It is worth underscoring here that the country still imports about 80% of fuels each year to guarantee the supply of households.

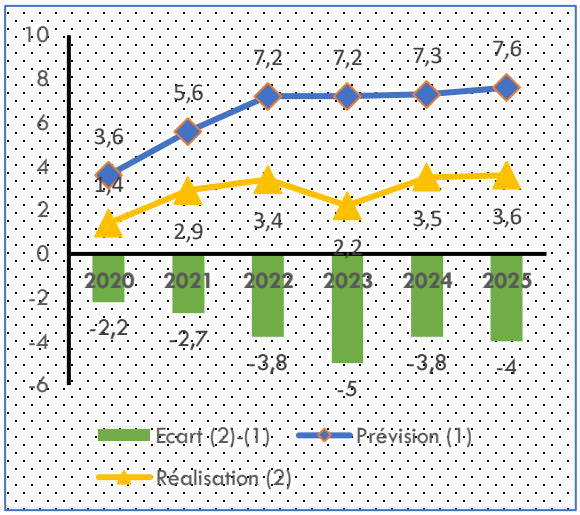
2.1.2. Agri-business

69. The positionning as the feeder of ECCAS and Nigeria requires to substantially increase, in quantity and quality, agricultural production in order to ensure domestic food self-sufficiency, meet the growing demand of national agri-businesses in agricultural raw materials and conquer sub-regional markets. To this end, priority sectors have been identified, notably: cotton, cocoa-coffee, palm oil, sugar, rubber, rice,maize, banana-plantain, fish, milk and meat.

70. Within this perspective, Government worked out and implemented a support plan for ecemonic recovery which focuses on the production and processing of consumer goods to embark on the gradual rebalancing of Cameroon's trade balance. The plan is based on the following products: rice, maize, wheat, milk, fish, millet/sorghum and sojabeans. This support plan is supplemented by the Integrated Agro-pastoral and Fishery Import-Substitution Plan (PIISAH) whose implementation started in 2024 and covers the 2024-2026 triennum. PIISAH concerns the consumer goods sectors that substantially encumber the trade balance, amongst which are: rice, maize, wheat, palm oil, fish, milk and other cereals.

71. Globally, "agri-food industries" contribute for 1 point to the GDP growth of the secondary sector. From 2020 to 2023, they witnessed an average growth of 4.64%. this evolution was sustained by the consolidation of activities in the sectors: "the beverage industry" (moving from 4.9% to 6.8%); "grain processing and manufacturing of starchy products" (moving from 2.3% to 6.2%); "fat and animal feed industry" (moving from 0.4% to 3.4%) and "dairy, fruits and vegetables and other food products industry" (moving from -3.6% to 6.0%). The sectors having contributed to the slowdown of the agri-food industries notably include: "the cocoa, coffee, tea and sugar industry" (moving from -4.9% to -0.6%); "cereal products industry" (moving from 5.5% to 1.5%); "meat and fish industry" (moving from 4.5% to 1.8%).

Graphi 19: Evolution of the growth rate of the primary sector



Source: NIS, National Accounts 2023; NIS, Quarterly Accounts 2024; our calculations

72. In the "cocoa, coffee, tea and sugar industry", the activity is slowing down. This situation is due to the drop in sugar and robusta coffee production, in liaison with unfavourable climate conditions and financial difficulties encountered by SOSUCAM. Concerning specifically the cocoa sector, it was noted that with the setting up of the AFRICA

PROCESSING COMPANY (APC), the rate of local processing of cocoa moved from 29% in 2020 to 33% in 2024.

73. As concerns the palm oil sector, average annual imports were evaluated at 300 000 tons over the 2020-2024 period despite the growth in local production local which moved from 270 000 in 2020 to 300 000 tons in 2024.

74. The proper conduct of activities in the sector of "grain processing and manufacturing of starchy products" is notably linked to the growth in flour demand whose production increased by 19.8% in 2022. In addition, the commissioning of a new flour production unit at Kribi and the availability of wheat whose world prices witnessed a decline in 2023, also contributed to this improvement.

75. Concerning the "Beverage industry", the increase in added value is sustained by the upsurge in demand which found expression in the construction of new production units and distribution centres. The Guinness Cameroun S.A takeover operation by SABC, embarked upon since July 2022 was approved on 28 March 2023, by the body in charge of competitiveness issues in the CEMAC zone. Since then, investments are underway, notably the construction production factories of Guinness products in Yaounde, Bafoussam and Garoua, as well as the rehabilitation of existing factories.

76. In the "fish flesh and products production , processing andd conservation industry", activities were impacted by the security crisis in some production basins and the drop in production of high-performing breeders as a result of the unavailability of fish feed.

Table 11: Growth rate of the sub-sectors of the "food industries" (in %)

Sub-sector	2019	2020	2021	2022	2023	Weight 2023
Food Industries	**2.4**	**2.8**	**9.5**	**4.1**	**3.9**	**100**
Fish flesh and products production, processing and conservation industry	5.9	4.5	1.5	4.0	1.8	21.0
Grain processing and manufacturing of starchy products	5.0	2.3	2.0	2.9	6.2	16.2
cocoa, coffee, tea and sugar industry	4.9	-4.9	2.8	4.4	-06	6.9
Fat and animal feed industry	0.5	0.4	3.0	4.1	3.4	14.4
Manufacturing of cereal products	5.1	5.5	3.4	4.3	1.5	12.8
Dairy, fruits, vgetables and other food products industry	3.0	-3.5	214.2	4.3	6.0	6.2
Beverage industry	-3.8	4.9	13.0	4.9	6.8	22.5
Tobacco industry	0.9	2.8	39.6	3.0	3.2	0.1

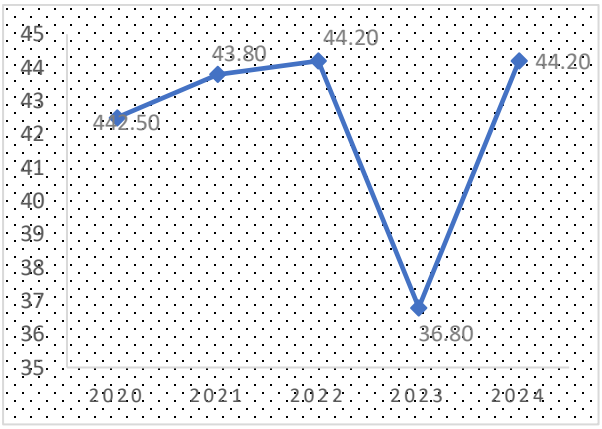
Source: NIS *Updated data, ** provisionary data

2.1.3. Digital industry

77. The digital industry in Cameroon, in full swing, is a promising sector for economic development and job creation. In this area, NDS30 envisages to: (i) reconfigure the national digital ecosystem, by notably creating a digital infrastructure heritage company; (ii) pursue the construction of modern digital infrastructure; (iii) securise networks globally. In addition, Government plans to set up digital and technology parks for: (iv) developing the production of digital content; (v) increasing and diversifying digital uses and services; (vi) developing the manufacturing and assembly of digital parts and appliances.

78. According to the International Telecommunications Union (ITU), the ICT Development Index in Cameroon significantly improved since 2020, moving from 42.50 to 44.20% in 2024, despite the off-peak recorded in 2023.

Graph 20: Evolution of the ICT Development Index in Cameroon between 2020 and 2024



Source: ITU.

79. In 2023, Cameroon obtained a score of 36.8 out of 100, ranking 33rd out of 47 African countries and 6th out of 10 in Central Africa. This ranking reflects performances below the regional average, with indicators such as the coverage of the 3G and 4G networks to 18.4 out of 100, and the prices of mobile data relatively high. In 2024 however, the country advanced with a score of 44.2, positioning itself at the 31st position in Africa and 3rd in Central Africa, behind Gabon (74.7) and Equatorial Guinee (44.8). This improvement is due to investments in digital infrastructures and digital transformation policies underway.

80. According to TRB, the electronic telecommunications segment remains dominated in 2023 by private operators, which own more than 80% of market shares. They include Orange Cameroun (35.61%), MTN Cameroun (35.25%) and Nexttel (10.71%). CAMTEL comes in third position with market shares evaluated at 18.43%. The internet penetration rate on its part stands at about 34%, whereas the number of social media users is evaluated at 16% of the total population. In the same light, there are 26.6 million mobile connections, 122 000 Cameroonians registered on the Twitter platform, 720 000 registered on LinkedIn, 4 million subscribers on Facebook and 600 000 subscribers on Instagram. Concerning e-commerce, it stemmed out that only 5.6% Cameroon internet users make online purchases.

81. Besides, it has been noted that the continuation of the Projec to Accelerate Difital Transformation in Cameroon (PATNuC) which stems from an agreement signed between the Government of the Republic of Cameroon and the World Bank. PATNuC mainly aims to step up digital inclusion and use of digital solutions by small-scale farmers, actors of target agricultural value chains. The implementation of this project enabled to reach the following main results: the construction of three (3) Regional Data Centres (Centre, North and Littoral); the setting up of the platform to electronically manage official mails (GECOP) in several ministries and administrations; the deployment of professional messaging for public employees; the installation of 100 Open Digital Spaces (ENO) in landlocked areas; internet connection extended to more than 500 primary schools and public institutions in disadvantaged areas; financing and supporing local digital start-ups through incubators.

82. In addition, several other activities were carried out in this area, amongst which were: the setting up of cybersecurity laboratories at the Polytechnic School of the University of Douala, at the University of Buea (Faculty of Engineering) and at the University of Dschang (CRESA Campus of Nkolbisson); the organisation of national campaigns to promote cyber-security culture and sensitisation to the responsible use of the social media; the signing of partnership agreements between CAMTEL and the telecommunications operators of Chad (SOS Télécoms and Sotel), which strengthens sub-regional cooperation and network interconnection; the signing of a protocol agreement between TRB/MTN/Orange relating to the construction of urbain optic fiber links.

83. Moreover, works pertaining to the fiber optic development, aimed at improving high-speed internet connectivity, opening up rural areas and strengthening national digital infrastructure continued notably through projects such as PATNuC, the Central African Backbone Project (CAB), and public-private partnerships. In 2024, the fiber optic linear hit the mark of 20 000 km.

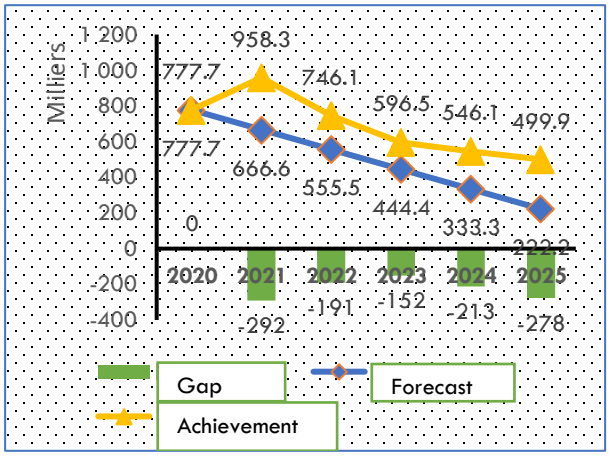
2.1.4. Forest-Wood

84. NDS30 guidelines in the forest-wood sector aim to step up the added value, and concern,amongst others: (i) developing forest plantations; (ii) strengthening the wood processing industry up to the

third processing level for the manufacture of furniture, the construction of homes and buildings and industrial uses. To this end, Government embarked on specifying the orientation of public orders regarding the supply of furniture towards local production and strengthening standards for the use of wood in construction, on the one hand; and setting up of an adequate framework for the emergence of wood technology parks, on the other hand. Government also took the commitment to strengthen transparency in the management of council forests and community forests; and ensure the regulation of biomass energy production.

85. It is worth recalling that Cameroon has an important and diversified forest heritage, evaluated at 22 million hectares, including 17.5 million hectares of exploitable, hosting about 300 timber species. Currently, 101 concessions, with 122 FMAs were granted for a surface area of about 7 000 000 hectares including 110 being developed, 44 are OLB certified, chain of custody and forest operator. Council forests (73 in all) cover a surface area estimated at 2 345 307 hectares. Community forest on its part sstretch over a surface area of close to 1 000 000 d'hectares. The overall production capacity is approximately 7 000 000 m³ per year. Yet, annual forest production ranges between 2 000 000 and 3 000 000 m³, that is 28.6% to 42.8% of the said capacity. Out of the 300 species identified, logging targets close to 60 species, amongs which only 6 (Ayous, Sapelli, Tali, Azobe, Okan, Frake) cover close to 70% of the production. Whereas, at economic level, the processing [4] of these timber resources constitutes an opportunity for development and poverty alleviation. Hence the need to move towards further wood processing (TPPB). However, national industries involved in further wood processing (TPPB) products remain dominated by very small units scattered in urban centres, poorly equipped, offering very low quality and very uncompetitive products. **Statistics available reveal that 251 Wood Processing Units are operational across the national territory icluding: 80 (that is 32%) of the 2nd processing level; 16 (that is 6%) of the 3rd processing level; and 8 (that is 3%) of the 4th processing level.**

Graph 21: Evolution of volume of log exports in m³



Source : NIS ; MINFOF ; our calculations

86. Since the beginning of NDS30) implementation, the legal and regulatory framework for forest and wood management witnessed two major changes, notably:

a. the adoption of the decision to gradually ban timber exports under the form of logs of 18 September 2020 after a meeting of ministers of the Congo basin in charge of Forestry, Industry and the Environment. This law had to enter into force on 1st January 2023 was postponed to 1st January 2028. The postponement of this decision had as consequence the resumption of the increase in log exports;

b. the promulgation of Law No.2024/008 of 24 July 2024 to lay down forestry and wildlife regulations in Cameroon. This law remplaces Law No. 94/01 of 20 January 1994 and aims to modernise the management of forest and wildlife resources, thereby laying emphasis on sustainable conservation, the rational use of resources, and the preservation of the rights of local communities. It proscribes the export of timber in the form of logs.

[4] The processing of wood products comprises the following levels: (i) **1st degree**: lumbers (sawn wood into all dimensions, hewn, sliced and boules); and sliced or peeled veneers; (ii) **2nd degree**: Reconstituted solid wood, panels, parquets etc… ; (iii) **3rd degree**: Wood riquettes de bois, Laminated beams, plywood, etc… ; (iv) **4th degree**: furniture, doors, windows etc…

87. The Joint Order No. 0162/MINFOF/MINTP/MINMAP relating to public procurement across the national territory was also taken to encourage the use of wood from legal origin and wood by-products to limit the strong propensity for ordering furniture made from imported wood. ANOR is working for the setting up and popularisation of processing standards and wood by-products (standard dimensions for doors,windows office furniture…).

88. Besides, Cameroon opted for the introduction of specially dedicated economic zones, notably to wood processing. To this end, 4 zones were identified and they include the following: that of Edea, Bertoua, Kribi and Douala. Concerning specifically the zone of Bertoua, prefeasibility studies were carried out and 120 hectares of land were secured for the project and a procedure was undertaken to secure the additional 780 hectares. It is therefore important to continue efforts to promote local wood processing notably through the gradual extension of the list of species banned for exports in the form of logs.

89. Moreover, concerning the construction of infrastructures for technical, technological and vocational training (IFTTP) on wood processing, Government endowed some secondary institutions as well as associations of actors of woodworking trades, with wood processing tools and dryers. SMEs in the area also benefit from Government support in the process of acquiring high value technology equipment in the areas of 2nd, 3rd and 4th processing. Such is the case for exemptions from customs duties and taxes on imported appliances, equipment, materials and tools meant for further wood processing activities.

90. Lastly, as for capacity building, more than 2 163 artisan woodworkers were trained in modern wood processing techniques and technologies, in order to improve the competitiveness in 3rd and 4th processing.

2.1.5. Textile-Clothing-Leather

91. NDS30 guidelines for the sector consist in: (i) increasing national cotton production at the threshold of 600 000 tons/year by 2025; (ii) integrating industrial processing of the local fibre to reach a minimum rate of 50% by 2030; (iii) developing an industry for the manufacturing and designing of uniforms, including sportswear (jerseys, tracksuits, sneakers, etc.), capable of meeting at least 50% of domestic demand; and (iv) supplying major State bodies (army, police and civilians), with uniforms and clothing incorporating at least 60% of Cameroonian cotton. Furthermore, the State explores the possibilities of revamping tannery and the leather manufacturing industry (boots, bags, belts, etc.).

92. For some years now, the development of the textile and clothing industry is facing several difficulties. According to statistics from NIS, the growth rate of the textile and clothing industry moved from 3.4% in 2020 to 1.2% (provisionary data) in 2023. This situation could be mainly explained by the fact that SODECOTON and CICAM, in charge of the supervision of cotton production and spinning, respectively, are facing difficulties. The textile and clothing sector is mainly characterised by limited cotton processing locally and poor clothing industrialisation, dominated by handicraft. In fact, out of the cotton produced, only a small part (about 2%) is processed locally by spinning and weaving. Cotton fiber is in the main (more than 50%) exported towards Western and East Asian markets. Spinning is carried out essentially by CICAM (with more 90% of the production). Yet, the company is unable to meet local demand, notably to produce quality fabrics and especially fabrics needed by the clothing industry as raw materials. Besides, the sector remains confronted to difficulties linked to competition from imports of second-hand clothes, counterfeit and contraband fabrics from Asian and West African origin.

93. In terms of actions, a restructuring plan of CICAM was worked out following a study carried out by the Upgrading Office (BMN), at the request of the Ministry of Mines, Industry and Technological Development (MINMIDT). This study uncovers the obsolescence of production equipment and under-use of the production tool affecting close to 90% of some sites at the time of the diagnosis. Unfortunately, it was not implemented due to lack of financing. Most recently, CICAM came up with its 2025-2029

business plan aimed at modernising the company's production facilities and relaunch its activities. Moreover, as part of operationalisation of P2I-NDS30 and Development Plan of Military and Industrial Capacities (PDCMI), the Ministry of Defence carried out works for the setting up of a construction project for a modern textile factory specialised in designing military clothing. This project falls in line with industrial sovereignty, national security and relaunch of the local textile industry. In addition, MINADER devised a sustainable development strategy of the cotton sector (SDDC 2024-2030) whose objective is to develop an integrated value chain of sustainable cotton production and processing in a competitive textile industry.

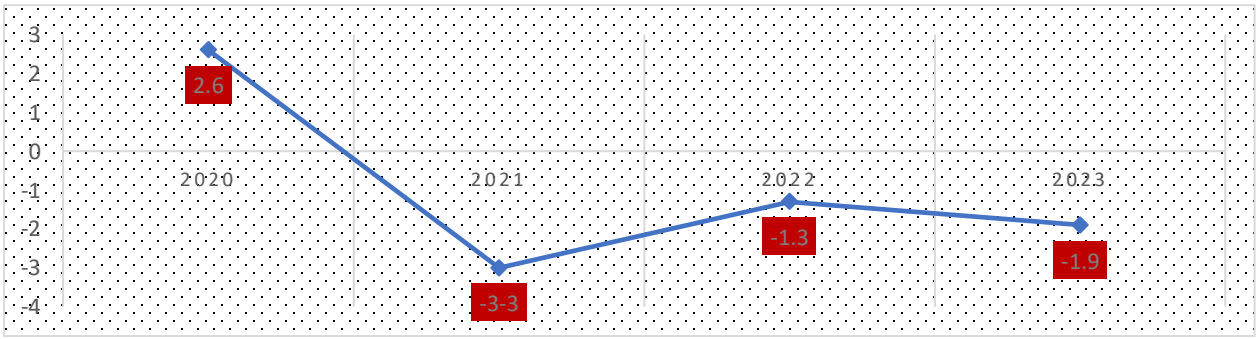
94. Furthermore, in 2025, SODECOTON signed partnership agreement with the ARISE group to set up weaving and spinning unit for processing 70 000 tons of cotton fibre per year.

95. Concerning the development of the leather industry, despite the potential which the country has in this sector and Government efforts for modernising this sector, the results still remain very little in the way of being tangible. The growth rate of the leather and shoe manufacturing industry remains very weak, it varied from 2.7% in 2020 to 3.1% in 2023 according to data from NIS. Among the actions carried out for the development of the leather sector are: technical and financial support to SMEs of the leather and related handicraft sector (shoemakers, leather craftsmen), the rehabilitation of some tanneries notably those of Maroua and Ngaoundere, technical capacity building for actors in MINEFOP training centres, setting up of craftsmen around major urban markets, notably at Yaounde, Douala and Maroua.

2.1.6. Mining-Metallurgy-Siderurgy

96. The development of the Mining-Metallurgy-Siderurgy, is essentially based on a set of integrated projects/programmes and focuses on the the optimal enhancement of the country's mineral resources, in a logic of decisively increasing industrial production, on the one hand, and creating stable and sustainable employment pools, on the other hand. The objective targeted by NDS30 is to reach 3.4% of GDP in 2030 in the extractive industry sector. With regard to the graph below, the activity in this sector worsened between 2022 and 2023 (-1.9%). This could be the consequence of the drop not only in production but also in crude oil and natural gas.

Graph 22: Evolution of GDP in extractive industries



Source: NIS, National Accounts

97. Currently, 15 mining projects are being implemented at SONAMINES, including 6 projects of iron ore production. Amongst these projects, eight are at the exploration phase and seven at exploitation phase.

Table 12: List of mining projects underway in Cameroon

PROJECTS	CONTRACTUAL COMPANIES	CONTRACT TYPES
1. KRIBI-LOBE IRON	SINOSTEEL CAM S.A,	Exploitation
2. BIPINDI GRAND-ZAMBI IRON	G-STONES RESOURCES S.A	Exploitation
3. NGOVAYANG IRON	CAMINA S.A	Exploration
4. NKOUT IRON	CAMINEX S.A	Exploration
5. DJOUM IRON	CAMINEX S.A	Exploration
6. MAYO-BINKA IRON	No operator	Exploration
7. MBALAM BAUXITE	CAMEROON MINING COMPANY SARL	Exploration***
8. MINIM-MARTAP BAUXITE	CAMALCO S.A	Exploitation
9. COLOMINE GOLD	CODIAS S.A	Exploitation
10. BIBEMI GOLD	ORIOLES S.A	Exploration
11. MBORGUENE GOLD	CAMINCO S.A	Exploitation
12. LOMIE COBALT-NICKEL-MANGANESE	GEOCAM	Exploitation
13. AKONOLINGA RUTILE	No operator, project undergoing restructuring	Exploitation***
14. MINTOM LIMESTONE	EGIN SAV	Exploration
15. MAYO-DARLE TIN	DAEWOO CAMEROON	Exploration

Source: SONAMINES

98. In the mining sector, amongst the main actions carried out, there is the setting up of the National Mining Company (SONAMINES), by Decree No.2020/749 of 14 December 2020, in remplacement of CAPAM; and the promulgation of Law No.2023/014 of 19 December 2023 on the mining code as well as the various implementation instruments which revisit the shortcomings of the 2016 Law, notably through: (i) integrating aspects linked to decentralisation; (ii) strengthening the regulatory role of the State; (iii) considering the concerns linked to the attractiveness of the sector.

99. Furthermore, several mining projects are gradually being set in motion notably: the exploitation of the Kribi-Lobe iron ore, the exploitation of the Mbalam-Nabeba Iron Deposit and the exploitation of the Bipindi-Grand Zambi Iron (Akom II).

i. **Exploitation project of the KRIBI-LOBE Iron by the SINOSTEEL CAM S.A company**: the mining permit awarded by Presidential Decree No.2022/273 of 1st July 2022. The effective launching of construction works and mining exploitation started on 16 October 2023, after finalising all prior actions, allocating land to the project (DUP), validating the list of equipment to be imported, contracting civil engineering and deforestation works, etc. Excavation, trenching and construction works for access roads and accommodation centres for 1 000 persons are currently underway. Moreover, an agreement was concluded between Sinosteel and the Kribi Port Authority for the construction of a terminal meant for iron exports.

ii. **Exploitation project of the BIPINDI-GRAND ZAMBI Iron (Akom II), steered by the G-STONES RESOURCES S.A company, a subsidiary of the Cameroonian conglomerate BOCOM:** it is one of the most advanced mining projects. The mining licence was awarded by Decree No.2022/524 of 29 November 2022. The open-pit mine is operational since 2023 and as at the first quarter of 2025, more than 600 000 tons of iron have already been extracted and stored on the site. The very first exports are slated for 2025 via the Kribi Port Authority where the access road has been developed for iron ore transportation.

iii. **Exploitation project of the Mbalam Iron: the permit was awarded by** Presidential Decree on 17 Augut 2022 to the CAMEROON MINING COMPANY (CMC) Sarl. Cameroon officially launched the technical phase of the project on 22 December 2023. CMC Sarl is continuing negotiations on the project between the Republic of Congo and Cameroon within the framework of the platform set up to this effect. Similarly to

this project, the agreement on the Mbalam-Kribi railway line was the subject of an additional clause in a bid to adjusting deadlines.

100. As part of geological and mining reseach, SONAMINES obtained a reconnaissance permit for limestone and carried out two (2) surveys in the Sikoum locality. These operations enabled to reveal a rate of calcium oxide of 21%. Works are underway to evaluate the volume of limestone available. In addition, campaigns to identify and geo-track rocky massifs were carried out in the Mbilntangan, Alouma and Souck localities, in view of exploiting ornamental stones. Furthermore, SONAMINES signed an MoU with YOUTH ACTION FOR RURAL AFRICA (YARA), an NGO based in the United States of America, for the establishment of a partnership in the project zero child in the mine; and the signing of joint project development agreements for the setting up of a water operating, packaging and marketing and gold mining unit with the MWELASE partner. SONAMINES equally started discussions with the following companies SINOSTEEL, G-Stones, Cameroon Mining Company (CMC) as well as all other companies holding mining licences with a view to integrating SONAMINES in its shareholding. Moreover, SONAMINES transferred 638 kg of gold collected to the State between July 2021 and July 2024, on account of flat rate synthetic mining tax and exit fee from semi-mechanised miners. This action aims to consolidate national reserves, formalise mining circuits, and position the State as a key stakeholder for gold produced in an artisanal manner.

101. Concerning metallurgy, since 2020, the sector witnessed significant buoyancy, marked by major investments, overarching projects and a powerful upswing of local actors. According to the Cameroon organisation of steel processing industries, national metal production is now higher than domestic demand to the tune of more than 120 %. This over-production opens export prospects towards regional markets, notably within the Economic and Monetary Community of Central Africa (CEMAC). Amongst the main actions having contributed to the development of the sector are the following: (i) expansion and diversification of the production capacities of PROMETAL through the commissioning in 2024, of PROMETAL 4 (production of beams, angles and flat iron bars) and PROMETAL 5 (a production unit of 600 000 gas bottles and a production unit of 5 000 metric tons of steel frame); (ii) launching production works for sheet metal coils of a capacity of 30 000 tons per year; (iii) emergence of ACERO METAL in local siderurgy with the diversification of its offer of concrete reinforcing bars, henceforth proposing ranges compliant with international standards (Fe500, Fe450, Fe400). In addition, there has been the launching, in 2024, of the modern siderurgic complex of Kribi promoted by the Cameroon Steel SARL company. This project, of an estimated cost of CFA Francs 1 000 billion, spans over 50 hectares in the Kribi industrial and port area. It envisages an annual production capacity of one million tons of steel, with commissioning planned between July and December 2027. The complex will locally process 15% of extracted iron ore, notably the Mbalam deposit, into finished products such as reinforcing bars and galvanized sheets.

102. In the same sector, note should however be taken of the fact that the ceramics factory KEDA Cameroon Ceramics, located at Bipaga near Kribi in the South Region, officially launched its production in 2024, after conclusive tests and the commissioning of natural gas supplied by the National Hydrocarbons Corporation (SNH) via a gas pipeline constructed from the Bipaga processing centre right up to the plant. This project, promoted by the Chinese company KEDA Industrial Co. Ltd, represents an investment worth CFA Francs 12 billion and has an annual production capacity of 20 million square meters of tiles and other ceramic products. It aims to reduce the import of tiles manufactured abroad, improve Cameroon's trade balance and create jobs locally. There is also the launching of construction works of a clay-based tiles production factory at NKAKE which currently stands at an execution rate of more than 80%. The estimated production stands at 10 000 square meters per day.

103. Concerning cement factories, 5 new actors (CIMFIG, CIMFOR, SINAFSIM, CENTRAL AFRICA CEMENT, YOUSHENG CEMENT) joined the market between 2020 and 2025, raising production from 4

200 000 tons in 2020 to close to 10 000 000 tons, a figure widely above domestic demand.

Table 13: Comparative sheet on the situation of cement production industries in 2020 and 2025

		In 2020		In 2025	
Name	**Location**	**Installed capacity (in tons/year)**	**State of the factory**	**Installed capacity (in tons/year)**	**State of the factory**
CIMENCAM	Douala	1 200 000	Functional	1 200 000	Functional
	Nomayos	500 000	Functional	500 000	Functional
	Figuil	500 000	Functional	500 000	Functional
DANGOTE CEMENT	Douala	1 500 000	Functional	1 500 000	Functional
MIRA SA	Douala	1 500 000	Functional	1 500 000	Functional
CIMAF	Douala	1 500 000	Functional	1 500 000	Functional
CIMPOR CAMEROON SA	Kribi	1 000 000	Functional	1 000 000	Functional
MEDCEM Cameroun S. A	Douala	600 000	Shutdown**	600 000	Shutdown**
EGIN SA	Douala	300 000	Shutdown**	300 000	Shutdown**
SINAFCIM SARL	Edéa			1 000 000*	Functional
CENTRAL AFRICA CEMENT SA	Edéa			1 800 000*	Functional
EMPIRE CEMENT	Douala			1 000 000*	Underway
YOUSHENG CEMENT	Dibamba			1 400 000*	Underway (90 %)
MIRA SA	Figuil			650 000*	In the pipeline
Installed capacity		**7 800 000**		**12 500 000**	

Table 14: Comparative sheet on the situation of tile production industries in 2020 and 2025

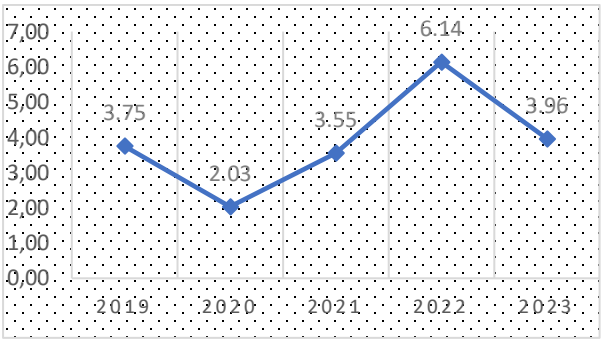
		In 2020		In 2025	
Name	**Location**	**Installed capacity (in tons/year)**	**State of the factory**	**Installed capacity**	**State of the factory**
GAODA	Yaounde	5 000 Tons/day	Functional		
KEDA Cameroon Ceramics	Kribi			20 000 000 $m^{2/year}$	Functional
KEDA Industrial Co. Ltd	NKAKE-Souza (Littoral)			7 000 $m^{2/day}$	Underway

2.1.7. Hydrocarbons-Refining-Petrochemicals

104. In this area, the perspective is to develop the country's potential by positioning SNH as a reference strategic operator in the Hydrocarbons-Refining-Petrochemical sector. The objective targeted by NDS30 is to reach 3.4% of GDP in 2030 in the hydrocarbons extraction branch. It will more specifically entail: (i)enhancing the oil and gas potential, in order to maintain the flow of oil which contributes to the financial balance of the State budget; (ii) developing exploration and enhanced recovery in the current productive basins; (iii) updating and enhancing the oil potential of the Bakassi peninsula; and (iv) stepping up the geophysical prospecting efforts.

105. Globally, an upward trend of the GDP of this sector has been noticed. The growth rate witnessed an increase in 2021 and 2022 as a result of the post COVID-19 economic recovery at global level. Despite the slight decrease registered in 2023, it is above the global GDP growth rate which stood at 3.2%.

Graph 23: Evolution of GDP (%) in the hydrocarbons sector



***Source**: NIS*

106. The extractive industry remains subject to the vagaries of international trade, the country being the price-taker and not yet possessing a sufficiently strong technology. The consequence is the increasingly significant reliance vis-à-vis the outside world concerning many a product such as plastic materials and rubber whose imports hover around 250.3 billion, thus representing 5.1% of total imports in 2022.

107. As for crude oil, in 2023, production stood at 23.9 million barrels, registering a drop of 4.4% as compared to the previous year. This decline is notably linked to the downturn of operational oil fields. With regard to natural gas, in 2023, the production du liquefied natural gas (LNG) dropped by 8.8% as compared to 2022 and stood at 80.4 billion cubic feet. Construction works of a pipeline linking the LNG processing centre of the SNH at Bipaga are ongoing. This pipeline of a cost of about 7.2 billion and a length of 5.27 km will meet needs estimated between 3.5 and 6.5 million of cubic feet per day expressed by the company in question.

108. As regards domestic gas, in 2023, supplies of liquefied petroleum gas (LPG) increased by 14.1% in 2022 to stand at 208 083 metric tons. This evolution stems from the 12.9% increase in imports which stood at 173 425 metric tons. National production also increased to stand at 34 658 metric tons. The quantities released for consumption increase by 7.7%. To step up the storage capacity of LPG, the construction of a storage sphere of a capacity of 1 000 metric tons at Bonaberi is ongoing, with an execution rate of 95% as at the end of September 2024. Moreover, construction works of the filling plant of Bamenda are underway, with an execution rate estimated at 85% as at the end of June 2024.

109. Similarly, as for hydrocarbons, though exports in value registered an increase of 79%, especially with the good performance of crude oil and gas (LNG) with +65% and +138%, respectively despite a drop of 3.0% of hydrocarbons export volumes, fuels and lubricants continue to constitute a significant share of hydrocarbons imports (93.7%) with a trade deficit of 680 billion for these products. Hydrocarbons imports form a considerable debit item of the balance of payment. The latter represent 22.6% of total imports. With the Russo-Ukrainian conflict, we witnessed an increase in the prices of energy products. Also, Cameroon embarked twice on the readjustment of prices at the pump in order to reduce financial charges linked to the subvention to refined hydrocarbons.

110. Regarding the rehabilitation of SONARA (managerial, technical, financial plans) for it to carry out competitive and sustainable refining, the process is underway. However, to guarantee the continuous supply of the domestic market, in addition to the 25 076 metric tons of Liquefied Petroleum Gas (LPG) produced by SNH at Bipaga, a volume of 1 337 400 metric tons of white products and 123 609 metric tons (MT) of LPG were imported. Equally, to ensure the country's sustainable supply in finished products and bear charges linked to the operation, the mechanism devised by MINEE in 2019 following the fire incident at SONARA was implemented in March 2020 and is continuing unperturbed. The said mechanism consists in the competitive bidding of all Traders in order to select the best in terms of price. This enables to make bulk orders in order to benefit from the economies of scale. In addition, a project for a modular refinery with a capacity of 30 0000 barrels/day (CSTAR Refinery) was launched in July 2025 by SNH together with its subsidiary Tradex and the Ariana/RCG consortium. The project, located in Lolabe, in the industrial port area of Kribi, on a 250-hectare site, provides for the establishment of a fuel storage terminal (diesel, petrol, A1 jet,

kerosene, HFO), with an initial capacity of 250,000 to 300,000 m³.

111. Concerning the development of transport equipment for oil and gas products, it worth pointing out that the Government of the Republic of Cameroon, through the Ministry of Water Resources and Energy, signed on 26 March 2019, a Memorandum of Understanding with the YAN CHANG LOGONE DEVELOPMENT HOLDING COMPANY S.A. (YCL) for the construction of the Limbe-Douala-Edea-Yaounde oil pipeline. In 2021, the pre-feasibility study report of the project, proposed by the partner and comprising results of reconnaissance works of the itinerary and identification of sites likely to host the components of the pipeline (pumping stations, shut-off valves and terminal stations) is awaiting validation by the Committee for Monitoring and Evaluation of studies with a view to constructing the said pipeline. Detailed studies on the project will be launched as early as the setting up of the committee mentioned above whose authorisation remains awaited.

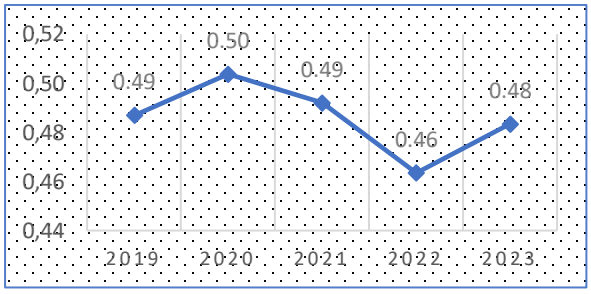
112. Besides, implementation monitoring of the construction project of a bitumen unit in Cameroon by the ALL BITUMEN CAMEROON PLC stepped up in 2025 with the removal the plant cover on the project site in the industrial area of the Kribi Port. It is worth recalling that the All Bitumen Cameroon company envisages to construct a bitumen refinery of a capacity of 250 000 tons per year, supplied by the mini-refinery of 10 000 barrels of oil per day. The project is estimated at approximately 161 million euros, that is CFA Francs 105.6 billion and ought to start during the first quarter of 2025, with a construction timeframe of 24 to 30 months, that is a commissioning slated between the end of 2027 and the beginning of 2028. This initiative aims to reduce the cost of road infrastructures by 30%; create close to 400 direct jobs and 1 500 indirect jobs. To this end, MINFI obtained an agreement in principle for financial support in the form of direct State subvention to the tune of 1.25 billion, meant for the completion of the project's feasibility studies. This project is however included amongst the priority projects of P2I which was also part of the disbursement conferences of P2I funds in the course of the month of April last year.

2.1.8. Chemicals-Pharmaceuticals

113. The objective to be achieved concerning the chemical-pharmaceutical domain is to build a competitive Cameroonian chemical and pharmaceutical industry integrated into Cameroon's economy, to serve the domestic and regional markets (ECCAS) and Nigeria. Four (4) guidelines have been laid down: (i) promote, through public order and other appropriate channels, an industrial fabric of innovative, dynamic and growing SMEs in the chemicals-pharmaceuticals sector to promote synergies by grouping into sectoral and territorial clusters; (ii) develop within the framework of the hydrocarbons-refining sector an upstream segment for the production of basic chemicals and polymers at competitive cost; (iii) develop, within the integrated palm oil and rubber sectors, segments that allow supply of basic products to the cosmetics and oleo-chemical industries; and (iv) develop the pharmaceutical industry.

114. Between 2020 and 2023, the share of the chemical and pharmaceutical industry in GDP remained almost stable. It represented 0.5% in 2020 and 0.48% in 2023. In 2023, products from the chemical industry represented 10.7 % of total imports, thus representing CFA Francs 532 billion, an increase of +8.9 % as compared to 2022. The main imported chemical products are pharmaceutical products, which represented 31% of imported chemical products in 2023, and fertilisers. Between 2021 and 2023, Cameroon imported more than 228 000 tons of fertilisers, for a total of CFA Francs 174 billion. Moreover, local industries only tap 5% of market shares.

Graph 24: Share of chemical and pharmaceutical industries in GDP (%)



Source: NIS

115. However, since 2020, Government registered several remarkable achievements in the Chemical-Pharmaceutical sector, motivated by the need to strengthen health sovereignty, notably following the COVID-19 pandemic. Top amongst these achievements are: extension of local pharmaceutical production notably with the extension and modernisation of Cameroon's Pharmaceutical Products Industry (CINPHARM); the development of new local pharmaceutical laboratories such as Africure Pharmaceuticals with support from Indian and South-African groups; support to traditional pharmacopea initiatives notably within the framework of the fight against the COVID-19 pandemic; the re-equiping of the National Drugs Quality Control Laboratory (LANCOME) to ensure more rigourous analyses of imported or locally manufactured products; and the intensification of the fight against illicit drugs. Furthermore, discussions have been undertaken in order for Cameroon to endow itself with real industry capable of locally producing some inputs and basic pharmaceutical products. It will enable in the long run to more efficiently tackle possible health crises. Efforts deployed by Government find expression in the willingness to construct a national pharmaceutical foundation, supported by private industrial initiatives; efforts deployed by the State in the area of regulation and training; and a better integration into regional and international dynamics. It is within this framework that Government devised the national development strategy of the local pharmaceutical industry (2025-2030SNDIHAL) whose objective is to create an industry based in priority on generic drugs in order to strengthen the country's health sovereignty.

2.1.9. Construction-Services-Professional-Scientific-Technical

116. In this sector, the objectives to be achieved are as follows: (i) structuring, coordinating and optimising the operational and functional link between the construction industry and professional, scientific and technical activities with a focus on operational excellence in the preparation and execution of industrial and infrastructure projects; (ii) building an efficient and competitive construction industry by aligning the industry with the best international standards and practices in the engineering and construction trades; (iii) building a strong national capacity to manage industrial and infrastructural projects and programmes operationally by aligning the training curricula in these trades with relevant international standards and best practices, by creating the national order of project manangement experts; (iv) creating conditions for the development of national orders of the critical professional disciplines.

117. To this end, Government has embarked on a number actions aimed at strengthening national capacity in industrial and infrastructural management projects, notably by aligning training curricula with international standards. It also went ahead with discussions to set up a National Order of Project Management Experts, whose main objective is to professionalise and enhance skills in complex project management, while easing the emergence of national orders in critical professional disciplines, a condition sine qua non for ensuring an efficient contribution to the imperative need of accelerated and transformative industrialisation of the national economy.

118. Innovation and industrial property were at the heart of priorities, with the grant of 70 subventions in 2024 by the Ministry of Mines, Industry and Technological Development (MINMIDT) to economically reliable inventors and innovators, thus fostering the filling of patent application to the African Intellectual Property Organisation (AIPO). This support enabled to increase the number of

protected assets to close to 4 900, including 18 valued assets, thereby bearing testimony of the increasing dynamics in the area of innovation.

119. Despite these advances, the share of added value of this sector in GDP remain low, oscillating around 0.08% since 2015 until 2024. This situation reflects the structural challenges linked to the poor industrialisation capacity, dependence on imports in the machinery and equipment sector, and low export of finished products. Net foreign demand of the machinery and equipment industry continues to weigh negatively on GDP growth, with a deficit which worsened, moving from CFA Francs -337 billion in 2020 to approximately CFA Francs -475 billion in 2024. This inbalance underscores the urgency to strengthen local production, improve the competitiveness of national companies and develop export capacities.

120. Structuring efforts, professionalisation, innovation and stardardisation embarked upon over the past few years lay the ground works for a more competitive and integrated industry, capable of satisfying the growing needs in infrastructures and equipment, while actively participating in the country's economic transformation. The success of this ambition will however depend on the continuation and strengthening of public policies, investment in training and research, as well as the constant mobilisation of technical and financial partners.

2.2. Development of services

121. NDS30 guidelines in the area focus on: (i) transport; (ii) trade; (iii) tourism; (iv) arts and culture; and (v) real estate.

2.2.1. Transport services

122. In order to improve the mobility conditions of persons and goods, Government took the commitment to: (i) draw up and implement a national road safety plan; (ii) liberalise the domestic air transport market in view of the single Africxan air transport market; (iii) set up a railway heritage company as part of the railway network development programme; and (iv) develop urban mass transport services (skytrains, metro, tramway, etc.).

123. Since the adoption of NDS30, the transport sector pursued its transformation, within a context marked by the post-pandemic recovery and implementation of major overarching projects. The growth of the sector settled at 5.5% in 2024, thus registering a slight increase as compared to 2023 (5.4%), borne by the continuation of public investments in road, rail, port and airport infrastructures.

124. Imports of transport equipment continued to increase, thus hitting the mark of CFA Francs 345 billion in 2024, as against CFA Francs 320.7 billion in 2022. This increase is linked to the continuation of the dismantling of tarrifs within the framework of the Economic Partnership Agreement (EPA) with the European Union (7th phase), which facilitated the entry of modern vehicles and equipment. The modernisation the rolling stock, notably in urban and inter-urban transport, enabled to reduce the average age of vehicles and improve road safety. The finalisation of studies for the creation of the du Technical Centre for Vehicle Equipment Industries (CETIEV) would enable , in the mid-term, to strengthen local production and reduce imports.

125. At the level of roads, if it can be noted that infrastructures are gradually improving with the tarring of several major roads, road safety on its part remains a challenge. The national road safety plan has not yet been drafted. Road safety and security have nonetheless improved through sensitisation and road safety campaigns.

126. In the air transport sector, discussions are continuing in order to liberalise the national air transport market in view of the single African air transport market. Concerning the air transport service offer, the restructuring plan of the national airline, CAMAIR-CO, was formulated and adopted. A new operator obtained an air carrier certificate and the revamping of the national offer of air transport services enabled CAMAIR-CO to concentrate the network of domestic destinations on the Douala/Yaounde line with 28 weekly air frequencies. The cities of Garoua and Maroua remained connected with the Douala and Yaounde capitals, respectively with four (4) and three (3) weekly air frequencies, the cities of Bafoussam and

Ngaoundere on their part benefit from three (3) and five (5) weekly air frequencies, respectively. Preliminary draft studies have been conducted in view of developing the Bertoua, Tiko and Kribi airports.

127. Besides, the signing of Decree No.2023/452 of 18 October 2023 to approve and render enforceable the National Civil Aviation Security Programme (PNSAC) and the ratification by Decree No.2023/316 of 1 August 2023, of the agreement pertaining to air transport services between Cameroon and Algeria, signed on 24 February 2021 in Yaounde constituted the salient points in the quest for better quality air transport service.

128. In the railway sector, the stakes included the setting up of a railway heritage company as part of the railway network development programme. The law governing the railway sector in Cameroon was promulgated by Decree No.2023/010 of 25 July 2023. This new law strengthens the institutional dispensation with the creation of a railway heritage company and a railway regulatory and safety authority. It enacts the most adapted rules in the area of network management, a better supervision of occupations and technical staff as well as the strengthening of the security and safety mechanism. This new framework is better adapted to the challenges and opportunities offered by the sector, notably the extension of the national railway network as a result of Public-Private Partnership initiatives.

129. As for port and airport transport, the automation of operations and extension of warehouse docks improve service quality. The Douala International Airoport has also been modernised, with the renovation of the passenger terminal and the improvement of security and safety mechanism, thereby enabling the resumption of air traffic (+7% in 2024).

130. In the area of meteorology, the undermentioned activities were carried out: (i) collection, centralisation, use of available data from weather stations across the national territory; (ii) formulation and supply of maritime forecasts for the port activities of the Kribi Port Authority (PAK) and Douala Port Authority (PAD); (iii) continuation of the process of setting up of a National Climate Framework Services; (iv) launching of a web site and mobile application for disseminating weather information; (v) production and dissemination of a bi-weekly national climate bulletin meant for official focal points and the general public; (vi) production and dissemination of agro-meteorological bulletins and livestock assistance bulletins with a decadal, monthly and seasonal frequency.

131. The digitalisation of transport procedures was stepped up, with the extension of the one-stop shop for for external trade operations (GUCE) to new boarder posts and the generalisation of the electronic management of transport documents. This modernisation enabled to reduce transit deadlines, enhance transparency and combat fraud and corruption, thereby fostering the competitiveness of national companies.

132. Regional cooperation intensified, with the signing of road and railway transport facilitation agreements with neighbouring countries and Cameroon's active participation in CEMAC and AfCFTA initiatives. These actions aim to strengthen regional integration, harmonise standards and ease the movement of persons and goods across the national territory and beyond.

2.2.2. Trade

133. Regarding trade, in order to ensure fair and healthy competition on the domestic market, Government embarked on: (i) carrying on the implementation of the National Exports Strategy; (ii) irradiating the domestic and sub-regional markets with products stamped "made in Cameroon"; (iii) developing e-commerce; (iii) improving the foreign trade statistical system in order to strengthen trade watch; and (iv) devising a trade defence strategy. In addition, the export policy will be strengthened through the creation and organisation of the Export Promotion Agency (EXPA).

134. Within the framework of the implementation of the National Exports Strategy and the investments Charter, the instrument setting up the Exports Promotion Agency (EXPA) has been finalised and forwarded to the Prime Minister. This Agency is

called upon to play a key role in structuring and promoting Cameroonian exports, in order to strengthen the availability of national products on sub-regional and international markets. Despite its status still being transitional, joint efforts from public authorities and partners have enabled to obtain an increase of 7% in non-oil exports in 2024, reaching the mark of CFA Francs 2 370 billion, with an accrued diversification of markets and products. In addition, exports of processed products increased by 9%, sustained by targeted promotion campaigns and strengthened support from local exporters.

135. The promotion of the "made in Cameroon" brand was reinforced through several major initiatives. The public electronic promotion platform (https://www.ecommerce-gov.cm) took on board 60 new companies in 2024, including 35% managed by women, thereby raising the number of active operators to 120. Specific "made in Cameroon" spaces were opened in the country's main cities and the Yaounde window (at the MEEC neighbourhood) was modernised and better equipped. Promotion campaigns, such as "Rentrée Commerciale" and "Christmas for all", mobilised more than 500 000 consumers, thereby contributing to the promotion of of local products on national and sub-regional markets.

136. E-commerce witnessed significant growth, with 75 enterprises trained in e-commerce in 2024 (as against 53 in 2022), and an upsurge of 18% of the turnover genenrated by the online platforms. This dynamic progression was sustained by institutional support from the Ministry of Trade and technical assistance from the Commonwealth Secretariat, thus enabling SMEs to better enhance and sell products on the international market.

137. Trade watch and the improvement of the foreign trade statistical system were strengthened. In 2024, 280 trade watch notes were drafted, as against 200 in 2022, and 15 structures benefitted from capacity building in strategic monitoring. An indepth diagnosis of information systems enabled to define the architecture of the National Trade Watch System, whose deployment is projected for 2025.

138. Quality infrastructure was consolidated by the implementation of the ministerial programme dubbed "Promotion of Metrology, Regulatory Watch and Fair Price Supervision", the acquisition of new metrological equipment and capacity building for the personnel. In 2024, 42 new national standards were adopted and 210 companies were assisted in the certification of their products, thereby facilitating their access to regional and international markets.

139. The development of export sectors was sustained by consolidating the specifications for Geographical Indications (GI) and developing technical sheets for five new products (Okok, Ndjansang, Ndo'o, Safou, Benghou fish from the Kadey). The coffee and cocoa sector benefitted from the launching of the coffee and cocoa seasons, as well as the structuring of the grouping of arabica coffee producers of the West Region.

140. International cooperation intensified with the signing of new collaboration frameworks with KOICA, JICA, GIZ, AFD, the European Union and CCIMA. These partnership enabled to mobilise resources for training, regulatory watch, trade digitalisation and promotion of Cameroonian exports on the world market.

2.2.3. Tourism

141. In the area of tourism, Government embarked on: (i) defining and organising (public and private) investment priorities around two or three flagship tourism products; (ii) gradually phasing out the management of accommodation facilities and adapting incentives to the development of Public-Private Partnerships in tourism, handicraft and cultural services; (iii) increasing tourist opportunities particularly by facilitating investments in accommodation facilities and also by promoting cultural sites and events; (iv) structuring tourism sector stakeholders; (v) setting up of a tourism products information system; (vi) developing people's education in the tourism culture; and (vii) ensuring the implementation of standards in accommodation services.

142. As part of NDS30 implementation, the tourist sector continued its recovery momentum, with the

growth of the "accommodation and catering" branch estimated at 5.8% in 2024, thus registering an increase as compared to the year 2022 where it represented 4.6%. This performance is justified by the diversification of tourism offer, improvement of service quality, and intensification of actions geared towards promoting the Cameroun destination, both at national and international levels.

143. The hotel park was enriched with 1 450 accommodation facilities classified in 2024, as against 1 281 in 2022, mainly concentrated in the following Regions: Centre (380), Littoral (310), West (230) and South (125). The number of room available reached 35 000, thereby representing an increase of 10% as compared to 2022. The average room occupancy rate settled at 72%, registering an increase of 4 points as compared to 2022, thus bearing testimony of a better attractiveness of guest facilities.

144. Approved catering establishments also witnessed a significant increase, moving from 584 in 2022 to 650 in 2024. This evolution was sustained by a diversification of gastronomic offer, with accrued enhancement of local cuisine and products, thus contributing in enriching the tourist experience and promoting Cameroon's culinary heritage.

145. In the area of public tourirm infrastructures, the year 2024 was marked by the completion of extension works of the Kribi Accommodation Centre, the commissioning of the conference room and modernisation of equipment. In addition, the gradual phasing out of the State in the management of hotels continued with the introduction of public-private partnerships for operation by several structures, in compliance with the presidential decree stipulating that rents stemming from the State hotel park should finance/supplement the Special Allocation Account (SAA).

146. The development of leisure infrastructures intensified with the commissioning of new recreation parks and nautical stations, notably at Ebolowa, Lagdo and Maga. These sites benefitted from additional developments, including accommodation infrastructures, improved access roads and modernised leisure equipment. All the same, several ecotouristic sites were enhanced, with the installation of water supply and solar energy systems, as well as the construction of accommodation structures in the Adamawa, North-West, East and Far-North Regions.

147. The promotion of the Cameroun destination was strengthened by the finalisation of the Master Plan for the development of tourist sites and setting up of an integrated information system on tourist products. Strategic partnerships were established with web sites and national and international media promoters, notably CRTV, for the dissemination of contents enhancing Cameroon's tourist heritage. These initiatives were supplemented by the organisation of press trips and Eductours for foreign journalists, thus contributing in improving Cameroon's international visibility.

148. Domestic tourism was stimulated by sensitisation campaigns and initiatives targeting residents, with particular emphasis on educational leisure activities and the discovery of the national heritage. These actions enabled to step up by 15% the tourist site attendance by nationals in 2024, thus contributing to the resilience of the sector in the face of international tourism fluctuations and ownership of the tourism heritage by the local population.

2.2.4. Arts and culture

149. In the field, Government had as ambition to: (i) continue the inventory and enhancement of the cultural heritage; (ii) structure artistic corporations and crafts; (iii) develop the film industry; (iv) intensify teaching of arts in school curricula; (v) create, under the supervision of RLAs, structures for the training and promotion of arts and culture (cultural centres, conservatories, etc.).

150. Within the framework of the continuation of the general cultural heritage inventory, in 2024, 55 new goods and elements were registered on the national card index, thereby strengthening the wealth and diversity of Cameroon's heritage. In addition, the inclusion of the Nguon in 2023 and Ngondo in 2024 on the representative list of cultural and intangible heritage of humanity enabled to increase Cameroon's international visibility and revamp related cultural activities. In 2024, this recognition was sustained by the organisation of international

festivals and cultural events which attracted more than 250 000 visitors, thereby generating significant economic benefits for local communities.

151. The cultural and creative industry (CCI) benefitted from strengthened institutional support through:

- ongoing mapping of Cameroon's Cultural and Creative Industry and devising the National Development Strategy of target structures;
- multifaceted support to about 2500 initiatives, based on high economic profitability programmes, projects and activities, professionalising training in fields of study of heritage, book, press, film, audio-visual and interactive media, design, visual artsanal handicrafts, culinary arts and performing arts and festivals, likely to greatly impact on the development of ICCs.

152. The multiplicity of actions aim to meet the stakes of competitiveness, sovereignty and influence capability, thus contributing to adapt cultural offer to public practices, liberalise the potential of CCIs and render this sector more vibrant and job creating.

153. The development of the cultural industry also based itself on the structuring of trade associations and setting up of technical and financial support mechanisms. In 2024, several associations of arts and handicraft producers were created, with quality referentials and specifications designed to improve the competitiveness of products on local and international markets.

154. International cooperation was strengthened with the signing of partnership agreements with institutions such as UNESCO, AFD and OIF, thereby enabling to benefit from financing and expertise to enhance the cultural heritage and develop the creative industry. These partnerships notably enabled to digitalise heritage archives and construct (underway) Reading and Cultural Activity Centres.

155. The promotion of Cameroon's culture to the general public was intensified thanks to media campaigns, itinerary exhibitions and creation of digital platforms dedicated to the dissemination of cultural contents. In 2024, more than 500 000 persons took part in cultural events organised across the entire country, thereby bearing testimony of an increasing zeal for culture and arts as vectors of economic and social development.

2.2.5. Industries du sport

156. ***In the field of sports,*** the main NDS30 guideline aims to devise a strategy around the sports economy, notably through the organisation of mass and elite sport, promotion of cultural activities and organisation of competitions at all levels (national, regional and council) on a permanent basis in various disciplines.

157. In terms of actions, the National Sports Development Strategy (SNDS), aiming to strengthen governance, professionalisation and inclusion in all disciplines is in the course of being implemented. The investment policy in sports infrastructure was pursued, with the completion of two new omnisports stadiums at Garoua and Bertoua, raising to 12 the number of stadiums in the country meeting international standards. In addition, the renovation of the complexes of Yaounde, Douala and Limbe enabled to host regional and international competitions, thus generating tourist revenue and revamping the local economic fabric. The number of proximity playgrounds constructed in divisional headquarters moved to 42, thereby facilitating mass sport practice and the emergence of new talents.

158. Concerning training, 15 regional training centres for young sportsmen and women were created across the national territory, including 3 in 2024. These centres, endowed with modern equipment, welcome more than 2 500 youths each year, including 38% of girl children, thus translating the desire to promote equal opportunities and women's inclusion in sports. Partnerships were established with international federations for the capacity building of local trainers and technical supervisors.

159. School and university sports also benefitted from special attention, with organisation of National University Games (JENAU) and National School Championships, which brought together more than 18 000 participants in 2024. These events enabled to detect new talents and promote team spirit,

discipline and citizenship in youths. The number of schools having included sports in their regular curricula moved to 1 200, thus representing an increase of 15% as compared to the year 2023.

160. Financial support to sports federations was strengthened, with an annual budget of CFA Francs 6 billion meant for the preparation and participation in African and world competitions. For 2024 for example, Cameroon participated in 27 major international competitions, winning 38 medals including 12 in gold, 14 in silver and 12 in bronze. The most performant of disciplines were athletics, women's football, wrestling and judo.

161. The professionalisation of sports was stepped up with the introduction of a support fund to professional clubs and athletes. This fund enabled to improve working conditions, social cover and the remuneration high-level sportsmen and women. The national professional football championship saw the introduction of measures geared towards ensuring financial transparency and governance, thereby contributing to the sector's stability and attractiveness.

162. The promotion of sports for all and physical activity intensified through sensitisation campaigns, creation of urban and rural health keep fit tracks, and the organisation of 85 community sports events across the entire national territory. These initiatives enabled to touch more 500 000 persons, thus favouring the prevention of non-communicable diseases and improvement of the population's general well-being.

2.2.6. Real-estate services

163. With regard to real estate services, Government embarked on: (i) substantially increasing public and private housing supply in line with the estimated deficit of more than one million housing units; (ii) extending and increasing the availability and accessibility of land reserves and developed plots, particularly through prior development of new urban neighbourhoods; (iii) promoting public-private partnerships in the construction of homes by the private sector; (iv) promoting local materials to reduce costs in the construction of houses; and (v) reforming public entities in the sector to improve their performance (Housing Loans Fund, Cameroon Real-Estate Corporation (SIC), MAETUR).

164. With a growth rate estimated at 8.5%, mainly sustained by a strong demand for residential, commercial and social housing, the sector continued to develop itself. The number of building permits issued reached 4 000 in 2024, an increase of 3800 building permits as compared to 2023, with a noticeable concentration in the Centre, Littoral and West Regions. This momentum is driven by rapid uban development, population growth and gradual improvement of access conditions to real estate.

165. The digitalisation of surveys and land certificates expanded to 7 regions in 2024, thus facilitating the security of real-estate transactions and reducing land disputes, which constitutes a major stumbling block to the sector's development. This progress enabled to record an increase of 15% in formal land transactions, thus contributing to better transparency and attractiveness for national and foreign investors.

166. Private investments in commercial and residential real-estate were stimulated by the simplification of administrative procedures, the reduction of deadlines for obtaining authorisations and introduction of tax incentives. Several major projects have seen the light of day, notably integrated real-estate complexes at Douala and Yaounde, thereby combining office spaces, businesses and houses meeting international standards.

167. The sector also benefitted from the rise in local and durable materials, encouraged by the upcoming set up of the Technical Centre for Construction Materials (CETMCO). This initiative aims to reduce the dependence on imports and foster a more ecological and economical construction, in line with the sustainable development objectives.

168. Pilot projects on smart and sustainable neighbourhoods were launched in regional capitals, thus taking on board innovative solutions in terms of renewable energy, waste management and urban mobility. These initiatives aim to improve the

lifestyle of inhabitants while attracting investors sensitive to environmental and social criteria.

169. Cooperation with international partners such as UN-Habitat, the World Bank and AFD enabled to mobilise financing and expertise to strengthen sector governance, improve access to decent housing and promote inclusive land policies. These collaborations also supported professional training and sensitisation to construction and urban development standards.

2.2.7. Employment-related services

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

171. The employment-related services sector witnessed a significant evolution, with the strengthened implementation of public policies aimed at improving access to employment, quality employment and professional training. Professional training was strengthened with the opening of 8 new technical and vocational training centres (CFPT) in 2024, thus raising their number to 65. These centres trained more than 18 000 youths, including 40% of women in branches adapted to needs of the labour market, notably in the agri-business, ICT, construction and services sectors. Partnerships with the private sector enabled to improve training-employment and facilitated the integration of graduates.

172. The national support programme to self-employment and youth enterpreneurship benefitted from a funding of CFA Francs 12 billion in 2024, supporting more than 3 500 youths project promoters. This programme enabled to create 2 800 micro-enterprises, with a twelve-month survival rate of 78%. Training in corporate management, access to financing and digital marketing were offered to build the capacity of beneficiaries.

173. The promotion of decent employment was at the heart of actions carried out, with the signing of agreements between the Government, trade unions and employers' organisations to improve on working conditions, social security and protection of workers. In 2024, more than 5 000 enterprises were assisted in their compliance with the Labour Code, notably in the areas of health and safety at work.

174. Moreover, specific initiatives were launched in favour of the professional integration of persons with disability and vulnerable segments of the population, with the creation of 4 specialised centres and the award of subventions to 1 200 beneficiaries. These actions fall within the framework of the national social inclusion policy and equal opportunities.

175. International cooperation enabled to mobilise resources and additional expertise, notably with the International Labour Organisation (ILO), the World Bank and the European Union, to strengthen the institutional capacities and implementation of employment sector reforms. These partnerships supported the setting up of a national employment observatory, thus facilitating data collection and analysis for better decision-making.

2.3. Private sector revitalisation

176. Cameroon's Vision, in this domain, is to build the structural transformation of the national economy by giving priority and central role to the private sector. This priority is given to the private sector by three (3) active private initiative promotion thrusts. The first one relates to technology development by massing public investments for the accelerated development of technology at national and regional levels and building integrated, efficient and competitive quality infrastructure. The second one concerns incentives for the development of enterprises where the objective is to have a critical mass of "national champions" enterprises representing flagships or leaders in key sectors of the economy. Lastly, it is a question of protecting the national economic environment with an economic

intelligence strategy which aligns economic defence with military defence and civil defence.

177. Concerning technology catch-up, the objective targeted is to build a national technology absorption and accumulation capacity that will allow for accelerated technology catch-up based on three (3) strategic guidelines, namely: (i) massing public investments for the development of technology infrastructures at national and regional levels; (ii) building an integrated, efficient and competitive quality infrastructure (standardisation, metrology, conformity assessment and market surveillance); (iii) substantially increasing investments in human capital to meet the needs for realisation and operation of industrial infrastructures both at national and regional levels.

178. Significant efforts were deployed since several years now to substantially increase human resources in the scientific and technological fields, especially at the higher education level. Yet, the labour market offers few job opportunities. Also important is the brain drain towards greener pastures abroad observed over the past few years. The case of medical doctors who are no longer systematically absorbed into the public service is an occular example. At the industrial level, the development of production units remains timid. Moreover, there is a programme dedicated to the professional integration of youths having state of the art knowledge in technology. In 2024, the number of SMEs in activity in Cameroon reached about 375 000, that is an increase of close to 7.3% as compared to 2022. The tertiary sector continues to dominate with close to 79%, followed by the secondary sector at 20.8% and the primary sector at 0.2%. The number of enterprises created in Business Formality and Creation Centres (CFCE) was maintained at a high level with about 16 200 new business registrations, thereby translating the constant vibrancy of enterpreneurship.

179. As part of promotion of competitiveness and entrepreneurship, government actions in 2024 focused on: (i) technical support to more than 1 200 SMEs for managerial capacity building and establishment of strategic partnerships; (ii) award of global financial support to the tune of close to CFA Francs 900 million meant for the development and modernisation of SMEs. In addition, 35 enterprises joined the upgrading process, with 50 plans validated, and 5 ISO certifications obtained amongst the candidates.

180. Concerning social economy, more than 4 000 Social Economy Organisations (SEO) and 6 500 Artisan Production Units (APUs) migrated from the informal sector towards the formal sector. Amongst them, about 1 000 SEOs and 1 800 APUs benefitted from targeted technical support, notably in entrepreneurship and packaging. Financial support of about CFA Francs 850 million granted to 130 councils to finance income-generating micro-projects, thus strengthening the local economy.

181. Activities carried out in 2023 and which were pursued in 2024 enabled the following: (i) adhesion of more than 1 300 new SMEs to Approved Management Centres and registration of 250 enterprises in the National SME File; (ii) capacity building of close to 600 female enterpreneurs in the cassava sector, as well as initiation to enterpreneurship of more than 60 000 youths; (iii) support and upgrading of about 70 craftsmen in the South-West Region, with the installation of more than 300 Local Social Economy Networks at national scale; (iv) popularisation of product standards and their practical application in 40 agri-food SMEs.

2.3.1. Technology catch-up and development

182. In the area of technology catch-up and development, one of the salient events was the formulation and launching the National Technology Catch-up Plan, with targets in priority the modernisation of construction, engineering, industrial materials and equipment sectors. Advanced studies have been carried out for the setting up of the Technical Centre for Construction Materials (CETMCO) and the Technical Centre for Vehicle Equipment Industries (CETIEV), with the effective commencement of works scheduled for the second semester of 2025. These centres are called upon to become poles of excellence for research, certification and dissemination of innovations within the sector. Besides, the draft framework law for technology development was finalised and the

National Technology Development Strategy (SNDT) was updated. This framework aims to structure and optimise the link between the construction industry, scientific and technical professions, and innovation, in order to align the country with the best international standards and step up industrial competiveness.

183. Support to innovation was strengthened with the award of 70 subventions to economically viable inventors and innovators for patent filling at AIPO in 2024, as against 63 in 2023. This measure aims to encourage the protection of intellectual property and stimulate the culture of innovation, notably in the agri-business, ICT, and renewable energy domains. The infrared turbidimeter prototype has been designed with technical support from the University of Ngaoundere. Three assets relating to a closed-cup gold washing system…, respectively have to be enhanced in 2025. The total number of assets of enhanced industrial property reached 18, whereas 4 900 assets are henceforth protected at national and regional levels.

184. The network of Technology and Innovation Support Centres (CATI) was expanded, with the installation 5 new CATI in 2024 (ESTAD, IAI, ENSTP, ENSPD and AGRO-PME), raising the total number to 17 operational centres across the national territory. These structures offer technical support, training and access to scientific documentation, thus facilitating technology transfer and the emergence of solutions adapted to local needs.

185. Innovation in agricultural and agri-food sectors was also sustained by the erection in GI of the pepper of Penja and white honey of OKU since 2023. The white pepper of Pendja obtained certification within EU space between 2022 and 2023. As for red cocoa from Cameroon, specifications were consolidated and are are awaiting validation by the committee which MINADER is chairing. Concerning Arabica coffee from the West Region, the sector was structured between 2023 and 2025 with the setting up of a representative grouping. The statutes and internal rules and regulations of the grouping are awaiting signing by the competent administrative authority. As concerns yam from MBE, specifications are in the pipeline for the erection of this product in GI. It should be underscored that parliament voted a law in 2024 to authorise the President of the Republic to adhere to the Lisbon system on the international protection of GI. The consolidation of specifications for Geographical Indications (GI) such as the pepper of Penja, red cocoa of Cameroon and Arabica coffee from the West Region. In 2024, five new products (Okok, Ndjansang, Ndo'o, Safou, Benghou fish from the Kadey) were identified as potential GI, and their technical data sheets have been formulated. A referential of training modules for producers' groupings was designed to strengthen the competiveness and traceability of local products.

186. International cooperation intensified with the signing of new collaboration frameworks with KOICA, JICA, GIZ, AFD, the European Union, UNDP and CCIMA. Partnerships enabled to mobilise financial and technical resources for training, applied research and dissemination of best practices in the area of standardisation, food safety and industrial property. The 2024 National Quality Infrastructure Forum (FONIQ) enabled to outline the progress registered in the area of standards, metrology and regulatory monitoring, thus contributing in improving the competiveness of Cameroonian enterprises on the regional and international markets.

2.3.2. Business development incentives

187. ***Concerning business development incentives,*** in a bid to increasing the density and ensuring the competiveness of the fabric of Cameroonian SMEs, and avoiding the current dispersal of public resources and increasingly concentrating them on the acceleration of industrialisation, several initiatives were undertaken. Among these actions, we can note: (i) the signature of 137 agreements, on the 2020-2024 period, between Government and enterprises within the framework of the implementation of the law of 18 April 2023 on private investment incentives in the Republic of Cameroon for an overall amount evaluated at more than 2 674 billion; (ii) the implementation of the "Start-up Cameroon" programme which enabled to finance 55 start-ups to the tune of CFA Francs 400 million, operating in varied sectors such as health, agriculture, the digital and education; (iii) the simplification of

administrative procedures was pursued, with the reduction of deadlines for obtaining building permits, operating licenses and sectoral approvals; (iv) the promotion of female entrepreneurship and youth inclusion, with financial support, training and mentorship programmes. In addition, Government strengthened regulatory and tax incentives aimed at alleviating the charges of enterprises, facilitating their creation and fortering their growth. In 2024, the average deadline for business creation was reduced to 2.8 days thanks to the digitalisation of one-stop shops.

188. To encourage innovation and competitiveness, Government devised a technical and financial support mechanism, notably via Technology and Innovation Support Centres (CATI), whose number moved to 17 in 2024. These centres offer training, access to scientific documentation and support to the protection of intellectual property, with 70 subventions granted to inventors for filling patents to AIPO. Government has also encouraged the structuring of the economic sectors through the creation and support of regional clusters in agri-business, textile and information and communication technology (ICTs). Four new clusters were created in 2024, thereby fostering the synergy between enterprises, research centres and financial institutions, and improving the competiveness of Cameroonian products on the local and international markets.

2.3.3. Protection of the national economic environment

189. As for the *protection of the national economic environment,* *it* remains a strategic priority for Cameroon, within a context marked by the rise in imports, accrued competition on the domestic market and the necessity to preserve the competiveness of local enterprises. Government strengthened the legislative and regulatory framework, notably through the rigorous application of the law on the origin of products and the updating of the list of products subject to safeguard or temporary import restrictions measures.

190. Compliance control of imported products was intensified by the Standards and Quality Agency (ANOR) and compulsory certification for 35 product categories with high stakes on consumers' health and safety were effective. In 2024, more than 1 100 unannounced inspections were carried out across the entire national territory, thereby resulting in the seizure or withdrawal from circulation of 2 400 tons of non-compliant or counterfeit products, that is an increase of 18% as compared to 2023. The strengthening of quality infrastructure continued, with the adoption of 42 new national standards and the conduct of 15 sensitisation campaigns on product compliance and safety in 2024.

191. Market monitoring was strengthened with the setting up of national digital platforms for commercial monitoring and combating fraud, which enable to report in realtime cases of unfair practices, counterfeiting or dumping. This platform, interconnected with customs services and sectoral administrations dealt with more than 8 000 warnings in 2024, thus contributing to a better traceability and responsiveness of competent authorities.

192. To support local production, Government pursued its national preference policy in public procurement, with the quota reserved for local enterprises raised to 35% in 2024 (as against 30% in 2023) in public contracts for the supply of goods and services. This measure enabled to step up the visibility of "made in Cameroon" products and stimulate domestic demand, while fostering the emergence of national champions in strategic sectors such as agri-food, textile and construction materials.

193. The fight against smuggling and customs fraud was intensified, with the increase in joint customs-police-gendarmerie operations in trade corridors and border markets. In 2024, these operations enabled to dismantle 22 major illicit trafficking networks and seize fraudulent goods worth more than CFA Francs 9.5 billion, thus contributing to secure tax revenue and ensure consumer protection.

194. Regional and international cooperation intensified, notably through Cameroon's active participation in the CEMAC and WTO commercial monitoring. The country also benefitted from the technical support of GIZ, the European Union and the World Bank for capacity building of administrations

in charge of control, the modernisation laboratory equipment and alignment of national norms with international standards.

2.4. Transformation of the financial system

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

196. Interventions are centred on six (6) thrusts, namely: (i) financial inclusion and intensification of the financial and banking system; (ii) development of local financing of investments and exports; (iii) strengthening regional and international financing of investments and exports; (iv) development of supplier credit; (v) contribution of Cameroon's diaspora and the repatriation of capital invested abroad; and (vi) development of talents and financial skills.

2.4.1. Financial inclusion and intensification of the financial and banking system

197. ***Financial inclusion and intensification of the financial and banking system, since NDS30 implementation, the banking sector was characterised by***: (i) increase of the total of balance sheets; (ii) increase of customer deposits; (iii) increase of credits to customers; (iv) increase of net banking income; (v) increase of transactions through electronic money transfer; (vi) improvement of the observance of prudential standards. Over the 2020-2024 period, there was a net increase in the bank penetration rate. This rate, stricto senso, assessed depending on the number of persons holding at least a bank account in a credit institution for the working population, stabilised at 33.1%. It stands at 26.1% when we refer to the adult population. Lato senso, that is by taking into consideration accounts opened in micro-finance institutions, financial institutions and the *Cameroon Postal Services (CAMPOST),* the rate of bank penetration of the working population stands at 53.4%. It is at 42.7% when we refer to the adult population *(RASIPEFIN 2024, page 52). Despite the progress observed with regard to the bank penetration rate*, World Bank data indicates that it remains below the Sub-Saharan African countries (55% in 2021) and largely below other middle-income countries, that is 72%. It is worth pointing out that Cameroon, just like all CEMAC countries, still encounters difficulties in resolving the problems of failing credit institutions. Apart from difficulties faced in planning public expenditure payments at the treasury, it is worth mentioning the challenge of mobilising long-term resources which is one of the weaknesses of Cameroon's banking market alongside the weakness of the bank penetration rate. The banking penetration rate moved from 27.8% in 2018 to 33.1% in 2022.

Table 15: Statistic of the bank sector

	2018	2019	2020	2021	2022
Total balance sheet	5 849.8	6 472.2	7 010.7	8 087	9 486.4
GNP	395.1	421.1	437.4	497.1	575.9
Deposits	4 461.1	4 890.5	5 398.8	6 258.6	7 271.8
Credits	31 99.5	3 242.5	3 443.7	3 764.8	4 746.4
Staff strength	4 545	4 959	5 043	5 836	6 616
Banking penetration rate	27.8	28.4	26.3	28,4	33.1
Bank branches	313	322	328	353	389
Stamp	678	720	741	809	874

Source: https://apeccam.cm/statistiques-du-secteur-bancaire/

198. Furthermore, according to BEAC data, Cameroon has 19 banks and 7 financial institutions in activity, the objective being to raise the number of banks to 30 by 2030. Between 2020 and 2024, four new banks were approved, namely: (i) BANGE BANK CAMEROON, a subsidiary of the "Banque Nationale de Guinée Équatorial"; (ii) ACCESS BANK CAMEROON, a subsidiary of the Nigerian banking group ACCESS BANK; (iii) "La REGIONALE", which is a new evolution of the "La Régionale" microfinance institution; and (iv) AFRICA GOLDEN BANK, controlled by Cameroonians. The intensification of the banking network found expression in the opening of new branches and accrued digitalisation of services, thus enabling a better coverage of the national territory. In 2024, the number of bank branches increased by 5%, with reinforced presence in rural and semi-urban areas. In parallel, banks developed products adapted to SMEs and vulnerable segments of the population, including micro-credits, simplified savings' accounts and micro-finance insurance.

199. Concerning the micro-finance sector, the number of approved micro-finance institutions (MFIs) decreased, moving from 428 in 2021 to 378 in 2024. This downward trend can be explained by stricter regulatory measures, aimed at cleansing the sector and ensuring financial stability. The number of MFIs is expected to rise to 750 in 2030 according to NDS30 forecasts.

200. In addition, the financial market witnessed a positive dynamic, with 5 new listings on the BVMAC stock exchange market in 2024, raising the stock market capitalisation to CFA Francs 1 350 billion. The volume of transactions increased by 25%, thereby bearing testimony of the renewed interest of institutional and individual investors. Sensitisation and training campaigns were carried out to strengthen financial and stock exchange market culture before the general public.

2.4.2. Developing local financing of investments and exports

201. ***Developing local financing of investments and exports,*** the volume of investment necessary for the structural transformation of the economy requires the availability of a substantial and robust supply of long-term financing aimed at strengthening equity and quasi-equity funds or long-term loans. In this regard, actions carried out by the following structures are outlined and analysed seriatim:

202. ***Concerning the Cameroon SME Bank (BC-PME)***, in compliance with NDS30, Government intends to transform Cameroon SME Bank into a public investment bank, in order to substantially increase the investment financing and development supply. Since 2020, the Cameroon SME Bank intensified its efforts geared towards sustaining the development of SMEs, notably through financing granted to SMEs, in various sectors such as agri-business, public works and buildings, energy, ICTs and services. In 2023, the Cameroon SME Bank allocated a total of CFA Francs 7 billion to support SMEs. In 2024, the Agricultural Window aimed at facilitating access to credit to agricultural and agri-food enterprises became operational. The launching of this window enabled to finance 65 credit files for a global amount of CFA Francs 1.2 billion.

203. The Cameroon SME Bank also diversified its financial products in 2024, thereby henceforth proposing medium-term credits adapted to the specific needs of SMEs, leasing solutions, as well as partial guarantees to facilitate access to classical bank credit. These innovations enabled to improve the rate of award of credits, which reached 65% of admissible requests as against 58% in 2023.

204. The Cameroon SME Bank strengthened its partnerships with local and international financial institutions, notably the African Development Bank (AfDB), the World Bank and German Corporation and International Cooperation Gmbh (GIZ), to mobilise additional resources and benefit from technical expertise. These forms of collaboration enabled to launch in 2024 a support fund to technological innovation meant for SMEs, endowed with the sum of CFA Francs 5 billion.

205. ***Concerning the Housing Loans Fund (CFC)***, the objective is to reform the Cameroon Housing Loans Fund (CFC) to really support real-estate and housing development. Within the framework of NDS30 implementation, CFC strengthened its role in

financing housing mainly through the grant of loans. In fact, the Cameroon Housing Loans Fund actively participates in national initiatives for promoting low-cost housing, in collaboration with the Ministry of Housing and Urban Development (MINHDU), thus contributing to the implementation of the National Programme for the Promotion of Low-cost Housing (PNPLS). In 2023, the Cameroon Housing Loans Fund (CFC) consolidated its role in funding low-cost housing and urban development through several key initiatives notably the Construction Programme of Municipal Cities (PCCM). As part of the implementation of this programme, the CFC allocated an envelope of CFA Francs 20 billion to the Special Council Support Fund for Mutual Assistance (FEICOM) for the construction of municipal residences in 11 councils. Financing amounting to a total of CFA Francs 3.2 billion was granted to some beneficiary councils, such as Bot Makak, Bangou, Karel and Avons Mbang.

206. In 2024, the CFC strengthened its operationnal capacities with a portfolio of loans on an increase of 10%, reaching CFA Francs 120 billion, a situation that shows renewed trust of investors and individuals in its financial products. Besides, the CFC continued the diversification of its offers, henceforth proposing mortgage loans adapted to the needs of households with average and low incomes, as well as loans to real-estate promoters committed in the construction of low-cost housing. This guideline falls in line with the national policy aimed at reducing the deficit in decent housing and easing access to property for a greater number of Cameroonians.

207. *As for the Special Council Support Fund for Mutual Assistance (FEICOM)*, in its quality of major actor of decentralisation, FEICOM lays particular emphasis on the identification and implementation of support measures to RLAs, but also the continuation of the reconstruction of regions in crisis. It is however envisaged to reform it into becoming a real institution for financing the development of RLAs in line with decentralisation.

208. In 2024, the Special Council Support Fund for Mutual Assistance (FEICOM) consolidated its central role in Cameroon's local development, especially in favour of regional and local authorities (RLAs). As a sign of solidarity towards councils in the North-West and South-West Regions, strongly impacted by the security crisis, FEICOM cancelled 75% of its debt, thus representing about CFA Francs 4.66 billion. This measure aimed at alleviating their financial burden and fostering their recovery. FEICOM invested close to CFA Francs 43 billion in development projects in the Adamawa Region. These funds were allocated to the construction of schools, health infrastructures, drinking water supply and administrative buildings, thus contributing to the improvement of living conditions of the local population. FEICOM allocated CFA Francs 97.2 billion for financing projects pertaining to irrigation, agricultural mechanisation and development of sectors in the five agro-ecological zones. This initiative aims to strengthen agricultural production and improve food security within RLAs.

209. FEICOM supported the realisation of more than 1 100 council and special council projects in 2024, covering varied domains such as drinking water, hygiene and sanitation, rural electrification, construction of markets, schools, council roads and health centres. The share of resources allocated to school and health infrastructures increased, in line with Government priorities in the area of human development and social inclusion.

210. *Concerning the National Investment Corporation (SNI)*, two decrees were signed, namely: Decree No.2024/291 and Decree No.2024/292 to transform the National Investment Corporation into a public limited company and to approve the articles of association of the National Investment Corporation of 10 July 2024, respectively constitute a major stride forward in the national economic eco-system. In fact, they bring in systemic changes to the National Investment Corporation (SNI), to give more vigour and impact to the structural transformation of Cameroon's economy, advocated by the 2020-2030 National Development Strategy.

211. The first change focuses on the legal strucuture of this enterprise. It moves from public establishment of an industrial and commercial nature, to public limited company. It entails an evolution aimed at rendering the company compliant with provisions not only of the law of 12 July 2017 to lay down general

rules and regulations governing public corporation in Cameroon, but also the OHADA Uniform Acts, for which Cameroon is a member. The second change is linked to the widening of the spectrum of powers of the enterprise. This reform renders SNI, the State's institutional investor and consulting office. As such, SNI, with the State as its sole shareholder, is in charge of the mobilisation and channelling of financing with a view to easing productive investments in industrial, agricultural, mining, financial, commercial and services sectors.

212. To this end, it henceforth grants prior economic and financial viability visas to all State interventions in industrial projects led by the private sector. Besides, its missions extend to public companies, within which it henceforth carries out the accounting and financial performance analysis; carries out diagnostic and evaluation studies of these enterprises; ensures control of drafting and execution of performance contracts signed between the State and public companies. Also, it is in charge of venture capital and development capital operations, as well as the exercise of stock market broker and assets management activities. This evolution leads not only to an amendment at the level of supervisory authority, but also an increase of the company's means. Furthermore, the board chair and members of this institution are appointed by the President of the Republic.

213. ***Concerning the Deposit and Consignment Fund (DCF),*** created by Decree No.2011-105 of 15 April 2011, we can mention its operationalisation by the President of the Republic who, on 20 January 2023 appointed the main managers of the corporation. They included the board chair, general manager and deputy general manager of this institution. DCF is a public establishment, charged with securing some resources entrusted to it by law. It is notably the case with administrative, judiciary and conventional consignments, a situation which is moreover its primary competency. It also manages State accounts, deposits from administrations and other public entities, escrowed funds, funds from judicial professions, funds from registries, funds stemming from inactive accounts in banking institutions, counterpart funds, etc. It is meant to be the bank not only of public administrations but also that of the public service of justice.

214. In accordance with the regulations in force, entities holding funds and values to be consigned at DCF are compelled to proceed with their transfer. This process involved institutions such as banks, insurance companies, court registries, notaries public, amongst others. The observance of this obligation was essential to ensure the accountability and security of mobilised resources. In the course of 2024, several financial institutions effected fund transfers to DCF:

- BICEC: transfer of CFA Francs 6 billion, covering 6 144 inactive accounts, including guarantees on public contracts, escrowed funds, funds made available through surveys or judicial instructions, funds stemming from inactive company accounts, funds stemming from inactive personal cheque accounts and funds stemming from the liquidation of public enterprises;
- SCB Cameroun: transfer of CFA Francs 4.6 billion, including the closure of 11 165 inactive accounts, distributed between personal cheque accounts, savings accounts and company current accounts;
- Standard Chartered Bank and Cameroon Housing Loans Fund (CFC): joint transfer of more than CFA Francs 3.3 billion, distributed between CFA Francs 2.449 billion of the Standard Chartered Bank and CFA Francs 910 million of CFC, stemming from inactive accounts registered in their book-keeping;
- Bank of Central African States (BEAC): transfer of CFA Francs 3.9 billion, representing its judicial consignment portfolio, thus strengthening the action undertaken by DCF in the area of savings management and financing of public and private projects.

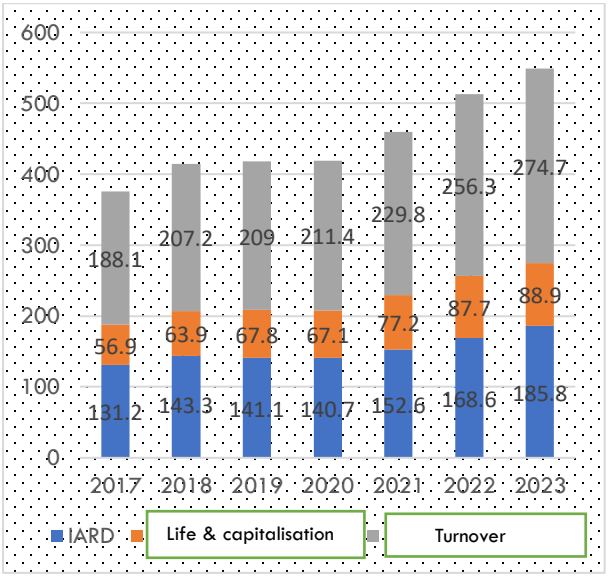
215. These transfers enabled DCF to collect a cumulated amount of more than CFA Francs 13 billion since its operationalisation in January 2023, thus consolidating its position as key actor in managing public and private funds in Cameroon.

216. In December 2024, DCF made its first investment on the treasury securities market by

subscrbing to a line of fungible treasury bonds amounting to CFA Francs 3 billion, with an interest rate of 6.7% and a maturity of 52 weeks. This operation contributed to the mobilisation objective of CFA Francs 25 billion of the Cameroon public treasury.

217. ***As concerns insurance,*** NDS30 aims to promote the development of insurance and its contribution in financing the economy. Cameroon's insurance market witnessed sustained growth over the past few years, with a diversification of actors and gradual consolidation. In 2024, the insurance sector continued its process of modernisation and growth potential, with a rise in the global turnover estimated at 11%, thus reaching CFA Francs 305 billion as against CFA Francs 275 billion in 2023. This performance is driven by the diversification of products, digitalisation of services and strengthening of the insured's trust, notably in automobile, health, life and householder's comprehensive insurance branches. The insurance penetration rate still remains low, but it recorded a slight improvement by moving from 2.4% in 2023 to 2.7% of GDP in 2024. In 2024, Cameroun had 28 approved insurance companies, distributed as follows: 15 in non-life insurance (damages); 8 in life insurance and capitalisation; and 1 operating in the two branches.

Graph 25: Evolution of turnover in the insurance sector from 2015 to 2023 (in billions of CFA Francs)



Source: MINFI/DP

2.4.3. Strengthening regional and international financing of investments and exports

218. ***Concerning the strengthening of regional and international financing of investments and exports,*** in 2024, Cameroon intensified its efforts to mobilise regional and international financing in order to sustain overarching investments and revitalise its exports. This strategy falls within the framework of the implementation of the National Development Strategy (NDS30) which aims to strengthen sub-regional economic integration and attract foreign capital to step up the structural transformation of the economy.

219. At the regional level, Cameroon consolidated its relations with financial institutions of the de la Economic and Monetary Community of Central Africa (CEMAC), notably the Development Bank of Central African States (BDEAC) and the Bank of Central African States (BEAC). These institutions increase their financial support through credit lines dedicated to infrastructural projects, agriculture and export-oriented SMEs. In 2024, mobilised regional financing reached CFA Francs 150 billion, registering an increase of 20% as compared to 2023.

220. At the international level, Cameroon strengthened its partnerships with multilateral donors such as the World Bank, the African Development Bank (AfDB), the European Union, the Islamic Development Bank (IDB) bilateral agencies such as KOICA, JICA and GIZ. These partnerships enabled to mobilise concessional financing and loans on favourable terms for key projects in the energy, transport, agri-business and logistics sectors.

221. Furthermore, Cameroon actively took part in regional financial and commercial integration initiatives, notably through the African Continental Free Trade Area (AfCFTA). This participation fostered standards harmonisation, trade facilitation and crossborder investment promotion, thus opening up new financing and partnership opportunities for Cameroonian companies.

222. Besides, the legal and regulatory framework governing Public-Private Partnerships (PPP) was beefed up with the promulgation of Law

No.2023/008 of 25 July 2023 to lay down the general regime of public private partnership contracts. Government also set up a platform for public-private dialogue to improve on coordination between investors, financial institutions and public authorities. These platforms enabled to better target financing needs, identify priority projects and strengthen accountability in managing mobilised funds.

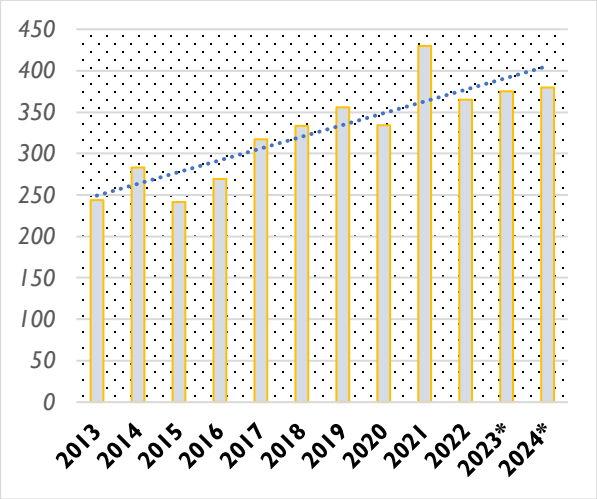
2.4.4. Contribution of the Cameroonian diaspora and capital repatriation

223. ***Concerning the contribution of the Cameroonian diaspora and repatriation of capital invested abroad,*** in an international context marked notably by the effects of crises linked both to the Covid-19 pandemic and the Russo-Ukrainian conflict, financial transfers by the diaspora continued to grow, reaching close to USD 1.2 billion in 2024, thereby representing an increase of 8% as compared to 2023. These flows represent an essential source of financing for households and small companies, notably in agricultural, commercial and handicraft sectors. Government intensified its sensitisation campaigns to encourage the use of formal channels, thereby contributing to the security and traceability of funds.

224. In 2024, Government also launched a tax and administrative incentives programme to encourage direct investments from the diaspora in priority sectors of the economy, such as agri-business, infrastructures, information technology and health. This programme provides for temporary tax exemptions, access facilities to land and technical support to business creation.

225. Besides, the diaspora was actively involved in skills and know-how transfer programmes, with the setting up of digital platforms facilitating discussions between experts from the diaspora and local actors. These initiatives contribute to technical and managerial capacity building of Cameroonian enterprises and promote innovation.

Graph 26: Evolution of transfers of funds from the diaspora towards Cameroon (in millions of USD)

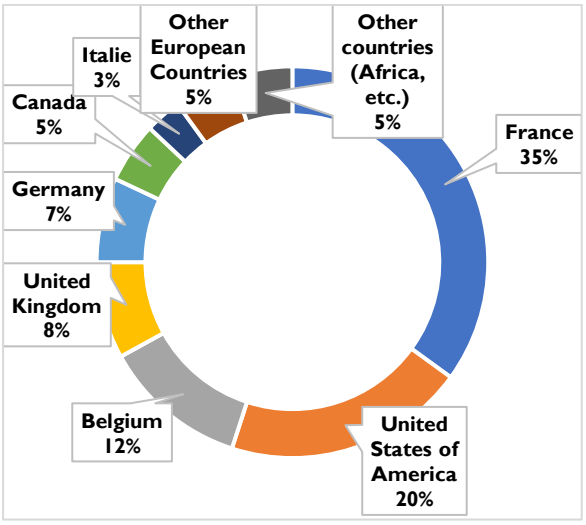


Source: *World Bank, 2024.*

226. However, in a structural manner, the volume fund transfers from the Cameroonian diaspora has followed a growing trend, in liaison with the continuous increase of the number of Cameroonian migrants abroad. According to most recent data, the Cameroonian diaspora is estimated at about 500 000 persons in 2024, as against 441 015 in 2020 and 348 974 in 2015 (UNDESA). Conversely, fund transfers moved from USD 244.1 million in 2013 to USD 430.1 million in 2021, then stabilised around USD 365 million in 2022, to reach about USD 375 million in 2023 and a projection of USD 380 million in 2024.

227. The main host countries, which also concentrate the essential of remittances include France (about 35% of flows), the United States of America (20%), Belgium (12%), the United Kingdom (8%) and Germany (7%). This dynamism confirms the overarching role of the diaspora in financing the national economy and supporting Cameroon households.

Graph 27: Distribution of remittances from the diaspora according to the main sending countries in 2024



Source: World Bank, 2024

2.4.5. Development financial talents and skills

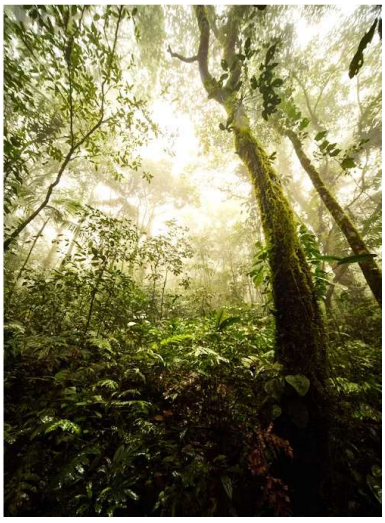
228. ***As for the development of financial talents and skills, it*** constitutes an essential lever for the structural transformation of Cameroon's economy. In 2024, authorities strengthened initiatives aimed at training, equipping and supporting actors of the financial sector, enterprises and public institutions, in order to improve on the management of resources, governance and competitiveness.

229. Several vocational training programmes were deployed, notably targeting youths, women and enterpreneurs. This training cover key areas such as financial management, management, accounting, taxation digital marketing and risk-management. In 2024, more than 25 000 persons benefitted from these programmes, including 40% of women, thereby contributing to reduce inequalities and promoting inclusive growth.

230. Technical and vocational training institutions embarked on capacity building with the opening of new centres and updating curricula to better meet market needs. Five new Technology and Innovation Support Centres (CATI) were commissioned, thus raising their number to 17, and offering specialised training in finance, project management, digital technology and innovation.

231. Meanwhile, the banking and financial sector also intensified its efforts to build staff capacity, with continuing education programmes and professional certification. In 2024, more than 3 000 agents were trained in regulatory compliance, risk management, digitalisation of services and customer relationship, thus strengthening the quality and security of financial services.

232. Lastly, the promotion of financial culture to the general public was intensified, through sensitisation campaigns, workshops and educational tools meant for improving understanding of financial products, savings and budget management. In 2024, these actions effected more than 300 000 persons in the country's 10 regions, thus contributing to financial inclusion and economic stability.





CHAPTER 3

EVALUATION OF THE IMPLEMENTATION OF THE « RURAL » SECTOR STRATEGY









Chapter 3:

Evaluation of the implementation of the ''rural'' sector strategy

233. The objective of NDS30 in the rural sector is to: (i) increase productivity, production and competitiveness of agricultural products (plant, forestry, animal and fish); (ii) facilitate access to land, production equipment and infrastructures; (iii) structure and build capacity of actors of the sector; and (iv) strengthen environmental management and nature protection.

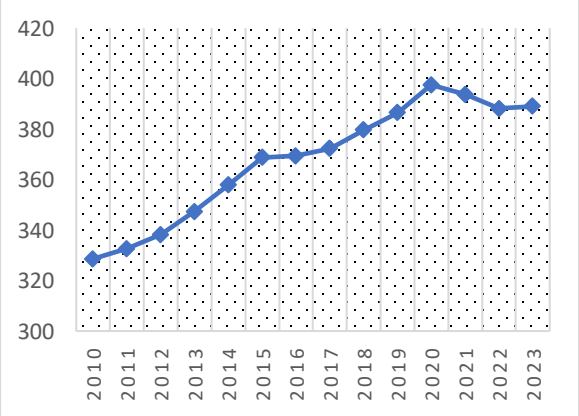
3.1. Increasing productivity, production and competitiveness of agricultural, forestry, pastoral and fishery products

234. As part of the operationalisation of this component which is based on a set of sectors, emphasis is laid on interventions considered as levers for boosting the said sectors. They entail: (i) promoting a structured approach per sector around the agro-pastoral and fishery value chains while taking into consideration specificities linked to various agro-ecological zones; (ii) supporting access to inputs; (iii) promoting the most efficient technologies; and (iv) popularising research findings.

235. The implementation context of the national policy in the agro-pastoral sector is marked by the maintaining of the rise in agricultural input prices notably imported fertilisers, an increase in the prices of some of our main exported agricultural products notably banana, cocoa, coffee, etc. At the environmental level, it is marked by inadequate rainfall, and the increase in temperature in several regions of the country, thus leading to a negative impact on the agricultural seasons in the most risky zones and therefore food insecurity. By way of illustration, 2021-2022 agro-pastoral campaign was negatively impacted by the surge in prices of agricultural inputs (mainly fertilisers and phytosanitary products), which witnessed a rise to the tune of 293% between January 2020 and January 2022. This situation stems from the Covid-19 pandemic, as well as the Russo-Ukrainian crisis which stalled the momentum of the world market. Floods in the Far-North and North Regions, (mainly in the Logone and Chari, Mayo-Danay, Benoue and Mayo Rey Divisions), the destruction of farms by pachyderms (in the Mayo Kani Division), bushfire, attacks by armyworms and civil strife in the North-West and South-West Regions also contributed to the decline in agricultural yields in effected localities.

236. Although Cameroon's primary sector shows positive growth rates in added value, the increase in productivity per worker is not proportionately as strong. This discrepancy is explained by a high proportion of informal agricultural employment, low levels of mechanisation, and a high density of labour on rural farms. Thus, for value added per worker to rise significantly, it will be necessary not only to stimulate investment, improve yields, use modern inputs, strengthen the training and organisation of producers, but also promote access to markets and infrastructure.

Graph 28: Evolution of the added value per worker in the primary sector from 2010 to 2023



Source: NIS, National Accounts 2023; NIS, Quarterly Accounts 2024; NIS, EESI; our calculations

3.1.1. Plant production sector

237. In its agricultural productivity and production development component, NDS30 lays increasing emphasis on production recovery and support efforts to some sectors which widens the trade balance deficit, for which there is a real local demand and

whose economy has proven production potential (rice, maize, wheat, fish, wooden furniture…); and those that impact on the country's food security (maize, millet/sorghum, banana plantain, cassava…).

238. The analysis of the main speculations highlights encouraging results for rice and cotton. The production of paddy rice increased by more than 100 000 tons between 2020 and 2024 moving from 297 350 tons to 401 084 tons. This evolution corresponds to an average annual growth of 7.7%. Cotton on its part moved from 250 000 tons in 2020 to 395 000 tons in 2024, thus representing a variation of 145 000 tons corresponding to an average annual growth of 12.12%.

239. Maize, millet/sorghum and banana witnessed average annual growth though positive but timid of 4.42%, 2.8% and 1.97%, respectively. Lastly, coffee registered a preoccupying decline in its production which moved from 36 359 tons in 2020 to 10 953 tons in 2024.

Table 16: Evolution of the production of the main speculations

	2020	2021	2022	2023	2024	Croissance annuelle
Paddy rice	297 350.60	335 473.02	318 549.10	347 281.87	401 084	7.77%
Maïs	1 985 329.60	2 272 849.78	2 002 981.18	2 272 470.09	2 360 129	4.42%
Millet/Sorghum	1 059 160.90	1 052 734.24	1 090 016.58	1 126 122.50	1 182 468	2.79%
Wheat		66	945			
Palm oil	390 348.80	420 304.41	418 476.48	437 123.25	403 817	0.85%
Cotton seed	250 000	359 680		314 456	395 000	12.12%
Export Banana		198 734	216 100	206 852	210 686	1.97%
Coffee	36 359.90	39 235.39	41 742.37	39 823.00	10 953	-25.92%
Cocoa	329 211.44	319 253.48	347 045.76	343 304.72	387 247	4.14%
Rubber	60 000		36 170			
Cassava	5 601 793.52	5 675 936.99	6 315 990.25	6 436 700.40	6 854 325	5.17%
Sugar cane						

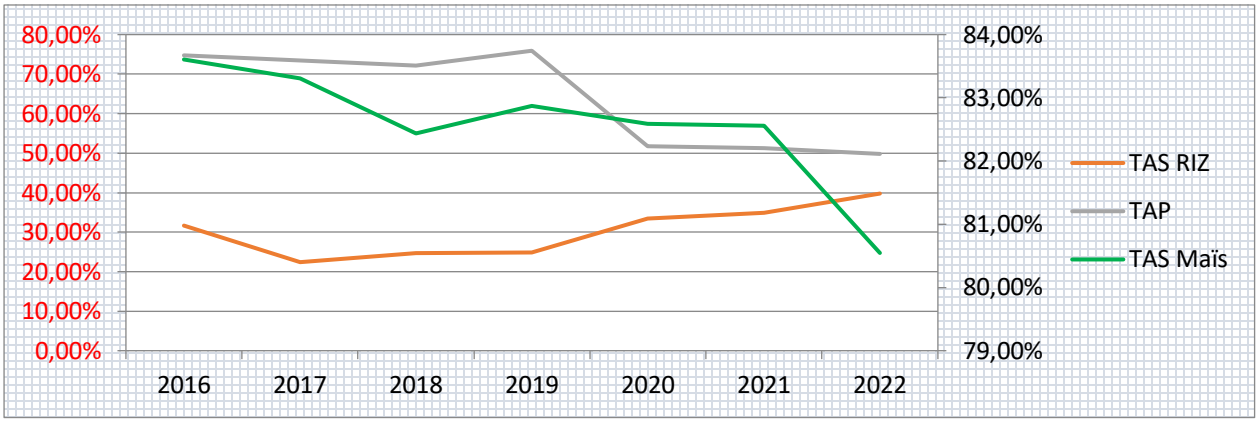
Source: MINADER

240. The results framework of the rural development strategy sector has set objectives to be achieved for main speculations. Upon analysing data, some speculations show a prospective achievement rate higher than 50% in 2030 due to the soil coverage. In a decreasing order of performance, we have: cotton seed, cassava, cocoa, millet and sorghum and rice.

241. Speculations show preoccupying evolutions in an increasing achievement rate order: coffee, palm oil; maize and banana. The poor performance of these products can be explained at the level of worsening trend developments. Coffee, for example, witnessed an average annual decline of 26%. Palm oil increased at a timid average annual rhythm of 0.8%; the growth in banana production reached 2% and that of maize stood at 4.4%.

242. The production level below expectations finds expression in the still weak food self-sufficiency levels. The self-sufficiency rate of maize and rice in 2022 stood at 80.5% and 40%, respectively.

Graph 29: Overview of the evolution of the food-self sufficiency rate of some sectors



Source: MINADER.

Table 17: Achievement rate of the production objectives of the main speculations (in tons)

	2025 Target	2030 Target	Forecasted Achievement Rate	
			2025	2030
Paddy rice in tons	450 000	750 000	93.0%	68.8%
Maize	4 000 000	8 000 000	60.4%	34.1%
Millet/Sorghum	1 750 000	2 000 000	68.2%	62.6%
Palm oil	600 000	8 000 000	68.0%	5.4%
Cotton seed	400 000	600 000	110.7%	130.7%
Export Banana	450 000	600 000	47.7%	39.5%
Coffee	235 000	325 000	4.7%	0.3%
Cocoa	400 000	640 000	100.7%	76.5%
Cassava	7 500 000	10 000 000	96.4%	94.3%

Source: MINADER

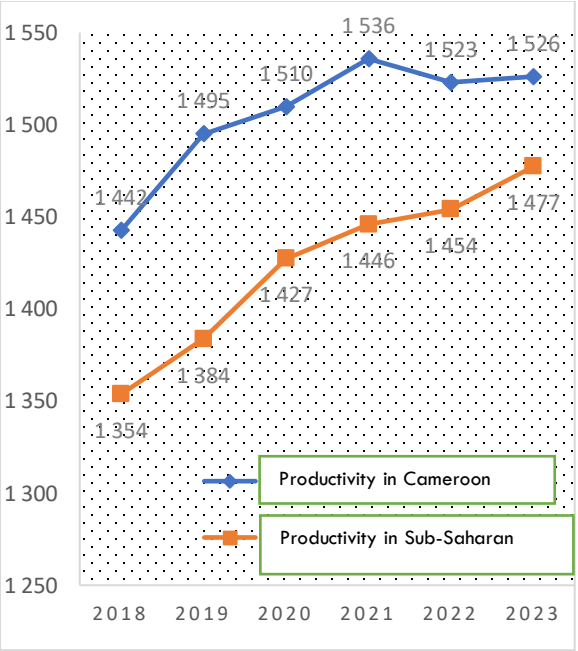
243. To attain these various production levels, actions carried out focus, amongst others on: (i) effective operationalisation of the producer's window and its extension to all production basins of the cocoa and coffee sectors, and other plant, animal and fish sector; (ii) operationalisation of the national agricultural subvention policy whose objective is to facilitate the access of producers to subventions; (iii) formulation of new windows (window of the agro-ecological transition and window of RLAs) which will enable to strengthen the contribution of the producer's window to the productivity effort of target production basins; (iv) streamlining and restructuring the portfolio of projects and programmes with a view to facilitating synergies between governmental interventions and effort efficiency; (iv) strengthening the identification and characterisation of stakeholders of sectors and production basins; (v) continuation of the structuring of producers and inter-branch professions; (vii) enhancement of the production basin approach through the availability of 400 000 hectares for the intensification of plant production in the Grand Mbam area; and, (ix) implementation of the Support Programme for Strengthening Agricultural Production of Cameroon (PARPAC) with support from the African Development Bank (AfDB) enabled to register results such as: availability of certified seedlings to producers, structuring of stakeholders of the various sectors for the setting up of umbrella associations, capacity building for stakeholders, etc.

244. The NDS30 vision for improving production volumes takes on board the crucial need to limit pressure exerted on forest resources by leaning on more intensive (significant increase of average

yields of various speculations, rather than the extension of farmed surface areas) and sustainable agriculture in growth promising and job creation sectors. Some of them will support the development of agro-industry (rice, maize, cocoa/coffee, cotton, sugar, palm oil, hevea, banana-plantain, cashew nuts), source of hard currency while others, which contribute to the satisfaction of household demand in foodstuffs on national and sub regional markets, will support food crop production (sorghum, cassava, irish potato).

245. Over the 2018-2023 period, agricultural productivity expressed in US dollars of 2015 increased at an average annual rhythm of 1.1%. This rhythm is lower than the evolution rhythm of productivity in Sub-Saharan Africa which stood at 1.8% over the same period. As such, the average African agricultural productivity tends to catch-up with Cameroon's productivity.

Graph 30: Productivity in Cameroon and Sub-Saharan Africa (constant USD of 2015)



Source: WDI

246. Concerning the access to inputs, efforts were deployed in concert with research structures, especially within the framework of the PARPAC project. To this end, 103 multipliers of composite and hybrid maize seedlings were trained in the 10 regions. Concerning certified seeds, 2205.5 tons of certified maize seeds were placed at the disposal of producers, 180.49 tons of wheat seeds, 1474.55 tons of irish potato cuttings, 262.701 tons of soyabeans seeds, 649599 palm oil plants, 1165.34 tons of rice seeds, 260 tons of millet/sorghum seeds, 7.549 tons of market gardening. These inputs enabled 166 256 producers to directly benefit from support from the Ministry in charge of Agriculture.

247. At level of the rice sector, the objective is to reach 450 000 tons of rice produced by the year 2025 to meet national demand. Over the 2020-2024 period, annual production increased by 7.7% per year, moving from 297 350.60 tons in 2020 to 401 084 tons in 2024. Actions carried out with a view to improving national rice production focused, amongst others, on: construction and rehabilitation of the irrigated perimeters notably in the localities of Maga, Yagoua and Ndop; introduction of improved farming practices and promotion of off-season rice cultivation (dry season) thanks to irrigation; acquisition of agricultural materials (tractors, harvesters, hullers); distribution of certified high-yielding rice seeds; availability of fertilisers and phytosanitary products; training producers and technical supervisors; building the capacity of producers through peasant schools; introduction of tax and customs incentives to import agricultural equipment; signing, with the National Agricultural Mechanisation Study and Experimentation Centre (CENEEMA), a partnership agreement for assistance in heavy duty vehicles, an event which enabled to plow an additional 1 500 hectares during the 2020-2021 campaign; and construction of local rice hulling and packaging units. As for agricultural irrigation, within the perspective of ensuring better water management governance, strengthening resource sustainability and ensuring agricultural efficiency, Decree No.2024/00176/PM of 26 February 2024 lays down modalities for the management of used water for agricultural purposes and ensuring the maintenance of hydraulic infrastructures in irrigated perimeters of Cameroon.

248. However, despite these efforts, since 2020, national rice production remains insufficient to satisfy domestic demand, thus leading to persistent dependence on imports. Thus, the quantity of

imported rice still remained significant though having registered a slight drop by moving from 803 000 tons in 2021, that is 207.974 billion in value to 744 489 tons in 2024, that is 318.500 billion in value.

249. Maize sector: the use of maize goes beyond the mere framework of human feeding. It also contributes to the production of animal feed (livestock, poultry and pigs) and it is used for inputs by brewery industries. By 2025, NSD30 set national maize production at 4 000 000 tons. Over the 2020-2024 period, annual production increased by 4.42% per year, moving from 1 985 329.60 tons in 2020 to 2 360 129 tons in 2024.

250. In 2021, the rise in production stemmed notably from favorable weather conditions, increase by 10.5% of cultivated surface areas to settle at 1.3 million hectares and improvement of average yields which moved from 2.4 tons/ha in 2017 to 2.8 tons/ha for composite varieties. From a structural viewpoint, national maize production barely satisfies domestic demand where recourse to imports has increasingly risen since 2014. National demand was evaluated at 2.8 million tons in 2019. Moreover, main constraints affecting large scale maize production are related to the high cost of fertilisers and pesticides, poor accessibility to improved seeds, difficulty encountered in securing land, persistent effects of climate change and poor organisation of the sector.

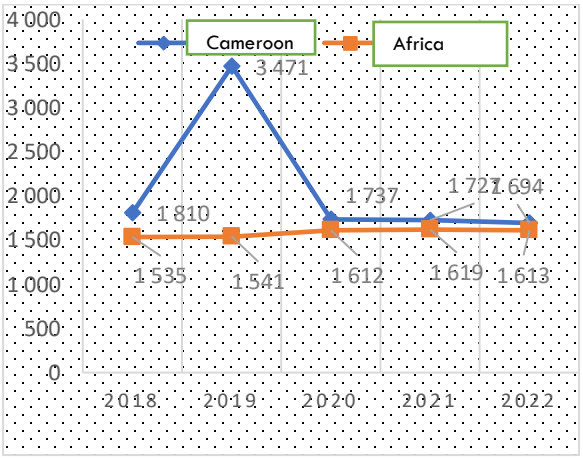
251. Millet/Sorghum sector: concerning millet/sorghum, the objective set is to reach 1 750 000 tons by the year 2025. In 2021, the production of millet/sorghum declined by 0.61% as compared to 2020 to settle at 1 052 734.24 tons. The reduction is related to decline of 2.2% of cropped areas. Moreover, the invasion granivorous birds and resurgence of caterpillars, grasshoppers and crickets in several farms in the North and Far-North Regions which witnessed a drop in yields. In 2023 et 2024, production improved by settling around 1 126 122.50 tons and 1 182 468 tons, respectively. This level corresponds to a gap of about 567 532 tons as compared to the 2025 target. To sustain the sector, Government distributed 254 tons of basic seeds to farmers. Moreover, the persistent absence of actors specialised in the industrial production of millet and sorghum, and a subvention policy in certified sorghum seeds still undermines the sector's expansion.

252. Wheat sector: local wheat production remains marginal, but witnessed signirficant progress between 2021 and 2022, moving from 66 tons to 945 tons. Since 2017, the Agricultural Research Institute for Development (IRAD), developed and finalised several high and low altitude wheat varieties. On the basis of results of tests and adaptability trials of some of these varieties, the Ministry in charge of Agriculture through the PROSAPVA project embarked on the pre-popularisation and popularisation of several varieties (IRAD 1, IRAD 2, BANYO, BAMENDA, IRAD 11, IRAD 12, SUDAN, NIGERIA and LEBANON). Moreover, in July 2022, the Head of State ordered the award of a subvention worth CFA Francs 10.3 billion to IRAD for the development of wheat production and processing over a five-year period. Besides, in a bid to improving production in this sector, Government intensified wheat production popularisation actions in target basins including Wassande in the Adamawa, Bangourain in the Noun, Bansoa in the Menoua and Bambui in the North-West. Since 2021, discussions are underway to tap on promotion opportunities of local flour manufactured using tubers such as cassava, sweet potato, plantain, etc. and envisage a gradual substitution of wheat. In fact, the significant gap of demand as compared to production continuous to be bridged with imports standing at 887 434 tons in 2023, that is CFA Francs 178 billion in value, as against 966 397 tons in 2021, that is CFA Francs 182 billion in value.

253. Average cereal yields per hectare remained stable at 1.7 tons per hectare between 2020 and 2022. These yields are slightly higher than those observed at the level of the African average where levels of about 1.6 tons per hectare are observed. The analysis of the series of yields outlined an unusual value in 2019 where a level of 3.4 tons per hectare was observed. This could be the result of a

cyclical phenomenon or simply the consequence of a statistical measurement error.

Graph 31: Cereal yields in Cameroon and Africa (Kg/hectare)



Source: WDI

254. Palm oil sector: the objective is to reach 600 000 tons of product by 2025 to meet domestic demand. Over the 2020-2024 period, annual production increased by 0.85% per year, moving from 390 348.80 tons in 2020 to 403 817 tons in 2024. The production is essentially driven by SOCAPALM and SAFACAM, the main operators of the sector. In 2021, SAFACAM invested 6.7 billion in the acquisition of production materials and improvement of industrial agricultural techniques. In 2021, to bridge the production deficit, Government authorised imports worth 100 000 tons of crude palm oil at the Common External Tarrif (CET) of 5% and VAT exemption. To step up village production of crude palm oil meant for household consumption, 36 000 palm oil plants were acquired and distributed.

255. Cotton sector: the objective is to reach 400 000 tons by the year 2025 to meet market needs. Over the 2020-2024 period, annual production increased by 12.12% per year, moving from 250 000 tons in 2020 to 395 000 tons in 2024. The evolution of production in 2024 is notably due to: (i) continuous improvement of yields which reached the average level 1.6 ton/ha after hitting 1.4 ton/ha some 5 years ago; (ii) reduction of post-harvest losses; (iii) upgrading cotton ginning plants; (iv) maintenance of the producer's reward; (v) maintenance of collection tracks. The Cotton Development Corporation (SODECOTON) supervises more than 250 000 producers in the country's northern regions. As part of its investment plan, SODECOTON equipped itself with two new cotton ginning plants notably the tenth plant in the locality of Gouna (North Region) and the eleventh in the locality of Godola (Far-North Region). Moreover, the environmental impact assessment of the construction project of the third oil mill of a grinding capacity of 300 tons of cotton per day at Tchabal Margol through Ngaoundere is underway. The construction of this plant, of a total cost of CFA Francs 25 billion, is financed by the African Development Bank (AfDB).

256. Export banana sector: concerning banana, annual production moved from 198 734 tons in 2021 to 210 686 tons in 2024 with an annual average growth rate of 1.97%, after a drop in production observed in 2023 (206 852 tons). With the objective to reach 450 000 tons in 2025, a gap of 239 314 tons as compared to the production of 2024 still has to be bridged. As such, despite efforts deployed in this area, the gap between current production and target remains significant.

257. Coffee sector: annual coffee production moved from 41 742 tons during the 2021-2022 agricultural campaign to 10 953 tons during the 2023-2024 agricultural campaign. This drastic drop could be explained, amongst others by: (i) unfavourable weather conditions, characterised by rainfall variability and upsurge of diseases affecting coffee trees; (ii) ageing plantations which consequently become less productive, and (iii) persistance of the security situation in the North-West and South-West Regions with as corollary the abandonment of plantations. Concerning exports, quantities of exported coffee (Arabica and Robusta) represented 14 378 in 2021, 10 476 in 2022 and 13 314 in 2023. In value, coffee exports witnessed net growth during the period under review, moving from CFA Francs 12.9 billion in 2021 to 19.3 billion in 2023.

258. Cocoa: the objective is to reach 400 000 tons by 2025 to satisfy national demand. Over the 2020-2024 period, annual production rose by 4.14% per year, moving from 329 211.44 tons in

2020 to 387 247 tons in 2024. The upward swing of annual cocoa production could be explained, amongst others, by the increase in the price of the kg of cocoa during the period under review which represents a source of motivation for producers, not only to better maintain plantations but also to create new ones. As for exports, 213 835 tons, 235 451 tons and 180 096 tons were exported in 2021, 2022 and 2023, respectively. The drop in exports observed between 2022 and 2023 could be explained by the installation of local factory in the sector. In fact, between 2020 and 2024, Cameroon witnessed a significant expansion in its local cocoa processing industry, with the installation of several factories aimed at enhancing production such as the KEKEM neo-industry with a processing capacity of 32 000 tons per year extensible to 42 000 tons, and Cocoa Atlantic at Kribi of an installed processing capacity of 48 000 tons of cocoa beans per year, extensible up to 64 000 tons.

259. Actions that contributed in improving on production were mainly oriented towards: (i) production and distribution by PAD-CACAO of certified and improved cocoa plants; (ii) distribution of special cocoa fertilisers; (iv) maintenance of 35 ha of seed farms; (v) distribution of cocoa pods to nursery owners; (vi) acquisition and distribution of shellers to farmers; (vii) resumption of production in the South-West basin, (viii) densification of orchard maintenance in other basins, (ix) entry into production of new orchards, etc. However, the sector is confronted with adverse weather conditions in production basins and the high cost of inputs, notably fertilisers and pesticides.

260. Moreover, FODECC intensifie dits actions notably through the producer's window, from which is expected an improvement in the award of subventions for inputs, materials and equipment meant for production. This challenge was met thanks to sensitisation and popularisation to producers of the production basins of the subventions window. It stems out that at the end of December 2023, the fund was able to disseminate to producers the entirety of the year's subventions, thus representing CFA Francs 6.35 billion, in a relatively short period of time. Concerning enrolment, it stemmed out that 132 000 producers registered in the data base and benefitted from the producer's card. In addition, hundreds of thousands of plots were geo-referenced, thus corresponding to a proportion of 80% for cocoa and 20% for coffee. With support from new partners such as the Central Africa Forest Initiative (CAFI), the following steps are envisaged: (i) implementation the Agro-ecological Transition Window on a pilot basis on 3000 producers in the Moungo and Grand Mbam basins; (ii) initiation of the first subventions per business plans within the framework of the first windows; (iii) extension of the enrolment of producers to move to 300 000 for the year 2024; (iv) introduction of plants in the package of subventions; and, (v) extension of the implementation of the producer's window to other sectors.

261. Actions carried out to improve the quality of cocoa produced in Cameroon enabled the following: (i) integration of Cameroon, on 13 June 2023, in the restricted list of producer countries partially or totally exporting fine cocoa; (ii) increase of the market quality of Cameroonian cocoa on the international market, for which exported grade I quantities moved from 5% during the 2021-2022 season to 10% during the 2022-2023 campaign; (iii) substantial increase of the cocoa farm-gate price, which moved from CFA Francs 1200 during the 2022/2023 season, to cross the threshold of CFA Francs 4 700 FCFA/kg during the 2023/2024 campaign.

262. Rubber sector: the objective is to reach 400 000 tons by 2025 to satisfy domestic demand. As compared to the 2020 reference situation, rubber production witnessed a drop in 2022, moving from 60 000 tons to 36 170 tons. Production could subsequently follow an upward trend as a result of : (i) resumption of activities at CDC, after the abandonment of plantations due to the security crisis; (ii) resumption of production at SOCAPALM; (iii) entry into production of the 'Sud Cameroun Hevea' company; (iv) rise in prices coupled with the resumption of global demand. Moreover, HEVECAM launched, since June 2021, a sub-contracting programme amounting to CFA Francs 15 billion, to step up village production of hevea. This

programme has as objective to empower 13 000 petty producers over 15 years, through the development of 27 000 hectares of multi-crop farms around hevea cultivation.

263. Cassava: the objective is to reach 7 500 000 tons by the year 2025 to meet domestic demand. Over the 2020-2024 period, annual production increased by 5.17%, moving from 5 601 793.52 tons in 2020 to 6 854 325 tons in 2024. **The increase in cassava** production was mainly observed in the South-West Region, as a result of the resumption of agricultural activities with the return of the population in villages. This speculation benefitted from the distribution of 2 850 000 cassava cuttings to producers.

264. Sugar cane: the sugar cane sector is essentially driven by SOSUCAM, created in 1964 and owned by the French group 'Somdiaa' (74%) and the State of Cameroon (26%). It farms more than 38 000 ha, including 24 000 ha of sugar cane distributed over the Mbandjock and Nkoteng sites. With an average production of 85 000 tons and a national demand of 300 000 tons, the market remains fragilised by sugar imports from Nigeria, Brazil and the EU. As for challenges, the sector is confronted with limited yields, abusive use of pesticides, land pressure. During the 2023-2024 campaigns, whereas SOSUCAM was targeting 90 000 tons of sugar, it only produced 70 000 tons because of poor weather conditions and the high cost of inputs. From the profitability standpoint, the company had during this campaign obtained a net negative result of CFA Franc 15 billion in 2023, a figure that worsened by hitting the mark of CFA Francs 22 billion in 2024. Given this strong pressure, the company since 2021 laid off 430 salaried workers, and a new wave of layoffs for 2024 was halted with the intervention of the State. At the beginning of 2025, a wave of claims by harvesters degenerated into riots, leading, amongst others, to about 970 ha of plantations set on fire, 50 000 tons of sugarcanes destroyed, etc. Measures were taken to improve on employees' working conditions. However, efforts are awaited to upgrade this company in order to enable it to cover domestic market shares. In a bid to remedy the situation, the company envisages to devise a recovery plan based on the diversification of its activities will parallel maize, sorghum and alcohol production.

265. In a view to boosting the production level of the sector, Government has embarked on developing large-scale concerns through the "central plain" project (PATIPAPLACE) which was formulated by MINADER in cooperation with MINDCAF and other relevant administrations concerned by this issue. This project has as objectives to:

- secure and develop 400 000 ha (pilot phase) on a secure potential of 656 383 ha with an identified total surface area of 1 744 160 ha 86a 28 ca hectares of the project area;
- identify and install about 1000 major producers around whom will gravitate developed and efficienf family farms (agriculture, stock breeding, fishing and aquaculture) in order to create decent jobs;
- increase income in rural areas and satisfy, at reasonable cost, domestic demand in foodstuffs;
- support the structuring of established producers to concretly commit them and give a face-lift to our import-substitution policy;
- lend support to established agricultural enterpreneurs to encourage the development of an agriculture based on the value chain approach and ensure the consideration of food and nutritional security (sovereignty) for mass production of consumer products.

266. The project was able to secure: (i) more than 400 000 hectares in the Djerem Division; (ii) 189 420 ha with land title (LT No.515 and LT No.516), in the Mbere Division; (iii) 320 000 ha (LT No.1086/Mbere and LT No.1085/Mbere); (iv) Kong with 210 000 ha.

3.1.2. Production of animal sectors

267. Meat production takes on board cattle, sheep, pigs, goats and poultry. The forecasted achievement level by 2030 stands at 61.1% for meat, 56.5% for fish products and 30% for dairy products. Available data did not enable to have disaggregated results per type of meat.

Table 18: Level of achievement of some products in the animal sector

	2025 Target	2030 Target	Forecasted Achievement Rate	
			2025	2030
Meat	576 034	765 090	60.0%	61.6%
Dairy (tons)	471 675	709 198	39.4%	30.1%
Fish products	327 025	425 030	72.1%	56.5%

Source : MINEPIA

268. The evolution of production points to the good performance of goats, sheep and poultry where growth rates stand at 11.5%; 10.7% and 10.5%, respectively. Yet, It is note worthy that the progression rhythm is still low for fish products which remained stationary at a growth rate of 0.4%. Dairy production has also not really made a qualitative leap forward. Its growth rate stands at 2.8%.

Table 19: Evolution of production of animal and fish products

	2021	2022	2023	2024	Annual growth
Cattle	125 000	126 000	130 169	134 520	2.5%
Goats	28 000	33 268	38 564	38 827	11.5%
Sheep	20 397	25 115	25 649	27 671	10.7%
Dairy	166 132	174 000	176 618	180 564	2.8%
Pork	44 000	46 000	49 435	52 960	6.4%
Poultry	52 679	59 808	65 312	71 156	10.5%
Table eggs	104 846	107 377		126 737	6.5%
Fish products		233 363	241 561	235 000	0.4%
Forestry, logs (thousands of m^3)		2 743	2 810		2.5%

Source : MINEPIA

269. Cattle sector: beef remains the most consumed animal protein with 44% of contribution to national total production. Beef production has been in constant evolution since 2021 where it stood at 125 000 tons to hit the mark 134 000 tons in 2024. However, a gap is still observed as it represents approximately 38% of the SDSR/PNIA target in 2025 which is 210 327 tons. This target was raised to 270 000 tons in 2030.

270. Sheep and goat sector: globally, sheep and goat meat production is on the increase. This performance stems from the improvement of the livestock health coverage through the organisation of significant immunisation campaigns against ovine rinderpest (PPR) where sheep are the most vaccinated. Sheep meat production moved from 20 397 tons in 2021 to 27 671 in 2024, thus representing an average annual growth rate of 10.7%. Goat meat production on its part moved from 28 000 to 38 827 tons, that is a growth rate of 11.5% over the same period.

271. Dairy sector: policies formulated to revamp this activity sector take on board the imports of high yielding dairy cows. Though the sector registered a positive growth rate, it still remains timid at 2.8% per year. The implementation of the 2024-2026 PIISAH programme will probably contribute in increasing the production levels in this sector.

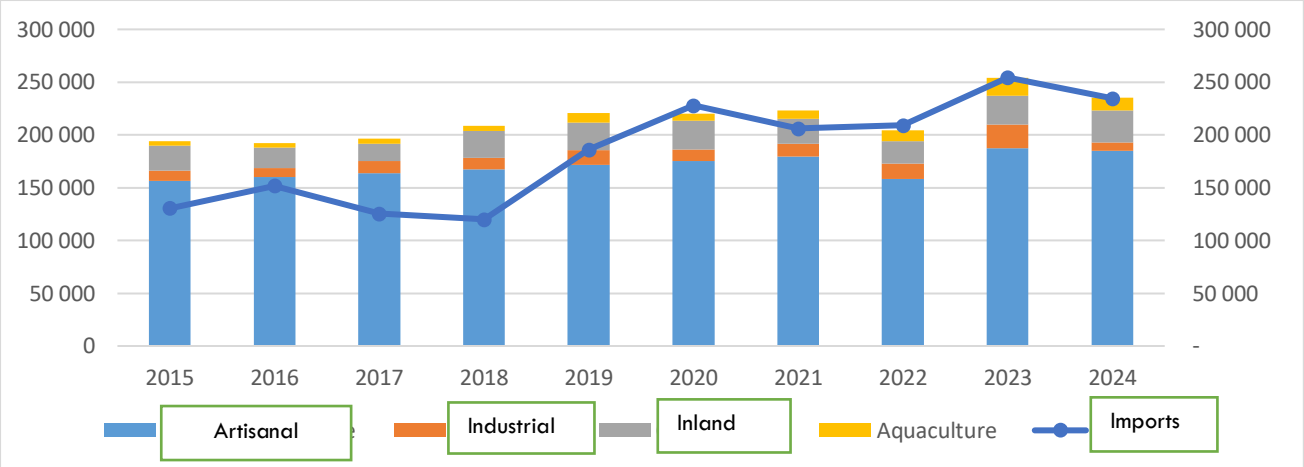
272. Pork sector: the production of pork moved from 44 000 tons to 52 960 tons between 2021 and 2024. This average annual evolution of 6.4% could be better were it not of the advent of annual episodes of endemic African swine fever.

273. Poultry sector: the production of poultry meat moved from 52 679 in 2021 to 71 156 in 2024, thereby representing an average annual growth rate of 10.5%. This sector is faring relatively well.

274. Table eggs: the production of table eggs moved from 104 846 tons in 2021 to 126 737 tons in 2024, thus representing an average annual increase of 6.5%. This production is higher than the target estimated at 92 000 tons, that is an achievement rate of 117%. This result can be explained by the financing of several business plans by PRODEL and strengthening the epidemiological surveillance network.

275. Fish sector: fish activities in 2023 were made up of artisanal fishing (76%), inland fishing (11%), industrial fishing (8%) and aquaculture (5%). The poor average annual growth settled at 0.4% over the 2021-2024 period. This poor performance stems from the decline of industrial fishing and aquaculture. Cameroon's situation departs from the global trend where animal aquaculture represents 51 % of the global aquatic animal production (94.4 Mt out of 185.4 Mt; FAO 2024).

Graph 32: Evolution of local fish supply



Source: MINEPIA

276. Several actions were undertaken to improve fish production and reduce imports, they included: (i) support and supervision of stakeholders; (ii) acquisition of equipment, materials and inputs to support artisanal fishermen; (iii) production and distribution of clarias fry to fish farmers; (iv) acquisition and distribution of fish feed, sac fry and anti-biotics to fish farmers; etc.

3.1.3. Production of forestry sectors

277. Forestry production sectors consist, amongst others, of legal wood, promotion species, commercialised processed wood, wood-energy, the Non Timber Forest Products (NTFP) sectors. In 2023, legal wood production stood at 2 810 059.213 m^3, that is an excess of the target set at 2 500 000 m^3. As compared to the year 2022, it witnessed an increase of 67 354 m^3. This performance can be justified, amongst others, by: (i) award and monitoring of activities carried within the logging title perimeter; (ii) setting up and monitoring the functioning of the traceability system through the operationalisation of SIGIF2; (iii) development of monitoring mechanisms of forestry revenue.

278. Besides, two new species were shortlisted for promotion, namely Sterculia rhinopetala (Lotofa) and Cordia platythyrsa (Cordia). Moreover, it should be underscored that in 2022, the Council of Ministers of the Economic Union of Central Africa (UEAC) still postponed to a later date the decision to ban the export of logs which had to enter into force on 1st January 2023. This had as consequence the upward resumption of log exports.

279. In 2023, the volume of legal sawn wood on the Domestic Wood Market and meant for exports

stood at 1 344 456.2 m³. In accordance with the industrialisation logic, NDS30 encourages the local processing of wood. This should be translated into an increase in the volume of legal sawn wood available on the national, sub-regional and international markets. Emphasis is laid, amongst others, on the organisation of the "Domestic Wood Market" (MIB); the development of a supply strategy for the said market; evaluation of the performance of Wood Processing Units (UTB), formulation and popularisation of standards on wood processing and by-prpoducts.

3.1.4. Broad-based support measures of the sector

280. As part of NDS30 implementation, a given number of operational plans were formulated. They notably entail the Initial Impetus Plan for Growth Acceleration (P2I-SND30) adopted in 2022, the Integrated Agropastoral and Fishery Import-Substitution Plan (PIISAH) adopted in 2023, and the initiative on production councils developed in 2024. Each of these instruments has an agropastoral, forestry or fishery aspect.

281. The P2I-SND30 identified in the agricultural production development sector a pilot project code-named Reconquering the Douala Food Market (REMAD). This project, driven by the city council, intends to cover 48 councils, support development and maintenance of 10 800 km of council roads, support the structuring and functionality of 256 local development companies and mobilise more than 200 000 farmers around a major production network of some sectors and their channelling towards markets of the urban centre. To this end, the collection company set up by the Douala city council will have to work for the collection of more than 3.5Mt/year of local products for Douala markets and 3 Mt for exports.

282. The Integrated Agropastoral and Fishery Import-Substitution Plan (PIISAH), hinges around three thrusts, notably: (i) securing and developing hydro-agricultural, pastoral and fishery production basins; (ii) improving production, processing and marketing; (iii) improving access to research, training and financing. Concerning its implementation, it is worth indicating as follows: (i) securing 200 000 Ha of land in the Central Plain. A private operator has already developed 3 000 Ha. Moreso, 3 270 Ha have been developed for rice and seed production in the Far-North and West Regions. (ii) producing 13 000 tons of bread making flour; 452 tons of rice, maize, millet, sorghum, sojabeans seeds and forage were also produced; 2 million tons of fertilisers were put at the disposal of producers; and 21 artificial insemination centres are being constructed. (iii) supporting close to fifty SMEs in aligning their products to standards; setting up of a window to facilitate refinancing micro-finance institutions for the development of livestock and fish farming value chains; training 30 promoters on labelling and packaging of "made in Cameroon" products; (iv) enacting the law governing fishing and aquaculture; (v) reducing land royalty tarrifs on rural lands. The tax moved from CFA Francs 25/m² to CFA Francs 2/m²; (vi) enhancing the five standards on local flour.

283. The United Councils and Cities of Cameroon (CVUC) is working for NDS30 implementation through the development of production councils which falls in line with the setting up of development cooperative societies depending on the comparative advantages possessed by each council. Discussions are underway to create a synergy between CVUC, MINEPAT as well as sector-based administrations and development partners to ensure consequential mobilisation of financing for promising projects and job creation in RLAs. This synergy also aims to define the institutional dispensation likely to set up production councils.

3.2. Access to land, equipment and production infrastructures

284. Within the perspective of agricultural mechanisation, Government intends to intensify its actions: (i) opening up production basins and access to land; (ii) access to production equipment; and (iii) improvement of production infrastructures in rural areas.

285. ***Opening up production basins***: interventions aimed at opening up production basins are carried out under the project management of the ministry in

charge of public works and RLAs, in close collaboration with various sectoral ministries and representatives of the agro-sylvo-pastoral and fishery profession. These interventions aim to step up the linear of council roads in good condition. In a bid to better coordinating these interventions, a platform was set up by Order No.127/MINTP of 10 November 2020 on the creation, organisation and functioning of the Interministerial Committee in charge of coordinating interventions targeting agro-pastoral production basins. Between 2020 and 2024, Cameroon embarked on several initiatives to open up agricultural production basins, aimed at improving access to markets and stimulating rural development. In 2022, the linear of rehabilitated and/or constructed rural roads including engineering works stood at 1890.6 Km out of 2000 Km initially targeted, that is an achievement rate of 94.5%, for an allocated amount of CFA Francs 14 267 000 000.

286. ***Access to land:*** to offer land access facilities with a view to intensive agriculture, Government decided to constitute land reserves of 400 000 hectares in the Ntui-Yoko-Tibati corridor, in the Centre and Adamawa Regions. Besides, within the framework of providing incentives to promoters operating in the fishery sector, MINEPIA in liaison with MINDCAF implemented measures for securing sites chosen by promoters. Actions carried out as part of this framework enabled to grant authorisation to operate sites to five (5) promoters; authorisations to create 39 fish farms; and install promoters in Dibamba, Kribi, Mbalmayo and Monatele on 1200 ha. At the administrative and regulatory levels, the Minister of State Property, Surveys and Land Tenure signed, on 6 February 2024, a circular letter which redefines land registration procedures, thus placing first and second degree traditional chiefs at the heart of the process. This circular aims to formalise customary land rights within the framework of direct registration procedures of national land.

287. ***Access to collective equipment and production infrastructures in rural areas:*** improvement of the infrastructural environment and access to production factors is indispensible for a real agricultural revolution. The proportion of councils endowed with new mini rural infrastructure per year stands at 57.22% in 2024 as against 53.89% in 2023. The value expected was 57%, this shows the level of achievement higher than the target. The number of tractors per 100km2 of arable land reached the target set at 1 in 2024.

288. During the year 2023, Government, through MINADER and other partners, allocated subventions evaluated at CFA Francs 440 million for the purchase of tractors and set up infrastructures notably the construction of: (i) 10 warehouses by SEMRY (of a total capacity of 39 941 tons), (ii) 16 storage facilities by PADFA2 (5 000 tons in total capacity); (iii) 4 storage facilities by PRODERIP (500 tons). The proportion of sub-divisions having benefitted from new socio-economic and community infrastructure stood at 53.89%. The 2024 AWP of MINADER has made provision to lend support to local development with 270 civil engineering and hydraulic machines to equip councils. Financing agreements to acquire this equipment were signed on 22 May 2024 at Yaounde between the Government, Standard Chartered Bank, Eximbank USA and Private Export Funding Corporation (source: APR).

289. As for achievements, 731.11/910.16 km of constructed/rehabilitated roads, 72/83 crossing structures constructed; 2 100 000 000 of agricultural financing; 425 constructed/rehabilitated new socio-economic and community mini infrastructures; 3 pools of operational machines; 108 kits of equipment for personal protection, drawing and mechanical manufacturing, acquired technical intervention materials; 1 rehabilitated hangar; 1 manual of subvention of agricultural inputs and equipment drafted; 30 markets constructed; 30 hangars construted; 2 storage facilities for irish potato; 20 small cassava processing units; 111 cocoa greenhouses; 50 palm oil mobile processing units.

290. As concerns livestock infrastructures, 53 livestock, marketing and processing infrastructures were constructed by RLAs and supervisory and attached projects/structures: 22 water points (including 19 pastoral boreholes constructed, 2 drinking water supplies, 1 pond rehabilitated); 5

poultry farms; 1 pigsty; 3 cattle markets; 3 butchers; 5 slaughter houses construtecd and 1 rehabilitated; 3 slaughter houses constructed and 2 rehabilitated; 2 cold rooms developed/constructed; 2 fences (1 constructed and 1 rehabilitated); 1 storage facility developed; 1 espace for pastoral use; 1 loading platform; 1 secure cattle track.

291. As part of the community planning process, (i) 519 km of cattle track were marked; (ii) 6 777 hectares of pasture were developed and are managed sustainably; (iii) 98 pastoral hydraulic infrastructures within the framework of the implementation of pastoral resources management plans in the Adamawa, Far-North, North and East Regions; (iv) 194 hectares of forage farms were developed and 81.5 hectares restored; (v) 15 water points for pastoral use were constructed by RLAs, CDEN and CDENO; (vi) 6 markets for marketing cattle and 3 units for manufacturing poultry feed were constructed. In addition, the breeding stations of Wakwa and Lougguere and the dairy station of Ngaoundere enabled to obtain a production of 401.98 tons of hay and 3.6 tons of forage seeds. Whereas the Kounden station enabled to produce 69.1 tons of compound feed.

292. ***Development of innovative financing mechanisms and adapted and accessible agricultural insurance systems***. Over the 2020-2024 period, several incentive initiatives for private sector investment in the area of agriculture were set up, notably: (i) the Fund to facilitate credit supply for the development of agricultural value chains, livestock and fish farming through the Development Project of Agricultural Value Chains (PDCVA) and the Development Project of Livestock and Fish Farming Value Chains (PDCVEP) (MINADER-MINEPIA) whose objective is to streamline intervention modalities in order to positively impact on the value chain development of the agricultural, livestock and fish farming sectors; (ii) the Fund for Refinancing Micro-Finance Institutions (MFI) of the Youth Agro-Pastoral Entrepreneurship Programme (AEP-Youth) whose objective is to enhance the interest of MFI and attractiveness of the programme and relieve MFI cash flow tensions; (iii) the innovation fund of PADFA II with the objective of provide to eligible bearers of innovation the cofinancing of innovative micro-project.

293. Besides, the Development Fund for the Cocoa and Coffee Sector (FODECC) finalised the preparation of two additional windows in support of actors of the cocoa and coffee sector. It entails one window for the agro-ecological transition and one RLAs window. The Central African Forest Initiative proposed to this effect to support this momentum at the level of FODECC by strengthening the agro-ecological transition to the tune of USD 20 million for the pilot phase of a three-year duration with the possibility of increasing the amount for the extension phase as part of the partnership with the CAFI initiative.

294. Within this framework, Government through cooperation with this partner mobilised for the launching phase an envelope of USD 60 million. The intervention thrusts of the said pilot project concern: (i) agricultural intensification ; (ii) regional development; (iii) sustainable management of forest resources; and (iv) inter-sectoral and multi-level coordination and agro-ecological transition. To this end, four dedicated projects are attached therein, two of which are being finalised and the other two which have reached their first operationalisation phases (agro-ecological transition with FODECC and agricultural intensification within the framework of the Grand Mbam Project). Furthermore, in 2023, Government signed a letter of intent marking the country's desire to support the process of limiting the level of annual loss of the overhead canopy, an effort which will be supported by assistance spanning over the next ten years and amounting to USD 2.5 billion.

295. Moreover, works undertaken within the perspective of extending the powers of the mechanism to other sectors be they plant or animal without however opting for proliferation of tools. The induced effects would as a result be multiplied moving from centralisation of data pertaining to actors, to production basins, strengthening banking services for actors by passing through direct access to producers irrespective of their sizes.

3.3. Structuring and building the capacity of stakeholders

296. Concerning the building the capacity of stakeholders, State actions in the sector in 2023 focused on: (i) capacity building for good hygienic practices (GHP) of professional of foodstuffs from animal and fish origin (DAOAH); (ii) training field staff on vetinerary health inspection and surveillance of slaughter products on markets; (iii) capacity building of stakeholders on the popularisation of new modern fish farming techniques; (iv) strengthening the early detection and rapid response system to disease outbreaks, strengthening veterinary health inspection; (v) capacity building of senior officials of veterinary services on the management of animal health crises and zoonoses and on the management of data, mapping, preparation of situation report (Sitrep), functioning of emergency operation centres (EOCs), incidents management system (IMS) with support from the Project to Accelerate Digital Transformation in Cameroon (PATNUC); (vi) strengthening the surveillance of anthrax and prepositioning a stock of 50 000 doses of vaccine at the level of border regions with Nigeria for immunisation of livestock at risk.

297. As part of the supervision of sector stakeholders, actions carried out focused on: (i) continuation of specialised training in priority agricultural sectors in various types of education; (ii) improvement of the functionality of popularisation centres in charge of supervising producers such as agricultural posts, zoo-technical and veterinary centres, and regional agro-pastoral professionalisation centres. Furthermore, emphasis was laid on sensitisation, support and supervision of actors; support through the award of equipment, materials and inputs; youth entrepreneurship; counselling assistance and popularisation.

3.4. Environment and nature protection

298. As for the fight against climate change, desertification and drought, it entailed reducing the vulnerability of the population's development activities to the adverse effects of climate change. To this end, the project "Increasing the resilience of local communities to climate change thanks to youth entrepreneurship and integrated management of natural resources" (ACREGIR) continued its activities in 2023 through notably the acquisition of drones, training eco-guards, creation of government and community nurseries. Moreover, the climate-related information and early warning system of MINEPDED was strengthened. Concerning the restoration of degraded land and landscapes, 1 250 ha of forests were restored. The preparation of Cameroon to the revision of its National Strategy and Action Plan on Biodiversity (SPANB II) for the setting up and launching of the Project "Global Biodiversity Framework Early Action Support was pursued.

299. The stakes for Government in this sub-sector mainly remains environmental protection and environmental compliance monitoring in the implementation of major projects. It entails, amongst others, the following: (i) sustainable management of biodiversity; (ii) combatting desertification and climate change; (iii) the fight against pollutions and harmful or dangerous chemical substances.

3.4.1. Sustainable management of biodiversity

300. Between 2020 and 2024, Cameroon intensified its efforts to promote a sustainable management of its biodiversity, by implementing national policies, legislative reforms and collaborative projects.

301. At legislative and regulatory level, it is worth noting that the implementation instruments of Law No.2021/014 of 9 July 2021 governing access to genetic resources, their derivatives, related traditional knowledge and fair and equitable sharing of benefits stemming out of their use were signed.

302. At strategic level, Cameroon updated its National Strategy and Action Plan on Biodiversity (SPANB), aligned on the Aichi Objectives and commitments of the Convention on Bio-diversity. Besides, guidelines on the equitable sharing of benefits stemming out of the use of genetic resources and related traditional knowledge were prepared. These directives aim to ensure the involvement of indegenous peoples and local communities in the

conservation, sustainable use and restoration of biodiversity.

303. At operational level, several interventions were carried out, top amongst which were: (i) acquisition of drones for the surveillance of the Benoue, Waza and Kimbi Fongun national parks; (ii) revision of the Development Plan of the Waza National Park; (iii) mid-term evaluation of the Benoue Development Plan; (iv) reforestation of 2 ha of the Minta council forest within the framework of forest revalorisation activities in degraded savannahs; (v) signing of two (2) decentralised cooperation agreements enabling to set up two (2) Landscape Management Committees (CGP), coverng six (6) councils in the Bamboutos Mountains and three (3) councils in the Bana-Bangangte-Bangou Mountains; (vi) intensification of the fight against invading exotic species notably water hyacinth and other invading aquatic plants in the Dizangue and Lagdo councils.

3.4.2. The fight against desertification and climate change

304. To deal with the perceptible consequences of climate change notably floods and landslides that affect some towns and rural areas, guidelines aim to: (i) ensure the inclusion of concerns linked to climate change in sector-based strategies and policies, not only in their formulation but also in their implementation; (ii) build the capacity of institutions in charge of climate watch; (iii) operationalise the monitoring, prevention and response mechanism to the consequences of climate change; (iv) devise and implement a national waste management strategy while promoting corporate social responsibility.

305. Concerning the inclusion of concerns linked to climate change in sector-based strategies and policies, not only in their formulation but also in their implementation, works to update and formulate programmes carried out within the framework of the planning, programming, budgeting and monitoring (PPBM) chain with a view to aligning them to NDS30 guidelines embarked upon in 2021 and in 2025 as part of the formulation of the mapping of programmes for the 2022-2025 and 2026-2028 triennums gave particular attention to the problems posed by climate change. Moreover, administrative services multiplied their efforts, over the past few years, in taking into account climate change in their budget, the concept of climate-sensitive budgeting was set up and rendered operational in nine pilot ministries notably: MINTP, MINADER, MINEE, MINT, MINEPDDED, MINFOF, MINSANTE, MINEPIA and MINHDU.

306. Besides, to deal with desertification and climate change, Cameroon carried out operational actions aimed at implementing some environmental planning instruments, amongst which are the National Action Plan to combat Desertification (PANLCD), the Programme to define national voluntary targets of neutrality in land degradation by 2030 (PDC/NDT), the National Adaptation Plan to Climate Change (PNACC), the Paris Agreement on National Determined Contribution (NDC) and the National Inventory System on GreenHouse Gases (SNIGES) which constitute real frameworks for discussions, action and approach to environmental and sustainable development issues.

307. Concerning capacity building of institutions in charge of climate watch, in the face of constantly growing challenges linked to climate change, Cameroon has undertaken several significant actions to build the capacity of institutions in charge of climate watch, especially the National Observatory on Climate Change (ONACC). In this light, ONACC established partnerships with various public institutions, research centres and international organisations to strengthen cooperation in the area of climate monitoring. To this end, ONACC signed in 2024, an agreement with the Ministry of Housing and Urban Development (MINHDU) and the United Councils and Cities of Cameroon (CVUC) to strengthen the fight against the devastating effects of climate change through concerted actions. Furthermore, ONACC benefitted from technical and financial support from Government and partners to improve its capacities in the collection, modelling and processing of climate data. Interventions in capacity building of actors equally focused on the resilience to climate change, improvement of access to the various windows linked to climate finance, on the one hand, and coordination and monitoring of

Cameroon's commitments within the framework of the National Determined Contribution (NDC), on the other hand.

308. As for the operationalisation of the monitoring, prevention and response mechanism to the consequences of climate change, several works were carried out by ONACC, notably the production of bulletins to monitor the evolution of the climate, the production and availability of meteorological and climatological data and information in all sectors of human activity. Besides, some studies have been conducted, amongst which is the study on climate modelling in sudano-sahelian and costal areas of Cameroon; the inventory of emissions and absorption of greenhouse gases of the Agricultural, energy and forestry sector.

309. Concerning the intensification of actions to combat desertification, land degradation, the main actions carried out focused, amongst others, on: the continuation of the implementation of the "Green Sahel" operation in the Far-North Region; the implementation of the cashew tree plantation project which targets to restore 100 000 hectares of land through cashew tree plantation in the northern regions; promotion of improved stoves to reduce dependency on firewood and limit deforestation; intensification of development works in order to restore, conserve and ensure the sustainable use of close to 10 200 km² in the Benoue water catchment area, through reforestation actions, sensitisation and sustainable management of water resources. By way of illustration, actions carried out enabled to reforest (11) degraded sites of a total surface area of 1017 hectares in the councils of Mouanko (3 ha), Kribi (2 ha), in the Divisions of Mayo Louti (117 ha), Benoue (122.72 ha), Mayo-Kani (142.5 ha), Diamare (240 ha) and Mayo-Sava (332 ha). Besides, it is worth underscoring the formulation of REDD+ tools and the development of pilot projects and the launching of the implementation of the "Capacity Building for Transparency in the NDC Implementation (CBIT)" project in Cameroon; capacity building for the sustainable management of the forest ecosystem.

310. For the strengthening of environmental sensitisation, the following activities were carried out: (i) several friends of nature clubs were supported materially and financially; (ii) sensitisation campaigns were organised on the ocassion of world days on the environment, biodiversity, fight against desertification and ozone; (iii) the neighbouring population to reforested sites through the 'green sahel operation' were sensitised against bush fire and abusive wood felling.

3.4.3. Fight against pollution and harmful or dangerous chemical substances

311. As part of the fight against pollution and harmful or dangerous chemical substances, several directives and measures were taken. They entailed, amongst others, the following: (i) Decree No. 2014/2379/PM of 20 August 2014 to lay down modalities for coordinating inspections of classified dangerous, unsanitary or inconvenient establishments in Cameroon; and (ii) Joint Order No.004/MINEPDED/MINCOMMERCE of 24 October 2012 to lay down the regulation on the manufacturing, importation and marketing of non bio-degradable packaging. However, the implementation of these measures is not effective as other factors slow down the efficient implementation of the fight against pollution and nuisance. Among these factors, mention can be made of the following: (i) difficulty encountered in issuing a manifest on waste traceability as a result of lack of logistic means; (ii) insecurity and porous nature of borders within the framework of the fight against non compliant plastic packaging; (iii) non-respect of the regulation in the area of environmental protection by some business men and women; (vi) administrative bottlenecks in the approval of environmental standards and inspection procedures of industrial and commercial installations; and (iv) lack of coercive means for the recovery of fines.

312. Concerning the rational ecological management of waste and chemical products, at the close of the 2022 Financial Year, the following quantities were managed: (i) 1 768 465 tons of non dangerous solid waste; (ii) 165 600 tons of dangerous solid waste; (iii) 2 512 m3 dangerous liquid waste; (iv) 9 318 m³ of non dangerous liquid waste; (v) 45.5 tons of chemical products. Moreover, as for the compliance of inspected premises, it was

obtained that, 53% of installations are compliant with the regulation in force in the area of environmental protection.

313. With regard to the strengthening of the normative and regulatory framework, in 2023, flagship interventions focused, amongst others, on: (i) revision and approval of three (3) technical regulations rendering compulsory the application of Cameroon's standards in the area of environmental protection notably those relating to the criteria for admitting waste to a landfill and conditions for creating, operating and closing a controlled landfill; effluent discharge; and atmospheric discharge; (ii) issuance of 616 Technical Visas for quality control of Substances Depleting the Ozone Layer (ODS) and 73 for the import of Electric and Electronic Equipment (EEE); (iii) award of eighteen (18) compliant opinions for the issuance of authorisation for the discharge of industrial wastewater.

314. Regarding the strengthening of environmental police, 1 525 Installations were inspected and checked; 27 reports on violations (PVCI) were issued. As part of the rational ecological management of chemical, toxic and/or dangerous products, note should be taken of the following: (i) monitoring of the repackaging and export of 80 tons of PCB by the PERENCO RIO DEL REY company; (ii) working out HSE containment plans for some PCB contaminated sites; (iii) containment of PCB contaminated sites of SABC SIAC company at Bonaberi, 'Aciéries du Cameroun' company at Douala and SOSUCAM at Mbandjock.









CHAPTER 4

EVALUATION OF THE IMPLEMENTATION OF THE « INFRASTRUCTURES » SECTOR STRATEGY





Chapter 4:

Evaluation of the implementation of the "Infrastructures" Sector Strategy

315. As concerns productive infrastructures, NDS30 envisages to: (i) finalise, first and foremost, the implementation of major first generation projects; (ii) ensure the optimal functionality of existing infrastructures; (iii) rehabilitate public facilities destroyed or rendered obsolete by their inoperability; (iv) streamline the start-up of new projects in accordance with project preparation standards; (v) formulate projects in an integrated manner to optimise their impact on the economy; (vi) systematise counter-expertise for evaluation of costs of major infrastructures; (vii) put in place a cost baseline; and (viii) strengthen the project prioritisation and selection process.

Table 20: Reminder of major GESP projects and evaluation of their progress status

	GESP Major Project	Progess Status
1	Lom Pangar Hydro-Electric Dam	Retention dam completed and commissioned in 2017. Hydro-electric component completed and commissioned in 2024.
2	Kribi Industrial and Port Complex	First phase received in 2015, and the second phase received in 2025. Works are likely to continue until 2040.
3	Second bridge on the Wouri River	Foundation laid in 2013, commissioning took place on 31 July 2017
4	Memve'ele Hydro-Electric Dam	Construction works started in 2012 and the plant was commissioned in 2018.
5	Yaounde-Douala Highway	Construction works started during the first quarter of 2013. The first stretch of 60 km connecting Yaounde to Bibodi (Boumnyebel), was opened to traffic on 31 December 2021. Feasibility studies on the Bibodi-Douala stretch were submitted in February 2017.
6	Kribi Gas Plant	Construction works started in 2010 and were completed in 2013
7	Construction of a chemical fertiliser production factory	Government identified the German company FERROSTAAL for setting up the factory. This project was put on hold for over ten years. The Vision Global company has the ambition to construct two chemical and organic fertiliser production factories in Cameroon. These factories will be constructed in the cities of Limbe, in the South-West Region, and Yaounde, the capital of Cameroon, respectively. Information revealed on 30 June 2023 at the National Assembly by the acting Minister of Industry, Fuh Calistus Gentry, that the project was taken back by P2I programme
8	Construction of new alumium smelters	The Prime Minister, Head of Government, presided over on 13 August 2024 in Yaounde, the twin signing ceremony of an investment protocol agreement and a commercial contract on an industrial project at Douala. These two legal instruments were signed between

	GESP Major Project	Progess Status
		PROALU SA, a subsidiary of the PROMETAL Group. According to the terms of the abovementioned agreements, PROALU SA undertook to invest CFA Francs 88 billion for the construction of an industrial complex meant for the processing of aluminium at the Bassa industrial zone, in Douala.
9	Development of the fiber optic network	A linear of 20 000 km of fiber optic has already been deployed. Yet, the last report published by the World Broadband Association (WBBA) in partnership with Omdia, ranks Cameroon 93rd out of 93 countries evaluated as part of the "Fiber Development Index Analysis 2024".
10	Development of hyper agro-pastoral extensions	The Central Plain Project (PATIPAPLACE), on the first phase of 400 000 ha, extendable at long-term to 1 200 000 ha and open to agro-industrial promoters, was set up.
11	Construction of 1000 km of railway	A railway masterplan was formulated

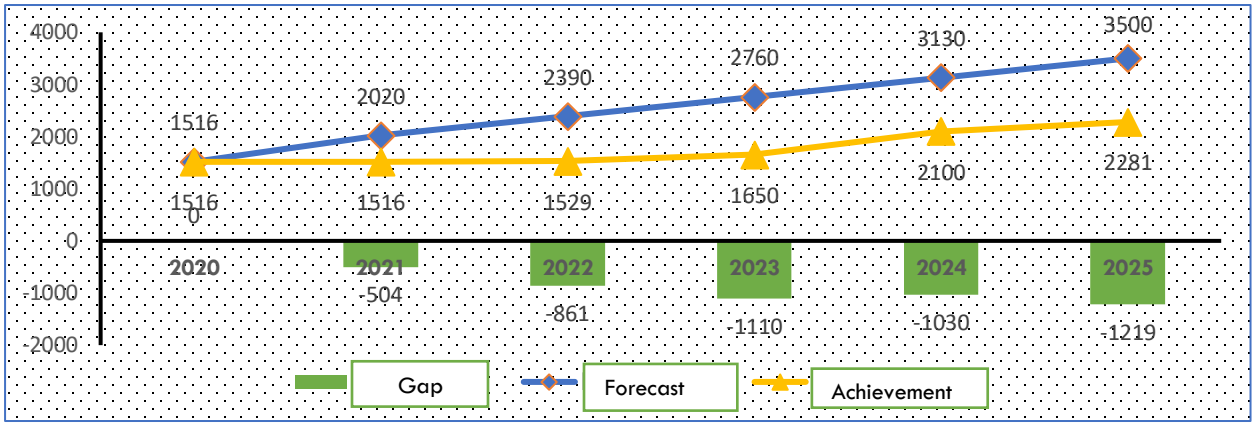
316. It is important to note that in the area of investment, the National Investment Corporation (SNI) went through restructuring on 10 July 2024, by becoming a public limited company with the State as sole shareholder. This restructuring aims to improve governance, efficency and the financial viability of SNI, in order to promote investments in key sectors of the economy, including infrastructures. It entails a revision of its strategy, reorganisation of the institution, definition of new missions and increase of the capital of the corporation.

4.1. Energy Infrastructure

317. The main objective of NDS30 in the area of development of energy infrastructures is to raise to 5 000 MW the installed electric energy production capacity by the year 2030. To achieve this objective, several hydro-electric dams were constructed and their infrastructures commissioned between 2020 and 2024. They include, amongst others the following: (i) commissioning of four turbines of the foot plant of the Lom Pangar Dam, increasing the installed total capacity to 30 MW; (ii) completion of construction works of the energy evacuation structure (evacuation line and plant station) and commissioning of seven turbines (420 MW) of the Natchigal Dam. Moreover, development agreements were signed for the hydro-electric development projects of Kikot, Grand Eweng, Minkouma.

318. These efforts coupled with those done by renewable energy, thermal energy and biomass enabled to raise the installed public production capacity from 1 516 MW in 2020 to 2 170 MW in 2025. It is worth pointing out that **autonomous thermal capacities were installed by industries** to the tune of about **459 MW** (including: oil mills: 203 MW; breweries: 142 MW; Agro-industries: 47 MW; others: 67 MW).

Graph 33: Evolution of the installed energy production capacity

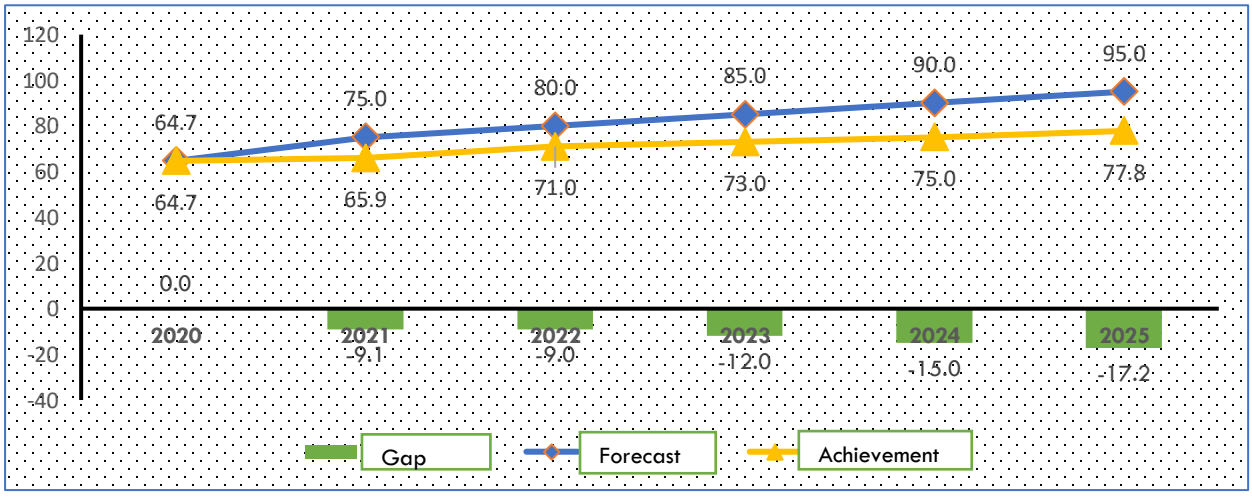


Source : MINEE ; our calculations

319. This energy supply is to be compared with current demand of 2 220 MW. Several other industries being set up envisage to endow themselves with autonomous capacities to about 415 MW including 85 MW in the Kribi port area. The apparent deficit should be bridged with the upcoming construction of the dams of Kikot (500 MW), Minkouma (350 MW), Grand-Eweng (1080 MW) and Chollet (600 MW) as well as the Limbe thermal plant of (350 MW).

320. The electricity access rate in Cameroon moved from 64.7% in 2020 to 75.0% en 2024 of which 94% is in urban areas and 30% in rural areas. In order to improve the access level and effective use of this energy by households and enterprises, the transmission and distribution network witnessed a strong transformation with the construction of the following lines: Nkongsamba-Bafoussam (225 KV), as well as the Bafoussam transformation post of (225/90/30 KV); interconnection between the South and East electricity grid via the Ahala-Abong-Mbang line (225 KV). This transmission and distribution network will be enriched by the year 2026 with the construction of the following lines: Edea-Missole Ngodi-Bakoko (225 KV); Nachtigal-Bafoussam (400 KV); and the rehabilitation the Mangombe-Logbaba (225 KV) and Songloulou-Logbaba lines (225 KV).

Graph 34: Evolution of electricity access rate



Source : MINEE ; our calculations

321. In addition, within the framework of the project to upgrade the transmission networks, the transmission lines around Yaounde are being commissioned as evidenced by the line of Nyom II-Ngousso (90 KV); Nyom II-Oyomabang–Nkolbison (225 KV); Nyom II-Nkolkoumou-Edea (400 KV) as well as the construction of transformation stations in addition to those of Missole and Nkolbisson.

322. Concerning renewable energy, there is good progress on its part in the energy mix since 2020. This increase is mainly due to the installation of about 44 000 solar panels, that is 30 MW, covering 40 % of electricity needs in the country's three northern regions, mainly the photovoltaic solar plants of Maroua and Guider, but also the installation of 8.052 solar public lighting points in certain towns.

Box: implementation of some production infrastructure, electricity transmission and distribution projects

1. The development of the Kikot hydro-electric project (500 MW) on the Sanaga River: an agreement for the common development of the said project was signed on 25 June 2021 between the 'Electricité de France' (EDF) company and the Government of Cameroon. In addition, on 25 September 2023, the Kikot-Mbebe Hydro-power Company (KHPC) was set up and board members and top management of the company were commissioned. Technical studies as well as environmental and social impact assessment of the project are underway.

2. The hydro-electric development project of Minkouma (300 MW): after the signing of the protocol agreement with the CAM-HYDRO company, with a view to developing this project using the BOT mode, technical and environmental studies are underway. Moreover, the joint development project agreement was signed on 5 November 2024.

3. The Le hydro-electric and solar development project of Bini a Warack: the SAVANNAH Energy partner continues the legal, technical and financial structuring of the project as well as discussions with donors.

4. The construction project of the transmission lines 225 KV Ebolowa-Kribi and 90 KV Mbalmayo-Mekin: works on phase 1 (post aspect) started on 30 November 2023. In the long-term, this project will enable to secure the electric energy supply of the Kribi Port Authority, on the one hand, and inject energy produced by Mekin Dam in the South Interconnected Grid, on the other hand. As at the month of June 2025, the physical execution rate stood at about 7%, implementation studies are validated to the tune of 50%, geo-technical and topographical studies of electric stations were completed. The commissioning of the said structures is scheduled for 2026.

5. The project for stabilising and strengthening electric networks in the city of Douala: this project whose contract has already been signed will enable to evacuate part of the electric energy produced by the Nachtigal Dam towards the city of Douala for its industrial development. Specifically, this project will enable to decongest existing lines which are in a quasi saturation state; secure the supply of electric power to the city of Douala; supply industries located at the east wing of Douala through the construction of new stations (Maya, Azur Dibamba, Koumassi and Logbessou) and extend the stations of Deido, Ngodi Bakoko and Logbaba.

6. The construction of the transmission line of 400 KV Nachtigal-Bafoussam: excavation works and geo-technical studies have been completed. This line will enable in the long-run to secure supply of the West, Littoral and North-West Regions and will contribute to the completion of the South interconnected grid; in the long-term, it will facilitate the electric interconnection with the southern part of Nigeria.

7. The project to interconnect the electricity networks of Cameroon and Chad (PIRECT): Firstly, in its first component, it aims to evacuate electric power produced by installed dams in the southern part (Nachtigal, Kikot, Minkouma, etc.) towards the northern regions via the interconnection of the South and North networks, the objective being to transform our network into a single electric network. Secondly, the second component

of this project will contribute to the interconnection with Chad. The project management unit was created and staff appointed as well as the inter-state committee co-presided over by the ministers in charge of energy from Cameroon and Chad and the joint technical committee. Also, construction companies in charge of the line aspect have already been recruited and are at work on the field. The financing agreement, on its part, with the Islamic Development Bank was signed on 18 October 2024, for the construction of the stations pertaining thereto (Ntui, Yoko, Tibati and Wourou Ousoua).

8. **The project to strengthen and stabilise electricity networks of the city of Yaounde:** this project mainly aims to complete the source stations of the city of Yaounde in a bid to bringing in more flexibility in the operation. The achievement rate of extension works of the transformation stations of Ahala, Ngousso and Oyomabang stood at about 98% (in 2025); the new station of 225 kV of Edea has been completed; the achievement rate of the Ahala-Nkolanga-Kondengui line hovers around 75% (in 2025). The phase linked to compensations has been entirely completed.

9. **The Project for Rural Electrification and Access to Electricity in the underserved zones in Cameroon (PERAEZ):** the project was launched in November 2023 and aims to electrify 525 localities and step up the electricity access rate to 5 %. These localities are targeted in the Far-North, North, East and North-West Regions.

4.2. Transport infrastructure

323. Concerning the development of transport infrastructure, Government had, on account of NDS30 implementation, to: (i) strengthen infrastructure maintenance and rehabilitation programmes; (ii) expand and densify road, rail, river maritime and air transport infrastructure and networks; and (iii) ensure land and surveys management.

324. ***Road transport.*** The road transport infrastructure sector witnessed significant strides forward since 2020. Top among the main actions, mention can be made of the following:

- enctment of Law No.2022/027 of 27 April 2022 on the protection of the national road heritage whose main thrusts focus notably on: (i) granting a concession to road infrastructure; (ii) institutionalising CONAROUTE as a body in charge of monitoring and financing the protection of road infrastructure; and (iii) setting up of a second generation Road Fund which has among other missions to collect by itself resources dedicated to road maintenance and make them available for various operational actors. Implementation instruments pertaining to the Road Fund's autonomy and modalities for the operation of weighing stations and rain gates remain awaited;
- devise an intervention strategy to reduce infrastructural disparities among regions in compliance with directives from the Head of State in his address to the nation on 31 December 2021. This strategy is based on intensifying the rhythm of interventions in the most poorly endowed regions in viable road infrastructure and maintaining the rhythm of investments in the other regions;
- implementation of road rehabilitation or recycling techniques using bitumen emulsion. It falls in line with the sustainable development approach through which the reuse of on-the-spot road materials to make a new base layer instead of the classical maintenance/rehabilitation process which tends to give priority to the contribution of new materials;
- continuation of activities of the intervention coordination platform aimed at opening up agro-pastoral production basins, in order to optimise and speed up actions of all actors involved in opening up agro-pastoral production basins. Among other deliverables to the credit of activities of the said platform, mention can be made of the following: (i) the methodological guide on the prioritisation of interventions in production basins; (ii) a form on need expression in the resource pooling action plan of MINTP and MINADER; and

(iii) training modules for RLAs in project management;

- continuation of the formulation of the classification of council roads with the establishment of a clasification in 171 new councils, for a total of 299 councils having a road network classification, and the submission on 7 April 2021 to the Prime Minister's Office of the draft decree to regulate the classification and standardisation of urban roads;
- continuation of the operationalisation of the decentralisation process through capacity building of Regional Councils in project management;
- continuation of the formulation of a unit price benchmark for road construction works, in a bid to mastering and optimising the production costs of public infrastructure and equipment in Cameroon. The first phase was devoted to the development of a unit price benchmark for new road construction works. The subsequent phases will enable to spread out to other types of interventions (road maintenance, engineering structures and special structures). The range of various unit prices are obtained by the spindles obtained from sales coefficients usually practised by companies;
- continuation of the deployment of the sustainable earth road maintenance strategy using innovative products, as alternative solutions to the classical maintenance process which does not guarantee sufficient lifespan for lateritic gravel structure. A dedicated guide was drafted in 2021 and popularised;
- deployment of the partnership contract for the financing, design, construction, equipment, operation and maintenance of fourteen (14) automated tollgates on some road stretches of the Cameroon road network between the 'SOCIETE TOLLCAM partenariat SAS' company and the State of Cameroon. Seven (7) tollgates out of 14 have already been constructed;
- setting up by joint MINTP/MINT order of the mechanism for monitoring the Integrated Multimodal Transport Infrastructure Strategy (S2ITM) in Cameroon;
- setting up of a second generation Road Fund by Decree No. 2026/293 of 10 July 2025 to reorganise the Road Fund, in order to improve the maturation (compensations), management and maintenance of the national road network.

325. Concerning achievements in the area of road transport infrastructure, Government actions during the first years of NDS30 implementation enabled to carry out more than one hundred major road projects on a tarred road density of 0.34 km for 1 000 inhabitants in 2020 to 0.39 km for 1 000 inhabitants in 2024. The linear of the road network moved from 55 000 km in 2010 to 121 873.93 km in 2024, including 10 575.94 km of tarred roads, that is 8.67% of the linear of the total road network. NDS30 made provisions to tar 6000 km of new roads over the 2020-2030 period, and raise the density of the tarred network for 1000 inhabitants from 0.32 in 2020 to 0.48 in 2030. In 2024, the cumulative total of newly tarred roads over the NDS30 implementation period was estimated at 2 042.88 km out of an intermediary objective of 3000 km, that is about 68%. Specifically:

- 2 170 km of roads were newly constructed, as compared to the intermediary target of 3 000 km, that is a performance of **72.33%.** Concerning national roads still untarred, 1 177 km were tarred;
- 1 200 km of tarred roads were rehabilitated, out of an intermediary target of 1 500 km, that is a performance of **80%** ;
- 6 721 ml engineering structures were constructed or reconstructed;
- on average 4 000 km of untarred roads are maintained each year across the country's national territory.

326. These major achievements significantly contributed in: (i) improving regional integration and facilitating trade with countries of the Central African sub-region; (ii) ensuring inter-locality mobility through road connectivity; (iii) opening up major production basins in support to the import-substitution policy.

327. Concerning regional integration and trade facilitation with neighbouring countries, the modernisation of road infrastructure focused on construction or reconstruction:

- the highways of Yaounde-Douala (phase1.60km) and Kribi-Lolabe (38.5km);
- the roads Sangmelima-Bikoula-Djoum-Mintom-Lele-Ntam-Mbalam including Djoum-Yen (234.5Km); Mbalmayo-Sangmelima (75Km); Nsimalen-Mbalmayo-Ebolowa (87.8Km); Nkolessong-Nding-Mbgaba (141.23km); Maroua-Mora (62km); east wing of Douala (phase, 13.09Km); Babadjou-Matazem-Bamenda including some council roads (45.5Km); Manki-Mape bridge (25.8Km) and Kumba-Kumbe Bakundu-Nfaitock (49.16Km);
- Logone bridge (620 ml); Cross River (410 ml); bridge linking Cameroon (Yagoua) to Chad (Bongor);
- replacement of nozzles with culverts on the Douala-Djamena corridor (1350.1ml).

328. Concerning mass urban transport, the BRT Project of Yaounde witnessed the finalisation of the conceptual study, whereas detailed studies are underway; feasibility studies on the Yaounde Cableway Project have been completed. As for the rehabilitation of the conventional bus network and the construction of Yaounde sub-urban train, the financing agreement of studies was signed and contracting is underway. With regard to the BRT Project of Douala, detailed studies have been completed, financing agreements have been signed and implementation is underway. The Conventional Bus Project of Garoua is at the phase of infrastructural works and acquisition of buses.

329. Within the framework of inter-locality mobility through road connectivity, major interventions focused on construction or reconstruction:

- the roads Batchenga-Ntui-Yoko-Lena-Tibati including some council roads (451.5 km); Yaounde-Bafoussam-Babadjou (289.99km); Mbama-Messamena (48.44Km); Mengong-Sangmelima (83.82Km); Bamenda-Bambili and Bamali junction-Bambalang Beach in surface coating (42km);
- bridges on the Benoue (406ml); on the Dibamba (447ml); on the Nyong (228ml); on the Mayo Galke (144ml); on the Mayo Soulabe at Banyo (17ml); on the Ntem at Kakar (12ml); as well as the reinforced or prestressed concrete bridges (532,4ml);
- the second bridge on the Wouri River and additional developments (1502ml); and on the Nyong (228ml).

330. As regards the opening up of major production basins in support to the import-substitution policy, the main achievements focused on the roads Mandjou-Akokan-Batouri (90km); Maroua-Bogo (38.34Km); Bonepoupa-Yabassi (51.3km); Ndop-Kumbo (60.5km); the stretches of roads already constructed to open up the West agricultural basin (137.17km); Akonolinga- Yii round-about (23.20km), Awae-Esse (phase1, 40km); Bazou-Tongo-Milombe (41.8km); Bamougoum-Littoral-West-Melong (85.04km); Ekong round-about-Biyebe round-abount (18Km); Ngolbang-Zoetele-Sangmelima-Mezesse-Meyomessala (65km) and the stretches already delivered of the Meyomessala council road (104.5km); the access road to the Nomayos cement factory (5.92Km); access road to the Memve'ele hydro-electric plant; Olama-Bingambo and Grand Zambi-Kribi as part of the opening up of the Kribi industrial area (159.15km);

331. Moreover, the delivery in the subsequent years of projects underway could enable to achieve 3 375 km of roads and thus make good the apparent delay.

332. As concerns road safety, actions carried out enabled to raise the reduction rate of the number of accidents to 26% in 2023 as compared to 2020, the target being a reduction of 50% in 2025. These actions focused on a set of reforms carried out in the production and securing of transport documents such as driving licenses, car registration certificates and technical inspection documents. Sensitisation campaigns and monitoring actors of the sector were also organised on regular basis. By way of

illustration, in order to prevent road accidents involving buses, the Ministry of Transport (MINT) signed a Public-Private Partnership agreement (PPP) in 2022 with the MTN-CAMTRACK group for the centralised management and monitoring of inter-urban road transport through the solution of checking drivers' risky behaviours, identifying accident-prone areas, warnings as well as the reconstitution of accidents in order to define the causes and establish responsibilities thereof. More than 350 bus have been so equipped.

333. Several actions relating to: road safety management, road safety and mobility, safety of vehicles and road users and care after accidents were carried out, notably:

- implementation of new national road safety strategy;
- setting up of a road safety experts corps with the official graduation of the very first batch;
- systematising operations for the removal of obstacles and broken-down or poorly parked vehicles on main roads;
- conducting systematic audits/inspections of road safety on national roads and highways under construction or rehabilitation;
- signing of the African Charter on Road Safety;
- restructuring and building the operational capacity of judicial police officers with special powers (JPOs) across the entire national territory.

334. Moreover, action carried out within the framework of modernising the road transport sub-sector led to the implementation of several reforms and solutions enabling to efficiently address risk factors for accidents. They also include the dematerialisation of procedures and online information systems to enable the public service user to benefit from quick access to information and receive a better treatment.

335. Concerning mass urban transport, a strategy for devising a mass urban transport system in regional headquarters, sustained by an urban mobility plan was formulated in cooperation with the Ministry of Housing and Urban Development (MINHDU). This strategy has as general objective to clearly outline technical, institutional and financial support mechanisms of regional and local authorities (RLAs), in a bid to setting up efficient mass urban transport systems, depending on the specificities of each city.

336. Maritime and river transport: actions carried out essentially focused on the construction and rehabilitation of maritime transport infrastructure; strengthening security and environmental protection of the maritime, river and lake sector and strengthening the normative and institutional dispensation of the maritime sector. Top among these achievements, mention can be made of the following: (i) finalisation of the construction of the Kribi Deep Sea Port in its phase 2 whose commissioning ceremony took place on 9 May 2025; (ii) completion of the construction of a drinking water supply system of the Kribi Port and its extensions; (iii) development of 5 km of service roads including a parking lot of 20 000m^2 for trucks in the oval area of the Douala-Bonaberi Port; (iv) construction of 5 km of bypass and 5 km of service roads at the Douala Port; (v) acquisition of the new software package for managing and upgrading the Douala Port Authority (PAD) rescue site.

337. Besides, studies for restructuring the Cameroon Shipyard and Industrial Engineering Limited (CNIC) are ongoing. They will enable to rehabilitate this strategic operator in the maritime domain in order to ensure the recovery of naval activities which have for long remained in hibernation.

338. All of these actions enabled to raise the the volume of imported freight traffic on national port platforms from 10.596 million tons in 2021 to 10.464 million tons in 2022, that is a drop of 1.25 %. The volume of export freight traffic on its part moved from 10.725 million tons in 2021 to 11.379 million tons in 2022, that is an increase of 6.1 %. The port transit time for imports moved from 13 days in 2021 to 11 days in 2022.

339. In terms of perspectives, studies were conducted with a view to developing the integrated industrial zone of the Kribi Port on a surface area of

about 2 000 hectares. The search for financing is ongoing and works on the first phase ought to commence any moment from now. In addition, Government intends to update the feasibility study of the Limbe Deep Sea Port carried out in 2009, negotiations are underway to this end with some private partners. The continuation of the modernisation of the Douala Port and preparation of construction projects of the mineral and hydrocarbons terminals of Kribi Port also constitute futur actions in the sector.

340. Railway transport: with a view to continuing the objective to be achieved which is to construct 1 500 km of railway lines by the year 2030, the legal framework of the railway domain enriched itself in 2023 with Law No.2023/010 of 25 July 2023 to govern the railway sector in Cameroon. This important tool lays the foundation for a separation of the operation of the railway service from the management of the railway heritage. Its strengthen the institutional mechanism with the creation of a railway heritage company and a regulatory and safety authority. It establishes more appropriate rules in the area of network management, better supervision of professions and technical staff as well as strengthening the security and safety mechanism. This new framework is better adapted to the challenges and opportunities offered by the sector, notably the extension of the national railway network through Public-Private Partnership initiatives.

341. The railway component of the Multimodal Transport Project, enabled to renew 175 km of railway distributed along the of Batchenga-Ka'a (about 138 km) stretch as well as in the urban areas of the cities of Douala and Yaounde (37 km). Moreover, this programme enabled the rehabilitation of 68 railway bridges. Besides, works for modernising the signalliing system and automation of level crossings in the cities of Douala and Yaounde were carried out.

342. The rehabilitation of the entire national network will be continued with component No.2 of the railway investment programme being prepared. This component will enable the rehabilitation of 568 km additional railway, including 238 km on Transcam I (between Douala and Yaounde) and 330 km on Transcam II (between Belabo and Ngaoundere). It will also enable the continuation of the project for modernising the centralised management of traffic equipment as well as rehabilitating structures (bridges, viaducts, tunnels, hydraulic structures) between Douala and Ngaoundere. For the implementation of this programme, the State benefitted from the assistance of several donors, namely the EU, (donation of 23 million Euros, that is CFA Francs 15 billion), the EIB (loan of 106 million Euros, that is CFA Francs 69.5 billion) and AFD (loan of 126 million Euros that is CFA Francs 82.7 billion) for the renewal of Transcam II Belabo-Ngaoundere, and the World Bank for the renewal of Transcam I Douala-Yaounde, which will be carried out through the Regional Project to Improve the Performance of the Douala-Djamena rail/road Corridor (PCDN), of an amount of 275.9 million Euros, that is CFA Francs 181 billion.

343. Moreover, in 2022, a partnership contract for the construction of the railway linking Mbalam to Kribi was signed. This contract concerns the construction of a railway likely to enable to evacuate iron from Mbalam as well as the production of iron ore extracted from the Congolese subsoil, at Nabeba to the Kribi Port. An additional clause was concluded in 2025 to update the calendar. This project, associated with the construction of a mineral terminal at the Kribi Port at a cost CFA Francs 5 400 billion and will be entirely financed using the PPP mode by a Consortium incorporated to this effect. The infrastructure will notably consist of a double track railway; a railroad for unloading wagons; a track supply and maintenance site in the terminal; a principal marshalling yard with operating and maintenance facilities; 510 km of main line, 6 crossing branches, and a train control and signalling system.

344. Within this perspective, investors are increasingly manifesting their interest to support the Government in carrying out some railway infrastructure projects. They notably entail the following:

- construction project of the Edea-Kribi-Lolabe-Campo railway line (185 km);
- construction project of the Ngaoundere-Djamena railway line (850 km);
- construction project of the Douala-Ngaoundere railway line (950 km);
- construction project of the Douala-Limbe-Idenau railway line (110 km).

345. ***Air transport***: concerning air transport, the Yaounde-Nsimalen International Airoport was upgraded and certified compliant in 2022, whereas the certification process of the certification of the Douala airoport is underway, notification to ADC of the acceptance of its formal request was done by CCAA on 19 June 2023. The airport sector shows an evolution of air freight traffic of 17.3 % in 2022 as compared to 2021, whereas the evolution of passager traffic stood at 17.5%. On the legal and operational level, some initiatives were undertaken between 2022 and 2023. They notably include: (i) change of the legal status of airports already registered or in the course of being registered to move from the private property of the State to artificial public property; (ii) reconstitute boundaries and extensions of the airport domains of Kribi, Bertoua, Tiko, Garoua and Koutaba; (iii) signing of the decree to classify parcels accommodating facilities of the Ngaoundere Airport into the artificial public property; (iv) signing of the decree to compensate persons whose property was affected by the extension process of the Ngaoundere Airport; (v) continuation of the construction of the training centre for civil aviation professions.

346. Besides, some salient events deserve to be underscored. They entail, amongst others: inauguration by the Prime Minister, Head of Government, on 10 May 2023, of the CCAA Training School (EFO); signing of Decree No.2023/452 of 18 October 2023 to approve and enforce the National Civil Aviation Security Programme (PNSAC); ratification, by Decree No.2023/316 of 1st August 2023, of the agreement relating to air services between Cameroun and Algeria, signed on 24 February 2021 in Yaounde. Through this last instrument, Algerian authorities showed their interest to serve Cameroon via the 'Air Alger' company. The inaugural flight of the air company in question took place on 12 October 2023.

347. Concerning the of air transport service supply, the restructuring plan of the national airliner CAMAIR-CO was worked out and adopted. A new operateur obtained an air operator certificate and the relaunching of the national offer of air services enabled CAMAIR-CO to concentrate the domestic service network on the Douala/Yaounde destination with 28 weekly frequencies. The cities of Garoua and Maroua remained connected with the capitals Douala and Yaounde, with four (4) and three (3) weekly frequencies, respectively, the cities of Bafoussam and Ngaoundere on their part benefit from de three (3) and five (5) weekly frequencies, respectively. Besides, preliminary draft studies are underway, with a view to developing the airports of Bertoua, Tiko and Kribi.

348. In this perspective, within the framework of the performance contract signed between the State and Camair-Co in 2025, there are provisions for the strengthening of the fleet through the revision of the two MA60 TJ QDB engines and property acquisition of a Boeing 777/787 and a Boeing 777-800. Camair-Co is however in sufficiently advanced negotiations with the Development Bank of Central African States (BDEAC) and local banks for the mobilisation of about CFA Francs 73 billion for the financing of the expansion project of Camair-Co. The latter provides for aircraft rehabilitation and conditioning works as well as acquisitions and training. In the same light, ADC is in the process of finalising the maturation of the Renovation project of the passenger terminal of the Douala International Airport.

349. ***Meteorology:*** in order to improve production and disseminate weather information, on the one hand, and supply reliable data for weather and climate forecasts, on the other hand, special attention is granted to the programme to acquire new equipment notably data transmission equipment for manual weather stations and monitoring centres. Besides, other activities were carried out, amongst

which, were: (i) collection, centralisation, use of available data from weather stations across the national territory; (ii) formulation and supply of marine forecasts for port activities of the Kribi Port Authority (PAK) and Douala Port Authority (PAD); (iii) continuation of the process for setting up a National Framework for Climate Services; (iv) launching of a web site and a mobile application for disseminating weather information; (v) production and dissemination of bi-monthly national weather bulletin, addressed to official focal points and the general public; (vi) production and dissemination of agro-meteorological bulletins and livestock assistance bulletins with a ten-day, monthly and seasonal intervals.

350. As concerns cooperation, in the area of research, mention can be made of the signing of a memorandum of understanding between Cameroon and Morocco in the domains of meteorology and climatology. Moreover, China, through its meteorological service, offered to Cameroun, a media meteo studio consisting of a state-of-the-art camera, stage spotlights, display screens, decks and other pieces of equipment. In terms of performance, the implementation of these actions enabled to globally improve meteorological services.

4.3. Telecommunications infrastructure

351. Within the perspective of the contribution telecommunications infrastructure to the structural transformation of the economy, Government had as main objective by the end of 2030, to continue developing a state-of-the-art digital eco-system and facilitating access to as many people as possible by providing a high-performance and secure digital space with an average access index of 0.4.

352. By the year 2025, it will need, amongst others, to: (i) complete the National Broadband Network II project, commission the National Emergency Telecommunications Network (RNTU) and Central African Backbone; (ii) continue the deployment of hinterland optic fiber network on a linear of at least **25 000 km**; (iii) improve the regulatory framework of the sector; (iv) switch completely from analogue to digital; (v) develop digital parks; (vi) possess a level of digital divide lower than **60%**; (vii) have an internet penetration rate of **70%**; (vii) have an ICT development index of at least **4.5**.

353. At mid-term of NDS30 implementation, the evaluation of the achievement of the abovementioned objectives is outlined as follows:

Indicators/Outputs	2020 Baseline	Objectives to be attained by 2025	Objective attained by 2025	Gap
National Broadband Network II Project	Underway	Completed		
Commissioning of the National Emergency Telecommunications Network Project	Underway	Completed		
Central African Backbone Project	Underway	Completed		
Linear optic fiber deployed	23 000km	Higher than 25 000 km	24 000 km	1000 km
Digital divide	58 %	Lower than 50 %	35%	
ICT development Index	2.68	Higher than 4.5	5	
Internet penetration rate	52%	70%	65%	5%

354. Upon analysing the above-mentioned indicators and outputs in the table above, it stems out that:

- the Central African Backbone Project shows a completion rate of 70% and witnessed significant delays in its completion due notably to the

security strife in the South-West, North-West and Far-North Regions;

- the linear of optic fiber moved from 23 000 km in 2020 to 24 000 Km in 2025. Yet, this evolution remained lower than the objective set which was a minimum of 25 000 Km. It therefore stems out that there is a minimal gap of 1000 Km;
- ICT development index is witnessing a marked improvement. According to the new methodology of the International Telecommunications Union (ITU) adopted in 2023, ICT development index of Cameroon moved from 36.8 in 2023 to 44.2 in 2024. Despite this progress, Cameroon remained below world average which stands at 72.8 out of 100 and that of Africa which stands at 47.4. It is worth recalling that NDS30 provided that this index should be higher than 4.5 since 2020. This therefore adequately shows delays in its evolution given its value in 2025;
- The digital divide reduced from 58% to 35% over the 2020-2025 period. This reduction goes beyond what was targeted by NDS30 at that period;
- the internet penetration rate moved from 52% in 2020 to 65% in 2025. This upswing however remained lower than the NDS30 target which stands at 70 %. Therefore, a gap of 5 % is recorded.

355. With regard to the deployment of broadband infrastructure, it entails, over the said period, to: (i) strengthen the national backbone and interconnection to sub-marine cables (ACE, WACS) to secure international access; (ii) sign several public-private consortium acgreements for the extension of optic fiber by more than 4 500 km; (iii) set up the Projet to Accelerate Digital Transformation in Cameroon (PATNUC); (iv) modernise 1 200 BTS sites in semi-urban and rural areas; et (v) launch of the experimental 5G in major cities Douala and Yaounde.

356. In terms of performance, the ICT Development Index (IDI) slightly increased between 2020 and 2024, moving from 42.5 to 44.2 over the period, according to the International Telecommunications Union. As for the Internet penetration rate, it moved from 52.69% in 2020 to 56.76% in 2022 and to 65% in 2023. Concerning governance and safety, the National Cyber-security Index (NCI), which appraises the level of security of the national cyberspace, moved from 0.09 in 2020 to 0.15 in 2022, to settle at 0.48 in 2024. In terms of network coverage, 95% of the population was covered in 2024 by at least the 3G, as against 82% of the coverage rate by 4G/LTE.

4.4. Water and sanitation infrastructure

357. The objective of Government in this domain is to significantly improve drinking water production in urban and rural areas in order to raise it to **2 500 000 m³ per day** in 2030, construct and rehabilitate sanitation infrastructure in order to raise the sanitation rate[5] to **60 %** and an access rate to drinking water to 90 %.

358. To this end, by the end of 2025, the following actions were envisaged:

(i) decentralise public drinking water supply;

(ii) promote private initiatives for access to drinking water in localities not covered by the public network;

(iii) define and strengthen the legal and regulatory framework governing the sector;

(iv) set up a regulator in the water sector;

(v) possess installed capacities in drinking water higher than 1 000 000 m³ per day;

(vi) extend the rain water drainage network to urban centres;

(vii) construct and rehabilitate the sewers' network in urban and semi-urban areas;

(viii) possess an access rate to sanitation infrastructure to the tune of **65%**

[5] ***The sanitation rate generally refers to the*** *proportion of the population having access to an improved sanitation system. It entails an indicator used for measuring progress in the area of access to adequate sanitation and hygienic services (for example, toilets, sceptic tanks and sewers).*

359. As at the mid-term NDS30 implementation, the evaluation of the achievement of the above-mentioned objectives is outlined as follows:

Indicators/Outputs	2020 Baseline	Objectives to be achieved by 2025	Objectives achieved by 2025	Gap
Decentralise public drinking water supply	Not effective	Effectiveness of the decentralisation of piblic drinking water supply	RLAs do not possess adequate resources for the effectiveness of this service, despite the financial resources transferred to them as well as technical assistace through devolved technical services of MINEE	
Strengthen the legal and regulatory framework of the sector through the popularisation of PNE, the revision of the law of 1998 as well as additional clause No.1 to the concession contract of CAMWATER	Not effective	Existence of a legal regulatory framework	Inexistence of a legal regulatory framework	
Set up a regulator in the water sector	Not effective	Existence of the regulator in the water sector	Inexistence of an entity in charge of regulating the water sector. Yet, the law of 98 was revised and the draft revision is awaiting validation and provides for the setting up a regulator of the sector	
Installed drinking water capacity	823 848 m^3/day	Higher than 1 000 000 m^3/day	1 120 000 m^3/day	
Access rate to drinking water	70%	80%	77%	3%
Access rate to sanitation infrastructure	60 %	65 %	62.3 %	2.7 %

360. Data shows that decentralisation in public drinking water supply services is not yet effective. In fact, RLAs do not possess adequate financial, human and material resources to finance, design, operate and maintain hydraulic structures. Similarly, there is still no legal framework pertaining neither to the regulation of water sector nor a public entity in charge of this regulation. However, actions are continuing for the implementation of the Project for Water Supply and Sanitation in Rural Areas of Cameroon (PAEA MRU) and the rehabilitation project of 350 scanwater stations.

361. Besides, installed capacities in the area of drinking water moved from **823 848 m^3/day** to about **1 120 000 m^3/day, that is a gain to the tune of 296 152 m^3/day**, notably as a result of the completion of works of the PAEPYS project. This evolution come closer to that of NDS30 target which ought to be at least less than **1 000 000 m^3/day**

within the perspective of reaching **2 500 000 m³/day** in the next five years.

362. The access rate to improved sanitation infrastructure increased from 60% in 2020 to 62.3% in 2021, according the National Survey on Energy, Water and Sanitation Access (ENACE-1), conducted in 2021 at national level in 10 000 households by MINEE with technical support from NIS. This survey also revealed that the access rate to drinking water increased from 70% to 77% over the same period, including 92% in urban areas and 60% in rural areas. This low evolution can be justified by the strong degradation of existing sanitation infrastructure during this period. It therefore point to a gap of 2.7% based on the NDS30 target which stands at 65 %.

363. Globally, over the 2020-2024 period, Government deployed a set of initiatives to strengthen water infrastructure and improve access to drinking water. According to the fifth Cameroonian Household Survey (ECAM5) conducted in 2022 by the National Institute of Statistics, the proportion of household having access to drinking water has now reached 80 %. This rate stood at 61% in 2014 according to ECAM4. In terms of achievements, we can mainly note the finalisation of works for the implementation of the Project to supply drinking water to the city of Yaounde and its surroundings from the Sanaga River (PAEPYS), whose commissioning in August 2024 now enables to supply more than 300 000 m³ (extendable to 400 000 m³) of drinking water per day in the network, thereby covering the needs of more than 1 000 000 inhabitants. It is also worth underscoring that the launching of the second phase of the project to supply drinking water, whose general objective is to extend and upgrade the drinking water production stations in the cities of Garoua-Boulai, Dschang, Yabassi, Maroua and Garoua. Besides, the preparation of the Megaproject to supply drinking water to the city of Douala and its surroundings from the Wouri River, to the tune of 400 000 m³/day, is ongoing. For this specific project, preliminary design/design development studies have been finalised and geo-technical agreements are in the pipeline.

Box: Implementation of some water and sanitation projects

1. Project to supply drinking water to the city of Yaounde and its surroundings from the Sanaga River (PAEPYS): PAEPYS facilities were commissioned on 20 August 2024. They have since then been supplying and additional volume of 300 000 m³/day of water, thus enabling to cover the population's needs in drinking water in the city of Yaounde and its surroundings beyond the year 2040. To ensure harmonious integration of PAEPYS water into the current distribution network of CAMWATER, it is envisaged to implement a project to reconfigure the network of the city of Yaounde. Within the framework of this project, it is also envisaged to construct new pumping and recovery stations, construct new storage reservoirs, extend secondary and tertiary networks, and the connection of at least 100 thousand new households. Pending the implementation of the above-mentioned project, CAMWATER benefitted from special Government support to the tune of CFA Francs 10 billion to carry out construction works of the Emergency Project for a better integration of PAEPYS (PUMIP) with a view to reaching out to the maximum of the population residing in peripheral neighbourhoods of the city of Yaounde and in suburbs. It entails, amongst others, to construct about 100 km of pipes and carry out 200 thousand new connections; a situation which will enable to cover additional needs for about 1 000 000 inhabitants of Yaounde and its surroundings, before the end of the year 2025. To date, the achievement rate of PUMIP stands at 70 %.

2. Mega-project to supply drinking water to the city of Douala and its surroundings from the Wouri River: As with PAEPYS, Government has undetrtaken to implement a project to supply drinking water to the city of Douala and its surroundings from the Wouri River. This project has the vocation to strengthen drinking water production in the city of Douala with and additional supply of 400 000 m3/day. At the end 2024, preliminary design, design development studies and environmental and social impact assessments have been

completed, geo-technical assistance with LABOGENIE is ongoing, works of the ascertainment and assessment commissions of the property in question (CCE) in the Moungo and Wouri Divisions are being continued.

3. Project to improve supply in drinking water of nine (9) cities: works of the second phase of the Project to improve supply in drinking water of nine (9) cities which has to be carried out within a deadline of 36 months, show in May 2025, a global progress rate of 49.25% for all the cities concerned, that is 12.37% for Maroua, 16.82% for Garoua and 3.74%, 2.28% and 5.06% for Garoua-Boulai, Yabassi and Dschang, respectively. The project will enable in the long-term to significantly improve the drinking water supply in these cities, with a total additional daily production of 108 000 m^3.

4. Project to rehabilitate 350 SCANWATER stations: the project aims to get back into operation the 350 existing SCANWATER stations across the entire national territory, with as innovation, the supply of the stations in question with solar energy. The first phase of this project which obtained the maturity visa, concerns 239 SCANWATER stations in six (6) Regions of Cameroon (Adamawa, East, Centre, South, Littoral and West). The signature of the financing agreement pertaining thereto is awaited for the effective start of works: to date, discussions are continuing between Government, the Chinese Technical Partner (SINOMACH) and local banks. The conduct of preliminary design and design development studies for the North-West and South-West Regions have been completed.

5. Three-Year Emergency Plan for Accelerated Economic Growth (PLANUT), Water aspect: The project consists in developing, across the entire national territory, 19 drinking water supply systems and 900 boreholes equipped with human powered pumps (PMH) for the first phase (PLANUT I) and the construction of 1 057 boreholes with human powered pumps (PMH) in the northern regions for the second phase (PLANUT II). This second phase is part of the construction project of 3 000 boreholes with human powered pumps (PMH) in the northern regions. As at the end of 2024, 1 794 boreholes and 19 drinking water supply were completed. Besides, discussions relating to the search of financing continued for the implementation of the third phase of PLANUT notably aimed at constructing 1 926 boreholes with human powered pumps (PMH) in these regions.

6. Project of study and preparation of a programme to supply drinking water and sanitation in rural areas (MRU): this project which consists in establishing (1) the map of hydraulic structures across the entire national territory to enable the implementation of the Water Information System (SIE); (2) conduct 350 preliminary design and design development studies for 300 mini drinking water supply systems for the additional access of about one million inhabitants to drinking water; (3) capacity building of sector stakeholders (MINEE and RLAs) in the chain of development of drinking water supply and sanitation structures; (4) evaluation of water resources; sensitisation campaigns for total sanitation steered by councils. To date, all activities have been completed; (5) conduct of preliminary design and development design studies and environmental and social impact assessments for the construction of six (6) hill reservoirs and development of 1 024 hectares of irrigated perimeters in the North Region. They include the sites of Barkehi and Ndjam-Badi in the Benoue Division, Poli in the Faro Division, Mousgoy and Bassira the Mayo-Louti Division. Within the framework of the preparation of the SEWASH programme (with World Bank support) and the Programme to develop agro-industry in the northern regions (with support from the African Development Bank), additional studies to the PEMVEP are been carried out. They include: (i) studies on the danger and safety of dams, (ii) studies on resilience to climate change, (iii) action plans and reinstallation, (iv) engagement plans of stakeholders, and (v) plans to restore means of subsistence. In the long-run, the 19.2 millions of m^3 of water mobilised will be chanelled to agricultural, pastoral and fishery activities.

7. Programme to secure water resources and improve access to drinking water supply and sanitation and hygiene structures and sevices in Cameroon (SEWASH): financed with World Bank support, this project aims to (1) strengthen the legal and institutional dispensation of the water sector, (2) significantly step up

access to drinking water, sanitation and hygiene services, (3) create new infrastructure for the mobilisation and storage of water resources, (4) improve the management of water resources with a view to better securing them. To date, the Prime Minister's Office has been contacted to request the Head of State's approval to sign a loan worth CFA Francs 121.3 billion for the implementation of this project.

8. Project to supply drinking water and sanitation in rural areas (PAEA-MRU): financed with support from the Islamic Development Bank, this project aims to improve access to drinking water and liquid sanitation in the country's rural areas, through the construction drinking water supply systems in sixty (60) villages, on the one hand, and installation of 2 220 latrines in public premises (hospitals, schools and markets), on the other hand. As at the month of June 2025, the following activities were carried out: (i) finalisation of data collection; (ii) revision of feasibility studies (preliminary design and design development studies and tender documents) for drinking water supply systems in 60 villages; (iii) soumission of project document to MINEPAT for the continuation of the procedure for searching funds.

4.5. Urban modernisation

364. As per NDS30, the objective of Government in this sector aims to modernise major cities, develop average or secondary cities likely to structure economic activity within the urban space and contribute to the development of surrounding rural areas, rebuild and develop disaster areas such as the North West, South West and Far North, and improve the population's living conditions.

365. To this end, by the year 2025, it was envisaged in the sector as follows:

(i) formulation and implementation of an urban modernisation programme;

(ii) support to RLAs in initiatives geared towards creating local mixed economy companies;

(iii) setting up of a new national framework on incentives for the emergence of industrial real-estate companies;

(iv) construction of a minimum of 17 000 low-cost housing;

(v) promotion of access to decent housing;

(vi) construction, development and availability of plots to households;

(vii) raise to 70% the proportion of the population living in a decent housing;

(viii) possess low-cost social housing.

366. As at mid-term of NDS30 implementation, the evaluation of the achievement of the above-mentioned objectives is outlined as follows:

Indicators/Outputs	2020 Baseline	Objectives to be achieved by 2025	Objectives achieved by 2025	Gap
Formulation and implementation of an urban modernisation programme	Not effective	The programme was formulated and implemented	Urban modernisation works are being implemented	**0 %**
Support to RLAs in initiatives to create local mixed economy companies	Not effective	Effectiveness of support to RLAs in initiatives to create local mixed economy companies	RLAs are not supported in the creation of local mixed economy companies	-100 %
Setting up at national level of an incentive framework for the emergence of industrial real-estate companies	Not effective	Existence of an incentive framework for the emergence of industrial real-estate companies	Inexistence of an incentive framework for the emergence of industrial real-estate companies	-100 %
Availability of low-cost social housing	Not effective	Existence of low-cost social housing	The cost of social housing remains high for the disadvantaged segments of society	//
Construction, development and availability of plots to households	Not effective	parcels are constructed, developed and available to households	Construction works on parcels has not yet begun	-100 %

Construction of low-cost housing	2 500	Higher than 17 000	3 600	13 700
Proportion of the population living in decent housing	40%	60%	47%	13%

367. An analysis of the indicators and outputs in the table above shows that urban modernisation is being implemented, particularly through the urban transport and sustainable mobility infrastructure development programme. Within the framework of this programme, it is worth highlighting: the construction, rehabilitation and maintenance of approximately 762.348 km of roads divided into 356.97 km of maintained roads, 150.786 km of rehabilitated roads and 254.622 km of built roads; the construction of the open country section of the Yaounde-Nsimalen highway. It is envisaged that construction work will start on the urban section of the Yaounde-Nsimalen highway, the bypass of the city of Yaounde, and urban mobility in the city of Douala.

368. In addition, several other works are underway, including:

- Inclusive and Resilient Cities Development Project which has made it possible to build: (i) 35.077 km of structuring roads in the cities of Batouri (2.202 km), Douala (10.58 km), Ngaoundere (7.043 km) and Yaounde (14.905 km); (ii) a faecal sludge treatment plant built at Ngombe in Douala; (iii) 4.860 km of primary drains constructed; (iv) 90.5 km of secondary drains; (v) 70 km of pedestrian paths (sidewalks); (vi) 937 light points in the cities of Batouri (54), Douala (313), Ngaoundere (181) and Yaounde (389); and (vii) a District Medical Center (CMA) in Ndogpassi in Douala 3;
- the C2D "Regional Capitals" Programme which has enabled the construction of: 68.51 km of structuring roads in the cities of Bafoussam (19 km), Bertoua (18.51 km), Garoua (19 km) and Maroua (12 km); 02 primary drains of 880 ml in Garoua; 05 Merchant equipment in the cities of Bafoussam, Bertoua and Garoua; 05 Public Spaces (S.E Paul Biya Park in Bafoussam of 8303 m^2; 500 visitors per day, Wooded Park in Garoua of 182,000 m^2, Garden Year 2000 of Garoua of 20,966 m^2, Sembé Lecco Park in Bertoua of 34,000 m^2, etc.) and 320 urban service projects (public toilets, public lighting points, etc.);
- the National Urban Development Programme implemented in the cities of Maroua, Garoua, Kumba, Yagoua, Ngaoundere, Yaounde, Douala, Kye-Ossi and Buea, the start of which allowed the implementation of the transport plan and the green plan of the city of Ngaoundere, with the main objective of limiting the expansion of large cities such as Yaounde and Douala.
- The preparation of the project for the construction of the Yaounde bypass, which provides for the construction of a 2x2 lane road infrastructure of 90.54 km, which will cross the departments of Mfoundi, Lekie, Mefou-et-Afamba and Mefou-et-Akono, and the servicing of four urban development poles of 1,200 ha located in the communes of Mbankomo, Mfou, Soa and Okola;
- The preparation of the "Sustainable City and Land Management" project with the support of the World Bank, which aims to improve access to climate-resilient infrastructure and improve land administration services in targeted urban areas;
- The Reconstruction and Development Programmes of the Disaster Regions (North-West, South-West and Far North) which have allowed the construction, rehabilitation and maintenance of roads and the construction of several other infrastructures.

369. In addition, we note that:

- social housing in Cameroon is not accessible to the underprivileged. Despite the state subsidy, the cheapest housing is sold at **17 million CFA francs** or rented at **50,000 CFA francs** per month, while the Guaranteed Interprofessional Minimum Wage (SMIG) has been set at **60,000 CFA** per month since March 2023.
- From 2020 to 2025, the number of new homes built increased from **25,000 to 3,600**, that is 1,100 additional homes. These new housing units are well below the NDS30 target, which was a

minimum of **17,000** housing units to be built by 2025. This results in a significant gap of at least **13,400** housing units in 2025. However, in the absence of a census, it is difficult to estimate the contribution of the private sector and other branches of the State.

- The proportion of the population living in decent housing has increased from **40%** to **47% between 2020 and 2025.** However, this evolution remains below the target of **60%.** This situation sufficiently attests to the deficit in social housing estimated at **2.5 million units.**
- the legal framework allowing RLAs to create Semi-Public enterprises has not yet been put in place.

370. Concerning the regulatory front, we note the signing of the joint MINHDU/MINFI Order No. 0000759/MINHDU/MINFI of September 20, 2024 setting the income ceilings for access to social housing, in order to clarify the eligibility conditions, secure the housing market and attract private investment in the sector. This text enriches Law No. 2009/009 of 10 July 2009 on the sale of buildings to be built, the modalities for implementation of which were specified by Decree No. 2009/1726/PM of 4 September 2009.

371. In addition, the Government has undertaken the launch and acceleration of the "10,000 social housing units and 50,000 plots" programme, where more than 1,300 units have been delivered in 2024. We also note the updating of the urban master plans of Yaoundé, Douala and Limbé, the creation of a Works Unit to accelerate and directly control urban infrastructure, and the establishment of partnerships with AFD, the World Bank and other donors to finance sustainable neighborhood projects (PDVIR, PNMV) and strengthen decentralised planning for inclusive and resilient urban development.

4.6. State property, surveys, land and heritage Infrastructure

372. As part of NDS30, Government set as objective in this sector, to continue the modernisation of state property, surveys and land management through the implementation of a vast programme to digitalise surveys and secure the public property and land documents. From 2020 to 2030, this will entail digitalising all land documents and setting up a computerised network between land registries at national level, with a view to securing land transactions and developing economic activities.

373. To this end, by 2025, it was envisaged in the sub-sector to:

(i) finalise land reforms;

(ii) continue implementation of the programme for the constitution of land reserves and creation and development of State housing estates;

(iii) ease the procedure for expropriation for purposes of public utility and conditions of compensation by reducing the number of stages leading to the signing of the compensation decree;

(iv) facilitate land acquisition and compensation procedures for public investment projects;

(v) establish a reliable, consistent and relevant database of the real situation of the State's real estate assets, particularly built-on and unbuilt-on land.

374. As at the mid-term NDS30 implementation, the evaluation of the achievement of the above-mentioned objective is outlined as follows:

Indicators/Outputs	2020 Baseline	Objectives to be achieved by 2025	Objectives achieved 2025	Gap
Finalise land reforms	Not effective	Land reforms are effective	Land reforms are not effective	-100 %
Continue the implementation of the programme for the constitution of land reserves and creation and	Underway	Increase of land reserves	New land reserves have been constituted	//

Indicators/Outputs	2020 Baseline	Objectives to be achieved by 2025	Objectives achieved 2025	Gap
development of State housing estates				
Ease the procedure for expropriation for purposes of public utility and conditions of compensation by reducing the number of stages leading to the signing of the compensation decree	Not effective	Reduce the number of stages leading to the signing of the compensation decree	The number of stages leading to the signing of the compensation decree has not yet decreased	//
Facilitate land acquisition and compensation procedures for public investment projects	Not effective	Land acquisition and compensation procedures for public investments projects are simplified	Land acquisition procedures are simplified while those of compensation for public investment projects have not been simplified	//
Establish a reliable, consistent and relevant database of the real situation of the State's real estate assets, particularly built-on and unbuilt-on land	Not effective	Existence of a reliable, consistent and relevant database of the real situation of the State's real estate assets, particularly built-on and unbuilt-on land	Underway	//

375. Data reveals that the programme for the constitution of land reserves and development of State housing estates witnessed progress with the securing of 1 330 000 ha land and development of 14 000 parcels. Moreover, land acquisition procedures were simplified as a result of an optimisation of land management through the computerisation of land procedures and operationalisation of one-stop shops in land transactions.

376. The effectiveness of the establishment of a reliable, consistent and relevant database of the real and updated situation of the State's real estate assets. This initiative is continuing notably through the management of about 25 % of State assets in a computerised system dedicated thereto as well as the enhancement and regular updating of surveys information.

STATUS OF IMPLEMENTATION OF THE PILLAR ON THE DEVELOPMENT OF HUMAN CAPITAL AND WELL-BEING



CHAPTER 5

EVALUATION OF THE IMPLEMENTATION OF THE « EDUCATION AND VOCATIONAL TRAINING » SECTOR STRATEGY



Chapter 5:

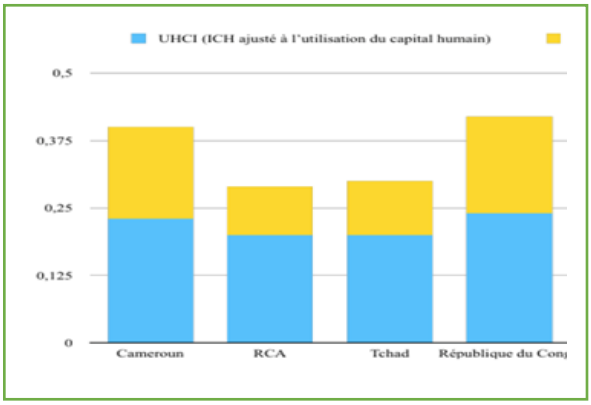
Evaluation of the implementation of the ''Education and Vocational Training'' Sector Strategy

377. The development of human capital constitutes an essential pillar of NDS30, especially within the perspective of inclusive industrialisation and structural transformation. According to data from the United Nations Development Programme (UNDP), in 2022, Cameroon had a Human Development Index (HDI) of 0.587, thus positioning the country above the average of Sub-Saharan African countries which is estimated at 0.54. This indicator places Cameroon in the category of average human development with other African countries, namely: Angola, Cape-Verde, Congo, Equatorial Guinea, Eswatini, Ghana, Kenya, Namibia, Sao Tom-and-Principe, Zambia and Zimbabwe. Countries such as Botswana, Gabon, the Mauricius Island and South Africa find themselves in the higher category.

378. Concerning the Human Capital Development Index (HCDI), according to data from the World Bank, in 2020[6], Cameroon had a HCDI of 40 %. If this indicator corresponds to the Sub-Saharan African average and above that of the CEMAC zone (37%). It nevertheless remains true that the Cameroon human capital as that of CEMAC countries remains untapped. In fact, a Cameroonian citizen loses close to 60 % of opportunities to develop his/her country, as he/she gives only a maximum of 40% of his/her potential to economic growth efforts.

379. This level of human capital is increasingly eroding according to the new methodology of the human capital index adjusted for factor utilisation (HCIU), only 20 to 25% of Cameroonian children achieve their potential and would have productive employment at adulthood.

380. Therefore, Cameroon stands among the remaining one third of African countries in terms of human capital. The weakness of this human capital,



which is prejudicial to the diversification of the economy, is dependant on the progress level achieved not only in the education and training sectors, but also in matters of survival and social protection.

381. In the education, training and employability sector, the undermentioned objective were set: achieve education for all by rendering primary education free of charge and compulsory, on the one hand, and the first two years of secondary education, on the other hand; reduce disparities in terms of access, equipment and teaching staff; improve learning and training of trainers quality in the entire education system; formulate a policy geared towards professionalising education in liaison with the real needs of the economy; finalise the complete transfer of resources and powers resulting from the decentralisation process; improve the financing of the education system; optimise the promotion of private investments in the Education and Training sector; improve the contribution of research and innovation in the performance of the education system. To achieve these objectives, Government interventions are structured around three (3) components, namely: (i) access and equity;

[6] The World Bank calculates and publishes the HCDI mainly with a three-year periodicity and the most recent data currently available concern the year 2020.

(ii) quality and employability; (iii) strengthening the education system.

5.1. Access, equity and inclusion

382. One of the main reforms of NDS30 in the education sector aims to gradually extend universal education to ten years of schooling. To date, the operationalisation of this reform is not yet effective. However, this reform already implemented in basic education, notably in pre-schooling and primary education is ongoing. Globally, in the face of constantly growing demand for schooling as a result of population increase, the education system is characterised by the continuous progress of education offer while strengthening the drive towards professionalisation. Yet, significant disparities linger on in access to quality education.

383. At the level of basic education, the gross enrolment ratio in primary education remained higher than 100 % in 2023, though it conceals strong regional disparities. Preschooling offer is increasing but it remains inadequate. Children with disability and those in crises zones remain largely underserved.

384. At preschooling level, the gross preschool enrolment rate moved from 38.4 % in 2020/2021 to 41.0 % in 2023/2024, thus representing an increase of 2.6 points during the reference period. This value shows that Government is far from achieving its objective, that of reaching by the year 2035, 100 % of children benefitting from a year of preschooling. It however remains true that the impact of health (in 2019-2020) and security (since 2015) crises constituted a major stumbling block. Moreover, a regional analysis enables to uncover disparities which conceal the national average. Weak preschool attendance rates are being observed in the northern regions. In fact, 33.8 % of children aged 5 years attended preschool in 2023/2024, that is an average of 3 out of 10 children. It is worth underscoring that this rate is still weaker in EPA (14.5 %) rendering national effort less impactful. By way of illustration, if three (3) children out of five (5) aged five (5) years attend preschool in the Centre (63.6 %), Littoral (63.8 %) and South (59.5 %) Regions, only one (1) child out of 10 so does in the Far-North (8.2 %) and North (12.4 %) Regions.

385. Concerning offer, there has been a constant increase in the number of preschools between 2020 and 2024. The number of functional institutions during the period under review moved from 10 125 to 12 608; that is an average annual growth of 7.5%. The analysis per implantation environment between 2020/2021 and 2023/2024, the number of preschools in rural areas increased on average by 6.8 % per year, as against 4.7 % in urban areas. This noticeable progression in rural areas aligns with NDS30 objective, to promote the development of community preschools. The number of functional community and parent-sponsored schools moved from 457 to 970, that is an average annual growth of 28.5%.

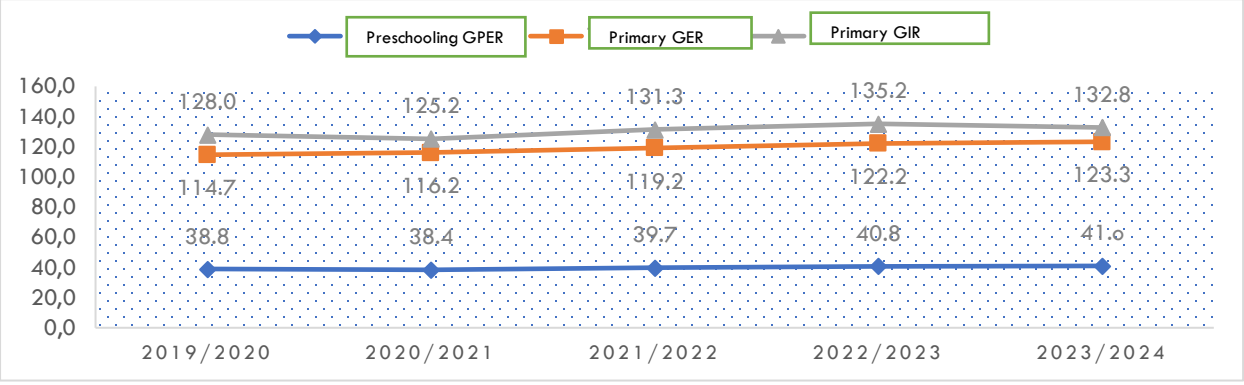
386. Concerning primary education, since 2019/2020, the number of children attending primary schools is on constant increase. It moved from 399 897 to 5 289 656 pupils during the 2019-2024 period, that is an average annual growth rate of 3.7 %. Concerning offer, during the 2020/2021 to 2023/2024 period, the number of functional primary schools witnessed an annual average growth of 4.5 %, moving from 19 063 to 21 770.

387. The gross enrolment ratio in primary education stood at 132.8 % in 2023/2024 and it was largely higher than 100.0 %. This value shows that the system is capable of accommodating 32.8 % children more than those of the official access age which is 6 years. By considering the gross enrolment ratio[7], it moved from 114.7 % in 2019/2020 to 123.3 % in 2023/2024. This increase is significant with regard to constraints linked to various crises in which Cameroon was involved. As such, with a gross enrolment ratio higher than 100 %, Cameroon's education system is capable of enrolling in primary schools, children aged between 6 and 11 years found across the entire national territory. However, this does not mean that all children within this age

[7] This reference *indicator enables to measure the capacity of the basic education sub-sector to accommodate all children within the compulsory school-age bracket (6 to 11 years)*.

bracket attend the primary cycle of education. In fact, there are children having an age below or above the official age bracket for the primary education cycle (6 to 11 years). To these children should be added refugees and other persons not taken into account in the potential demand.

Graph 35: Evolution of the Gross Enrolment Ratio (GER) and Gross Intake Ratio(GIR) in primary education



Source: School maps, MINEDUB

388. Nevertheless, when the legal age bracket for schooling at primary is exclusively considered, we obtain **the net adjusted schooling rate of primary age school-going children. According to administrative data from MINEDUB,** this indicator moved from 85.6 % to 88.7 % between 2022 and 2023, thus representing an increase of 3.1 points. This corresponds to the probable exclusion rate (out of school) of the system of 11.3 % for children aged between 6 and 11 years. This constitutes a stumbling block to universal access to education as well as core education. This trend is corroborated by various recent household surveys. According to the findings of the Cameroonian Household Surveys (ECAM4 and ECAM5), this rate remains stable and it is estimated at 85.5%.

Table 21: Adjusted Net Schooling Ratio (ANSR) at primary education according to various data sources.

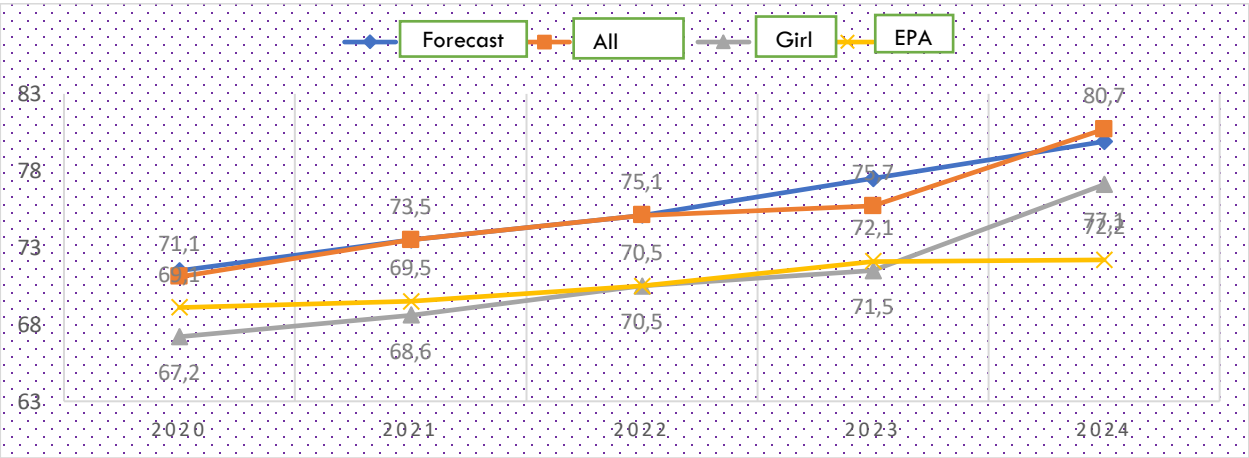
Some indicators according to data sources	Girls	Boys	Total
According to administrative data (2022/2023)			
Adjusted net primary enrolment ratio	84.5 %	92.9 %	88.7 %
Out-of-school primary children's rate	15.5 %	7.1 %	11.3 %
According to ECAM 4 (2014)			
Adjusted net primary enrolment ratio	84.9 %	86.1 %	85.5 %
Out-of-school primary children's rate	15.1 %	13.9 %	14.5 %
According to MICS 5 (2014)			
Adjusted net primary enrolment ratio	83.5 %	87.3 %	85.4 %
Out-of-school primary children's rate	16.5 %	12.7 %	14.6 %
According to EDSC-5 (2018)			
Adjusted net primary enrolment ratio	75.4 %	79.6 %	77.5 %
Out-of-school primary children's rate	24.6 %	20.4 %	22.5 %
According to ECAM5 (2022)			
Adjusted net primary enrolment ratio	85.4 %	85.6 %	85.5 %
Out-of-school primary children's rate	14.6 %	14.4 %	14.5 %

***Source**: SIGE MINEDUB 2022/2023, ECAM4, ECAM 5, MICS5, EDSC-5*

389. As for the completion rate of primary education, the appraisal indicator on universal access to basic education, it must be recalled that the objective to be achieved was that 100.0 % of children have access and complete the primary cycle. The completion rate of the primary cycle, corresponds to the total number of new pupils entering the last year of primary school, whatever their age, expressed in percentage of the total population of the theoretical age for entry into the

last year of primary education. As such, it is considered that a child has completed the primary cycle if he/she is simply enrolled in class six. During the 2020-2024 period, this rate moved from 71.1 % to 80.7 % at national level. This means that after six years of schooling at primary level, there are a little more than 80 children out of 100 in class six. However, it should be pointed out that the national environment had an impact on the evolution of this indicator. Mention can be made, amongst others, of: (i) socio-political disruptions in the North-West and South-West Regions; and, (ii) incursions of the Boko Haram terrorist sect in the Far-North Region. These situations of insecurity had as impact important migratory movements and serious dysfunctions of schools, with as corollary the phenomenon of internally displaced persons and registration of an influx of massive refugees.

Graph 36: Evolution of the completion rate at primary level

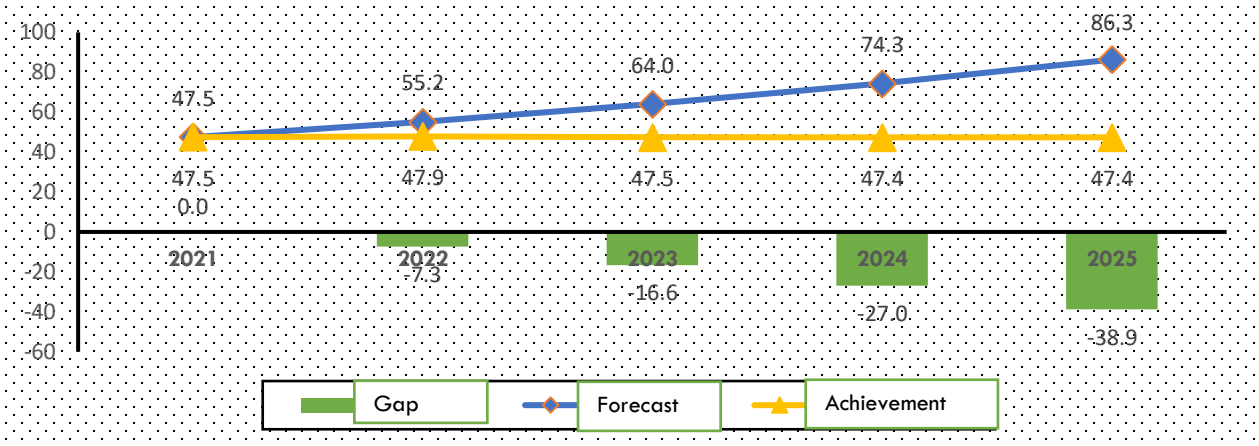


Source: MINEDUB

390. ***At the secondary level***, the transition from the primary to secondary clcle improved but is capped around 63%. Abandonment particularly affect rural areas. Training offer was continously beefed up during the 2020-2024 period with the creation of institutions and/or transformation of school institutions into institutions with two cycles. In 2023/2024, the number of secondary schools stood at 4 538 as against 4 309 in 2020/2021, thus representing 229 new secondary schools created during the 2020-2024 period. In the public sector, 76 schools were created including 45 general education schools and 31 technical education schools. In the private sector, 153 schools were created during the 2020-2024 period, including 135 general education institutions and 17 technical education schools. Globally, the number of students attending schools moved from 1 918 924 in 2020/2021 to 2 047 079 in 2023/2024, thus representing an average annual growth rate of 2%.

391. The gross enrolment ratio remained almost stable during the 2020-2024 period (about 47 %). As for access to secondary education, for primary school graduates, the transition rate from primary into secondary school moved from 57.65 % in 2020/2021 to 60.90 % in 2023/2024, thus representing an increase of 3.25 points. In comparison with other African countries, Cameroon witnessed a low rate of transition from primary to secondary school. The average rate in Central Africa stands at 67 %, and in Sub-Saharan Africa, it stands at about 71 %. The completion rate in the first cycle of secondary education moved from 43.18 % in 2020/2021 to 44.40 % in 2023/2024. As such, out of 10 children who complete primary education, about 7 continue to college, and at least 5 reach the end of the first cycle of secondary education. This indicates a strong school drop-out upon entering and during secondary education.

Graph 37: Evolution of the gross enrolment ratio in the first cycle of secondary education



Source : MINESEC ; MINEPAT, NDS30 ; our calculations

392. Concerning vocational training, there has been an intake capacity through the increase in the number of vocational training centres moving from 1 477 in 2020/2021 to 1 920 in 2022/2023, that is 443 new centres rendered operational between 2020 and 2023. The offer was raised to 84.4 % by private institutions, and remained strongly concentrated in the Centre (33.1 %) and Littoral (28.3 %) Regions. The number of learners moved from 56 335 to 63 091 (+12 %), but the attractiveness of professional training continues to pose a problem, with less than 10 % of youths out of the system who have access to vocational training. However, territorial coverage remains incomplete: only 58 % of divisions have a training centre and less than 10 % of youths out of the system have access to it. The reform to transform rural artisan/home economics centres into job training centres is going on slowly: there has only been one transformed centre in 2022 (Nanga-Eboko), though MINEFOP announced the gradual transformation of the 288 remaining rural artisan centres.

393. In fact, Job Training Centres are more concentrated in urban areas with a preponderance of rural artisan centres (299 centres including 289 rural artisan centres). If the number of learners increased moving from 56 335 in 2020/2021 to 63 091 in 2022/2023, that is an increase of 12 %, it should be said that less than 10% of youths out of the system have access to vocational training. Despite the increasingly stronger demand and concentrated in major urban centres: 61.4 % of demand is concentrated in the Littoral (28.3 %) and Centre (33.1 %) Regions. Despite Gouvernement efforts, the increase in intake capacity remained very low for excellence job training centres. One of the NDS30 guidelines in this area is to transform rural artisan/home economics centres into job training centres. This reform is operationalised at a very low rhythm with only three vocational training centres transformed out of 288 centres.

394. Concerning extracurricula and non formal education, it is worth underscoring that in spite of the upward trend observed as the years roll by, offer remains low in functional YMECs, and modest civic participation. Only 30 % of YMECs created are functional. At the level of literacy and non formal basic education centres, access moved from 20 088 in 2019/2020 to 36 670 in 2023/2024, that is an average annual increase of 13 % during the period. To better address this lever, Government formulated a national literacy policy and a national youth policy with levers such as: (i) design of curricula for centres (CAF, CEBNF and CPLN); (ii) strengthening learning, literacy and non formal basic education offer in prison and re-education centres; (iii) accelerated implementation of the literacy of the girl child and women in rural and semi-urban areas; (iv) strengthening literacy programmes in order to enhance human capital, in general, and that of women, particular; (v) research-action on the measurement of literacy learning (RAMAA).

395. In *higher education*, despite massification, access remain very unequal between regions. In fact, offer has considerably increased, notably with the creation, in January 2022, by presidential decree of three (3) new State universities (Bertoua, Garoua and Ebolowa). This henceforth enables to cover each of the regions with at least one State university. Private offer is not lagging behind. Globally, the number of higher institutes moved from 419 institutes in 2020 to 518 institutes in 2023. Private institutes of higher education represent 79.3 % (with 411 institutes as against 96 public institutes). However, in the private higher education sub-sector, 61.06 % of its institutes are located in the Centre (36.49 %) and Littoral (24.57 %) Regions.

396. Yet, higher education is constantly under the pressure of student strength in lower types of education, especially that of secondary education. In fact, the number of high school graduates (G.C.E. A/L and 'Baccalaureate' holders), potential candidates for enrolment in university institutions, moved from 106 268 in 2020 to 170 580 in 2023, that is, an annual average growth rate of 13 % and an annual average growth, in absolute terms, of 16 078 laureates. The number of students enrolled in university institutions thus moved from 370 476 in 2020 to 442 296 in 2023, thereby representing an annual average growth rate of 5 % an annual average increase, in absolute terms, of 17 955 students.

397. The gross enrolment ratio in higher education moved from 14.33 % in 2020 to 16.66 % in 2024, thus representing an increase of 2.33 points. This ratio is close to the Sub-Saharan African average estimated at 17.1 % ranks Cameroon at the 7th position out of 14 Sub-Saharan African countries, just after Senegal (16.8 %) and infront of countries such as Benin (10.6 %) and Cote d'Ivoire (10.6 %). As for the net enrolment ratio, it moved from 9.89 % to 10.60 % during the same period.

5.2. Quality and relevance

398. *In preschooling,* the teaching staff strength witnessed an increase during the 2020-2024 period, by moving from 28 628 teachers in 2019/2020 to 33 271 in 2023/2024, that is an annual average increase of 3.85%. However, Government objective is to attain the complete disappearance of parent-sponsored teachers in the Public Service through the absorption by contract programme of teachers is not yet achieved. In fact, 20.3 % of preschooling teachers are parent-sponsored teachers. The latter are rather more numerous in rural areas and in EPAs. The average size of classrooms moved from 30 pupils per class in 2019-2020 to 25 pupils per class in 2023/2024. Concerning the supervision rate, it moved from 20 pupils per teacher in 2019/2020 to 19 pupils per teacher in 2023/2024. As for the ratio of pupils to seats, it is estimated at 9/ 10 in 2023/2024, this means that the system offers 10 seats to 9 pupils. However, it is worth underscoring that these national trends conceal not only enormous regional disparities, but also according to the type of education. In public schools, there are 7 pupils for 10 seats, in private schools, there 8 pupils for 10 seats, and in community schools, 20 pupils for 10 seats.

399. *In primary school,* SDG 4, notably target 4.c focuses on stepping up the number of qualified teachers. To achieve this objective, Government has taken the commitment in the education sector strategy for a ratio of on teacher for 45 pupils by the year 2030. In this perspective, Government launched in 2019 a recruitment programme of 18 000 new teachers or conversion of parent-sponsored teachers into teachers paid under the State budget for the 2019-2024 period within the framework of the Programme to support reform in education in Cameroon (PAREC). After these recruitments, contract-based or contract teachers now represent a significant portion of the primary school teaching staff (38.7 %) an there is a marked improvement of the supervision rate which moved from 46/1 in 2019/2020 to 42/1 in 2023/2024. In public schools, the supervision rate still remains low. This rate moved from 84/1 in 2019/2020 to 76/1 in 2023/2024, as for what concerns teachers paid by the State. Yet, the Global Partnership for Education (GPE) suggests a pupil-qualified teacher ratio lower than 40/1. It is considered, beyond this threshold, that the teachers are not enough to ensure quality education. Moreover, Government is contunuing its

actions pertaining to the introduction of incentives to retain teachers accepting to teach in rural areas, notably through the construction of on-call housing for these teachers and introduction of incentives, notably special bonuses in their favour.

400. Efforts made for the construction of infrastructures enabled to improve the intake capacity of primary schools, notably the pupil-classroom ratio. As such, the average size of classrooms is estimated at 51 pupils per classroom in primary school. According to the education sub-system, 57 pupils on average per classroom in the francophone sub-system as against 35 pupils on average per classroom in the anglophone sub-system. This ratio stands at 29 pupils on average per classroom in private education as compared to 67 pupils on average per classroom in public education. In urban areas, it stands at 44 pupils on average per classroom as against 56 pupils on average per classroom in rural areas. This situation however conceals disparities at regional level. In fact, classrooms in permanent materials found in Regions of the Far-North (103 pupils/classroom), North (104 pupils/classroom), Adamawa (79 pupils/classroom), East (72 pupils/classroom) and West (57 pupils/classroom) are more overcrowded as compared to the national ratio (55 pupils/classroom). The intake capacity in the education sector in EPAs remains a cause for concern (94 pupils/classroom).

401. Concerning pupils' achievements, it should be said that the results observed do not yet follow actions carried out in favour of education quality. In fact, EGRA/EGMA evaluations reveal disturbing levels in reading and arithmetics (less than 30% of pupils reach the required thresholds in terms of levels 1 and 2 of primary education).

402. ***In the secondary education sub-sector***, infrastructural development actions are being continued notably through the construction of new blocks of classrooms. These efforts thus enabled to improve the students' ratio per classroom moved from 35 students per classroom in 2020/2021 to 32 students per classroom in 2021/2022.

403. Besides, Government continued its actions geared towards fighting against school drop-out, improving educational activities and working and living conditions in schools. Efforts carried out enabled to improve the completion rates in the first cycle which moved from 43.18% to 44.40%; the drop out rate which moved from 7.08% to 7.01% and the repeating rate which moved from 11.57% to 9.06% during the 2020/2021-2023-2024 period.

404. Moreover, there is an increase and diversification of professional training offer, notably through the creation and operationalisation of government technical and professional high schools of Nsam and Maroua which were inaugurated by the Prime Minister, Head of Government in 2023, the Technical and Professional High School of Olembe, the Agricultural Technical and Professional High Schools of Lagdo and Yagoua, the Technical High School of Ekounou.

Table 22: Some enrolment indicators at secondary education level

Indicators	2020/2021	2021/2022	2022/2023	2023/2024
Gross Enrolment Ratio	47.51	47.86	47.45	47.38
Net Enrolment Rate	37.24	37.75	38.08	38.53
Promotion rate in secondary education (GSE+TVSE)	81.35	83.89	82.89	83.93
Repeating rate in secondary education (GSE+TVSE)	11.57	9.71	10.15	9.06
Drop out rate in secondary education (GSE+TVSE)	7.08	6.39	7.63	7.01
Transition rate from primary school to general secondary education	43.93	45.16	44.62	44.07
Transition rate from primary school to technical secondary education	13.72	15.06	15.98	16.83
Transition rate from primary school to secondary education	57.65	60.22	60.60	60.90
Gross Intake Ratio in the 1st year of secondary education	47.98	55.18	52.70	52.18
Completion rate in the first (1st) cycle of GSE +TVSE	43.18	43.96	45.59	44.40

Source : MINESEC

405. Concernng the completion rate, it should be pointed out that less than 55% of G.C.E. A/L candidates succeed in their examination, a figure that remained low.

406. ***In higher education***, Government continued with its recruitment policy of teachers to meet the massification of student strengths and improvement of teaching quality and research, through the special recruitment plan of 2 000 teachers-researchers launched in 2018 by the Head of State. In 2023, close to 1 600 teachers were recruited, thus raising the number of permanent teachers in State universities to 6 444. Each year, 400 teachers are recruited in the 11 State universities.

407. Significant progress has also been recorded concerning the professionalisation of teaching. Several professional field were created. In State universities, out of 96 faculties, 52 offer technical and professional training. On the whole, professional training offer in higher education stands at 79.53 %. However, the distribution of students per field of study shows the predominance of students in literary fields of study whereas the structural transformation of the national economy requires skilled manpower in some science fields of study.

408. Concerning the development of university digitalisation, the implementation of the E-National Higher Education Project enabled the construction and equipment of ten (10) University Digital Development Centres; and improvement of access to the internet. This approach enables to facilitate the use of tele-teaching tools and strengthen productivity.

409. At level of the development of university infrastructure, activities carried out enabled to step up intake capacity of faculties, in general, and technological and professional institutions, in particular. For the specific case of the three new State universities, namely the Universities of Ebolowa, Bertoua and Garoua, noticeable progress was recorded in the process of endowing them with minimum infrastructures enabling them to perform their missions in all serenity.

410. ***In the vocational training sub-sector***, the average integration rate of graduates settled around 38.6 %. Less than 20% of training are aligned with market needs. Only 47 referentials out of about 200 are updated. The fields of study with strong economic potential are still poorly represented, and equipment is most of the time obsolete. High-level vocational training remains limited, a situation which restricts the availability of qualified technicians to support industrialisation.

411. As for the process to quantitatively improve vocational training offer, it is worth underscoring the gradual setting up of six job training centres, with technical and financial support from partners, notably those of Bandjoun, Maroua, Bertoua, Nanga-Eboko, Ndop and Ebebda. Moreover, within the framework of partnership development for vocational training, collaboration agreements and frameworks were signed during the 2023 Financial Year, notably the Memorandum of Understanding between MINEFOP and VACE SYSTEM TECHNIK GMBH (Austria), to transform the five (5) rural artisan/home economics centres into job training centres at Ekondo-Titi, Fontem, Ngong, Mora and Yokadouma; the Memorandum of Understanding between MINEFOP and PCV-CLE for capacity building of trainers and other stakeholders; the Memorandum of Understanding between MINEFOP and K.I.P International Project (Austria), for the construction of two (2) job training centres including one at Batouri and the other in Yaounde.

412. ***In the extra-curricula education*** sector: the quality of offer improved with the construction and equipment of Youth Multipurpose Empowerment Centres (YMEC). In total, 440 YMECs were created across the national territory. These extra-curricula education structures dedicated to the reception, guidance, socio-cultural action and training-socio-professionnal integration of youths welcomed 10 771 learners in 2024 (6 534 girls and 4 237 boys), distributed across the more than 25 specialties in regions.

5.3. Strengthening the education system

413. The strengthening of the education system passes through: (i) adequate financing of the education sector; (ii) better management of the staff of the education system; (iii) better distribution of

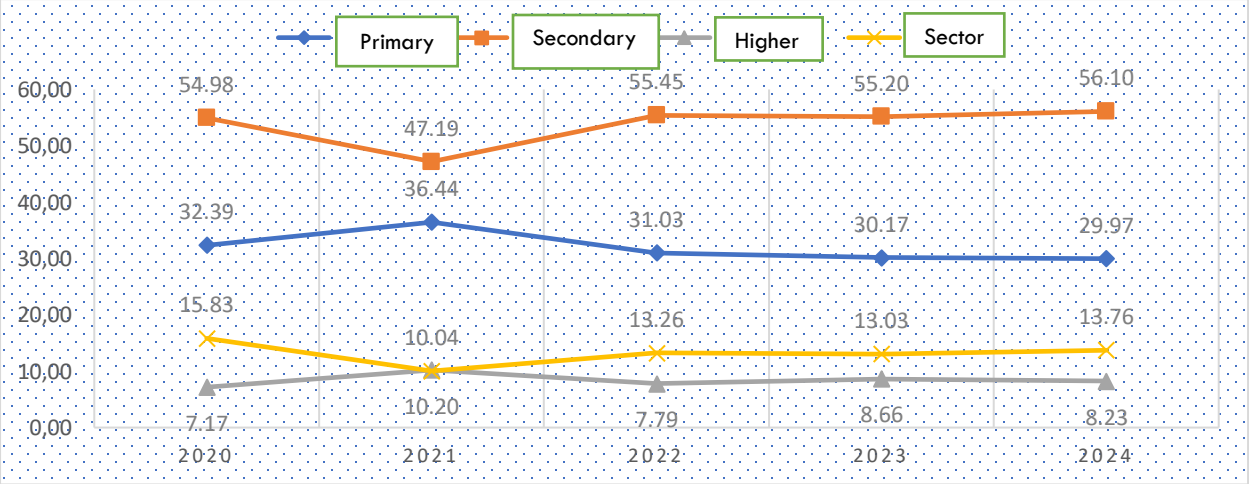
educational infrastructures across the national territory; (iii) complete transfer of decentralisation resources; (iv) promotion of private investments in the education and training sector.

414. Concerning sector financing, the international community recommends to allocate 20 % of budgetary resources to the education sector. Cameroon has not yet attained this objective. The global share of the education sector in the State budget represents on average 13.8% over the 2020-2024 period. The share of the budget for primary cycle in the sector remained around 30 %, a situation which equally contrasts with the country's commitments in favour of devoting 45 % of the budget to the education sector for the primary cycle.

415. In addition to the State budget, the education sector receives resources from international financial institutions (World Bank, International Monetary Fund, African Development Bank, French Agency for Development, etc.) and agencies of the United Nations system (UNESCO, UNDP, WFP, UNICEF, etc.) which provide their financial contributions with a view to supporting national education policies. Theis assistance consists mainly in meeting the investment needs required to achieve set objectives.

416. This review reveals a system in motion, but still uneven, and confronted with challenges relating efficiency, territorialisation and impact. It justifies the 2025–2030 strategic recalibration, leaning on: better territorialisation of offer, teaching and digital transformation, decentralised governance, stronger suitability between training, integration and innovation.

Graph 38: Evolution of the share of the budget of the education sector



Source : MINFI ; Finance laws

417. Concerning teaching staff management, Government took important measures aimed at improving trainees' learning quality through capacity building for qualified teachers in the education system in general. To this end, Government is continuing its recruitment policy of teaching staff: at primary level with the annual recruitment programme of 3 000 teachers with support from PAREC; at secondary level through the absorption of teachers graduating from teacher training colleges; at higher education level with the implementation of the special recruitment plan of 2 000 researchers-teachers. Efforts have also been made to improve the salaries of the teaching staff with the introduction of documentation and research allowances. Besides, Government also continued its retention policy of teachers working in rural areas, notably through the construction of on-call housing for these teachers and the award of incentives, notably special bonuses in their favour.

418. Moreover, at regulatory level, there has been the enactment, on 25 July 2023, of the law on the

orientation of higher education; the signing of Decree No.2023/434 of 4 October 2023 on the organisation and functioning of grade I teacher training colleges (ENI), which henceforth requires an end-of-second cycle secondary general or technical education certificate/diploma or any recognised equivalent certificate/diploma as entry qualification.

419. With the implementation of the decentralisation policy, Government ensures a better distribution of educational infrastructures across the national territory. In fact, Law No.2019/024 of 24 December 2019 to institute the General Code of regional and local authorities provides in its Section 161(a) that the powers devolved to councils in the education sector are as follows: (i) setting up, managing, equipping, tending, and maintaining council nursery and primary schools as well as preschool establishments, in keeping with the school map; (ii) recruiting and managing teaching and support staff of the said schools; (iii) participating in the acquisition of school supplies and equipment. Even if all these powers are not yet transferred to RLAs, notably the recruitment and management of staff, construction and equipment of infrastructures are now carried out locally. MINEDUB effectively transferred four (4) powers to councils and MINESEC effectively transferred three (3) powers to councils and a power to regions. At the level of higher education, each is equipped with at least on State university.

420. As part of devolution of these powers to regional and local authorities (RLAs), MINEDUB transferred on average 7.2 % of its annual budget to RLAs. In 2024, MINEDUB allocated CFA Francs 20 060 797 000 to RLAs.

421. With regard to private investment promotion in the education and training sector, the State grants support to organisations of private schools' proprietors. In the basic education sub-sector, in 2024, an amount of CFA Francs 1 980 583 000 was transferred to this effect, that is CFA Francs 442 583 000 to nursery education and CFA Francs 1 538 033 000 to primary education. For secondary education, MINESEC awarded subventions to 787 schools to the tune of CFA Francs 2 455 000 000.





CHAPTER 6

EVALUATION OF THE IMPLEMENTATION OF THE « HEALTH » SECTOR STRATEGY







Chapter 6:

Evaluation of the implementation of the ''Health'' Sector Strategy

422. In order to contribute to the development of sound and productive human capital capable of driving strong, inclusive and sustainable growth, as contained in NDS30 and the Heallth Sector Strategy(HSS), authorities intend to ensure to all segments of society equitable and universal access to basic health care and services and priority specialised health care with the full community involvement. This general objective takes into consideration various components of the health strategy which include: (i) promotion of health and nutrition; (ii) prevention of diseases; (iii) management of cases; (iv) strengthening the health system; and, (v) governance and strategic steering.

423. The approach generally used to appraise global results in the health sector is to evaluate life expectancy at birth. According to data from the World Development Indicators (WDI), life expectancy at birth in Cameroon moved from 61.7 years in 2020 to 63.7 years in 2023, thus representing a gain of two years in three years. At this rhythm, life expectacy could be raised to about 70 years in 2030. The target set by NDS30 being at 75.9 years in 2030. This value corresponds to the average observed in the group of higher middle-income countries to which Cameroon wishes to belong at the end of NDS30 implementation.

424. Beside life expectancy, the probability of survival at the age of 5 years and probability of survival at adulthood also enable to appraise the global results of the health system. In Cameroun, the probability of survival at the age of five years stood at 0.9328 in 2023, lower than the average of its group of lower middle-income countries (0.959). The probability of survival at adulthood stood at a relatively low level (0.704 in 2023) as compared to the group of lower middle-income countries (0.804). Similarly, the probability that a child of less than five (5) years does suffer from stunted growth stands at 0.711 in Cameroon as against 0.750 in the group of lower middle-income countries.

Table 23: Evolution of some health indicators

Indicators	Cameroon	Group of lower middle-income countries
Life expectancy at birth	63.7	75.9
Probability of survival at the age of 5 years	0.9328	0.959
Probability of survival at adulthood	0.704	0.804
Probability of non stunted growth	0.711	0750

Source of data: RNDH, 2022.

6.1. Promotion of health and nutrition

425. Several initiatives were implemented to promote health and nutrition. They are based on national strategic plans, notably: (i) the 2021-2025 National Health Development Plan (PNDS) which aims to improve access to quality health services and strengthen the financial protection of households; (ii) the 2021-2025 National Strategic Plan for Community Health which has as objective to strengthen health services at community level, while involving local actors in the planning and implementation of health interventions; (iii) the 2025-2030 national strategic plan to improve maternal, infant and nutritional health which aims to strengthen interventions in favour of maternal and child health as well as improve nutrition through multisectoral actions.

426. Concerning community health, it was provided to mobilise 25 000 versatile community health workers. Recent estimates show that 39.7 % were effectively mobilised and deployed in 68 % of health districts in 2022 thanks to the joint efforts of the State and its partners (UNICEF Cameroon, 2024). The 2030 target being to involve the community in the health promotion in 80% of health

districts. This involvement remains confronted to issues linked to the legal status regulating their activities, the inclusion of these workers in the payroll, availability of technical expertise to decentralised local authorities and improvement of multisectoral coordination.

427. The implementation of the strategy to reduce the risk of diseases caused by unhealthy living conditions enabled to increase the proportion of households using improved health amenities (toilets) from 61% in 2018 to 66% in 2021 (ENACE-1, 2021; EDS, 2018). But, in 2021, 38% of the population lives in a household with basic hand washing equipment, 35% of urban households have their garbage directly cleared by trucks of the HYSACAM company or placed in a trash can and close to half of households (48%) throw their waste in the open (ENACE-1, 2021).

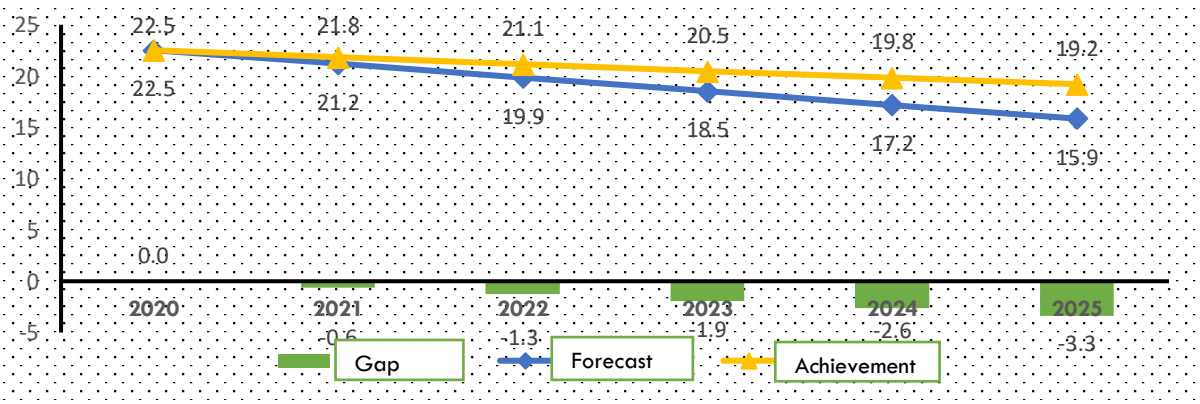
428. Concerning the promotion of good feeding and nutritional habits, several actions were carried out, notably within the framework of the implementation of the emergency project for the fight against food crises which aims to strengthen food and nutritional security, notably in response to food crises; and the project "Adaptive Social Safety Nets and Economic Inclusion" which supports vulnerable households by improving their access to nutrition and health services. Moreover, sensitisation campaigns are regularly organised and nutrition services are taken into consideration in the basket of care of the Universal Health Coverage (UHC), whose first phase was officially launched on 12 April 2023, based on vitamin A supplementation for children aged 0-5 years and in iron for pregnant women (CTN CSU, 2023).

6.2. Prevention of diseases

429. State interventions in the sector of disease prevention globally aims to reduce premature mortality due to avoidable diseases. In particular, reduce by at least 30%, the incidence/prevalence of the main communicable diseases (HIV/AIDS, malaria and tuberculosis) and by at least 10%, the prevalence of main non-communicable diseases (diabetes and high blood pressure) by 2030.

430. The prevalence rate of malaria in children aged between 6 to 59 months stood at 24% in 2018, twice higher in rural areas than in urban areas (EDS, 2018). Between 2019 and 2023, Cameroon rather registered an increase (+1.2 million) in the number of malaria cases (WHO, 2024), thus departing from the target despite efforts to freely distribute impregnated mosquito nets (MILDA) to pregnant women and children aged less than 5 years during prenatal consultations and vaccination campaigns, as well as the Chemio-prevention of endemic malaria (CPP) meant for infants. With the implementation of the first phase of UHC, integrating vaccination since 2023, Government thus took the commitment to ease universal access to vaccination services, particularly children aged between 0-5 years. In addition, Cameroon is the first country in the world to integrate the RTS,S vaccine (Mosquirix) against malaria in its routine vaccination programme. This vaccine has already been administered in 42 health districts in 2024 (MINSANTE, 2024).

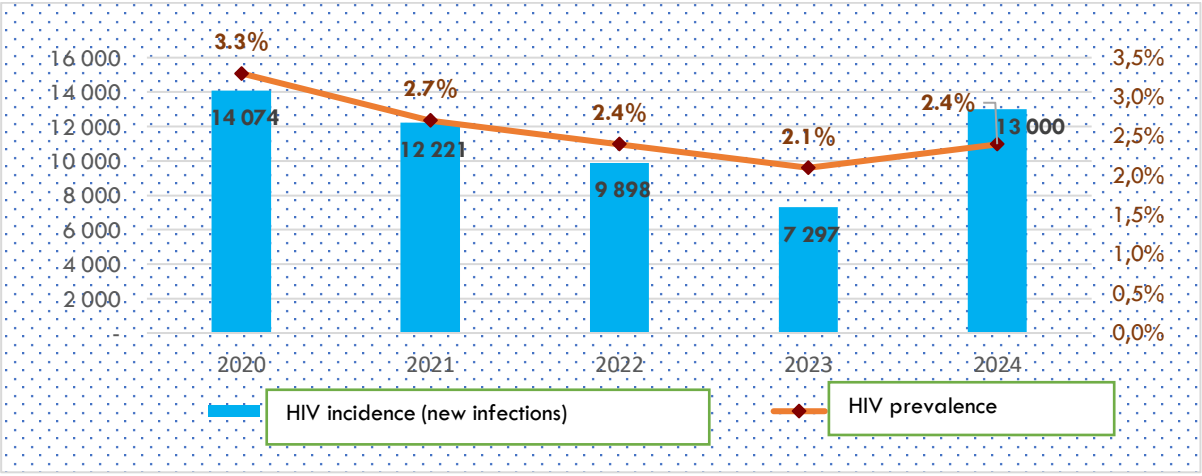
Graph 39: Evolution of the malaria prevalence rate



Source: MINSANTE

431. Concerning HIV, interventions in the sector of prevention enabled to bring down both the prevalence and incidence between 2020 and 2023, but the situation deteriorated in 2024. This therefore still requires more efforts in the area of sensitisation to early screening, prevention of mother to child transmission which includes HIV screening in pregnant women integrated in all prenatal consultations, and the use of condoms by the population at risk. In 2021, 388 358 persons benefitting from an antiretroviral treatment have not yet achieved the 95-95-95 objective targeted by Cameroon in 2025 for HIV, reaching 83-85-85 (WHO, 2023). The new approach of Cameroon aims to screen, treat and eradicate three pathologies which generally affect HIV carriers, notably syphilis and hepatitis.

Graph 40: Dynamics of HIV prevalence and incidence



Source of data: NACC, 2020-2024.

432. Concerning tuberculosis, in 2021 the incidence of tuberculosis stood at 164 cases for 100 000 inhabitants and the mortality rate at 30 cases for 100 000 inhabitants (WHO, 2023). According to WHO (2023), the immunisation coverage rate of children has always been sub-optimal. In 2021, the third dose of the DTP vaccine was at 69 %, whereas the immunisation coverage against measles for the first dose stood at 62 %, in a downward trend as compared to the 65% in 2018 (EDS, 2018). In 2021, 283 142 children were under-vaccinated and 219 207 children did not receive any dose. Cameroon ought to envisage the implementation of adequate vaccination catch-up strategies in order to protect these cohorts of children against preventable diseases through vaccination and reduce the probability of epidemics in future.

433. Concerning non communicable diseases (NCD), four main NCDs (cardiovascular diseases, chronic respiratory diseases, cancer and diabetes) accumulate 39% of DAYLYs due to all NCDs (Taskforce NCD, 2022). The end purpose to be attained in NCD prevention is to inform the public on their risk factors. But, progress was limited concerning directives on NCDs, anti-tobacco media campaigns, restrictions on the advertising of alcohol, policies pertaining to salt, policies on trans-fats, marketing meant for children and directives in matters of physical activities (WHO, 2023).

434. As part of the prevention of diseases of acute epidemic potential, epidemiological surveillance activities were intensified (BEC, 2021 to 2024) and aim to reduce risks in at least 90% of health districts by 2030. They have enabled to list out the cholera epidemic, the outbreak of measles, the 2nd and 3rd waves of the COVID-19 pandemic and the resurgence of confirmed cases of yellow fever in 2021. In 2022, MINSANTE operationalised 3 new sentinel sites for flu monitoring enabling the coverage of the country's ten (10) regions and embarked on the process of eliminating cholera by 2030. In 2023, Cameroon was faced with its longest cholera epidemic, warning against the Marburg virus disease in February 2023 and two (2) suspected cases of diphtheria, isolation of seven (7) Polioviruses circulating derived from a vaccinal strain of type 2

and 1 polioviruses derived from a vaccinal strain in the environment of the Centre and Far-North Regions. In 2024, Mpox epidemic was detected in four regions, confirmed cases of dengue in the Centre Region, resurgence of cases of whooping cough, two (2) cases of CVDVP2-n in the East Region and outbreak of chronic wounds in the Nord Region.

435. As for the response to COVID-19, to prevent serious forms of the disease, vaccination campaigns were organised since the advent, on 12 April 2021, of the vaccination policy against the covid-19 pandemic as a major strategy for the prevention and response to the epidemic. There were 316 new cases listed out in 2024 (BEC, 2024). Between 2020 and 2024, there were 125 564 confirmed cases of the covid-19 pandemic, with a recovery rate of 98.4 % as against an overall case-fatality ratio of 1.6% (BEC, 2024). More specifically, until 21 January 2024, 4 793 health personnel (including 61 deaths) and 917 pregnant women (including 8 deaths), respectively were registered positive over the period. However, the pandemic was brought under control in all health districts. With the emergence of a new sub strain in Western countries, Government strengthened the surveillance of its borders. In particular, it equipped itself with a mechanism for the genomic surveillance of strains. As such, 163 692 tests were made on the 273 194 passengers passing through the border health posts, and 96 happened to be positive to the covid-19 pandemic.

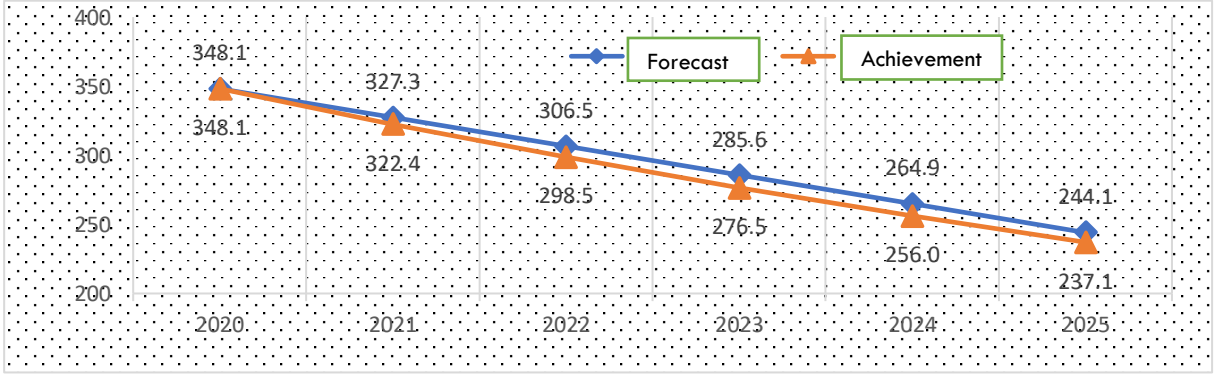
6.3. Management of cases

436. The management of cases aims to reduce overall mortality and fatality rate in health facilities and within the community. Actions carried out with a view to achieving the objectives set in the domain ought to enable to improve some indicators. Unfortunately, these indicators and more specifically indicators relating to mortality are not reported over the 2020-2024 period. Institutional data is available in DHIS2 with a different data collection methodology and data collection within the community is not systematic.

437. In order reduce maternal and neontal mortality in particular, several actions were carried out. One of these main actions is the implementation the health voucher programme which aims, amongst others, to render health care more accessible (notably in rural areas). Its objective being to ensure complete pregnancy follow-up (prenatal consultations, secure delivery, postnatal care up to 42 days) to reduce maternal and neonatal mortality. To benefit from the package of services offered by the health voucher, a pregnant woman has to pay the sum of CFA Francs 6 000 for the follow-up of her pregnancy until delivery. Initially launched in the Far-North, North and Adamawa Regions, the programme was extended to the South and East Regions in 2023 and to the North-West and South-West Regions in 2024 (MINSANTE, 2024).

438. The efforts made have overall improved maternal and child health. With regard to maternal health, there has been a slow but gradual decline in the rate of maternal mortality in recent years. Indeed, the maternal mortality rate decreased from 342 deaths per 100,000 births in 2020 to 256 deaths per 100,000 births in 2024. Despite the decline, Cameroon is far from meeting the SDG3 target of a ratio of less than 140 deaths per 100,000 live births by 2030.

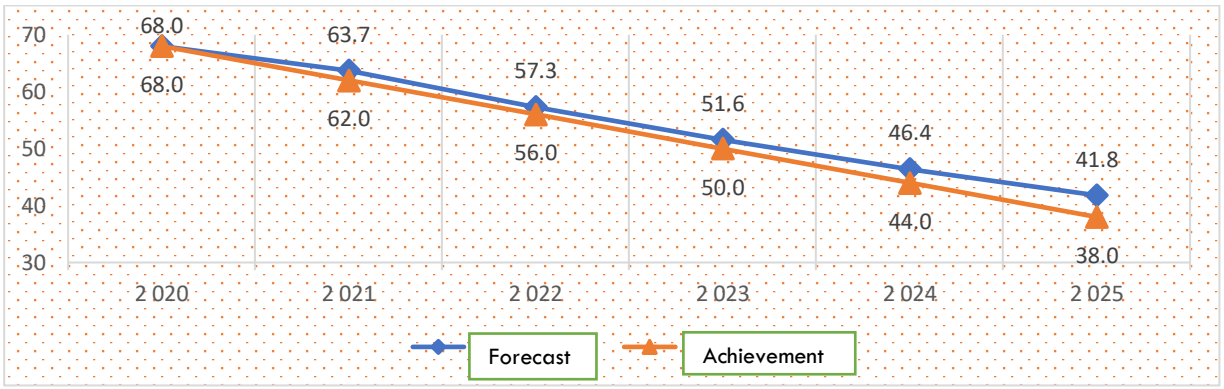
Graph 41: Evolution of maternal mortality



Source: MINSANTE; our calculations

439. There has also been satisfactory progress in child mortality. The neonatal rate has increased from 68 deaths per 1,000 births in 2020 to 44 deaths per 1,000 births in 2024.

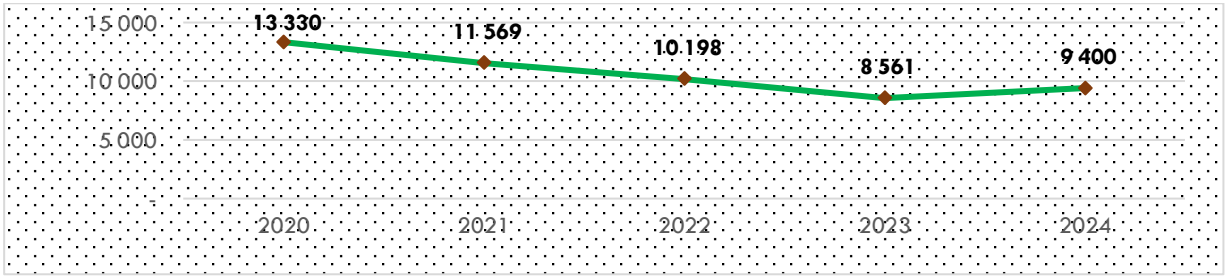
Graph 42: Evolution of neonatal mortality rate



Source: MINSANTE; our calulations

440. The number of HIV-related deaths moved from 13 330 in 2020 to 9 400 in 2024; thus representing a global decrease of 43% (NACC, 2023). But, the 2024 situation tends to deteriorate. The decrease in HIV-related deaths is observed amongst all age groups and amongst the deaths in 2023 close to 25% (2 160) happened in children aged less than 15 years. The estimated rate of HIV transmission from mother to child including breastfeeding remained high (15%).

Graph 43: Evolution of the number of HIV-related deaths



Source of data: NACC 2020-2024.

441. The number of malaria-related deaths fell by half between 2019 and 2024. Health facilities recorded 4 500 deaths caused by malaria in 2019, compared to 2 016 deaths in 2024. Deaths have fallen by half in five years, but malaria remains a serious public health concern. More effort is needed to continue reducing this scourge.

442. The number of tuberculosis-related deaths rose by 18.7% between 2021 and 2024. It increased from 22 866 cases in 2021 to 27 151 cases in 2024. Nearly 1 900 children and 900 people were diagnosed in 2024, thanks to a new screening tool used for children and in prisons.

443. The combined proportion of annual deaths due to non communicable diseases (NCDs) and trauma was 43% (NCD Taskforce, 2022). NCDs and injuries accounted for 35% and 8%, respectively. The focus has traditionally been on the four major NCDs (cardiovascular disease, chronic respiratory disease, cancer and diabetes), with a clear neglect of other NCDs, which account for nearly two-thirds of the burden.

6.4. Strengthening of the health system

444. As concerns the strengthening of the health system, the objectives are to: (i) improve the efficiency of the health system by taking advantage of decentralisation; (ii) establish universal health coverage; (iii) promote the development of a local pharmaceutical industry; (iv) boost hospital performance and quality assurance in health facilities; (v) enhance geographical access to healthcare; (vi) have qualified and motivated health personnel; and (vii) improve health governance.

445. For several years, Cameroon has undertaken major reforms and initiatives to improve the

efficiency of the health system. These efforts, which have continued within the scope of NDS30 implementation, have focused, among other things, on: (i) strengthening health infrastructures through the construction, modernisation and equipment of health facilities; (ii) developing human resources through the training and deployment of medical personnel, particularly in rural and underserved areas; (iii) strengthening community health; (iv) intensifying actions for the monitoring and evaluation of the performance of the health system.

446. With regard to Universal Health Coverage (UHC), the pilot phase was officially launched on 12 April 2023 in the locality of Mandjou, in the East Region. This first phase covered the Far-North, North, Adamawa, South and East Regions, at a total cost of 95.9 billion, half of which came from technical and financial partners. In 2024, it was extended to the North-West and South West Regions, and the total cost was about 123 billion and 99 billion in 2024 and 2025, respectively. The main actions implemented include: the health voucher, which provides financial protection for pregnant women and newborns by reducing the cost of pregnancy follow-up until delivery to CFA Francs 6 000; the free treatment of simple and severe malaria for children under 5 years of age; free HIV/AIDS care, which has been under threat since the beginning of the year 2025 due to the withdrawal of certain subsidies; and an annual flat rate of CFA Francs 15 000 for the treatment of people on dialysis.

Table 24: Summary of the financial landscape of UHC phase 1 (in billions of CFA Francs)

	2023	2024	2025
STATE	47.5	66.5	57.6
TFP	48.4	56.7	41.4
TOTAL	95.9	123.1	99.0

Source of data: NTC UHC, 2024.

447. At the end of the first quarter of 2025, more than 3 900 000 people were registered, representing 91% of the target set for 2025. The pilot phase of the UHC primarily targeted pregnant women and children aged 0 to 5 years, facilitating their access to essential care. Considering the various services offered, more than 1 000 000 women benefitted from prenatal consultations, 281 women received assistance during childbirth, and 110 000 patients enrolled in haemodialysis regularly attended their treatment sessions. As concerns maternal and child health, more than 400 000 children under the age of 5 received free malaria treatment, 1 300 000 pregnant women received iron supplements, and 647 451 women enrolled in the programme received preventive malaria treatment. With regard to the management of chronic diseases and in accordance with the protocols, 481 000 HIV patients received free care, and 25 701 registered tuberculosis patients received free treatment.

448. However, the coverage index[8] of essential services (SDG 3.8.1) remains low, it rose from 43 in 2019 to 44 in 2021 on a scale of 0 to 100 (Tracking UHC Data Base, 2023). Furthermore, the essential services currently covered by UHC in Cameroon are limited to those included in the Phase 1 basket. As for the financial protection of households, 4.7% of the population spends 40% of their income annually on healthcare (SDG 3.8.2), with an estimated tolerable threshold of between 15% and 20%. MINSANTE will therefore need to extend financial protection to the entire population and include destitute people, in addition to streamlining the institutional financing framework by evaluating all financing schemes (free services, subsidies, State budget, results-based financing, insurance, mutual health insurance, obstetric kits, health vouchers, etc.).

449. With a view to gradually scaling up UHC, the Ministry of Health plans to expand the basket of care and targets at the geographical level, notably with the official launch in the coming days of the extension phase of the Health Voucher policy in the Centre, West and Littoral Regions, and the inclusion of viral hepatitis and type 1 diabetes (childhood diabetes) in the UHC basket of care in 2026. MINSANTE will also need to address the

[8] This is the national capacity to provide and guarantee effective, high-quality access to services that the population needs. It evaluates the percentage of the population that receives the essential health services it needs. It is the geometric mean of 14 indicators used to monitor health coverage service. These indicators are organised according to four components of service coverage: 1. Reproductive, maternal, neonatal and child health; 2. Infectious diseases; 3. Non-communicable diseases; 4. Capacity and access to services.

delay in the payment of the services of health facilities.

Table 25: Phase 1 UHC healthcare basket, 2023–2025

Target Population	Services offered	Cost
All the population	Preventive and promotional services on various health themes (immunisation, nutrition)	Free of charge
Children aged 0 to 5 years	• free consultation for all illnesses; • treatment of simple or severe malaria.	Free of charge for children
Pregnant women and newborns up to 42 days old	• 4 antenatal consultations and postnatal consultations (mothers and children) up to 42 days after delivery; • routine ultrasound scans and biological tests during pregnancy and childbirth; • pregnancy and childbirth care, including caesarean sections and all related complications; • transport to health facilities in case of referral or emergency and assistance by a midwife.	CFA Francs 6 000 per pregnancy instead of CFA Francs 60 000
People living with: • HIV/AIDS; • Tuberculosis; • Onchocerciasis	• clinical monitoring; • biological monitoring; • treatment.	Free of charge
People on dialysis	Dialysis sessions for one year	Annual flat fee of CFA Francs 15 000 instead of CFA Francs 480 000

Source of data: UHC National Technical Commttee, 2023.

450. In terms of health financing, the share of the health budget in the national budget fell from 4.3% in 2020 to 4.1% in 2024. In 2019, the share of expenditure borne by households was equivalent to 72.2% of total current health expenditure, compared with 34% in Sub-Saharan Africa (NHA, 2019). Since the adoption of the Abuja Declaration (2001) with the goal of allocating at least 15% of the national budget to health, this ratio has never increased substantially. Performance-Based Financing (PBF) was discontinued in 2022, and performance-based purchasing has been carried out under the UHC framework since 2023. As a matter of fact, it has been replaced by a variable bonus based on service quality indicators in health facilities (compliance with protocols), health districts (regulation of facilities) and regional delegations of health (regulation of health districts and facilities).

451. Faced with the gradual withdrawal of technical and financial partners, an assessment of urgent needs following the partial suspension of US funding revealed that more than 8 million people will not have access to essential health care and services. For several decades, Cameroon has benefitted from contributions from its development partners, including the US Government, amounting to an estimated annual total of more than CFA Francs 65 billion in the health and humanitarian aid sectors, with about 50 to 60% of this funding allocated to health.

452. In view of this situation, the Government of Cameroon, in collaboration with its partners, has drawn up a contingency plan, the cost of which is estimated at CFA Francs 66.1 billion, with Cameroon's contribution amounting to CFA Francs 11.8 billion, that is 22%.

453. The draft bill on UHC, pending adoption, provides for three fundamental elements of health financing: (i) compulsory nature of UHC through contributions from the population based on the contributory capacity of the different categories; (ii) taxation through taxes on products that are harmful to health (salt, sugar, alcohol, tobacco, cosmetics, etc.), at the level of producers and

imports, and full coverage of the indigent by the State (interoperability between the Unified Social Register (RESUC) and UHC); (iii) the management body, which is planned to take the form of either a public administrative institution or a special fund.

454. As part of the implementation of the import substitution policy, the development of a local pharmaceutical industry has been retained as one of NDS30 guidelines. To this end, since the NDS30 was first implemented and taking into account the lessons learnt from the management of COVID-19, the Government has undertaken several actions to develop its pharmaceutical industry, with the aim of reducing dependence on imports and strengthening health autonomy. Actions include the institution of tax incentives, the granting of subsidies and the creation of an import regulation platform to support local producers. Equally, in 2021, Cameroon ratified the treaty establishing the African Medicines Agency (AMA), marking its commitment to strengthening pharmaceutical regulation on the continent. The combination of these actions has, among other things, increased the production capacity of local industries (SIPP, Tebimosa Pharmaceuticals, CINPHARM, etc.). However, local pharmaceutical production units face several challenges, notably access to the domestic market. Local production accounts for 5% of formal domestic consumption, with 8 production units. When comparing this performance with that of other African countries, it appears that local production in Cameroon is not efficient. It stands at 10-15% for Senegal with 4 units, 8% for Côte d'Ivoire with 5 units, 45% for Tunisia with 28 units and 65% for Morocco with 40 units. Furthermore, the value of fraudulent imports of medicines and other pharmaceutical products reached 40%. This situation reflects the fragility of national pharmaceutical regulation. The National Strategy for the Development of the Local Pharmaceutical Industry (SNDIPHAL) aims to increase local production to 25% and reduce the value of fraudulent imports to 10% by 2030.

Table 26: Productivity of some local pharmaceutical production units in Africa

Country	Share of local production (%)	Number of units
Cameroon	5	8
Senegal	10-15	4
Côte d'Ivoire	8	5
Tunisia	45	28
Morocco	65	40

Source of data: SNDIPHAL 2025-2030.

455. In the traditional medicine sub-sector, despite growing demand, the production of Improved Traditional Medicines (ITMs) continues to face challenges due to lack of modern production infrastructure, limited research and development capacities, and high demand for imported products (India, China). Collaborations between local producers, researchers and international institutions can open up new avenues for the development of safe and effective products. SNDIPHAL plans to increase the share of improved traditional medicines in formal national consumption to 5% and the ratio of exports to imports of medicines and other pharmaceutical products from 0.3% in 2017 to 10% by 2030.

456. The share of public procurement (CENAME) directed to local industries was 3.6% in 2015, below the African average (11.7%) and far behind reference countries like India (25.3%) and those of the European Union (59.4%). This is due to the low competitiveness of local producers compared to international competition, as domestic producers face high costs relating to factors of production: energy, customs duties and transport. There is also a mismatch between the therapeutic classes of locally produced medicines and the list of the main diseases causing morbidity in Cameroon, for out of the 473 references on the national list of essential medicines, the coverage rate was 12.7% in 2012. The Government should increase this public procurement to at least 1/3 by 2030. To this effect, local operators should take advantage of the national preference provisions set out in the Public Procurement Code as concerns international tenders. Phase 1 of SNDIPHAL provides for the consolidation of the existing industrial fabric and preparation for the setting up of new industrial units between 2025 and 2026,

while phase 2 provides for the acceleration of industrialisation in priority sub-sectors between 2027 and 2030.

Table 27 : Share of public pharmaceutical procurement in Cameroon and elsewhere

Countries or regions	Share of local public procurement (%)
Cameroon	3.6
Africa	11.7
India	25.3
European Union	59.4

Source of data: SNDIPHAL 2025-2030.

457. With regard to hospital performance and quality assurance in health facilities, one of the main actions carried out in this area is the equipment of referral hospitals with the aim of aligning their technical standards with those of international establishments. This equipment includes: radiology equipment (retro-alveolar, 64-slice scanners, digital radio kits), neonatal equipment (incubators with phototherapy, heated tables for newborns), automatic and digital dialysis equipment, etc. In addition, certain health facilities (district, regional, central and referral hospitals) have been refurbished in terms of infrastructure and equipment. However, despite the efforts made, challenges such as regional inequalities and the lack of accreditation standards remain and require ongoing attention to ensure equitable quality care for all.

458. Concerning geographical access to healthcare, it should be noted that healthcare provision has increased with the creation of new public and private health facilities. The health map has thus been enriched with the inauguration or commissioning of six (6) public referral hospitals, notably: the Ebolowa Regional Hospital, inaugurated on 3 December 2021; the Bafoussam Regional Hospital, commissioned on 11 December 2021; the Garoua Referral Hospital, inaugurated on 18 October 2022; the Bertoua Regional Hospital, commissioned on 19 April 2024; the Maroua Regional Hospital, which began operating on 1 October 2024; and the Ngaoundere Regional Hospital, inaugurated on 13 December 2024.

459. With regard to health centres, several new Integrated Health Centres have been established across the 10 regions. Also, it should be noted that several hospitals and health centres have also been set up in the private sector. Halfway through NDS30 implementation, geographical accessibility to healthcare remains a major challenge, particularly in rural and remote areas, despite efforts to improve access to health services. Actually, significant disparities persist between urban and rural areas, notably as concerns the distribution of health centres and hospitals, and the deployment of human resources, especially medical doctors, who are more concentrated in large cities. Furthermore, many health facilities, particularly in rural areas, are facing problems of dilapidated infrastructure and obsolete equipment, limiting the quality of care provided.

Table 28: Situation of the public health map in 2024

Regions	Public Health Facilities						Total Public Health Facilities	Population in 2024	Density (10 000 in hbts)
	GH	HC/CHR	HR/HRA	HD	CMA	CSI			
ADAMAWA	0	1	2	6	17	143	169	1 500 728	1.13
CENTRE	4	3	1	32	58	390	488	5 355 618	0.91
EAST	0	1	2	14	23	161	201	1 255 231	1.60
FAR-NORTH	0	1	4	21	37	357	420	5 336 892	0.79
LITTORAL	2	1	2	20	26	81	132	4 393 388	0.30
NORTH-WEST	1	1	2	12	13	239	268	3 380 994	0.79
NORTH	0	1	2	18	34	197	252	2 398 488	1.05
WEST	0	1	2	19	37	364	423	2 208 514	1.92
SOUTH	0	2	1	10	22	176	211	871 260	2.42
SOUTH WEST	0	1	3	14	27	192	237	2 057 390	1.15
Total	**7**	**13**	**21**	**166**	**294**	**2300**	**2801**	**28 758 503**	**0.97**

Sources of data: (Population projections and estimates of priority targets for various health programmes and interventions, 2016).

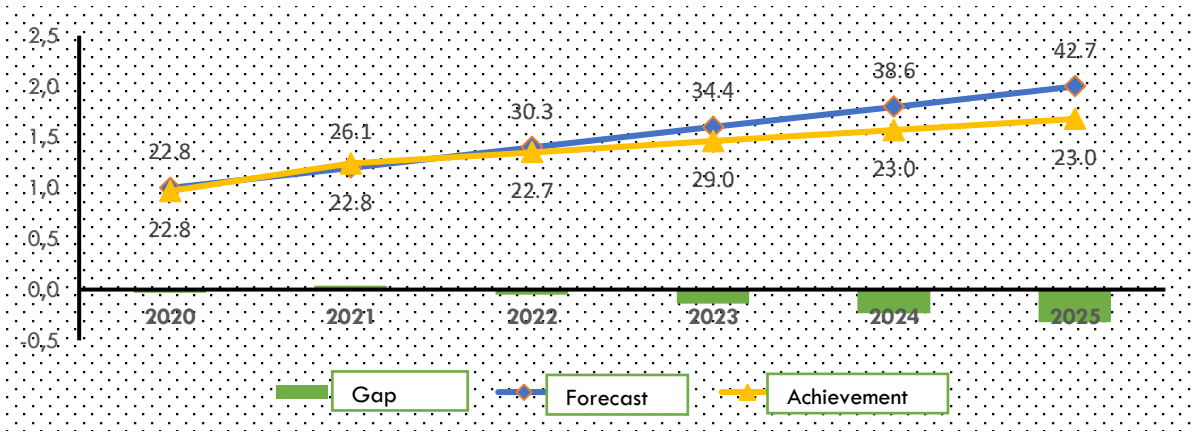
460. As for human resources, in 2017, the staff density was 11.5 health workers per 10 000 inhabitants, translating into a ratio of 1.5 doctors per 10 000 inhabitants and 10 nurses per 10 000 inhabitants (WHO, 2017), well below that observed in Sub-Saharan Africa and South Asian countries, where the ratio of doctors per 10 000 inhabitants is 2 and 9, respectively while that of nurses and midwives per 10 000 inhabitants is 10 and 20, respectively (RNDH, 2022).

Table 29: Density of health personnel per 10 000 inhabitants in Cameroon and elsewhere

Countries or regions	Doctors	Nurses and midwives
Cameroon	1.5	10
Sub-Saharan Africa	2.0	10
South Asia	9.0	20

Sources of data: WHO, 2017; RNDH, 2022.

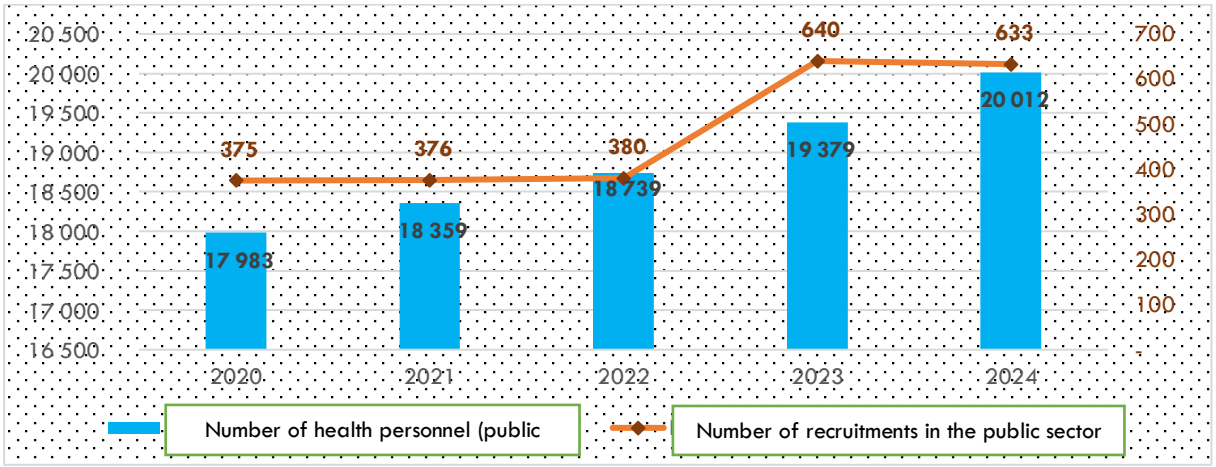
Graph 44: Evolution of the number of doctors per 10 000 inhabitants



Source: MINSANTE; our calculations

461. In 2019, MINSANTE estimated the number of health human resources at 18 390, but needs remain very high and are estimated at 8 560 staff (SSS 2020-2030). Over the 2020-2024 period, 2 404 health workers were recruited. However, despite this effort, there is high staff mobility in the health sector, coupled with a growing brain drain. The Head of State's in his speech on 31 December 2024 instructed that 9 944 health workers be recruited on a contract basis over a period of five years to reduce unemployment in this sector and substantially facilitate the care of patients. Concomitant to this action, MINSANTE should take incentive measures to retain staff who have already been recruited.

Graph 45: Evolution of the number of health personnel



Source : MINSANTE (DHIS2, 2020-2024).

462. The strengthening of the National Health Information System (NHIS) was based on the implementation of the 2020-2024 National Digital Health Strategic Plan (PSNSN), the objectives of which are the improvement of digital infrastructure, the use of telemedicine and electronic medical records, and community engagement. This plan will need to be evaluated to better assess the gaps that need to be filled by 2030. It has led, among other things, to improvements in the DHIS2 between 2020 and 2024.

463. Concerning health research, regulation is insufficient (lack of specific instruments and failure to comply with existing texts). Financing is well below the international standard, which requires at least 2% of the ministry's budget to be allocated to research. The budget allocated to research represents less than 1% of the ministry's budget. An inventory of the number of research authorisations and the number of reports reveals the difficulties researchers face in making their research results available, among which are requirements regarding the quality of key participants and the cost of reporting, which is borne by the researchers. Out of an annual number of authorisations ranging from 31 to 50, the annual number of reports has never reached 20, representing a restitution rate ranging from 10% to 58%, and the overall trend is not improving. However, it should be noted that health research involves three major administrations, namely MINSANTE, MINRESI and MINESUP. This multiplicity of stakeholders raises the issue of intersectoral coordination.

6.5. Governance and strategic management

464. Governance and strategic management aim to improve the performance of the health system at all levels. Specifically, this involves strengthening the sector's legislative and regulatory framework, strengthening devolution and decentralisation, and improving the alignment and harmonisation of the actions of TFPs.

465. Strengthening the legislative and regulatory framework of the sector is essential, as the effective implementation of the sectoral health strategy depends on the adoption of certain reforms. During the NDS30 implementation period, two main instruments were added to the legislative and regulatory framework, namely: Law No. 2022/014 of 14 July 2022 on Medically Assisted Reproduction in Cameroon; and Law No. 2024/018 of 23 December 2024 on the practice and organisation of traditional medicine in Cameroon.

466. In addition, the following actions were carried out:

- updating the instrumentss governing the organisation and functioning of health facilities, which determined the costs of health services and care;
- drawing up draft legislative instruments on hospital reform, classification of private hospitals, nomenclature and pricing of medical procedures;
- formulating draft instruments on the Cameroon Medicines Agency (ACM), which aims at strengthening the national pharmaceutical regulatory authority.

467. The strengthening of devolution and decentralisation continues, with the Ministry of Public Health regularly sending correspondences to local elected officials specifying the priority needs of the health system within the framework of the powers and resources transferred in accordance with the regulations in force. Article 160(a) of Law No. 2019/024 of 24 December 2019 on the General Code of Regional and Local Authorities specifies the full participation of these authorities in health activities through the creation, equipment, management and maintenance of health centres of communal interest in accordance with the health map; the recruitment and management of nursing and paramedical staff of integrated health centres and district health centres; assistance to health facilities and social services. However, the authority of RLAs to recruit staff has been suspended due to non-compliance with the regulations relating to the form of contracts offered and the recruitment of ineligible staff (drivers, cooks). Section 270 of the said law specifies other powers transferred to the Regions (RLAs), notably participation in the development of regional sections of the health map. The increasing trend in financial resources transferred to RLAs reflects the desire of MINSANTE to speed up the decentralisation process.

Graph 46: Evolution of financial resources transferred to Councils (in billions of CFA Francs)



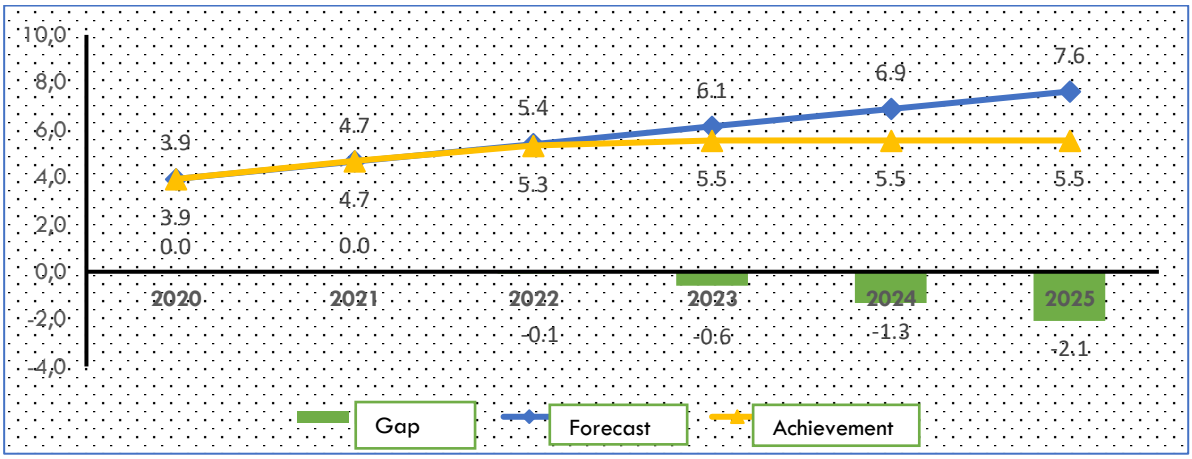
Source of data : MINSANTE, 2020-2024.

468. With regard to the viability of health districts, including their technical and financial autonomy, only 10 out of 189 health districts were viable in 2020 (HSS 2020-2030). In 2024, the situation had not improved significantly, only 205 health districts had become viable.

469. The improvement of the alignment and harmonisation of the interventions of technical and financial partners is on track. A map of all partners working in health districts is being developed to better coordinate health interventions. Furthermore, there are plans to digitise it.

470. As far as the financing of the health sector is concerned, the share of the budget allocated to this sector represents 5.5% of the total budget in 2024. Although constantly changing since 2020, this proportion remains below projections. In addition, since 2015, the rate has often hovered around 4-6%, but it has never reached the 15% recommended by the Abuja Declaration.

Graph 47 : Evolution of the share of the budget allocated to the health sector



Source: MINFI; MINSANTE; our calculations



CHAPTER 7

EVALUATION OF THE IMPLEMENTATION OF THE NATIONAL SOCIAL PROTECTION POLICY





Chapter 7 :

Evaluation of the implementation of the National Social Protection Policy

471. Generally speaking, since 2014, the Government has been implementing measures to provide social protection for workers and vulnerable people. These measures consisted in establishing voluntary insurance, followed by an increase in the amount of family allowances, a rise in the ceilings and rates of social security contributions in 2016 and an increase in the guaranteed minimum wage (SMIG). Cameroon would like to maintain this momentum in order to increase social security coverage from 22.7% in 2019 to 50% by 2030. Within the framework of NDS30, the Government intends to continue its social protection policy by extending social security coverage to the population, particularly the most vulnerable, by gradually integrating all social categories that have hitherto been sidelined by the system., To this end, actions planned are structured around five (5) components: (i) social security and decent work, (ii) social transfers, (iii) social action, (iv) promotion of gender and equity, and (v) communication for social development.

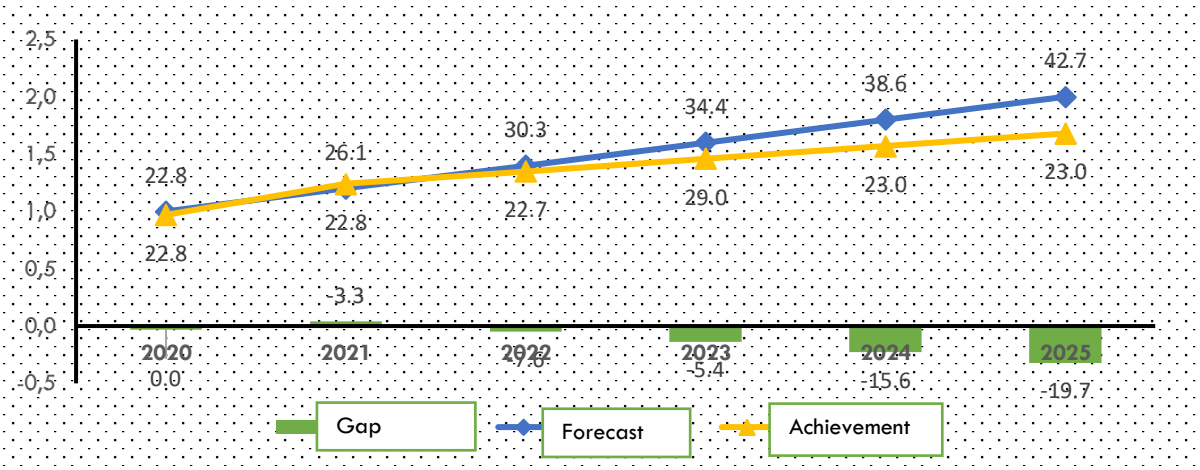
7.1. Social security and decent work

472. In order to guarantee social and health coverage for all segments of the population, particularly the most vulnerable, and promote decent work, priority actions focused on: (i) revitalising the voluntary insurance system; (ii) extending the personal and material scope of the formal social security system; (iii) strengthening social dialogue; (iv) implementing universal health coverage.

473. The revitalisation of the voluntary insurance system materialised in 2024 with the registration of 112 263 new insured persons, including 43 378 volunteers representing 38.64% of these insured persons, bringing the number of insured persons in Cameroon to 1 472 463. In addition, the revitalisation of the voluntary insurance system is evident in the payment of benefits to 296 312 beneficiaries for a total amount of 141.2 billion (NSIF, 2024). Furthermore, the strengthening of the social security system resulted in the registration of 5 738 new employers in 2024, bringing the total number of active employers to 40 698 in 2024. The 'trade' and 'other services' sectors registered the highest number of active employers.

474. As concerns the extension of the personal and material scope of application of the formal social security system, it is evident in the setting up of a working group responsible for supporting mutual societies. In addition, 515 649 workers in the informal sector have benefitted from social security services. The Cameroon social security system essentially covers only workers in the formal sector, which limits its scope given the weight of the informal sector in the economy. The opening up of the social security system to the informal sector has not had the desired effect. However, the material scope of the social security system is very limited, as it covers only seven of the nine areas defined in ILO Convention 102, namely: old age, disability, death, occupational accidents and diseases, medical care, family services and maternity.

Graph 48: Evolution of the rate of social coverage



Source: MINTSS

475. To stimulate and encourage social dialogue, major activities focused, among other things, on: the examination and resolution of individual and collective labour disputes, resulting in the establishment of 8 029 conciliation reports, including 7 947 full conciliations and 82 partial conciliations. Within the framework of the Social Dialogue Consultation and Monitoring Committee, the Government continued its dialogue with social partners. This was evident in the context of the strike action by teachers and health workers. Social dialogue with these professional groups led to a consensus on taking their demands into consideration and resuming social service.

476. With regard to the implementation of Universal Health Coverage (UHC), a pilot phase was officially launched on 12 April 2023 in the locality of Mandjou, in the East Region. The implementation of this phase is continuing in the Far-North, North, Adamawa, South, East, North-West and South West Regions. It is financed[9] at 50.4% by the State of Cameroon and 49.6% by partners. As part of this pilot phase, the main interventions implemented are: (i) the health voucher, which provides financial protection for pregnant women and newborns by reducing the cost of pregnancy care up to delivery to CFA Francs 6 000; (ii) the free treatment of simple and severe malaria for children under 5 years of age, (iii) free HIV/AIDS care, which is under threat as from 2025 due to the withdrawal of certain subsidies; and (iv) an annual flat rate of CFA Francs 15 000 for the treatment of people on dialysis. At the end of the first quarter of 2025, more than 3 900 000 people had been registered, representing 91% of the target set for 2025. The pilot phase focused primarily on pregnant women and children aged 0 to 5 years, facilitating their access to essential care. Considering the various services offered, more than 1 000 000 women benefitted from prenatal consultations, 281 women received assistance during childbirth, and 110 000 patients enrolled in haemodialysis regularly attend their treatment sessions. As concerns maternal and child health, more than 400 000 children under the age of 5 received free malaria treatment, 1 300 000 pregnant women received iron supplements, and 647 451 women enrolled in the programme received preventive malaria treatment. With regard to the management of chronic diseases and in accordance with the protocols, 481 000 HIV patients are receiving free treatment, and 25 701 registered tuberculosis patients are receiving free care.

7.2. Social transfers

477. The Government continued to implement the social safety net project, with the support of the World Bank and the AFD, to ensure social transfers. From 2013 to 2022, the project covered 385 500 households, or approximately 2 400 000 people, spread across 120 municipalities. Among other things, it enabled households to: (i) develop income-generating activities in areas like

9 https://www.afro.who.int/fr/countries/cameroon/news/couverture-sante-universelle-plus-de-2-millions-de-personnes-enrolees [Consulted on 19 May 2025]

agriculture, livestock farming, small-scale trade, hairdressing, sewing, the manufacture of certain products and the acquisition of productive equipment; (ii) solve everyday problems relating to health, nutrition and education; (iii) improve the purchasing power of beneficiary households; and (iv) give traders the possibility to pay their taxes to the taxation administration or to local councils.

478. The perpetuation of the Social Safety Nets Project led to the signing of a new project in 2023 between the Government and the World Bank, called the Adaptive Social Safety Nets and Economic Inclusion Project (PFS-AIE), which aims at: (i) continuing support for 150 500 poor households, as is the case under the three programmes of the current Social Safety Nets Project in all the regions of the country; (ii) providing support to 65 000 young workers aged 18 to 35 years in the informal sector who are 'subsistence entrepreneurs' (that is, self-employed due to a lack of other opportunities or skills) in urban areas; (iii) providing support to 2 000 young entrepreneurs aged 18 to 35 years with promising business projects in targeted and priority productive sectors; (iv) providing support for the creation of a Unified Social Register (RSU) that will serve as a social information system supporting the processes of identification, registration and assessment of the needs and conditions of the poor and vulnerable population.

479. As an enhanced version of the social safety nets project, the PFS-AIE envisages the establishment of a more comprehensive social protection system capable of responding to shocks and promoting economic inclusion, with a particular focus on vulnerable and displaced young people.

480. The PFS-AIE has continued to make progress and accelerate its achievements since its inception, with significant advances in cash transfers and youth employment programmes. In the first half of 2025, results show that 89 519 households received payments (79 145 in cash and 10 374 digitally), out of a target of 162 500 households to be reached by 2028 (55% of the target). In addition, 14 300 beneficiaries of the Economic Inclusion of Young People programme have undergone training (out of 65 000 planned by 2028) and 1 000 young entrepreneurs targeted by the Business Plan Competition have signed support contracts (out of 2 000 by 2028).

481. Furthermore, in order to respond to the floods affecting certain localities, the project has been restructured to deploy emergency cash transfers (TMU-CAT) to 110 478 affected households in the Far- North and West Regions, with payments scheduled in two phases, the official launch of which took place on 23 May 2025 in Kousseri in the Far-North Region.

482. In view of establishing a national social transfer system, a pilot phase of the project to set up a Unified Social Register was launched nearly three years ago. A roadmap has been drawn up, operations to identify socially vulnerable persons (SVPs) are continuing, and data transfer from the social safety nets project to the RESUC is underway. In the first half of 2025, just over 189 000 households were included in the pilot SIG RESUC database, including 5 000 from on-demand targeting, 53 000 from community targeting and 41 000 from the social safety nets project.

483. As for indirect social transfer mechanisms concerning measures to provide free services and targeted subsidies for the poor and vulnerable, these are being strengthened and expanded through the implementation of numerous programmes, notably: the programme to subsidise the price of certain essential goods; the Support Programme for the Integration and Reintegration of Vulnerable People (PAIRPEV); the School Feeding Support Programme, the Food Assistance Programme in the Adamawa, North and East Regions; the Integrated Support Programme for Actors in the Informal Sector (PIAASI), etc. In the Education sector, these indirect social transfer mechanisms consisted of: (i) the continued acquisition and free distribution of textbooks in core disciplines (French, English, Mathematics, Moral and Citizenship Education) in government primary schools and in science, technology and computer science subjects; in government primary schools in Education Priority Areas (EPAs); (ii) the distribution of 730 000 self-teaching booklets for children in disadvantaged areas; and (iii) support for girls' education through the distribution of 2 160 academic excellence scholarships to the best female students based on their CEP/FSLC results over the past three years (that is 720 per year), 2 000 000 hygiene kits to female pupils as part of the Basic Education Programme, educational kits

and kits for female pupils with the support of UNICEF.

7.3. Social Action

484. Generally, among the main social welfare actions, one can cite: (i) providing assistance to 276 families affected by the floods that occurred in Buea in 2023; (ii) assistance given to the families of victims of the landslide that occurred in the Mbankolo neighbourhood of Yaounde in 2023; (iii) implementation of the 2023 Humanitarian Response Plan, through support granted to 758 000 people, emergency aid for the benefit of 380 000 people in the North-West and South West Regions, and support for 132 000 Central African refugees and 243 000 people in the Far-North Region; and (iv) support given to flood victims in the Mayo-Danay Division in the Far-North Region in 2024. Equally, specific actions have been carried out for different categories of the population depending on their vulnerability.

485. Rehabilitation and support for the integration and reintegration of vulnerable children led to actions focused, amongst others, on: (i) taking care of 64 877 socially maladjusted minors in reception facilities with a view to their integration/reintegration, including 5 666 children in police custody or detention; 13 368 refugee children and 44 796 internally displaced children; (ii) the resocialisation and reintegration of 279 street children (EDR); (iii) taking care of 739 socially maladjusted minors in specialised schools and institutes; (iv) the family placement of 29 abandoned children for foster care. More broadly, rehabilitation and support measures for the integration and reintegration of vulnerable children centered on: (i) the rehabilitation and management of specialised centres; (ii) the implementation of programmes to support educational and professional reintegration through the enrolment of out-of-school children in schools, appropriate vocational training in areas like sewing, mechanics, hairdressing, etc., and the distribution of start-up kits (work equipment, start-up capital) at the end of training; (iii) campaigns to remove children from the streets; and (iv) providing care to internally displaced children.

486. Similarly, actions to support youths during the period 2020–2024 were geared towards the implementation of programmes and projects for young people, with convincing results:

- **for the Special Three-Year Youth Plan** (PTS-Jeunes), **11 405** projects were selected and funded. These are projects by young people based in pioneer villages and economic clusters, in the fields of agriculture, industry/crafts, digital economy and technological innovation, including for young ex-combatants from the Disarmament, Demobilisation and Reintegration Centres (DDRC), youths trained in Youth Multipurpose and Empowerment Centres (YMECs), beneficiaries of the CMPJ-Incubator programme, and youths from the diaspora within the framework of the Diaspora and Local Youth Joint-Venture/DIALYJ of PARIJEDI sub-programme, including 471 projects led by young girls;
- **for the Project to Support Young People in Difficulty (PAJED)**, more than 8 500 youths have been trained in various trades: agriculture, crafts, mechanics, carpentry, sewing, etc. About 4 200 youths have been integrated into sustainable economic activities, and support has been provided for the creation of more than 3 000 micro-enterprises through start-up kits and customised support. In addition, the Youth Entrepreneurs Guarantee Fund (FOGAJEUNE) has been operationalised in the form of a project through the transformation of the mechanisms of the FONIJ (National Youth Integration Fund) project, in parallel with government consultations with the private sector and development partners, to bring the process to a successful conclusion.

487. With regard to care for the elderly, nationwide awareness-raising sessions have been organised on education for healthy and active ageing, harmonious preparation for and management of retirement, promotion of intergenerational solidarity and family care. Also, 7 625 vulnerable and needy elderly people benefit from medical assistance. On the legislative front, Cameroon ratified the Protocol of the African Charter on the Rights of Elderly Persons in 2021, formally committing Cameroon to protecting their rights.

488. Concerning the implementation of measures to promote the issuance of official documents to

socially vulnerable populations or those who are geographically distant from administrative services, activities carried out included the organisation of special free campaigns for the establishment of birth certificates and identity cards, in collaboration with Councils, MINAS and MINAT, and the issuance of birth certificates to school children without birth certificates, with the support of technical and financial partners, including UNICEF, UNHCR, UNHCR and the World Bank. Since 2023, the World Bank has been providing significant support for the issuance of birth certificates to pupils completing primary school through the Cameroon Education Reform Support Programme (CERSP). This initiative aims to guarantee access to education for all children, particularly those completing primary school. Between 2023 and 2024, nearly 60 000 pupils in 'CM2' and Class 6 obtained their birth certificates, enabling them to take official examinations and continue their education.

489. As concerns social protection for persons with disabilities, several activities were carried out, notably: (i) holistic care of 823 persons with disabilities in institutions; (ii) the issuance of national disability cards to 4 590 new persons with disabilities; (iii) taking care of the schooling and paying the official examination fees of 11 551 children with disabilities and those born to parents with disabilities; (iii) completing the construction and equipment of the Centre for the Rehabilitation of Disabled Persons in Maroua; (iv) the continuation of modernisation work at the Cardinal Paul Emile Leger Rehabilitation Centre for Disabled Persons in Yaounde; (v) providing medical care to 7 625 vulnerable and needy elderly people; ((vi) providing support for the setting up of Income-Generating Activities (IGAs) for 2 513 disabled people, 518 internally displaced mothers and daughters (or women) and 1 696 vulnerable people. Although Cameroon has adopted certain laws and established some mechanisms to support people with disabilities, there are still considerable challenges in terms of implementation, financing, and accessibility. Disability pensions remain rare and very limited to people who have contributed to social security (NSIF). Furthermore, although specialised schools exist, particularly for deaf and blind children, they are few in number, under-equipped, and concentrated in urban areas.

490. In view of the socio-economic integration of young people, several programmes are being implemented, notably: (i) the Special Three-Year Youth Plan (PTS-Jeunes); (ii) the Rural and Urban Youth Support Programme (iii) the Project to Support Young People in Difficulty (PAJED); (iv) the Youth Entrepreneurship Promotion Programme (PPEJ). In addition, the Young Entrepreneurs Guarantee Fund (FOGAJEUNE) instructed by the Head of State, in the form of a project through the transformation of the mechanisms of the National Youth Integration Fund (FONIJ) project was operationalised. The implementation of these programmes has made it possible to obtain the following main results: (i) the creation of 3 062 enterprises by young promoters, including 2 975 by beneficiaries of PTS-Jeunes, 50 by youths trained in the Youth Multipurpose and Empowerment Centres (YMECs), by beneficiaries of funding from the Youth Entrepreneurship Promotion Programme (PPEJ) and 22 by youths supported within the framework of Youth Connekt Cameroon; (ii) support for the social integration of 120 youths in difficulty from rural and urban areas and 54 other young people coming from prison; (iii) the construction of 20 YMECs, as well as the equipment of 28 others.

7.4. Promotion of gender and equity

491. The government policy aimed at reducing inequalities between men/boys and women/girls continued within the framework of the implementation of the National Gender Policy (NGP) within the various administrations, which made it possible to record the following main achievements: (i) support for 2 023 people, including 1 146 women and 877 men, within the framework of PAIRPPEV implemented at MINAS; (ii) support for 18 333 persons with disabilities (8 460 girls/women and 9 873 boys/men) by MINAS for their economic reintegration; (iii) the actions of MINEPIA based on projects and programmes such as PCP ACEFA, PEA-Jeunes, PD-CVEP, and PCP AFOP, ONVC and FAO with a view to improving the entrepreneurial capacities of women (support provided by the ACEFA programme in 2022 to 255 247 producers including 88 175 women, representing 33.7%; training and capacity building in poultry production techniques for 104 people including 62 women, that is 59.6%, by the

North-West Livestock Development Fund (CDENO); the distribution in 2022 by the Youth Agropastoral Entrepreneurship Promotion Programme (PEA-JEUNE) of installation kits for an amount of CFAF 387 213 to 165 beneficiaries, including 95 men and 70 women (42.2%); the distribution by FAO of 2 500 Goliath hens to 180 women and 6 incubators with a capacity of 1 000 eggs distributed to 6 organisations of female producers.

492. In the area of education, training and information, the actions implemented by MINAS, MINPROFF, MINEDUB, MINESEC and Technical and Financial Partners (TFP) have led to encouraging results relating to the schooling of young girls, particularly in Education Priority Areas (EPAs) and female literacy. Indeed, the gross enrolment rate of girls in EPAs for secondary education increased from 20.1% in 2020 to 23.7% in 2022. The net enrolment rate of girls in EPAs for secondary education increased from 17.6% in 2020 to 18.8% in 2022. In general, the gender boys|girls parity indices in primary and secondary education increased from 0.81 in 2020 to 0.9 in 2022 and from 0.90 in 2021 to 0.93 in 2022 respectively. At the level of health, the maternal mortality rate, in terms of audited deaths, decreased from 45.5% in 2020 to 43.6% in 2022.

493. With regard to Gender-Based Violence (GBV), several initiatives aimed at reducing it have been implemented by the Government and its technical and financial partners. These notably include the strengthening of mechanisms for the prevention, reduction and response to GBV, as well as the validation by MINPROFF and UNFPA of the national GBV strategy and the national plan to combat female genital mutilation (FGM). However, there has been a rise in GBV particularly in security crisis zones., According to the results of a UNFPA study, 32% of women in union survive at least one form of GBV (physical, emotional, sexual or economic) perpetrated by their spouses.

494. Furthermore, the circular on budget preparation relating to a better consideration of gender in the State budget constitutes an opportunity to ensure the gender sensitivity of the various public administration programmes.) In this context, in 2023, ten pilot sectoral administrations (MINEDUB, MINESEC, MINPROFF, MINSANTE, MINADER, MINEPIA, MINAS, MINDDEVEL, MINFI, MINEPAT) were supported in taking gender into account in budget preparation documents (CSP, MTEF, PPA, APR, DBGS).

495. Although the planning and operational frameworks for gender policy are well defined, monitoring faces a significant constraint. Indeed, since updated statistics are only obtained from major surveys whose data collection frequency is at most once every 5 years, the exact values of the NGP monitoring indicators were not available in 2022. However, existing documentation at the administrative level, consisting mainly of Annual Performance Reports (APR) and statistical yearbooks, makes it possible to identify the main achievements and some updated values of NGP monitoring indicators.

496. Regarding the contribution of women to economic development, it should be noted that in recent years, the rise in the prices of basic necessities and fresh foodstuff on the markets has caused a decrease in the size of the household basket and a reduction in women's purchasing power. Small and medium-sized enterprises run by women are experiencing a slowdown in their activities (hairdressing salons, bars, restaurants, etc.); as a portion of the financial capital supporting these activities has been redirected to meet household needs. To address this, the government of Cameroon, with support from its technical and financial partners, has set up initiatives and projects aimed at facilitating women's access to production factors and improving the profitability of their work. On the one hand, the actions were specific and in favour of women, on the other. Some pilot administrations, in this case in charge of production (MINADER, MINEPIA), benefitting from support for the implementation of strategic orientations aimed at improving the economic conditions of women, have ensured a more equitable representation of gender among the beneficiaries of their actions.

7.5. Communication for social development

497. In view of improving communication for social development, several actions have been carried out. These include, amongst others, the alignment of the mapping of the programmes of the Ministry of Communication with NDS30, with the creation of Operational Programme 097 entitled: Development of multi-sector communication based

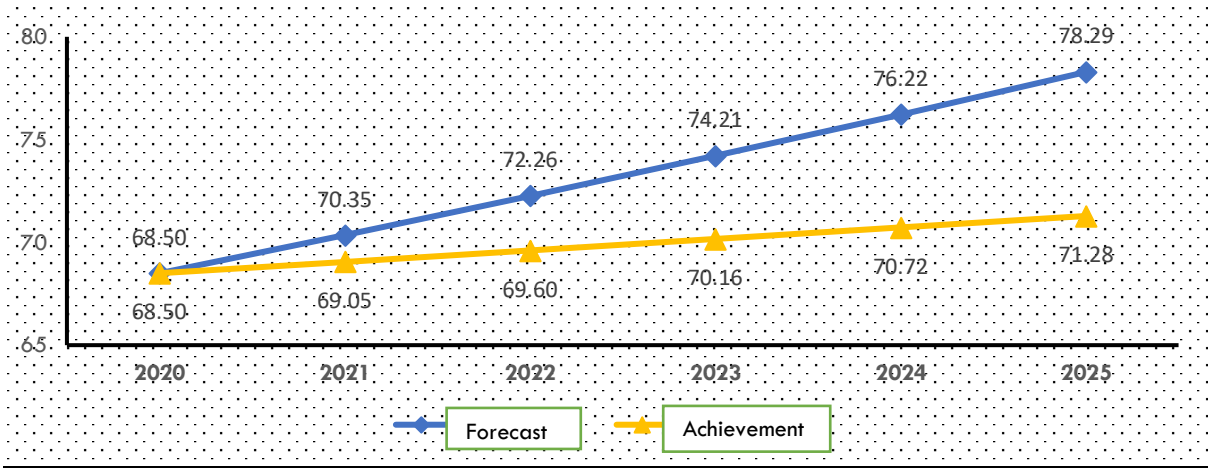
on societal performance, the objective of which is to strengthen the knowledge of populations in order to enable them to solicit and have access to basic social services with a view to reducing poverty, underemployment and improving their living conditions. Among the actions recommended in this context, we can cite the multiplication of resource and information processing centres at the national, regional and local levels; the setting up and operationalisation of 10 regional platforms for local media for development in the 10 Regions of Cameroon and comprising community radios, religious radios and all other communication structures in the communities.

498. Furthermore, a study analysing national capacities in communication for development was conducted and highlighted the needs of stakeholders in terms of training, at the central, regional and local levels. With the support of development partners, training modules are being developed and advocacy is underway with academics for the adaptation of training curricula with the aim of making Communication for Social Development (Social Behaviour Change) a professional certification and diploma training programme. Regarding the promotion of social protection through the production and dissemination of information relating thereto, Government Action Fairs are organised annually, bringing together those who govern and those they govern to receive live clarifications on major development issues, notably at the socio-economic level. Similarly, alongside the communication plan that was developed for NDS30 implementation, there is the action plan designed to address the issue of hate speech and digital citizenship through the media by educating stakeholders on media and information. Finally, the issue of access to media content by the sensory impaired is currently being considered. Some pilot actions are worth noting, particularly the translation into sign language of speeches by the President of the Republic on national television.

7.6. Access to basic social facilities

499. Access to drinking water: Concerning access to drinking water, the proportion of households with access to drinking water rose from 61% in 2014 to 75.5% in 2016 (ECAM 4) and was between 81.9% and 83% in 2022, depending on whether the measurement was taken during the rainy season or the dry season.

Graph 49: Evolution of rate of access to drinking water



Source : ECAM4

500. Analysis of disparities in access to water shows that in 2016, the cities of Yaounde and Douala had already achieved access rates of 98.6% and 99.1%, respectively. However, critical situations were noticeable in the North, Far-North, East and West Regions. In fact, about 50% of households did not have access to water in the North Region. This statistics was 37.1% in the Far-North, and 33.6% in the East and West. The difficult climatic conditions in the northern regions are among the factors that explain the low rate of access to water in the most disadvantaged areas.

501. Moreover, empirical analysis tends to highlight a positive relationship between the level

of access to water and the level of poverty. Households in the poorest quintile also have the lowest level of access to an improved water source. The indicator improves as one moves up the wealth scale.

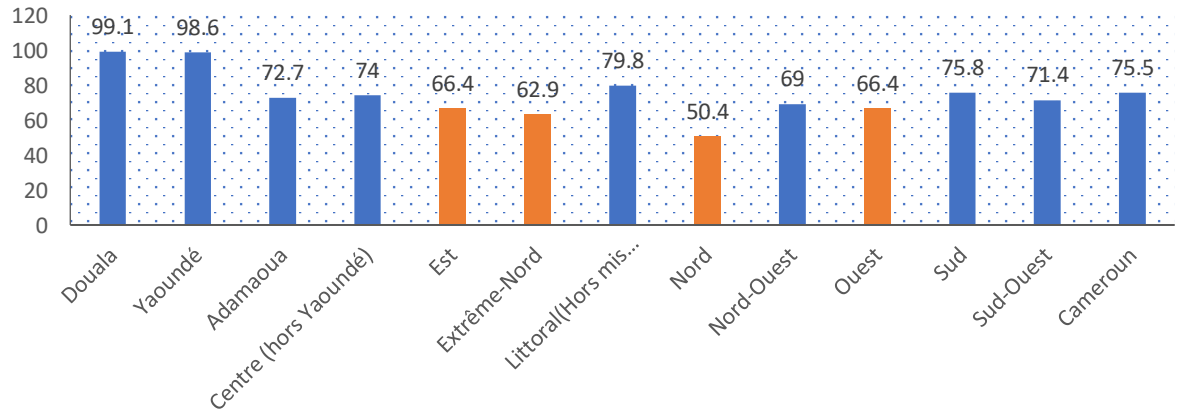
Table 30: Percentage of households with access to an improved water source in 2022

	Poor	Non-poor	Q1	Q2	Q3	Q4	Q5	Total
Dry season	70.9	87.4	68.6	74.1	83.7	85.7	90.8	83
Rainy season	69	86.5	66.6	72.1	81.9	84.9	90.6	81.9

Source: ECAM 5

502. The actions taken to improve access to drinking water for the population include: (i) implementation of PLANUT, which has enabled the construction of more than 1 500 boreholes equipped with human-powered or solar-powered pumps in the Far-North, North, East and Adamawa Regions; (ii) commissioning of the Drinking Water Supply Project for Yaounde and its Surroundings (PAEPYS); (iii) installation of mini drinking water supply systems (AEP) in some urban centres; (iv) extension and rehabilitation of the distribution network in Yaounde, Douala, Garoua and Bafoussam; (v) modernisation of water treatment plants, notably the Akomnyada plant in Yaounde and the Logbessou-PK27 plant in Douala. Over the 2020-2025 period, more than 100 000 new social connections subsidised by the State and donors were carried out, notably in Yaounde (Nkolbisson, Mballa II, Mendong), Douala (Bonaberi, Ndogpassi, PK14), and in new urban centres at Bafoussam, Garoua, Maroua and Ngaoundere. CAMWATER has also implemented a 'promotional connection' policy, offering reduced rates for low-income households. In addition, private initiatives, particularly for the construction of private boreholes equipped with pumps, should be highlighted. However, despite constant efforts, a significant proportion of the population, particularly in rural areas, still does not have reliable access to good quality water. In rural areas, less than half of the households have access to drinking water. Regional disparities are also observed. The issue of access to water is therefore more acute in the Far-North, East and Adamawa Regions. Furthermore, despite the high rate of access observed in large cities like Yaounde and Douala, the issue of water supply interruptions continues to cause significant inconvenience to households.

Graph 50: Rate of access to an improved water source in 2016

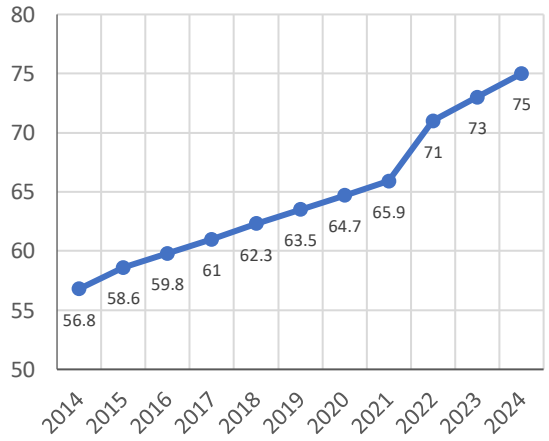


Source: NIS; ECAM4

503. Access to electricity: As concerns electricity, the proportion of households with access to electricity has increased by 10 points since 2020, rising from 64.7% in 2020 to 75% in 2024 (ENEO estimate). In 2022, there was an acceleration of access to electricity due to ENEO obtaining CFA Francs 100 billion in financing, which enabled the construction of 540 km of new lines in 2021 and

195 000 new connections in 2022. Equally, an administrative campaign dubbed 'one house, one meter' has been initiated to facilitate connections. However, disparities persist between urban and rural areas, on the one hand, and between regions, on the other hand. In urban areas, 90.5% of households have access to electricity, compared to 40% in rural areas.

Graph 51 : Evolution of the rate of access to electricity



Source: Macro Trend, Sustainable Energy for All (SE4ALL), ENEO reports, interpolation in 2023

Table 31: Rate of access to electricity access by environment

	2014	2021
Urban	95.9	90.5
Rural	35.1	40

Source MINEE

504. Although the number of subscribers has increased thanks to an estimated 150 000 new connections over the 2020-2024 period, concerns about the transmission network are such that, despite a relative increase in production capacity, energy distribution remains insufficient, the quality of the electricity supplied is irregular, and power cuts are almost daily occurrences in many neighbourhoods of the largest cities. This situation persists in secondary cities and rural areas. Generally, access to high-quality electricity remains a significant challenge for households, and especially for enterprises, whose production quality is often sensitive to the quality of the electricity generated. Economic agents are therefore increasingly developing alternative sources, notably solar panels and generators. However, the high cost of these energy sources means that they are not accessible to everyone.

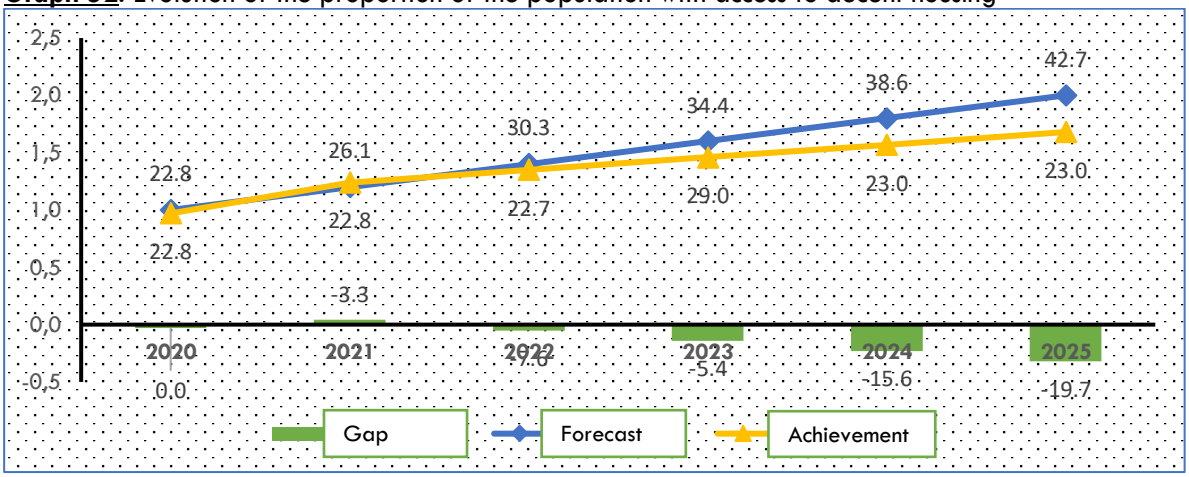
Table 32: Rate of access to electricity by region in 2021

	Interconnected	Local network	Out of network	Total
Yaounde	95.8	0	0	95.8
Douala	96.5	0	0	96.5
Centre	56.1	1.7	6.5	64.3
Littoral	77.2	1.6	3.7	82.5
West	84.1	0	3.1	87.2
North-West	42.9	0	20.1	63
South West	87.6	0	5.7	93.3
East	0	35.8	13.4	49.2
Adamawa	29.2	10,1	4.4	43.7
North	22	4.3	1.2	27.5
Far-North	17.6	0	3.2	20.8
Cameroon	**59.1**	**3.6**	**4.8**	**67.5**

Source: First National Survey on Access to Energy (ENACE-1), Water and Sanitation in Cameroon in 2021.

505. Access to housing: With regard to housing, the rate of access to decent housing for households has improved considerably, reaching 35.96% in 2022, thanks to the construction of social housing within the scope of the implementation of various government programmes and multilateral cooperation, particularly: (i) Sino-Cameroon cooperation, which has enabled the construction of 1 520 homes in the cities of Yaounde (660), Douala (660), Limbe (50), Sangmelima (50), Bafoussam (50) and Bamenda (50); (ii) cooperation with the Italian firm PIZARROTI, which is working on the construction of 10 000 homes, with an initial phase of 175 show homes. However, access to decent housing remains a growing concern, especially in urban areas where housing is essentially precarious due to the anarchic occupation of space in high-risk or unserviced sites. With regard to the development and provision of 10 000 hectares of building plots and incentives for the implantation of private real estate companies, measures have effectively been taken, although they need to be stepped up. In fact the implementation of the government's social housing construction programme provides for the development of 50 000 building plots in 22 localities spread across the ten regional capitals, six university and industrial cities, as well as six divisional capitals. These plots are being made available gradually, as the servicing work progresses.

Graph 52: Evolution of the proportion of the population with access to decent housing



Source : MINHDU

STATUS OF IMPLEMENTATION OF THE EMPLOYMENT PROMOTION AND SOCIO-ECONOMIC INTEGRATION PILLAR





CHAPTER 8

EVALUATION OF THE NATIONAL EMPLOYMENT POLICY





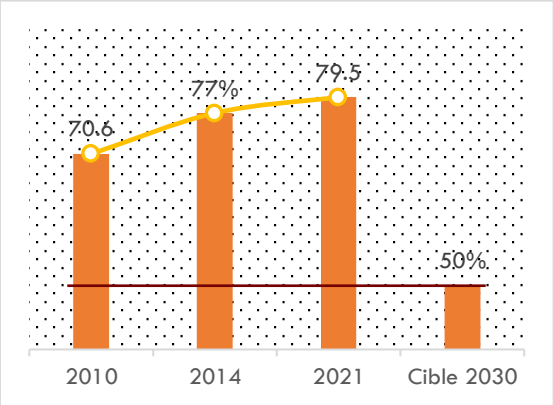
Chapter 8:
Evaluation of the National Employment Policy

506. The promotion of employment and economic integration within the framework of the NDS30 aims, amongst other objectives at: full productive employment, decent employment, and the development of entrepreneurship. The main actions defined in this regard by NDS30 relate to: (i) promotion of employment in public investment projects; (ii) development of agricultural productivity, employment and income in rural areas; (iii) promotion of migration from the informal to the formal sector; (iv) creation and preservation of decent jobs in large companies; (v) matching of training and employment and the promotion of professional integration, as well as (vi) regulation of the labour market.

8.1. Overall assessment of the employment policy in Cameroon

507. According to the results of the 3rd Survey on Employment and the Informal Sector (EESI3) in Cameroon conducted by the National Institute of Statistics (NIS) in 2021, the employment situation is characterised by an underemployment rate of 79.5%. NDS30 set a target of less than 50% by 2030. However, the dynamics observed over the 2010-2021 period do not support convergence towards this target. In fact, according to EESI2 and ECAM4 surveys, the underemployment rate rose from 70.6% in 2010 to 77.0% in 2014. Thus, in 11 years, the underemployment rate increased by approximately 9 points, representing an average annual increase of 0.8 points. This increase in underemployment happened in a context marked by an average annual economic growth of 4.5%. This underemployment trend observed between 2010 and 2021 may not have changed during NDS30 implementation period considering the average annual growth rate recorded at 3.4%.

Graph 53: Evolution of the underemployment rate



Source: NIS (EESI2, 2010 ; ECAM4, 2014 ; EESI3, 2021)

508. In 2021, according to the results of EESI3, the employment rate at the national level was 50.8%. However, it is marked by a number of disparities, particularly according to gender, age group and place of residence. Actually, this rate was 58.3% for men compared to 43.7% for women. According to the age group, people aged between 35 and 64 recorded the highest employment rate (74.8%). The analysis according to place of residence showed a higher employment rate in rural areas (54.1%) than in urban areas (48.6%).

Table 33: Employment rate by sex, age group and characteristics of employed people aged 14 or above, by place of residence in 2021

	Urban	Rural	Together
Sex			
Men (%)	57.2	59.9	58.3
Women (%)	40.1	48.8	43.7
Age group			
14-34 years	35.0	40.1	37.0
35-64 years	74.6	75.1	74.8
65 years or above	38.8	52.8	46.2
Overall	**48.6**	**54.1**	**50.8**

Source: NIS (EESI3, 2021)

509. Regarding multiple employment [10] among people aged 14 and above, the national rate was 13.1%. However, depending on the place of residence, 19.1% of those employed in rural areas have at least one secondary job which is slightly

[10] The multiple employment rate is defined as the ratio of the number of people holding one or more secondary jobs to the employed population.

more than double the number of people with a secondary job in urban areas (8.5%). Also, employment in the informal sector is relatively high at the national level. Indeed, more than 8 out of 10 people, that is 86.6%, worked in this sector in 2021.

Table 34: Some indicators of the job market by place of residence in 2021

	Urban	Rural	Overall
Average duration of employment (in years)	8.1	13.8	10.6
Rate of multi-employment	8.5	19.1	13.1
Share of jobs in the informal sector	80.3	94.9	86.6

Source: NIS (EESI3, 2021)

510. In 2021, the structure of jobs according to institutional sectors revealed a predominance of the non-agricultural informal sector, which accounts for 52.0% of jobs, compared to 34.7% for the agricultural informal sector, 5.1% for the formal private sector and 8.2% for the public sector. Depending on the sector of activity, it is worth noting a strong preponderance of the tertiary sector in the sectoral distribution of jobs, that is 49.3%, compared to 35.2% for the primary sector and 17.5% for the secondary sector.

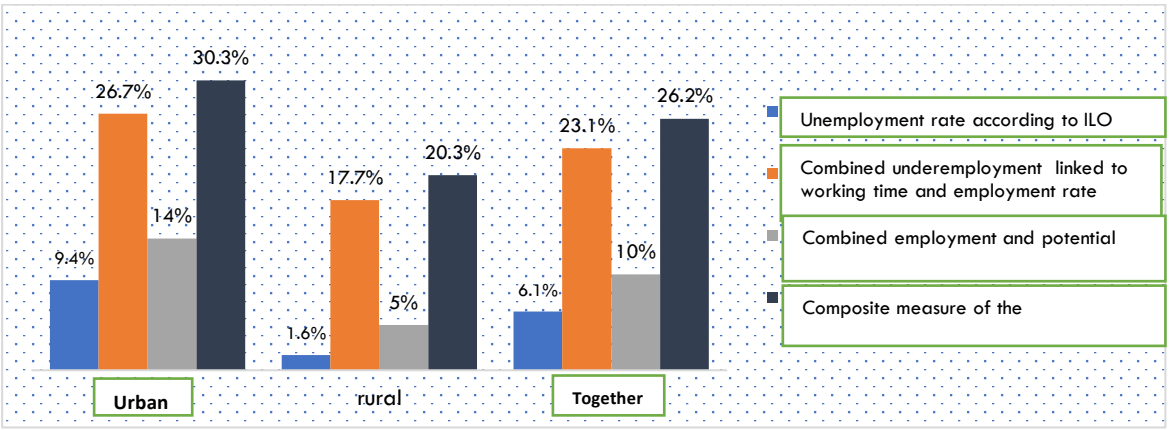
Table 35: Distribution (in %) of people aged 14 and above in situation of employment by institutional sector, sector of activity and place of residence in 2021

	Urban	Rural	Overall
Institutional Sectors			
Public	11.8	3.6	8.2
Formal private	7.9	1.4	5.1
Informal non-agricultural	67.5	31.7	52.0
Informal agricultural	12.8	63.2	34.7
Total	***100***	***100***	***100***
Sectors of activity			
Primary	13.2	64.0	35.2
Industry	20.6	13.5	17.5
Trade	19.9	7.6	14.6
Other services	46.3	14.9	32.7
Total	***100***	***100***	***100***

Source: NIS (EESI3, 2021)

511. Workforce underutilisation although more pronounced in urban areas, was also significant in rural areas. Indeed, the combined rate of underemployment related to working time and unemployment was 17.7% in rural areas compared to 26.7% in urban areas. As concerns the combined rate of unemployment and potential workforce it was 5% in rural areas and 14% in urban areas. Overall, these rates represented 23.1% and 10%, respectively.

Graph 54: Indicators measuring workforce underutilisation in rural and urban areas in 2021



Source: NIS (EESI3, 2021)

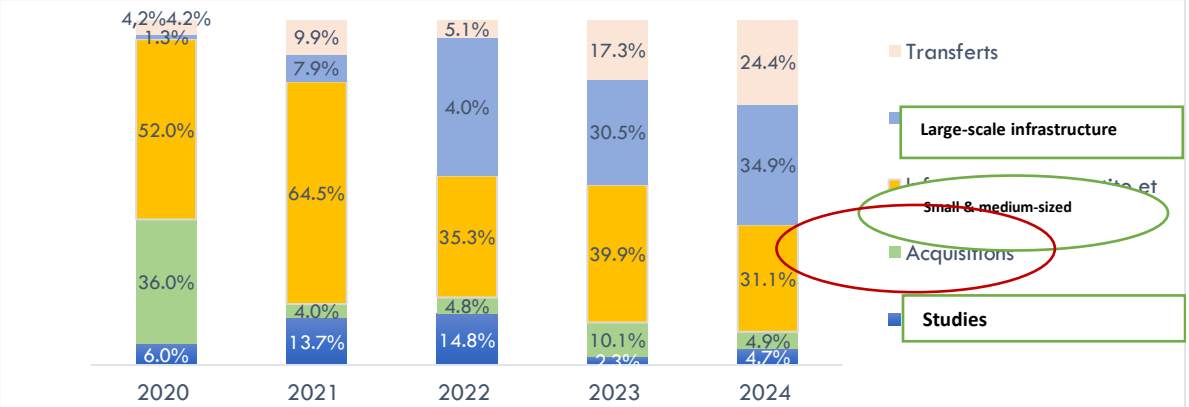
8.2. Promotion of employment in public investment projects

512. The promotion of employment in public investment projects is envisaged in the NDS30 through the development of the High Labour Intensive (HIMO)[11] approach. This approach was legally enshrined in Decree No. 2018/366 of 20 June 2018 on the Public Procurement Code, which indicates that conditions for the execution of public contracts must integrate social, economic and environmental considerations likely to promote the local workforce, decent work and, where appropriate, achieve sustainable development goals. This text also notes that conditions for the execution of projects indicated in consultation documents must, whenever possible, favour the use of the HIMO approach in conformity with the regulations in force and according to the execution methods to be specified in the Special Technical Clauses (Section 57, paragraphs 1 and 2).

513. Projects that require significant workforce needs are generally those related to the execution of small and medium-sized infrastructures, namely: construction of buildings, boreholes and mini water supply, roads and rural tracks, land development, etc. (ONEFOP, 2024).

514. However, the share of PIB resources allocated to this type of projects witnessed an irregular and generally decreasing trend over the 2020-2024 period, suggesting a similar dynamic for potential jobs linked to them. Indeed, in 2024, small and medium-sized infrastructure projects represented 31.1% of allocations in terms of payment appropriations, after 52% and 64.2% in 2020 and 2021, respectively (ONEFOP, 2020, 2024).

Graphi 55: Distribution of payment appropriation allocations for PIB projects by category



Source: ONEFOP, estimate of the expected employment potential of the 2024 Public Investment Budget of the State of Cameroon, 2020-2024

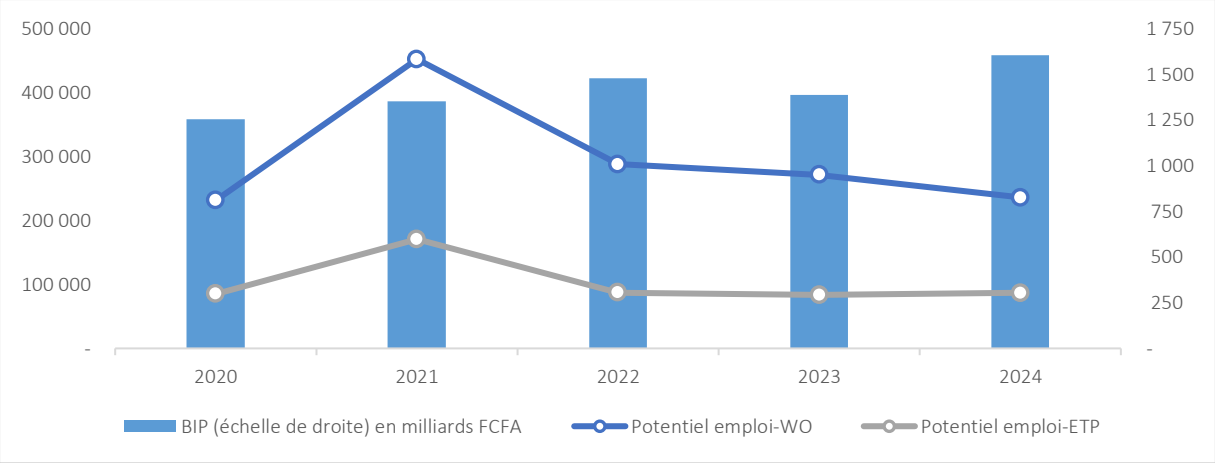
515. Furthermore, the implementation of public investment projects under NDS30 is marked by slight fluctuations in the weight of the PIB in the total budget, which increased from CFA Francs 1 254 billion in 2020 (28% of the overall budget) to CFA Francs 1 652 billion in 2024 (22% of the overall budget)[12]. This dynamic is notably linked to the shocks suffered by the Cameroonian economy during this period and to the public policies implemented to this effect (post-Covid recovery, import-substitution, etc.).

516. In this context, the job opportunities generated by the PIB declined between 2021 and 2024, falling from 451 995 to 235 714 jobs during the period, resulting notably from a redirection of investments towards less labour-intensive projects (large-scale infrastructures) or a workforce saturation effect in certain areas of activity (public works).

[11] This is an approach for the implementation of projects (construction, rehabilitation or maintenance of infrastructure) which favours the use of local labour and local materials.

[12] Sources: (i) Law No. 2018/022 of 11 December 2018 to lay down the Finance Law of the Republic of Cameroon for the 2019 Financial Year; (ii) Ordinance No. 2024/001 of 20 June 2024 to amend and supplement certain provisions of Law No. 2023/019 of 19 December 2023 to lay down the Finance Law of the Republic of Cameroon for the 2024 Financial Year.

Graph 56 : Evolution of potential jobs generated by Cameroon PIB



Source: Finance laws 2019-2024; ONEFOP, 2024

1: Box 1: Some initiatives related to the promotion of the HIMO approach in the implementation of public investment projects

As part of the implementation of the government strategy to promote the HIMO approach, the Government, through MINEPAT, has undertaken since 2013, in direct partnership with RLAs, the implementation of demonstration projects relating to HIMO techniques. In the context of NDS30 implementation, several RLAs benefitted from funding for the construction of these works within their locality.

- In 2020, partnership agreements were signed with seven (7) RLAs, namely: Akom 2, Bafoussam 2, Kumba, Matomb, Mbe, Melong and Ngoura, for a total amount of about CFA F 2 billion Within the scope of the construction of HIMO demonstration works, with the prospect of creating 1 700 direct jobs.
- The agreements signed in 2022 covered the municipalities of: Banka, Belo, Garoua Boulai, Gomedjap, Mayo-Darley, Nkonsamba I and Poli. The total amount of financing covered by these agreements was CFA F 1.8 billion for an estimated number of direct jobs expected at 1 475.
- In 2025, agreements were signed with the municipalities of Bandja, Belabo, Djohong, Gaschiga, Jakiri, Martap, Mbalmayo and Wabane. These eight councils benefitted from funding of more than 2.6 billion with the aim of creating around 1 700 jobs for the implementation of HIMO-type demonstration projects.

Source : https://minepat.gov.cm,

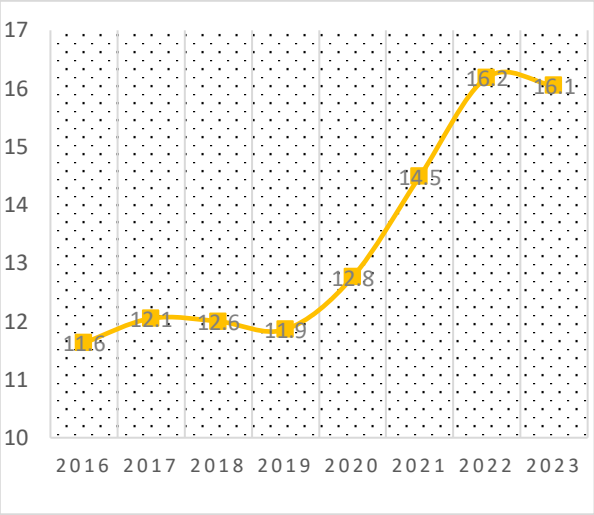
8.3. Agricultural productivity, employment and income in rural areas

517. The objective pursued within the framework of the rural employment policy is the creation of many more decent and better paid jobs.

518. The average number of years of study for employed people in rural areas is 7.1 years, corresponding to a primary education level, compared to 8.9 years on average at the national level. Salaried jobs in rural areas (25.9%) are less numerous than in urban areas (48.3%). Furthermore, in rural areas, 19.1% have at least one secondary job (compared to 8.5% in urban areas). Also, the share of jobs in the informal sector in rural areas, established at 94.9% in 2021, is well above the national average of 86.6%.

519. The Cameroonian economy has recorded a significant increase in its productivity per capita for several years, driven by positive dynamics in several sectors. Thus, labour productivity increased from CFA F11.63 million in 2016 to CFA F 16.05 million in 2023, that is an increase of 38% over 7 years (NIS, 2024). Despite the stagnation observed between 2022 and 2023, this trend reflects an improvement in labour efficiency, possibly due to the gradual adoption of more efficient production technologies, an increase in skilled labour or gains of scale in certain sectors of activity.

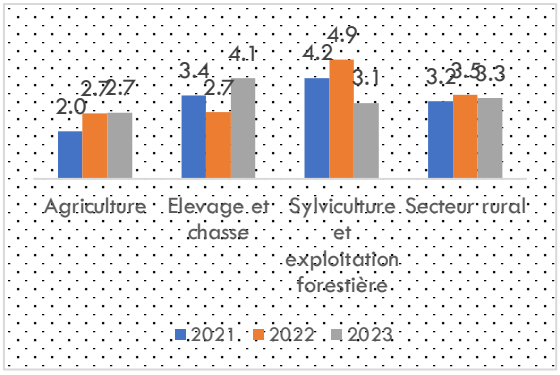
Graph 57: Productivity per capita (in millions of CFA F) in modern enterprises



Sources: NIS, economic and financial studies of companies in 2023 (based on the DSF of enterprises)

520. In 2023 particularly, the average productivity per capita in the rural sector branches (agriculture, livestock-hunting, forestry and logging) stood at CFA F 3.3 million, that is five times lower than the average for all branches (CFA F 16.05 million), which reflects a structural delay in the transformation of the rural economy. This indicates a strong sectoral heterogeneity, where these so-called traditional sectors remain unproductive compared to modern sectors (industry, services), thus denoting a marked economic dualism. Forestry and logging is the most productive branch in the rural world, despite the decline observed in 2023. Its productivity per capita increased from CFA F 4.1 million in 2021 to 4.9 CFA F million in 2022 and then CFA F 3.1 million in 2023 (NIS, 2024). Regarding livestock and hunting, its productivity per capita is marked by high interannual volatility. This increased from CFA F 3.4 million in 2021 to CFA F 2.7 million in 2022 and then CFA F 4.1 million in 2023. The agriculture sector, for its part, has had a relatively stable productivity per capita in recent years, around CFA F 2 million.

Graph 58: Productivity per capita (in millions of CFA F) in modern enterprises in rural sectors

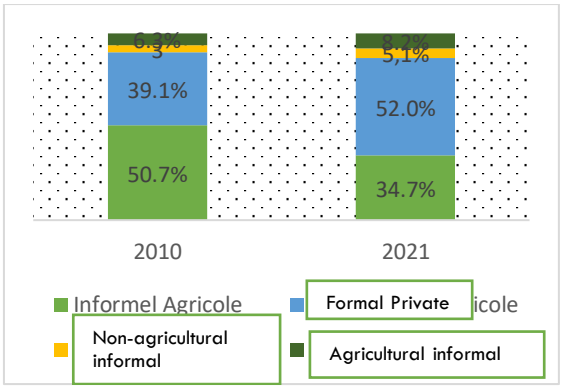


Sources: NIS, economic and financial studies of companies in 2023 (based on the DSF of companies)

8.4. Promotion of migration from the informal to the formal sector

521. The migration of jobs from the informal to the formal sector remains a challenge in Cameroon. The employment structure for people aged 14 and above remains dominated by informality, with a concentration of 86.7% of all jobs in 2021 compared to 89.8% in 2010 (NIS, 2011, 2022), despite the slight decline in the proportion of informal jobs observed between 2010 and 2021. Generally, changes in the structure of jobs according to the institutional sector during this period highlight a decrease in the weight of agricultural informal sector in total employment from 50.7% to 34.7%; an increase in the share of non-agricultural informal sector from 39.1% to 52%; a slight growth in the weight of the formal private sector employment, from 3.9% to 5.1%; and an equally moderate increase in the share of public employment, from 6.3% to 8.2%.

Graph 59: Structure of employment of people aged 14 and above by institutional sector



Source: NIS (EESI3, 2021); our calculations from the EESI2 database.

522. The 16 percentage point drop in the share of agricultural informal sector employment mainly resulted in a 12.9 point increase in the share of non-agricultural informal sector. This dynamic suggests a shift in jobs from rural areas (mainly agricultural) to urban areas, notably due to the rapid urbanisation that the country [13] is experiencing. This urbanisation is also associated with the proliferation of unstructured [14] informal activities (street trading, commercial motorbikes, domestic services, etc.) which are generally excluded from the tax system and social protection. Therefore, the dynamics of employment in the informal sector has mainly resulted in recent years in a restructuring of informality and not in its significant reduction.

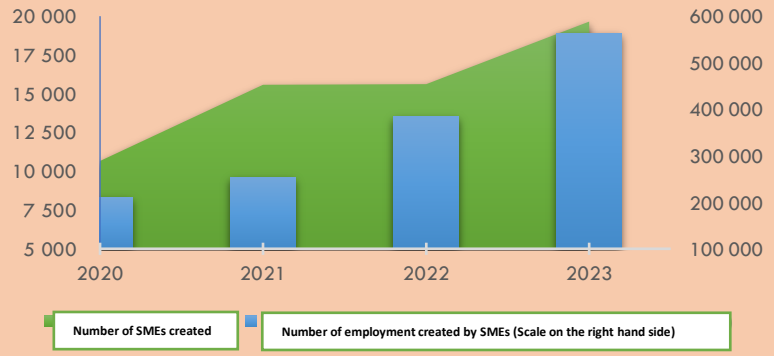
523. The upward progression of 1.2 percentage points between 2010 and 2021 in the share of formal private sector employment in total employment could result from a number of support measures implemented, namely: the establishment of a one-stop shop for business creation, the operationalisation of self-employment programmes for young people, the reduction of taxes for micro-enterprises, etc. However, despite these efforts, formal private employment remains marginal in Cameroon.

Box 2: The Business Formality and Creation Centre, a mechanism that promotes the formalisation of enterprises,

In recent years, the Government has established a number of mechanisms to facilitate the business creation process. The most important of these is the Business Formality and Creation Centre (CFCE), which is a one-stop shop aimed at facilitating business creation in Cameroon. It was set up by Law No. 2016/014 of 14 December 2016 to determine the minimum share capital and the terms and conditions of recourse to the services of a notary in the context of the creation of a limited liability company, and its implementing Decree No. 2017/0877/PM of 28 February 2017 to determine conditions for the authentication of the Articles of Association of the Limited Liability Company established by private agreement in the Business Creation Formalities Centres in Cameroon.

The CFCE handles all formalities related to business creation for entrepreneurs, without requiring them to consult a notary. However, this institution is only competent for the creation of companies with a share capital of between CFA Francs 100 000 and CFA Francs 999 999.
Since it began operating in 2018, the CFCE has contributed to the creation of a total of 89 177 SMEs. Between 2020 and 2023, the number of SMEs created through this institution increased from 10 682 to 19 651, reflecting the enthusiasm of operators to benefit from the administrative facilities offered by the CFCE. Also, according to MINPMEESA estimates (2024), the number of jobs created by SMEs in Cameroon follows a positive trend, increasing from 211 155 in 2020 to 563 290 in 2023.

Graph 60: Number of SMEs created in CFCEs and estimate of the number of jobs created in SMEs



Source: MINPMEESA, 2023 Statistical Yearbook on PMEESA, 2024.

524. The weight of public employment, which increased by 1.9 percentage points, reflects the State's efforts to reduce graduate unemployment, particularly in the education and health sectors.

[13] The urbanisation rate in fact increased from 51.5% in 2010 to 58.1% in 2021, and to 59.3% in 2023 (source: World Bank, WDI ; https://databank.worldbank.org/source/world-development-indicators

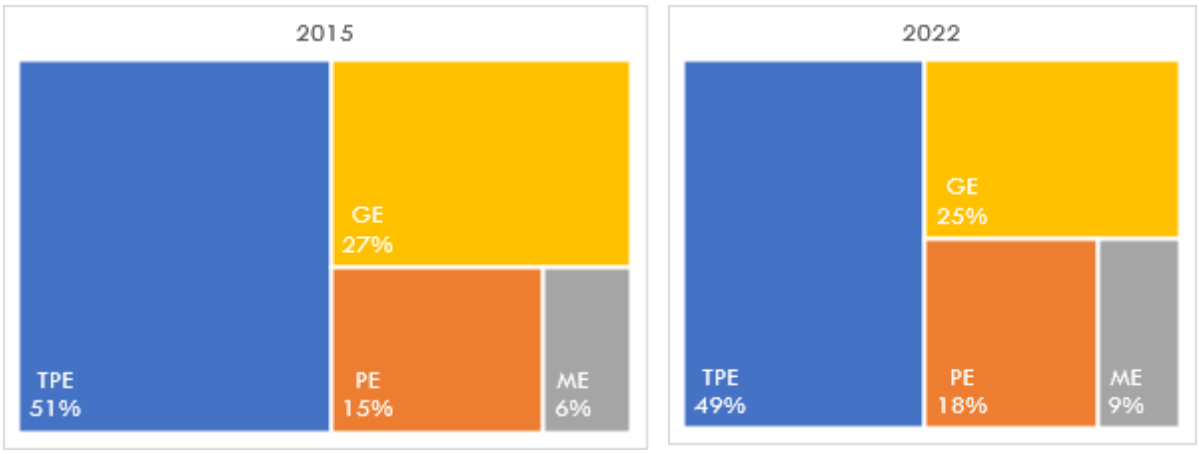
[14] In 2021, 67.5% of jobs fall under the informal non agricultural sector (source : NIS, EESI3 phase 1, 2022).

However, although this increase has an immediate social effect, it is not sustainable in the long term and does not reflect a deep economic dynamic. The State cannot, in fact, be the driving force behind the formalisation of jobs.

8.5. Creation and preservation of decent employment in large enterprises

525. Between 2015 and 2022, the number of permanent jobs increased from 635 969 to 1 178 044, an increase of 85% (NIS, 2018, 2024). The share of large enterprises in permanent jobs decreased slightly over this period. It stood at 25% in 2022 compared to 27% in 2015, suggesting a slower growth of permanent jobs in large companies compared to the overall job market. In other categories of enterprises, the relative share of employment decreased from 51% to 41% for Very Small Enterprises (VSEs), from 15% to 18% for Small Enterprises (SEs) and from 6% to 9% for Medium Enterprises (MEs). It follows that, despite the diversification of employment beyond the segment constituted by VSEs,. this segment remains dominant in structuring the dynamics of employment in Cameroon.

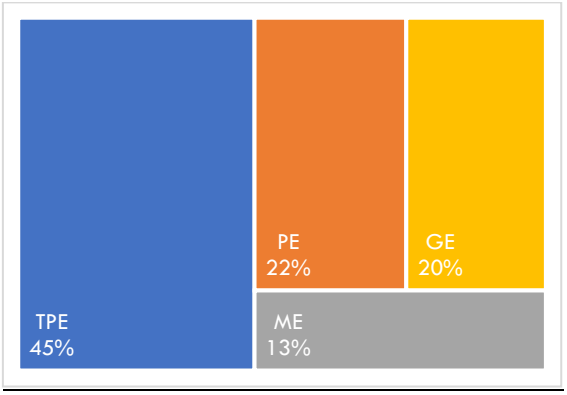
Graph 61 : Evolution of the share of each category of enterprises in permanent jobs between 2015 and 2022



Source: INS (RGE2 et RGE3)

526. In terms of job creation, the number of jobs created between 2015 and 2022 in large enterprises stood at 71 339 (that is 20% of the total permanent jobs created during the period). However, the most significant performance in terms of permanent job creation was that of VSEs, which accounted for 45% of new jobs created, as against 22% and 13%, respectively for small and medium-sized enterprises (SMEs).

Graph 62: Share of each category of enterprises in the creation of permanent jobs between 2015 and 2022



Source: NIS (RGE2 et RGE3)

527. As part of NDS30 implementation, the promotion of employment within large companies operating across the national territory has resulted, among others things, in the strengthening of partnerships in terms of employment and skills development with national and international stakeholders. To this end, in 2022, nine collaboration framework agreements involving MINEFOP and private institutions, notably the Union of Transporters and Auxiliaries of Cameroon, the Group of Industrial and Interprofessional Enterprises of Cameroon, were signed.

528. In addition, the awareness-raising of enterprises on compliance with national workforce quotas according to professional categories has continued. It aims to promote the employment of national workers in major projects, the recruitment of local residents in areas where major projects are and the fight against illegal workforce placement agencies.

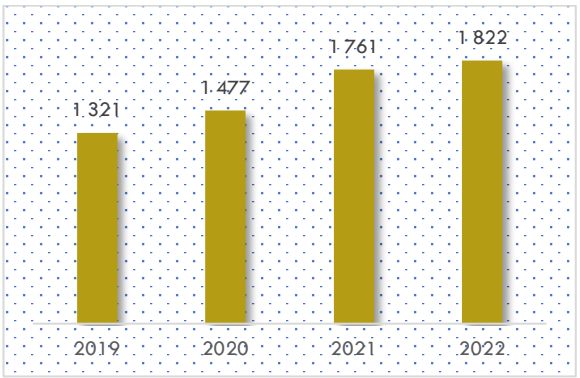
8.6. Aligning training with employment and professional integration

529. NDS30 guidelines in this area mainly concern: (i) continuous upgrading and diversification of the technical and vocational training offer; (ii) densification of the map of trade centres and other public vocational training institutions in the regions; (iii) promotion of professional integration; (iv) strengthening of career counselling; and (v) development of the competency-based approach in educational establishments.

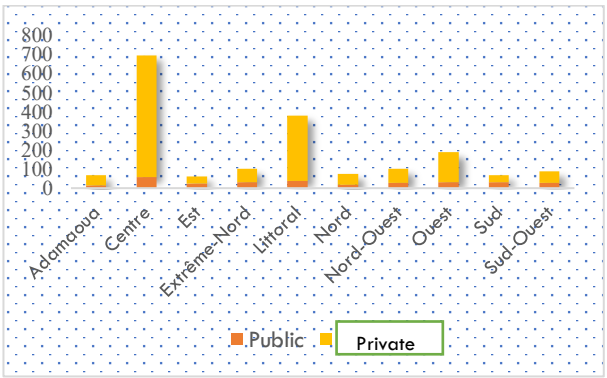
530. As part of the diversification of the technical and vocational training offer, the number of vocational training courses developed in secondary education as well as technical and professional higher education increased from 74 in 2020 to 250 in 2022[15]. In secondary education in particular, the new technical training courses concern, among others: fishing, bakery-pastry making, charcuterie, office automation-stenotyping, tanning, leatherwork, etc. With regard to the new vocational courses instituted, they notably concern wood trades for industrial techniques, and trades relating to transport/logistics for tertiary science and technologies. The promotion of these courses is aligned with the priority areas of NDS30, including: agro-industry, Building and Public Works (BTP), energy and digital technology.

531. Within the scope of the densification of the map of trade centres, between 2019 and 2022, the number of approved public and private Vocational Training Centres (VTCs) rose from 1 321 to 1 822, an increase of 37.9% (ONEFOP, 2022). This offer, however, remains characterized by a preponderance of private training structures which, in 2022, represented 83.5% of VTCs; and a strong concentration in the Centre and Littoral Regions which alone accounted for 59% of VTCs.

Graph 63: Evolution of the number of VTCs in Cameroon between 2019 and 2022



Graph 64: Number of VTCs by region and by order of education in 2022



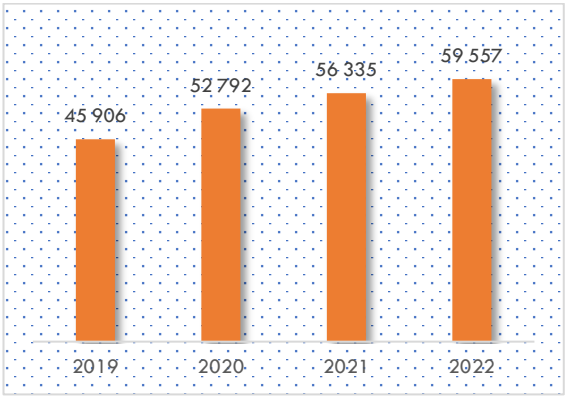
Source: ONEFOP, Statistical yearbooks of vocational training, 2021 and 2022.

[15] Republic of Cameroon, Statistical Yearbook 2021-2022 of the education and vocational training sector, 2023.

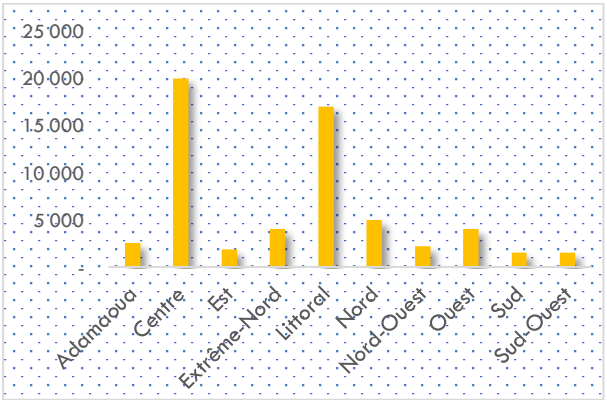
532. From a human resources perspective, it is also worth noting an upward trend in the number of trainers within VTCs. This number has in fact increased from 12 370 in 2020 to 13 440 in 2022, a growth of 8.6% during the period[16].

533. Faced with this offer, the demand for vocational training has also experienced accelerated growth. Indeed, the number of learners in vocational training centres rose from 52 792 in 2020 to 59 557, an increase of 12.1% during the period under review. In 2022, the private sector accounted for 80.5% of VTC learners. In terms of spatial distribution, the Centre and Littoral Regions had the largest number of learners, that is 62% of the total number of learners in 2022 for these two regions. The average number of learners per VTC in these regions was 29 for the Centre and 45 for the Littoral, respectively. In contrast, the North Region, which had only 73 VTCs for a total number of learners estimated at 4 970, the average number of learners per VTC was 68. At the national level, this number stood at 33.

Graph 65: Evolution of the number of learners in vocational training centres between 2019 and 2022



Graph 66: Regional distribution of the number of learners in vocational training centres in 2022



Source: ONEFOP, Statistical yearbooks of vocational training, 2021 and 2022.

534. In recent years, the proportion of learners of vocational training centres (VTCs) enrolled in priority economic sectors (digital, construction, agri-food, etc.), in relation to the total number of VTC learners has witnessed a slight decline. In fact, it stood at 3.0% in 2022, compared to 6.8% and 3.2%, respectively in 2021 and 2020.

535. The development of vocational training has continued, particularly through: (i) improvement of the quality of training; (ii) improvement of quantitative offer of training.

536. As concerns the improvement of the qualitative provision of vocational training, this has materialised, among other things, with: (i) the creation in 2023 of the National Trainers' Training and Programme Development Centre Yaounde (CNFFDP); (ii) the creation of seven (7) Information and Vocational Guidance Counselling Centres (CIOP) in Bafoussam, Bamenda, Douala, Ebolowa, Maroua, Ngaoundere and Yaounde. Apart from the one in Ebolowa which is under construction, the other six are already operational; (iii) the granting of approvals to 381 Training Centres as part of the sanitisation of the activities of private vocational training structures; (v) the approval of 76 vocational training reference frameworks.

537. With regard to the improvement of the quantitative provision of vocational training, this was achieved through: (i) the construction and equipment of the Nanga-Eboko vocational training centre (VTCs) and the continuation of construction work on the VTCs of Bandjoun, Ndop, Ebebda and Maroua; (iii) the granting of 230 national scholarships and several foreign scholarships to facilitate access to vocational training for as many young people as possible.

[16] ONEFOP, Statistical yearbooks of vocational training 2020 and 2021.

8.7. Regulation of the labour market

538. The labour market regulation policy defined in the NDS30 for the 2020-2030 period mainly aims at the following objectives: (i) increasing the transparency of the labour market, in order to facilitate the qualitative match between job offer and demand, notably by densifying the establishment of private placement bodies; ii) reforming the National Employment Fund (NEF), in order to refocus its activities on the observation of the job market, intermediation between job offer and demand and the orientation of vocational training (definition of trades and associated training curricula).

539. Within the context of labour regulation and transparency, the following main achievements should be noted in recent years: (i) the signing of 2 085 employment contracts, including 1 008 for nationals; (ii) the monitoring of 76 companies as part of the sanitisation of the working environment; (iii) raising awareness among private labour placement organisations on compliance with employment regulations; (iv) data collection for the drafting of the conceptual file framework for updating the file index of traders together with the skills; (v) capacity building of target publics on job-seeking techniques; (vi) the organisation of career crossroads (*carrefours métiers)* in the ten regions of Cameroon; (vii) the formulation, publication and dissemination of information materials.

540. However, the labour market trend is linked to economic activity and the prevailing context in terms of investment. Nevertheless, as noted by the International Monetary Fund in the Governance and Corruption Diagnostic (2023), large formal enterprises in Cameroon are reportedly burdened not only by a high overall tax rate, but also by unusually strict limits on tax deductions[17]. The gap between statutory corporate profit tax rates for large and medium-sized enterprises (which was increased to 5.5 percentage points in the 2023 Finance Law) could make enterprises to restrict their growth or underreport sales in order to remain below the large taxpayer threshold (IMF, 2023).

[17] The general corporate tax rate is 33 percent (including the local council surtax), while the minimum tax is 2.2 percent of turnover. Also, 90 percent of large taxpayers pay only the minimum tax, probably due to possible under-reporting of their profits (IMF, 2023).

STATUS OF IMPLEMENTATION OF THE GOVERNANCE, DECENTRALISATION AND STRATEGIC MANAGEMENT OF THE STATE PILLAR



CHAPTER 9

EVALUATION OF THE IMPLEMENTATION OF THE « GOVERNANCE » SECTOR STRATEGY



Chapter 9:

Evaluation of the implementation of the "Governance" Sector Strategy

541. Governance is understood as a set of mechanisms and processes through which power is exercised, public institutions are managed, and public decisions are made. In recent years, Cameroon has continually strengthened and diversified its public governance system in order to adapt to international standards and the exigencies of its development strategy. Through these key planning documents, the country has affirmed the importance of good governance in a competitive global context. This drive should result in the implementation of numerous initiatives at different levels of the State, aimed at a more open, healthy, and inclusive governance.

542. To address these challenges, Cameroon, in its move towards emergence by 2035, has defined priority measures and actions likely to bring added value to the economic and social development policy. These are structured around the following components: (i) decentralisation and local development; (ii) strengthening the rule of law and the security of persons and goods; (iii) improvement of the State's public service; (iv) economic and financial governance; (v) regional development; and (vi) promotion of bilingualism, multiculturalism and citizenship.

9.1. Overall evaluation of governance in Cameroon

543. The evaluation of governance, in general, is carried out through several frameworks and indicators, produced by national and international institutions. It concerns, amongst others: the quality of institutions, transparency, the effectiveness of the State and citizen participation.

544. At the national level, the NIS published in 2021, in partnership with the UNDP, a Report on Governance, Peace and Security (GPS). This report presents the experience and perception of the adult population (18 years and above) regarding the functioning of democracy, public institutions, the involvement of citizens in decision-making that concerns them, and their relationship with elected officials (senators, parliamentarians and mayors). It also identifies the main threats to peace and security that weigh on the population, with a particular focus on the most exposed persons or categories. The results are presented according to four (4) themes, namely: (i) democracy and human rights, (ii) the quality of institutions and corruption; (iii) authorities-citizens relations; (iv) peace and security.

545. ***Regarding democracy and human rights,*** the vast majority (88%) of people aged 18 and above are attached to democracy. Of the nine characteristics of democracy considered in the study, those most cited as essential by 90% of adults are: political freedom, the holding of free and transparent elections, freedom of religion and freedom of association. In addition to democracy, two other types of regime were proposed for the population's appreciation. The population is fundamentally opposed to any form of authoritarian regime, whether led by a "strongman" or by the army. About 29% of the adults surveyed are in favour of a "strongman" leading the country and 22% are in favour of the army having control over political decisions. The adult population judges the functioning of democracy harshly. Thus, 58% of the population are generally dissatisfied with the way in which democratic principles are implemented and 14% even say that democracy functions very poorly. Furthermore, approximately one in seven adults (15%) believe that human rights are never respected.

546. ***Concerning the quality of institutions and corruption,*** more than half of the adults surveyed have confidence in the public education system (71.3%), the public health system (70.2%), the council (56.6%), the water service, the police, the army (military), the administration in general, the electricity service (ENEO), the National Assembly, the Gendarmerie, the Treasury services, Justice, toll/weighing services, Taxation and the National Institute of Statistics (NIS). Populations living in

urban areas, as much as those in rural areas, almost always express critical opinions regarding the quality of access to public services. However, these criticisms must be qualified when we restrict ourselves to the study population having been in contact with the institutions. Indeed, access tends to positively influence the judgement made by the population: confidence indices of 82% and 78% are obtained amongst those who have had access to water services and the police, respectively. Thus, the mistrust or opinion expressed by certain categories of the population may partly result from preconceived ideas or possible rumours. Overall, corruption, which is a scourge hindering the proper functioning of institutions, is denounced by 88% of the total population and by 93% of those living in urban areas.

547. ***As for authorities-citizens relations,*** the results of the study show that elected officials (Senators, Members of Parliament and municipal authorities) listen to and act very little on the problems of the populations. In contrast, 62% say the opposite for traditional leaders. Furthermore, 61.3% of those surveyed believe that central authorities do not provide citizens with the right information and 47.7% have an unfavourable opinion regarding the implementation of projects and the provision of services at the municipal level. Nevertheless, the population's dissatisfaction with their local elected officials is partly explained by the inadequacy of the power they hold. Indeed, 48.4% of adults believe that the extent of the power of local authorities is insufficient to carry out the missions assigned to them. Regarding the consideration of the public's concerns and demands by politicians such as ministers and political party leaders, 65.7% of the population say that these concerns and demands are not sufficiently taken into account. Concerning freedom of expression, membership, and choice, the population's opinion is generally rather favorable. In fact, 64.2% say they feel free to say what they think; 82.1% believe they are free to choose freely and without pressure; and 84.3% feel free to join the political party of their choice.

548. Finally, regarding the theme of peace and security, the main threats felt by adults are primarily economic, namely unemployment and poverty. 76.5% and 71.5% of the population respectively feel very or somewhat (quite) threatened by these risks. This is followed by hunger (65.4%) and criminal violence (60%). Many other threats were identified by more than half of the adults. These include health risks, terrorism, Boko Haram, secessionist movements, armed conflicts or war. The feeling of insecurity related to armed conflicts or war and the threat of secessionist movements are stronger and denounced by the populations of the North-West and South West Regions. In the Far-North, the threats of poverty and unemployment come well before the threat linked to Boko Haram.

549. At the international level, governance assessments are carried out by international institutions, notably the World Economic Forum (WEF), the Mo Ibrahim Foundation, the World Bank and the NGO Transparency International. These institutions produce aggregated statistics on aspects such as the perception of corruption and the business climate.

550. According to the World Economic Forum (WEF) ranking, Cameroon currently ranks 116th. It has lost three places while slightly improving its overall score. Its strengths are its labour market and the stability of the macroeconomic framework following the continuation of the policy of dematerialisation and streamlining of administrative and financial procedures, while electrification and business creation are areas where it could improve, according to the report.

551. According to the Ibrahim Index of African Governance (IIAG[18]) used by the Mo Ibrahim Foundation, Cameroon ranks 39th out of 54 African countries. It obtained a score of 42.9 out of 100 on the IIAG. This score is lower than the overall average of 49.3. In the category of Participation, Rights and Inclusion, Cameroon experienced a decline of 2.1 points, indicating a regression in citizen involvement in the management of their city and a regression in social inclusion. These results show that, despite some progress in areas such as human development,

[18] *The IIAG helps to measure and monitor governance performance in African countries across four components (security and rule of law, participation and human rights, sustainable economic development and human development).*

challenges remain in governance, particularly with regard to citizen participation and inclusion.

552. According to Transparency International's Corruption Perception Index (CPI), Cameroon scores **26 out of 100**, ranking **140th** out of **180** countries assessed. This result marks a decline of one point from 2023, when the country scored 27. Despite a slight improvement of two places in the overall ranking compared to 2023, this progress is considered insufficient by Transparency International Cameroon, which emphasizes that the country is struggling to overcome persistent corruption in the management of public resources *(www.transparency.org)*.

553. According to successive PEFA reports, Cameroon's public financial management assessment shows a steady improvement in its rating since 2017. The evaluation carried out in 2023 showed improvements in the rating of 17 indicators and 38 components compared to the previous evaluation, particularly in the pillars of asset and liability management, as well as budget strategy and budget preparation. However, there was a deterioration in the rating of 4 indicators and 12 components, indicating declines in performance in some specific areas, although this did not result in a decline in performance at the level of the overall pillars. Overall, improvements were noted in, amongst others, the budget preparation process, macroeconomic and budgetary forecasts, the medium-term budget strategy, the performance plans of ministries, revenue collection, debt management, consolidation of cash balances, and reduction of expenditure arrears.

554. However, weaknesses persist, particularly with regard to transfers to local authorities, the late submission of the budget to the legislature, budgetary consistency with previous estimates and budget implementation. In addition, the competitive situation between the Audit Bench and CONSUPE in matters of external audit raises issues of coordination and follow-up of recommendations.

555. According to the World Bank's report "Demand for Good Governance" [19] report assessing the **quality of institutions**, in 2023, Cameroon maintained relatively stable scores compared to 2022, reflecting continuity in the country's policies and institutions. However, Cameroon needs to redouble its efforts to strengthen property rights through land and legal reforms, the efficiency and integrity of the judicial system, and transparency and accountability in the public sector. *(www.worldbank.org)*.

Table 36: Cameroon's CPIA scores in 2022 and 2023

Indicators	2022	2023
Economic management	3.7	3.7
Structural policies	3.3	3.3
Policy to combat social exclusion and promote equity	3.2	3.3
Management of the public sector and institutions	3.0	3.0
Overall CPIA score	**3.3**	**3.3**

Source: CPIA Africa, September 2024 (World Bank)

556. In May 2025, Fitch Ratings International announced that it was maintaining Cameroon's B sovereign rating with a negative outlook. The agency noted that despite efforts made in public finance management, political uncertainties remain. **This rating is stable compared to the rating of Standard & Poor's (S&P) of 22 March 2024, which raised Cameroon's sovereign rating from CCC+/C to B-, with a stable outlook.** This improvement comes after a decline in August 2023, when the rating was downgraded to SD (partial default). This revision is explained by improved public finance management, better payment discipline, and the implementation of

[19] *Each year the World Bank publishes a report that focuses on the following dimensions: transparency (media and access to information), accountability (anti-corruption, political environment and public freedoms), participation (CSOs, civic investment, voting and electoral process), the socio-cultural environment (gender and minority groups, identity, relationships and attitudes) and development results. The World Bank assessment assigns a score of 1 (low) to 6 (high) in each of the four (4) key areas, namely: economic management, structural policies, social inclusion and equity policies, and public sector management and institutions.*

reforms supported by the International Monetary Fund (IMF) to strengthen the treasury management framework. In contrast, Moody's downgraded Cameroon's rating from B2 to CAA1 on 27 July 2023, due to external debt payment delays, notably a default incident with Deutsche Bank Spain. This decision reflects persistent challenges in cash flow management and liquidity. Indeed, despite efforts made in the area of public financial management, Cameroon presents significant challenges in budgetary management and liquidity.

Table 37: Rating of governance assessment according to some international institutions

Year	FICTH		S&P		Moody's	
	Score	Outlook	Score	Outlook	Score	Outlook
2020	B	Negative	B-	Stable	-	
2021	B	Stable	-		-	
2022	B	Stable	-		-	
2023	B	Stable (May)	SD	Partial default	-	
	B	Negative (Nov)	CCC+	Stable	CAA1	Stable
2024	B	Negative	B-	Stable	CAA1	Stable
2025	B	Negative				

9.2. Decentralisation and local development

557. The overall objective of the strategy is to ***complete the decentralisation process.*** Actions undertaken within this framework have focused mainly on legislative and regulatory aspects, the transfer of resources and the development of partnerships.

558. At the legislative, regulatory and institutional level, several instruments have been drawn up, adopted and promulgated with a view to accelerating the decentralisation process launched since 2004. At the institutional level, it is necessary to recall the effective establishment of the Regions with the organisation of the first regional elections on 6 December 2020 and the installation of the various regional bodies in 2021. At the legislative and regulatory level, we can cite Law No. 2024/020 of 23 December 2024 on local taxation; Decree No. 2021/742 of 28 December 2021on the standard organisation of the regional administration; the various decrees determining the distribution of the General Decentralisation Grant; the various orders containing specifications on conditions and technical modalities to exercise the powers transferred by the State to councils.

559. ***As concerns the transfer of powers,*** the following table outlines the situation of the implementing instruments relating to the transfer of powers to the Regions by the administrations as provided for by the General Code of Regional and Local Authorities (CGCTD).

Table 38: Situation of the availability of implementing instruments for administrations that transfer powers to the Regions

Administrations	Number of powers transferred by the State in compliance with the Law on CGCTD	Number of powers for which implementing instruments are available	Number of powers actually exercised
MINTOUL	3	3	**1**
MINESEC	7	7	**1**
MINEPDED	3	3	**1**
MINHDU	2	2	**1**
MINTP	1	1	**1**
MINSANTE	6	4	**1**
TOTAL	**22**	**20**	**6**

Source: MINDDEVEL

560. Out of the 20 implementing decrees drawn up, 6 have been signed and the relevant powers have actually been exercised,12 have been submitted for signature by the relevant sectoral administrations and 2 have not yet been forwarded.

561. As regards councils, 37 powers are effectively exercised out of the 66 powers for which the implementing instruments are available. The powers actually transferred concern 20 sectoral administrations.

Table 39: Situation of availability of implementing instruments for administrations that transfer powers to Councils

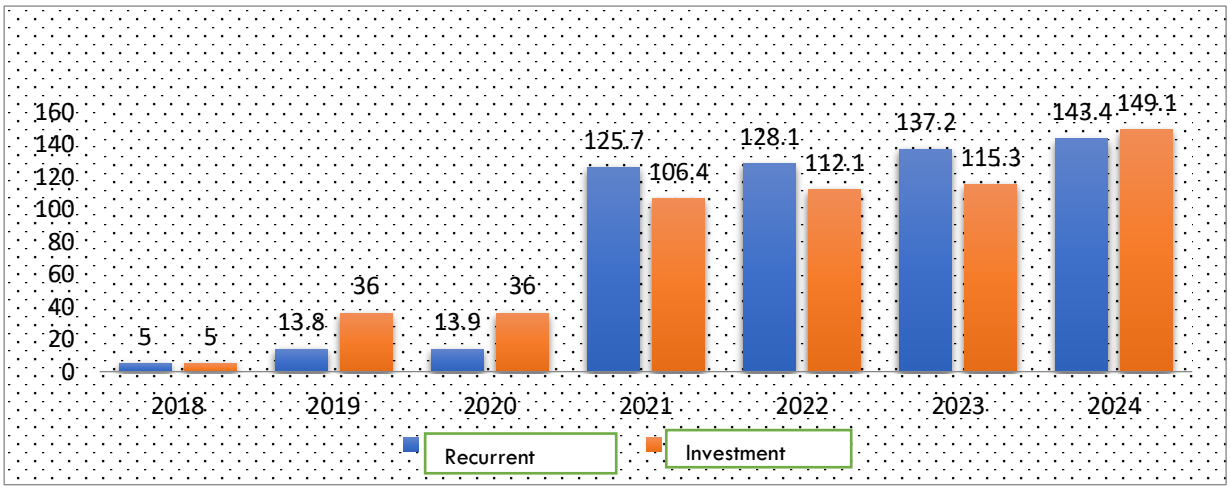
ADMINISTRATION	Number of powers transferred by the State in compliance with the Law on CGCTD	Number of powers for which implementing instruments are available	Number of powers actually exercised
MINAC	9	3	**1**
MINEDUB	5	5	**5**
MINSEP	5	5	**5**
MINCOMMERCE	2	2	**2**
MINTOUL	3	2	**1**
MINMIDT	1	1	1
MINJEC	1	1	**1**
MINEPDED	5	4	**2**
MINADER	1	1	**1**
MINEPIA	2	2	**2**
MINEE	2	2	**1**
MINFOF	1	1	**0**
MINEFOP	3	3	**3**
MINTP	2	2	**2**
MINHDU	12	7	**2**
MINPMEESA	2	2	**2**
MINSANTE	4	2	**1**
MINAS	3	3	**3**
MINPROFF	1	1	**1**
MINT	2	1	**1**
TOTAL	**66**	**50**	**37**

Source: MINDDEVEL

562. It is necessary to note the need to update the texts containing rules applicable to municipalities and regions drawn up on the basis of Law No. 2004/017 of 22 July 2004 on the orientation of decentralisation, with regard to Law No. 2019/024 of 24 December 2019 on the General Code of Regional and Local Authorities.

563. As concerns the General Decentralisation Grant and its components, it has been increasing since 2018. Over the 2020-2024 period, it increased from 49.9 billion to 292.5 billion. Recurrent resources increased from 13.9 billion in 2020 to 143.4 billion in 2024 while investment resources increased from 36 billion in 2020 to 149.1 billion in 2024.

Graph 67: Evolution of resources of the General Decentralisation Grant from 2020 to 2024



Source: MINDDEVEL

564. ***In terms of investment transfers to Regional and Local Authorities,*** investment resources transferred to the RLAs increased by 24.9% in 2024 compared to 2023, and represent 32.9% of the total amount of ordinary internal resources allocated to public investment. The increase recorded in transferred resources is notably a reflection of the exercise of certain powers by the Regions, in accordance with the law. The Regions thus benefitted in 2024 from the resources of five administrations, for an initial experiment. The effectiveness of the exercise of other powers, following the expected signing of the related decrees, should make it possible to observe a significant increase in the volume of resources transferred to RLAs over the 2026-2028 three-year period.

Table 40: Evolution of investment resources transferred to RLAs between 2018 and 2024

	2018	2019	2020	2021	2022	2023	2024
Ordinary Internal Resources (OIR) of the PIB (in billions)	635.0	636.3	554.9	576.2	601.5	631.1	661.2
Relative variation of the PIB over OIR (in %)	3.5	0.2	-12.8	8.9	4.3	4.9	4.8
Transferred Resources (TR) of the PIB (in billions)	59.6	91.4	97.6	102	112.3	114.9	143.5
Relative variation of TR of the PIB (in %)	1.2	53.4	6.1	4.5	10.1	2.3	24.9
Weight of TR in OIRs of the PIB (in %)	9.4	14.4	17.6	17.7	18.7	18.2	32.9

Source: MINEPAT (DPEB 2025 -2027)

565. ***Regarding local development,*** the Government has implemented, with the support of the World Bank, the Local Governance and Resilient Community Project (PROLOG), which aims at making RLAs real poles of growth and inclusive economic and social development. This project will directly benefit 180 municipalities spread across six (6) regions, namely: Adamawa, Far North, North, North West, South West and East Regions. PROLOG aims to improve the socio-economic inclusion and resilience of fragile communities. This improvement involves strengthening local governance, engaging beneficiary populations in the provision of services and creating socio-economic opportunities.

566. As for the main achievements of the project, they include: (i) the signing of a partnership agreement between PROLOG and the Adamawa Regional Council for the construction of three bridges at Mayo Dankali, Anan and Lom for an amount of CFA F 1.2 billion; (ii) the signing of an agreement between PROLOG and the Far North Regional Council for the construction of five turnkey secondary education establishments at the tune of CFA F 3 billion; (iii) the signing of two agreements granting investment support subsidies to the municipalities of Yagoua and Guere, for the implementation of various projects in the health, water and energy sectors; (iv) the establishment of a Performance-Based Subsidy (PBS) Window, which enabled the rewarding of RLAs according to

their governance and public service indicators. Furthermore, in order to strengthen financial management and ensure better traceability of funds allocated to RLAs within the framework of the project, PROLOG signed a partnership agreement with CCA Bank to facilitate the opening of accounts dedicated to RLAs.

567. ***In the area of civil status,*** Cameroon has undertaken significant reforms in recent years to modernise its civil status system, with the aim of guaranteeing each citizen a legal identity and facilitating access to essential services. Amongst the reforms undertaken is the implementation of the Integrated Civil Status Management System (SIGEC), which aims at the digitilisation of civil status documents. The Yaounde 1council was a pioneer in signing the first digitised civil status document in October 2024. However, given the shortcomings of the existing system, and in order to modernise the civil status system through the computerisation of the registration of civil status events, the establishment and issuance of civil status documents, Law No. 2024/016 to organise the civil status registration system was adopted. Furthermore, it is also worth noting the implementation of the Civil Status Modernisation Support Programme (PAMEC II), with the support of development partners, which has enabled the capacity-building of municipalities, improve collaboration between administrations and pilot the digitalisation of civil status services in several municipalities. The actions carried out have made it possible, among other things, to improve the production rate of civil status documents, notably the proportion of the population with a birth certificate; gradual digitalisation, with several hundred thousand documents digitised; capacity building of agents and sensitisation of citizens.

568. Between 2018 and 2023, the number of birth declarations in the civil registry increased from 482 126 declarations to 871 057 declarations, representing an increase of 388 931 declarations (77 776 declarations on average per year). Over the same period, the number of birth certificates issued increased from 461 182 birth certificates to 749 761 birth certificates, that is an increase of 288 579 birth certificates (an average of 57 716 birth certificates per year).

569. Furthermore, following the signing of an allocation agreement between the Republic of Cameroon and the French Development Agency, the project for Strengthening Civil Status in the West and Restitution of Rights (RECORD) was launched in 2023. RECORD aims to improve the registration of civil status facts and their reliability by strengthening the civil status system and also by improving the population's knowledge of civil rights. With the West Region as its intervention area, the project has a budget of 3 500 000 euros. The mapping works of the civil status centres in the programme's intervention area have already been done.

570. ***In terms of human resources,*** according to the results of the census of council staff carried out by the General Inspectorate of MINDDEVEL, the number of municipal staff increased from 18 268 employees in 2019 to 20 738 employees in 2022. The staff of the Regions are mainly made up of Secretaries-General and regional collectors, in addition to the support staff recruited directly by the presidents of the Regional Councils. Indeed, the subjective management of human resources, combined with the economic context of Cameroon, has led to the accumulation of salary arrears over the years. To address this issue, the arrears of municipal officers from the 2013-2020 mandate were paid. This operation, which is being carried out gradually, has made it possible to clear, in three phases, the arrears of seven hundred and seven (707) municipal officers for a total amount of CFA F two billion fifty-eight million eight hundred and fifty thousand (2 058 850 000). According to MINFI, the financial impact of taking charge of the staff of RLAs is estimated in 2022 at about 25 billion per year, representing an estimated monthly payroll of 2.08 billion. The main challenges in the management of the human resources of RLAs between 2020 and 2025 include, amongst others, a shortage of qualified staff, particularly in key technical areas, and an insufficient salary capacity, limited public recruitment, hampering the capacity to absorb powers transferred by the State.

571. ***With regard to development partnership,*** under the 11th EDF, direct and indirect financing was granted to Regional and Local Authorities using the specific investment financing mechanisms in force, such as those of the National Participatory

Development Programme (PNDP), the Special Council Support Fund for Mutual Assistance (FEICOM) or specific sectoral mechanisms like the Road Fund, the Rural Energy Fund, the REDD+ initiative (Reducing Emissions from Deforestation and Forest Degradation) or forest and mining royalties.

572. In addition, it is worth highlighting Government's support which enabled 48 RLAs to obtain grants for a funding amount of approximately CFA Francs 42.4 billion. In more detail, this included the support of five (5) RLAs in the negotiations and finalisation of technical files which led to the signing of twinning agreements between the towns of: Campinas and Mbandjock; João Pessoa and Bafoussam; Londrina and Nitoukou; Rio de Janeiro and Kribi. These twinnings also concern the Yaounde 2 City Council and the city of Limeira. The two (2) main cities, Douala and Yaounde, are not left out. Negotiations are continuing within the framework of twinning agreements with the Brazilian cities of São Paulo and Brasília. A capacity building seminar was organised from 12 to 15 March 2023 for around thirty Regional and Local Authorities involved in the implementation of cooperation projects between Cameroon and China. More than forty (40) Councils were also sensitised on the drafting of local public policies taking into account the contribution of the diaspora within the framework of the "MEET Administrations" project.

9.3. Strengthening the rule of law, security of persons and goods

573. A number of reforms and interventions have been identified in the component ***strengthening the rule of law and security of persons and goods,*** notably: (i) improvement of the institutional and legal framework; (ii) consolidation of judiciary power and access for all to equitable justice; (iii) guaranteeing equity in the political arena; (iv) protection of human rights and social cohesion; and (v) intensification of the fight against insecurity, crime and terrorism.

9.3.1. Institutional and legal framework

574. With regard to the institutional and legal framework relating to governance, the guidelines adopted in the NDS30 mainly concern the improvement of the regulatory function of parliament; the completion of the setting up of regulatory bodies of State institutions and the improvement of the representativeness of the various components of the society in parliamentary and political-institutional bodies.

575. Since 2020, the legal architecture has been strengthened by the adoption of more than 50 laws. More specifically, 5 texts have been reviewed and 31 instruments are currently being drafted in the judicial system. In addition, the Ministry of Justice continued its objective of modernising legislation during the reference period, with the continuation of projects to draft many texts and the support of administrations in the drawing up of texts. In 2024, 124 draft instruments were prepared, including 86 at the national level, 18 at the community level, 20 draft agreements at the level of international cooperation, and 11 draft implementing texts were examined.

576. Also, several preliminary draft texts have been prepared and some have resulted in the signing of either laws or decrees. Futhermore, a new OHADA Uniform Act on the organisation of enforcement procedures and real estate seizures was signed on 17 October 2023.

577. However, other major texts are still pending, including the Civil Code, the Family Code, the Civil and Commercial Procedure Code, and the Land Tenure and State Property Code. The creation of a Audit Court is also awaited, in accordance with Article 72 of CEMAC Directive No. 01/1/11-UEAC-190-CM-22 of 19 December 2011.

9.3.2. Judicial system

578. With regard to the judicial system, the main guidelines relate to: improving accessibility to justice; strengthening the protection of litigants; strengthening the independence and transparency of justice; improving the quality of justice; combating prison overcrowding and increasing litigants' confidence in justice.

579. ***Access to justice.*** Although the objective is to align the judicial and penitentiary map with the administrative map, the coverage rate of the territory in Courts of First Instance (CFIs) remained at 20.83%, with no new jurisdictions being operationalised during the period under review. Thus, there were 75 functional CFIs out of the 360

(at the rate of one CFI per sub-division) provided for by Law No. 2006/015 of 29 December 2006 to organise the judiciary. Furthermore, to facilitate physical access to justice and reduce case processing timeframes, the provision of judicial infrastructure continued to be expanded with the continuation of construction work on the Modern Complexes of Judicial Services in Yaounde and Douala; and (ii) the Edea, Tombel and Ambam Courthouses and the reception of the Mbalmayo, Nanga Eboko and Mbouda Courthouses between 2020 and 2024.

580. ***As concerns strengthening the protection of litigants and improving their confidence in the justice system***, the Internal Control bodies, in this case the General Inspectorate of Judicial Services, continued its missions of monitoring the documents and on-site inspections of the courts, on the one hand, and the processing of requests made by litigants against unscrupulous judicial personnel, on the other hand. Thus, 242 requests against judicial personnel were registered and processed in 2024, compared to 249 in 2023 and 218 in 2022. Court officials were not left out. In 2022 and 2023, 252 requests against bailiffs were received and processed, 216 against lawyers and 113 against notaries.

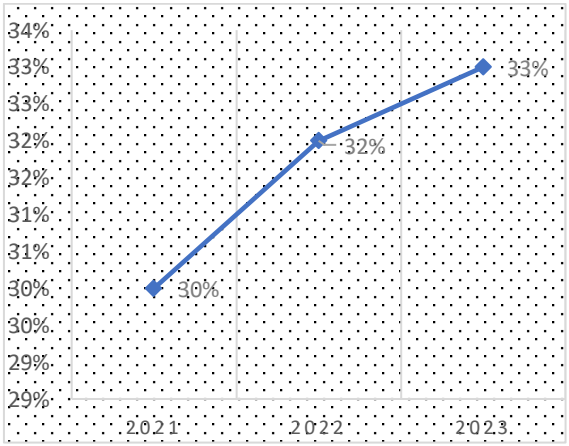
581. ***Strengthening human resources and improving the quality of justice.*** Since 2020, efforts have been made to improve the public justice service and guarantee independence and transparency. Staffing levels are gradually being increased in line with the margins given by the Public Service; there has been the regular capacity building of judicial stakeholders ; and specialised equipment of the courts is gradually being upgraded. Strengthening the independence and transparency of justice was also the subject of reflection during the work of the Annual Meeting of Heads of Courts of Appeal and Regional Delegates of the Penitentiary Administration, that held in Yaounde on 18 and 19 October 2021. At the end of the deliberations, emphasis was laid on the need for all members of society to respect the constitutional principle of the independence of the judiciary power.

582. Specifically, the integration of Court Registry staff continued (158 in 2023); continuing training of judicial and prison staff increased (1 286 in 2023 compared to 1 131 in 2022 and 802 in 2020) in various fields, including international judicial cooperation, human rights, OHADA law, the fight against terrorism, administrative litigation, arbitration, and strategic planning; around thirty new Notary Clerks were admitted following the First Notary Clerk examination organised in 2023; (iv) a total of 350 recruited Assistant Court Registrars and Secretaries of Justice were trained before their deployment in 2022, while 420 penitentiary staff (all grades), were retrained at the National School of Penitentiary Administration. The overall number of judicial staff (magistrates and non-magistrates) increased from 6 748 in 2021 to 6 907 in 2022.

583. Capacity building of staff continued, with the training of 398 judicial and prison staff in 2023 and 317 in 2024. Furthermore, the strengthening of the number of judicial staff continued with the admission of 2 016 trainee Lawyers and 19 lawyers to the Cameroon Bar Association through the examination organised in 2024 by the Ministry of Justice and the Bar Association.

584. In 2024, the percentage of cases processed out of the cases filed was 69.77% while the rate of enforcement of court decisions increased from 32% in 2022 to 38.57% in 2024. The average time taken to process cases was stabilised at 21 months.

Graph 68: Rate of enforcement of court decisions



Source: MINJUSTICE

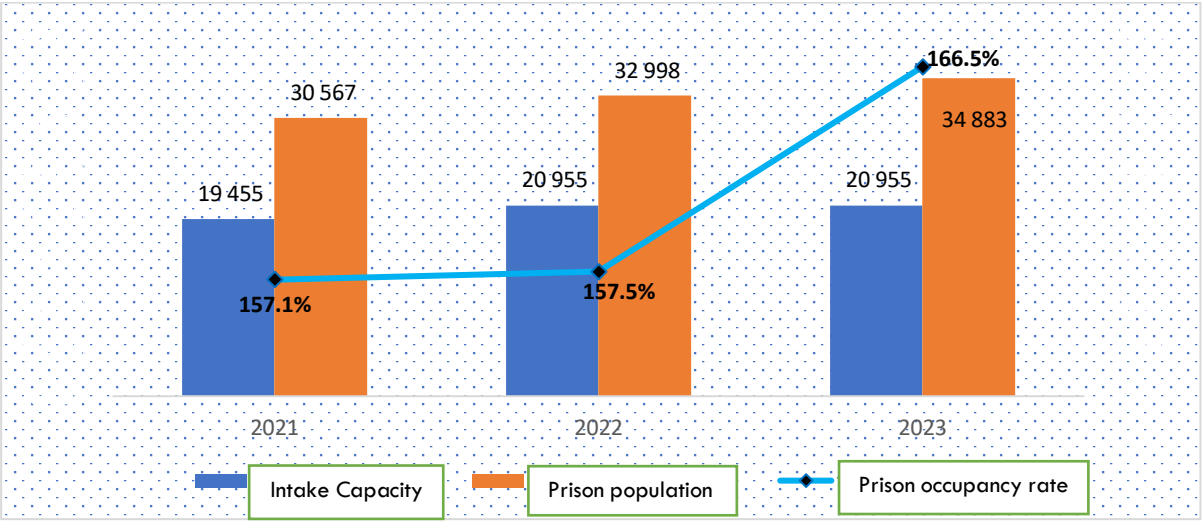
585. Implementation of prison policy. The Government has continued its efforts to improve detention conditions, health coverage for prisoners, and their preparation for social reintegration. Thus, several actions aimed at solving the problem of

prison overcrowding and detention conditions have been carried out,these include the construction and rehabilitation of prison infrastructures, notably the construction of the Douala Ngoma Central Prison and the Bengbis Prison; the rehabilitation and equipment of the prisons of Tchollire II, Djoum, Monatele, Bafia, Yaounde, Mfou, Ntui, Buea and Ngoumou; the construction of two prison infirmaries, particularly in Bangangte and Nkongsamba, and a borehole at the main prison in Ambam.

586. In contrast, the feeding situation of prisoners has worsened. Indeed, the rate of the food ration of prisoners was CFA F 412 in 2024, a decrease in this rate due to the flow recorded in the prison population, which was 36 836 as at 31 December 2024. This has resulted in a deterioration in the quality of life of inmates, particularly their nutritional state, with the corollary of a significant increase in food deficiencies within the prison population.

587. Indeed, the overall occupancy rate of prisons increased from 157.5% in 2022 to 177.28% in 2024. However, the provision of places in prisons increased by 1 500 places between 2021 and 2022 with the operationalisation of the Douala Ngoma Central Prison.

Graph 69: Evolution of the prison population



Source: MINJUSTICE

588. Regarding the social reintegration of prisoners, the rate of prisoners trained for social reintegration increased from 6.53% in 2023 to 41.8% in 2024. In addition, 84 prisoners passed official examinations in 2024: 48 passed the CEP, 13 the FSLC, 6 the BEPC, 8 t the GCE/OL, 2 the Probatoire, 1 the Baccalauréat and 6 the GCE/AL. It should also be noted that 2024, 209 prisoners received certificate training in agriculture, livestock farming, sewing, mixed hairdressing and office automation.

589. However, the implementation of certain actions, particularly concerning the judicial system, has been hampered by: (i) the persistence of security problems in the North-West and South West Regions which are taking a heavy toll on the judicial and prison services, in terms of various damages to human and infrastructure capital that must be preserved and safeguarded; (ii) the right of access to justice is decreasing, due to the insufficient coverage of the territory in judicial infrastructure or functional courts;, (iii) the inadequacy of budgetary resources allocated to the construction of infrastructure or to the feeding of prisoners, as well as to the capacity building of stakeholders of the judicial system; (iv) the constant increase in prison population without a corresponding increase in the number of prison staff, calling for urgent recruitment of staff in order to improve the supervisory staff/inmate ratio.

590. Thus, several challenges remain to be addressed, notably: (i) strengthening judicial and penitentiary infrastructure through the creation of new courts and prisons, in order to improve access to justice and particularly ensure the closeness of judicial and penitentiary services with litigants; (ii)

sustained budgetary support for the judicial system in line with the ever-increasing volume of judicial and penitentiary arrests imposed by the current security challenges; (iii) the sustainability of efforts to align the judicial and penitentiary map with the administrative map, thus requiring the continuation of these efforts through missions for the identification of construction sites followed by architectural studies with a view to densifying judicial and penitentiary infrastructure.

591. Regarding the challenges related to access to justice, it is clear that judicial delays can only be resolved gradually, with the aim of reducing the average time taken to process cases to 6 months by 2030. To this end, a set of factors must be combined to achieve this, particularly the networking of the territory in jurisdictions so as to completely align the judicial map with the administrative map, which will make it possible to relieve the backlog of hearings and process cases expeditiously. However, the judicial map shows the existence of Courts of First Instance in 75 sub-divisions, while Law No. 2006/015 of 29 December 2006 to organise the judiciary provided for a Court of First Instance in each sub-divisions, demonstrating the gap to be filled.

9.3.3. Electoral system

592. Concerning this component, the main objective is to increase the reliability of the electoral system. This entails enhancing the quality assurance of the electoral operations system; improving the fairness of the electoral process; and strengthening judicial regulation of the electoral system.

593. Elections Cameroon (ELECAM), the body responsible for elections in Cameroon, updates the electoral register every year. In this regard, ELECAM announced 1 254 438 new registered voters in 2024 (58.70% of whom were men and 41.30% of whom were women). In 2023, a total of 368 119 citizens were registered on the electoral roll, that is 229 896 men and 138 223 women. In 2022, 338 376 new voters were registered (62% of whom were men and 38% women). In 2020, ELECAM organised regional elections and is preparing to organise the 2025 presidential election with an increasingly secure and transparent system. One of the reforms undertaken in this area is the one relating to the biometric overhaul which, according to political opinion, still remains perfectible and its implementation should be complete.

Table 41: Evolution of the number of registered voters in the electoral roll

Year	Number of new registered voters
2021	182 913
2022	338 376
2023	368 119
2024	1 254 438

Source: ELECAM

594. Despite the visible efforts, several constraints continue to be noted, including the multifarious contestations of votes. Added to these difficulties, are the security crisis in the North-West and South West Regions, and attacks perpetrated by Boko Haram, which are disrupting the conduct of electoral operations.

9.3.4. Human Rights

595. Concerning the protection of human rights, the objectives set are mainly to: (i) ensure legal, administrative, political, economic and social guarantees necessary for the effective enjoyment of the recognised rights of citizens, including those deprived of liberty; and (ii) train all citizens on human rights through interactive digital platforms on human rights issues, targeted explanatory documents relating to human rights for certain segments of the population, as well as the generalisation of human rights education in school curricula.

596. The actions carried out in this area have included, amongst others, (i) the establishment of a hotline (1523) to collect allegations of human rights violations from the population; (ii) the setting up of human rights clubs (101 clubs as at 31 August 2023) in high schools, colleges and universities; (iii) the capacity building of civil society organisations (330 CSOs have been trained); (iv) the capacity building for magistrates on various themes such as human trafficking, gender-based violence in crisis contexts, protection of children in conflict with the law, domestic violence, international human rights law and international humanitarian law, etc.).

597. In addition to the Cameroon Human Rights Commission, the Ministry of Justice is also

responsible for Human Rights issues and, as such, carries out actions to promote and protect human rights., To ensure the training of citizens on human rights issues, a collection of applicable texts on women's rights was drawn up and disseminated in 2024, as well as a collection compendium of applicable texts on human rights including women's rights, was drafted and disseminated online by the Ministry of Justice.

598. Furthermore, the promotion of employability has been ensured through, among other things, the creation of the National Centre for the Production and Distribution of Youth Documentation and the National Youth Observatory (ONJ), respectively by Decree No. 2022/3200/PM of 31 May 2022 and Order No. 007/CAB/PM of 18 February 2022. In the area of social security, the provision of coverage has been extended to vulnerable groups and Cameroon has ratified the Multilateral Convention on Social Security of the Inter-African Conference on Social Security (CIPRES) adopted in Dakar on 22 February 2006, following Decree No. 2022/311 of 20 July 2022.

599. With regard to civil and political rights, it has notably resulted in the containment of the action of terrorist groups in crisis regions and the fight against the rise of insecurity and incivility in the cities and other localities of the country. Security in maritime areas has been the subject of particular attention with the adoption, on 27 December 2022, of Law No. 2022/017 on the suppression of maritime piracy, terrorism, and attacks against the security of maritime navigation and platforms.

600. As concerns categorical rights, Decree No. 2022/5074/PM of 4 July 2022, to lay down terms and conditions for exercising control over the social compliance of projects, was signed. Policy documents for the protection of women's rights have been finalised, particularly the National Strategy to Combat Gender-Based Violence (2022-2026), and the new National Action Plan for the Elimination of Female Genital Mutilation in Cameroon (2022-2026). The gender-sensitive budgeting option has been strengthened with a view to allocating more resources across the board to combating gender inequalities. Furthermore, regarding the rights of people living with disabilities, Order No. 040/PM of 19 May 2022, to lay down modalities for granting age exemption to people with disabilities during competitive administrative examinations and recruitments in the State Public Service, was signed.

601. To facilitate the movement of people, the legislator has established an online visa system through Law No. 2022/015 of 14 July 2022 to amend and supplement Law No. 97/012 of 10 January 1997 to lay down conditions of entry, stay and exit of foreigners in Cameroon.

602. Despite these many advances, the promotion and protection of human rights faces numerous difficulties, including: the persistence of acts of corruption and embezzlement of public funds; judicial delays and prison overcrowding; and the lack of systematic sanctions for human rights violations; disinformation, especially on social networks, which contributes to misleading citizens about their rights and duties.

603. As prospects, these challenges call for stronger actions, the main orientations of which could be, amongst others: the acceleration of the implementation of reconstruction plans for regions affected by terrorism; the continued anchoring of the culture of human rights among public officials and in the community; the systematisation of the repression of human rights violations; the more diligent handling of legal procedures and the parsimonious management of placements in detention; the intensification of initiatives to consolidate living together and the systematic repression of hate speech.

9.3.5. Maintaining order and security

604. In view of strengthening the public order and security system, the actions carried out mainly focused on strengthening the security architecture within the territory, particularly through: (i) the fight against threats of kidnapping with ransom demands and cattle theft, in the Adamawa, North and Far North Regions; (ii) the strengthening of security at the borders, as well as in large agglomerations, particularly against threats of terrorist attacks; (iii) the continuation of road safety operations on the main national roads and the intensification of intelligence gathering activities and the fight against all forms of criminality.

605. In a context marked by various security challenges such as terrorism, cross-border crime, urban insecurity, socio-political tensions, etc., the

main actions carried out focused, amongst others, on: (i) the capacity building of the defence and security forces through the recruitment of personnel in the gendarmerie, the police and the army; (ii) the fight against terrorism and insecurity in crisis regions, particularly the Far-North, North-West and South West, through the deployment of the army and special forces in the regions concerned, strengthened collaboration with the Multinational Joint Task Force (MNJTF), the creation of local vigilance committees to alert the defence forces, the increase in joint patrols (army, police, gendarmerie), the opening of disarmament, demobilisation and reintegration (DDR) centres in Bamenda, Buea and Mora; (iii) the fight against urban and cross-border crime.

606. Furthermore, we note the continuation of the installation of the video surveillance system materialised by the operationalisation of five (5) Command-Centres in the of East, Adamawa, Far-North, South West and North-West Regions; the densification of operational units for border security in the East, Adamawa, North, Far-North, South West and North-West Regions through the mobilisation of a force of 1 074 police officers as reinforcements; the commissioning of the new production centres for the new highly secure narional identity card (NIC); the commissioning of a new system for the production of biometric passports; the continued strengthening of the operational capacities of the army for a better security of the national territory; the continued strengthening of the new Motorised Infantry Brigades with their Battalions (BIM, BCS, BA); the purchase of new specific equipment; the continuation of the construction of command posts of operational units; the continuation of the operationalisation of radar systems (from the DEFEX project), to improve the security of the country's maritime coastline.

607. To strengthen the system for combating cybercrime, the country has adhered to the Budapest Convention on Cybercrime adopted on 23 November 2001 following Decree No. 2022/169 of 23 May 2022.

9.4. Improvement of the State's public service

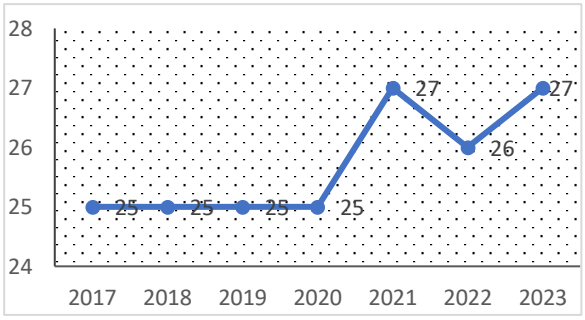
608. With regard to this aspect, the Government is committed to continuing (i) the modernisation of public administration; (ii) the optimisation of the functioning of public administration; (iii) the improvement of the management of State human resources and; (iv) the strengthening of the fight against corruption, embezzlement and conflicts of interest.

609. Concerning the modernisation of public administration and the improvement of the management of State human resources, the main actions carried out focused particularly on: (i) the updating of State personnel data; (ii) the enrolment of public agents in the Workstation Mapping, application, an activity carried out concurrently with the Operation to Clean Up the State Personnel Files in forty (40) administrations, that is a workforce of 279 809 public agents enrolled, for an estimated workforce of 388 997 public agents, representing an enrolment rate of 71.93%; (iii) the establishment of a system for evaluating the performance of public agents; (iv) the development of job descriptions in all public administrations; (v) the continuation of support for the putting in place of the local civil service and decentralisation; (vi) the alignment of organic texts with the programme-based budget and public policies; (vii) the drafting of organic frameworks for public services; (viii) the dematerialisation of administrative procedures; (ix) monitoring the implementation of reform projects in administrations; (x) the development of administrative procedure manuals (APM); (xi) the formulation and updating of user guides on administrative procedures.

610. Furthermore, the 'AIGLES' platform (Personnel and Payroll Management Application Sofrware), which is a digital system, has been set up. It was officially launched on 1 January 2025, to modernise the management of the State's human resources, replacing the old ANTILOPE and SIGIPES systems. This application software represents a significant step forward in the modernisation of the Cameroonian public service, by providing a more transparent, efficient, and accessible management of the State's human resources.

611. In terms of corruption perception, Cameroon has recorded low scores since 2020, indicating a fairly high perception of corruption. This score was 25 points out of 100 in 2020, 27 points out of 100 in 2021 and 2023; 26 points out of 100 in 2022.

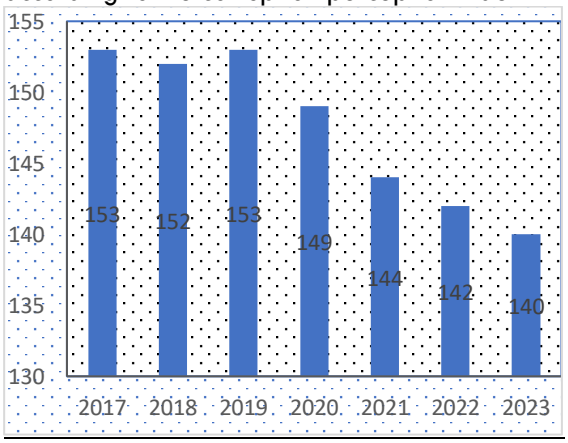
Graph 70: Corruption Perception Index



Source : Transparency International

612. This score corresponds to 140th place out of 180 countries assessed, which places Cameroon among the lowest-rated countries in terms of public transparency.

Graph 71: Rank of Cameroon out of 180 countries according to the corruption perception index



Source : Transparency International

613. In view of preventing corruption and embezzlement of public funds, the actions carried out focused on: the development and dissemination of internal audit tools and procedures; capacity building of internal auditors, authorising officers, managers and administrators of public credits and public enterprises; strengthening citizen control of financial governance stakes; advisory support to the Government on governance issues; development of alert mechanisms for corruption and embezzlement of public funds; strengthening national and international cooperation; deployment of audit mission teams.

614. Furthermore, in this same vein, and in connection, with the simplification and modernisation of certain administrative procedures, on the one hand, and sources of functional corruption, on the other hand, with the reduction of cash handling, notably in public administrations, it is worth noting the continued dematerialisation of procedures, particularly within the structures of MINFI. This notably includes the dematerialisation of procedures for obtaining budgetary approval, the transmission of expenditure packages to the public accountant and archiving; the dematerialisation of customs procedures at land, sea and air borders, with in this case, the review of electronic methods of payment, issuance of receipts, accounting and reconciliation of customs duties and taxes within the framework of the production of the single exit document and the dematerialised receipt.

615. Specifically, in 2023, 100% of public finance management stakeholders adopted internal control standards and measures to prevent embezzlement of public funds, 18 entities were controlled and audited, 35 CDBF sessions were held; 25 mission reports were produced, 25 authorising officers, managers, managers and credit supervisors were sanctioned.

616. In terms of control, the main activities carried out concerned: audit missions; monitoring of control and verification missions; production of several quality assurance reports resulting from the use of audit reports drafted by private firms on behalf of the State and its organs; production and validation of annual reports on the management of State personnel and patrimony and public and para-public enterprises; collection and analysis of around twenty permanent files of Public Administrations and other State Entities. With regard to sanctions against unscrupulous managers, these resulted in the holding of sessions of the Budgetary and Financial Disciplinary Council (CDBF) during which sanctions were imposed against unscrupulous managers, authorising officers, managers and supervisors of public credits.

617. ***With regard to the action of courts other than the Audit Bench,*** proceedings were initiated in 2024 against perpetrators of crimes against public funds. Before the Special Criminal Court, 173 people were prosecuted in 2024, including 141 men, 30 women and 2 legal entities. Of these, 65 were tried, 39 of whom were convicted (32 men, 6 women and 1 legal entity) and 26 acquitted (22 men, 4 women). The cumulative amount of financial

penalties handed down in 2024 before this court amounted to CFA Francs 4 844 624 912.25, including CFA Francs 250 921 704.25 in costs and CFA Francs 4 593 703 208 in damages. The total amount paid to the Public Treasury as restitution of the corpus delicti in the proceedings before the Special Criminal Court amounted to CFA F 9 557 130 332 (nine billion five hundred and fifty-seven million one hundred and thirty thousand three hundred and thirty-two) as at 31 December 2024, compared to CFA F 9 268 063 945 (nine billion two hundred and sixty-eight million sixty-three thousand nine hundred and forty-five) as at 31 December 2023. The Courts of Appeal, for their part, recovered the sum of CFA F 410 123 867 in 2024, compared to CFA F 386 362 772 in 2023.

618. Furthermore, the synergy of actions between audit institutions (CONSUPE, Audit bench, General Inspectorates of Ministries, National Financial Investigation Agency (ANIF), etc.) has been strengthened, notably through the establishment of information exchange platforms. The implementation of the e-government project has continued, particularly by intensifying the process of digitalisation of public administration services. In this context, the government plans to build (3) three digital campuses and train state personnel in electronic governance.

9.5. Economic and financial governance

619. NDS30 guidelines for improving economic and financial governance focus on: ((i) modernising public finance management; (ii) improving debt management; (iii) streamlining the management of public institutions; (iv) improving the business climate; (v) strengthening cooperation and partnership for development; (vi) the contribution of the diaspora to development; (vii) regulation and monitoring of the national economic space.

9.5.1. Modernisation of public finance management.

620. The improvement of public finance management was achieved through the development and implementation of the Global Reforms Plan of Public Finance Management (PGRGFP 2019-2023), it should be recalled that the latter was structured around five (5) strategic areas of intervention. More specifically, it was expected that improvements would be made in: budget preparation capacities; tax compliance and the mobilisation of budgetary resources; control and management of budget execution; internal audits and verifications as well as external controls; the establishment of Public Finance Management (PFM) support functions. The reforms have had generally positive impacts on the quality of public finance management, with a notable improvement in the 2023 PEFA assessment compared to that of 2017. However, there is still a concentration of PEFA indicators around low performance: (3 "D" and 14 "D+"), with stability of "A" scores (only 1, in 2017 and 2023), an improvement in "B" scores (4 more), and a decrease in "C" and "D" scores (2 fewer, for each score). However, at the PEFA component level, there is good progress noted, with a significant decrease in "D" scores (39 compared to 58 previously), with a clear improvement in "C" scores (31 compared to 15) and timid changes in "A" and "B" scores. At the level of components, the evaluation noted improvements in public finance management, particularly in terms of revenue collection. However, the operationalisation of the PGRGFP continued to face a number of problems that were identified during its adoption in 2018. These include, amongst others, the absence of a hierarchy of legal standards in general and particularly with regard to PFM, the insufficient establishment of the institutional framework for Public Finance Reforms, the weak ownership of the reforms envisaged by the PGRGFP, the existence of several reform plans within the Implementation Structures (SMO), the laborious financing of reform activities as well as the non-respect of information feedback procedures.

621. With the development of the Strategic Reforms Plan of Public Finance Management (PSRGFP) for the 2024-2027 period, it will be a question of implementing "effective, responsible and accountable financial governance throughout the national territory, based on an efficient integrated information system". The reforms to be carried out address, as a priority, the correction of dysfunctions deemed critical and highlighted by PEFA reports. The actors in the public finance chain will therefore have to: (i) respect the budgetary calendar; optimise the mobilisation of State budgetary resources; manage budgetary risks;

respect the "local" proportion in public procurement; improve their accountability, systematise external control and audit deadlines, take into account climate resilience and gender sensitivity in public finance; as well as optimise the functioning of information systems.

622. With specific reference to improving citizens' access to information for monitoring the management of public affairs, we can mention particularly: the launch of the rfp.cm website, which publishes all activities related to public reforms; the preparation of the "citizen budget", which is a clear and simple summary of the executive power's budget proposal and/or the promulgated budget, understandable by non-specialists of the budget, translated if necessary, into the most commonly spoken local languages, and communicated to the public within two weeks, as from the submission of the budget proposal by the executive branch to the legislative branch, in the first case, and within one month of the approval of the budget, in the second. As an illustration, the 2025 citizen budget was published on the DGB website on 30/12/2024, that is within a period one month from the approval of the budget.

623. With regard to public contracts, one of the main reforms is the launch and expansion to all administrations of the Cameroon Online E-Procurement System (COLEPS) platform, the objective of which is to reduce delays, improve traceability and limit corruption. In addition, several actions are being carried out, notably aimed at the gradual dematerialisation of procurement procedures; the institutional strengthening of the Public Contracts Regulatory Agency (ARMP); the reduction of contract award and execution deadlines, particularly through the creation of operational units within ministries to accelerate the stages and the better tracking and follow-up of awarded contracts, with quarterly performance evaluation by the Follow-Up Unit for the physical and financial execution of public contracts. Thus, exceptional direct agreement procedures represent less than 10%; the average time taken to award public contracts was estimated at 123 days in 2024, or 4 months 3 days as concerns national procedures.

624. Furthermore, actions to promote competition and transparency have been intensified through the mandatory publication of contract award results on the ARMP website; encouraging the participation of local SMEs, notably through reserved quotas, adapted thresholds and the simplification of access conditions (fewer guarantees required for small contracts). Indeed, recent reforms concerning the public procurement code have placed particular emphasis on the issue of national preference (Decree No. 2018/366 on the public procurement code, Section 106). Thus, beyond the condition of the national call for tenders which makes it possible to restrict the service to only companies domiciled in Cameroon, the international call for tenders is subject to a margin of national preference. This condition was clarified in Circular No. 00001/PR/MINMAP/CAB of 5 April 2022. Thus, when awarding a contract within the framework of an international consultation, a margin of preference is granted to equivalent offers and in order of priority to bids submitted by: a) a natural person of Cameroonian nationality, or a legal entity under Cameroonian law; b) a company whose capital is wholly or in majority held by persons of Cameroonian nationality; c) a natural or legal person with proof of economic activity on Cameroonian territory, d) a group of companies associating Cameroonian companies. The margin of preference is 10% for works contracts and quantifiable services, and it is taken into account for supply contracts, if the provision of interest has undergone a transformation at the local or regional level of at least 15%.

625. In addition, actions relating to the fight against corruption and sanctions in this area have been intensified through: the establishment of a mechanism for suspending or excluding companies guilty of fraud or abandoning construction sites; reinforced supervision of special contracts, particularly those relating to the fight against COVID-19 as well as those of the Presidential Programme for the Reconstruction and Development of the North-West and South West Regions and the Presidential Programme for the Reconstruction and Development of the Far-North Region as well as the organisation of joint controls (MINMAP, CONSUPE and CONAC).

626. Regarding investment expenditure, the share of public investment in the State budget remained below the 40% threshold targeted by

NDS30 during the 2020-2024 period, due to the major constraints and the economic context affecting the State. In 2024, the share of public investment in the State budget was 23.1% compared to 28.4% in 2020. Thus, despite the desire to raise this level in the initial finance laws, this effort tends to be diluted for the reasons mentioned above and this is reflected in the budget amendments. This situation is not likely to maintain sustained growth as projected in NDS30. The table below shows the evolution of the share of the Public Investment Budget (PIB) in the State budget over the period 2020-2024.

Table 42: Evolution of the share of the PIB in the state budget

Financial Year	2020*	2021*	2022*	2023	LFR 2023	2024	LFR 2024
PIB	1 254.31	1 352.0	1 419.0	1 386.8	1 359.3	1 652.1	1 604.1
State Budget	4 409.0	5 235.2	5 977.7	6 274.8	6 642.5	6 654.5	6 945.5
Weight of PIB	28.4%	25.8%	23.7%	22.1%	20.5%	24.8%	23.1%

(*): allocation of the amended finance law

Source: *MINEPAT*

627. As concerns the PIB execution rate, there has been a decline in the overall PIB execution compared to the period from 2016 to 2020, when implementation had recorded good performance. Overall, the PIB execution rate fell from 94.98% in 2020 to 82.70% in 2024, a decrease of more than 12 points. The PIB execution rate on internal resources dropped from 94.34% in 2020 to 80.8% in 2024 and the PIB execution rate on FINEX fell from 95.79% to 70.7% over the same period. The PIB execution rate is thus lower for FINEX projects than for projects financed by own resources. The underperformance observed over the period could be explained, among other things, by the implementation of major second-generation projects, the start of which is slow.

Table 43: Evolution of the PIB execution rate between 2018 and 2024 (scheduling basis)

Catégorie	2018	2019	2020	2021	2022	2023	2024
Overall PIB	89.42	95.99	94.98	80.49	89.22	69.92	82.7
PIB on Internal Resources	76.50	89.58	94.34	92.71	77.56	84.17	80.8
PIB on FINEX	104,98	102.03	95.79	69.68	99.54	56.23	70.7

Source: National PIB Monitoring Committee

628. Concerning the overall budget balance, in 2024, it was in deficit by 478.7 billion (1.5% of GDP) compared to 181.4 billion (0.6% of GDP) in 2023 and 1.1% of GDP in 2022. Compared to the end of December 2023, the deficit widened by 297.3 billion.

Table 44: Budget balances in 2023 and 2024 (in billions)

Nature of the balance	LFR Amount 2024	Execution 2023	Execution 2024	Variation 2024/2023
Primary balance	200,3	138.8	-81.3	-229.1
% of GDP	0.7	+0.5	-0.3	
Non-oil primary balance	94.5	-738.3	-770.0	-31.7
% of GDP	0.3	-2.5	-2.4	
Overall balance	-137.9	-181.4	-478.7	-297.3
% of GDP	-0.4	-0.6	-1.5	

Source: MINFI

629. With regard to tax revenue, as at 31 December 2024, tax revenue collected amounted to CFA F 3 962.8 billion, an increase of 310.7 billion (+8.5%) compared to 2023. This increase was driven by all financial authorities. They consisted of 73.3% of taxes and duties, and 26.7% of customs revenue. Compared to the target of the 2024 finance law of 3 998.7 billion, they show a recovery rate of 99.1%.

630. As for salary expenditure, due to the option to clear personnel expenditure arrears and the adjustment of salaries to take into account the effect of the oil price increases in 2023 and 2024, it shows an increasing trend. However, salary expenditure fluctuates around 20% of the State budget and therefore remains sustainable. Furthermore, a significant counterbalance is due to the cleaning up of the payroll. More than 10 000 fictitious agents were removed from the payroll, allowing for budgetary savings. It is important to note that at the end of 2024, salaries were authorised to the tune of 1 375.9 billion, representing an execution rate of 97.1% compared to the forecast in the amended finance law. Compared to 2023, they increased by 137.2 billion (+11.1%), following the measures taken by the Government in response to teachers' demands, the impact of the February 2024 salary adjustment, the payment of police and army personnel and, to a lesser extent, the increase in family allowances.

631. The tax burden rate, excluding oil revenue, on its part, increased from 11.6% in 2020 to 12.7% in 2023. Despite this development, Cameroon is still far from the average of 17% observed in countries with similar economies.

632. Public financial management has also improved, particularly as concerns the submission of annual accounts of public companies, economic analyses of investments and the monitoring of financial assets and debt. However, challenges remain, particularly with regard to the timeframes for submitting accounts of regional and local authorities and improving the transparency of asset sales.

9.5.2. Improvement of debt management

633. In order to control the level of debt, the Government has committed to improving the mobilisation of own resources and strengthening debt sustainability.

634. With regard to strengthening the policy for the mobilisation of own resources and budgetary consolidation, one of the main actions carried out is the setting up of the digital platform called TRESORPAY, available at the address: https://tresorpublic.cm/fr and developed for the purpose of paying for public services electronically. This platform, which makes it possible to control and evaluate the collection of non-tax revenue, was formally introduced in 2023. This initiative was part of the reform of the Single Treasury Account, aimed at digitising non-tax payments (fines, certificates, taxes), securing flows and limiting the use of cash. The said platform is divided into two main groups, namely one for the general public and the other for services responsible for administering the platform. (21) Since its launch, the service revenue of several ministries (21) and public companies have been paid through the TRESORPAY platform.

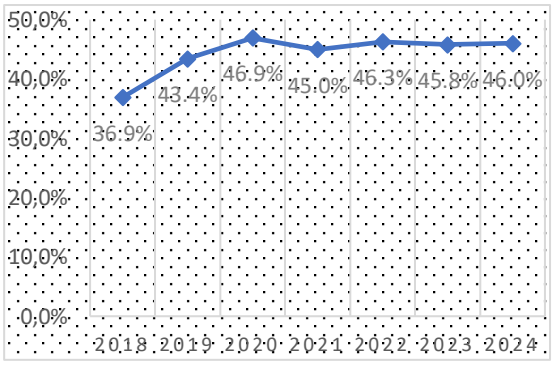
635. Furthermore, with a view to implementing the reform of the integrated agent, which aims to broaden the tax base and reduce the size of the informal sector, it should be noted that the model memorandum of understanding serving as a basis for the contractualisation of integrated tax partners is available. The memoranda of understanding have been signed in five (5) identified priority sectors.

636. Other actions taken to strengthen the policy of mobilising own resources and budgetary consolidation have focused, among other things, on: strengthening tax compliance; strengthening tax control; bringing local taxation modalities into alignment; with the provisions of the Financial Regime of the State and Other Public Entities and the General Decentralisation Code; deploying the CAMCIS system; optimising customs revenue on products with high tax yields.

637. The debt policy itself has remained prudent, prioritising concessional commitments to ensure budget and external sustainability. As at 31 December 2024, the outstanding public sector debt was estimated at approximately CFA F 14 653 billion, or 46% of the GDP. This outstanding debt has increased by more than 3.5% year-on-year, following the inclusion of the floating debt of CFA F 672 billion and the increase in disbursements on project loans. In terms of its composition, the debt of the Central Administration represents 92.8% of the outstanding debt, while that of Public Enterprises and Institutions on the one hand and Regional and Local Authorities (RLAs) on the other hand, represents 7% and 0.2%, respectively. The outstanding balance of outstanding payments (RAP) for the month of

December 2024, previously estimated at approximately CFA F 679.8 billion, was updated by the Directorate General of the Treasury, Financial and Monetary Cooperation at the end of March 2025 to CFA F 853.7 billion, of which 62.7% corresponds to outstanding payments (RAPs) of more than 3 months and 37.3% to outstanding payments of less than three months.

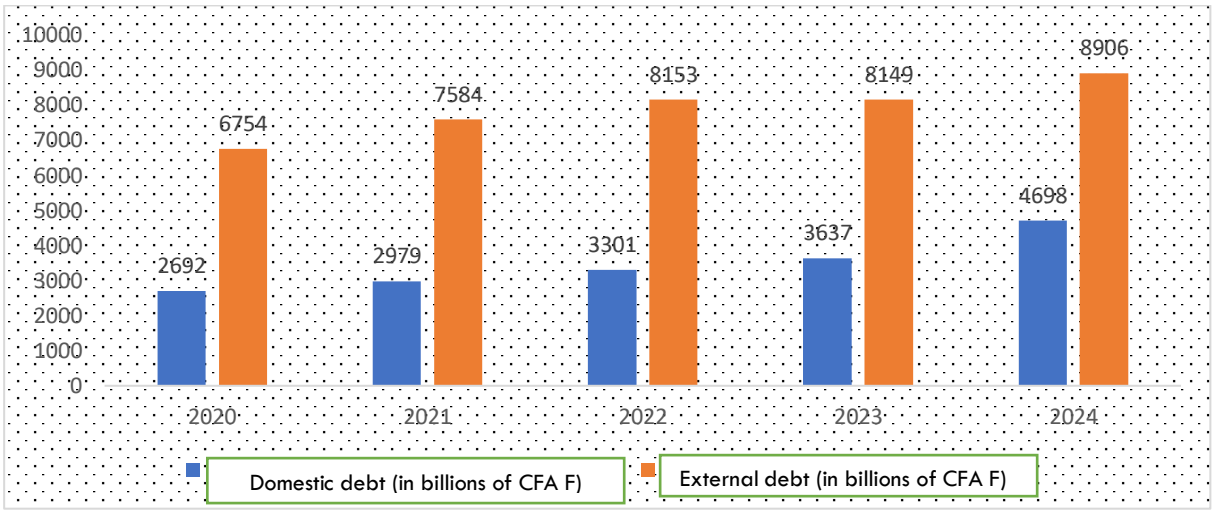
Graph 72: Evolution of debt from 2018 to 2024 (as a % of the GDP)



Source: CAA

638. Regarding its composition, the debt of the Central Government represents 92.8% of the said outstanding, while that of Public Enterprises and Establishments on the one hand and Regional Local Authorities (RLAs) on the other hand represents 7% and 0.2% respectively. The outstanding bills that Remains to Pay (RAP) for the month of December 2024, previously estimated at about 679.8 billion CFA francs, was updated by the General Directorate of the Treasury, Financial and Monetary Cooperation at the end of March 2025 at 853.7 billion CFA francs, of which 62.7% corresponds to the RAP of more than 3 months and 37.3% to RAP of less than three months.

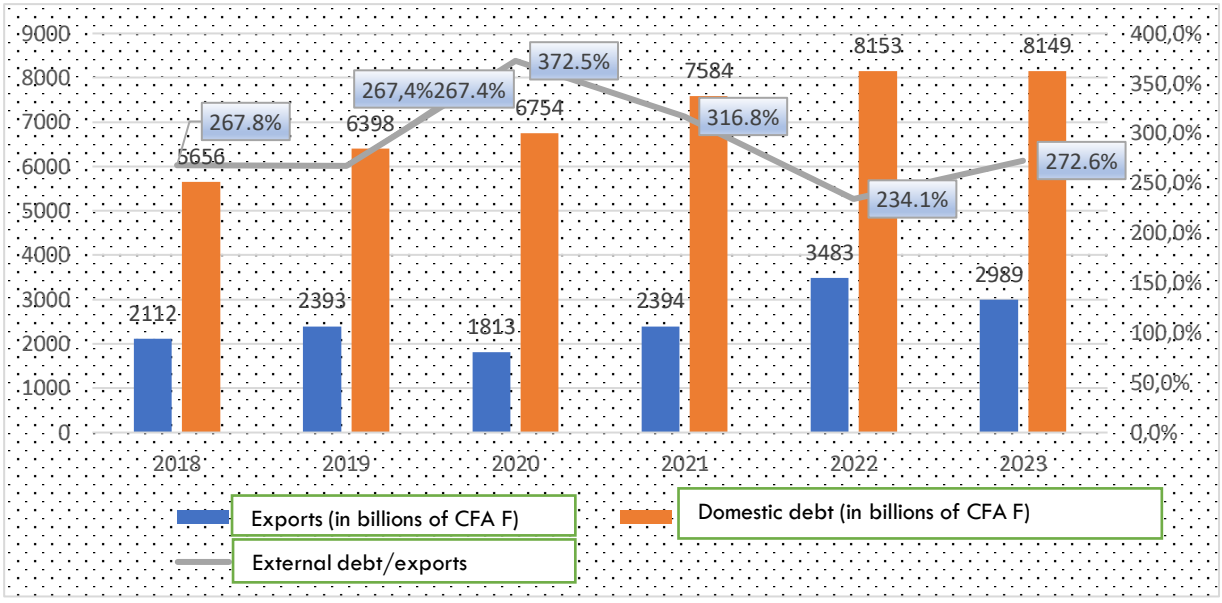
Graph 73: Evolution of domestic debt and external debt from 2020 to 2024



Source: CAA

639. The ratio of external debt to the value of exports, on its part, reveals the significant gap between our borrowing and our capacity to generate foreign currency resources. Indeed, since 2018, the value of external debt has represented more than double export revenue.

Graph 74: Evolution of the external debt and export ratio



Source: CAA and NIS.

640. Concerning Undisbursed Committed Balances (SENDs), as at 31 March 2025, SENDs amount to CFA F 4 143.3 billion (excluding budgetary support of CFA F 285.2 billion). Although these funds have not yet been disbursed, they constitute a future obligation weighing on public finances. The persistence of these unliquidated balances often reflects delays in project implementation or administrative difficulties requiring rigorous monitoring to avoid excessive accumulation and its consequences on budgetary management.

9.5.3. Streamlining the management of public establishments and enterprises

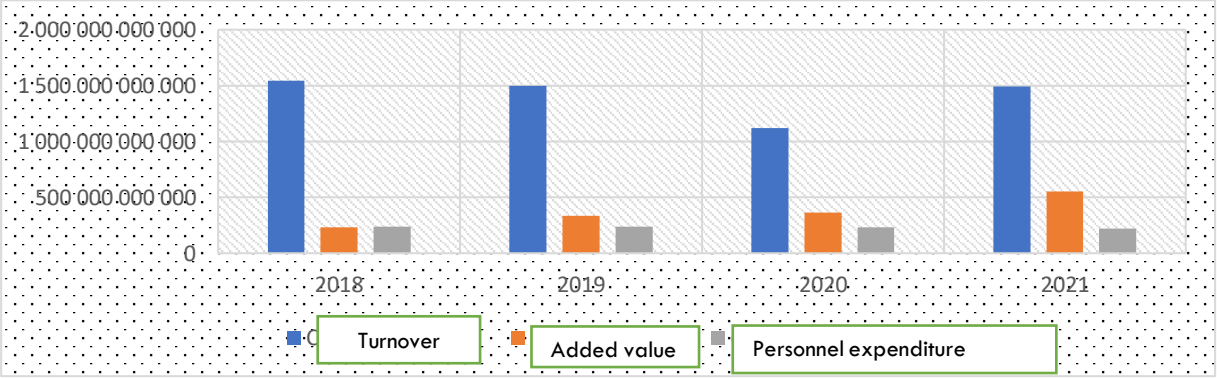
641. In view of gradually reducing subsidies to low-performing enterprises, the MINFI signed Circular No. 4918 MINFI of 5 July 2022, governing performance contracts between the State and public establishments and enterprises (EPPs). This text aims to specify the terms and conditions for the drafting, signing and implementation of Performance Contracts between the State on the one hand and EPPs on the other. Within the meaning of the said circular, the Performance Contract is understood as a formal agreement by which the State and EPPs agree on the objectives to be achieved by the latter over a given period, the necessary means, as well as the methods for evaluating the results obtained in accordance with the development/strategic plan or the business plan and the objectives of public policies.

642. With the aim of improving the performance of public establishemts and enterprises (EEPs), thus making them capable of yielding substantial dividends, the Technical Commission for the Rehabilitation of Enterprises of the Public and Semi-public Sector (CTR) has been carrying out diagnostic analyses of these structures since 2018. These analyses cover, among other things, their economic health, viability, governance and the budgetary risks associated with them. The data and conclusions provided by the analysis reports produced are essential tools for Government decision-making.

643. The CTR report prepared in October 2022 shows that the viability challenges for most EPPs are enormous. This is illustrated, for example, by the comparative analysis of the added value, turnover and expenses of the EEPs, which reflects their very mixed economic and financial performance. Indeed, according to the report of the Technical Commission for the Rehabilitation of Enterprises of the Public and Semi-public Sector (CTR), the consolidated added value for 2021, although following the same trend as the consolidated turnover with a rise of 62.56% compared to 2020, remains low with personnel costs still high. However, compared to previous years, personnel costs overall absorb 39% of the added value, an improvement compared to 2020 when the added value was absorbed by more than 60% of staff costs. There are still cases where

added value is completely absorbed by personnel costs. This could explain the increase in short-term debt of these entities, which rose in 2021.

Graph 75: Overall evolution of turnover, added value and personnel costs of public enterprises and establishments (2018-2021)



Source: CTR 2022 Report.

644. Furthermore, overall debt remains significant and increased by 19.26% between 2020 and 2021 for short-term debt. This represents more than 151% of combined turnover, compared to 160% in 2020, which reflects a fairly significant increase in said turnover. Overall long-term debt, on its part, represents 93.36% of turnover compared to 152% in 2020. In total, overall debt represents 244.74% of turnover in 2021 compared to 312.57% in 2020.

645. Furthermore, according to the Autonomous Sinking Fund (CAA), the direct debt of public entities, in addition to the debt retroceded by the State, is estimated at CFA F 1 011.2 billion, that is 3.1% of the GDP as at 31 March 2025. It is made up of 48.5% external debt, 32.2% domestic debt including SONARA suppliers' debts and 19.2% floating debt.

9.5.4. Improvement of the business climate

646. The Government's commitments to improving the business climate included, among other things: (i) reducing the tax burden on taxpayers; (ii) strengthening legal security; and (iii) simplifying procedures.

647. With regard to reducing the tax burden on taxpayers, the actions taken included, amongst others: (i) the continuation of the policy of decreasing tax rates with the reduction from 28% to 25% of the corporate tax rate for SMEs; (ii) the extension of the 50% reduction in the income tax advance payment rate to companies producing pharmaceutical products and fertilisers; (iii) the increase in the deductibility rate for damage and breakages incurred by companies in the brewing sector from 0.5% to 1% of the total production volume, in order to take into account the reality of losses. Furthermore, tax measures in favour of SMEs have been taken within the framework of the 2024 Finance Law, namely: the promotion of import substitution; exemptions from customs duties for certain imported equipment of strategic importance; taxation of the informal sector; and the new developments in terms tax deduction, the reduction of land royalties in favour of agricultural businesses.

648. With regard to the strengthening of legal security, this has been achieved particularly through: (i) the legal framework for the compliance dialogue procedure in order to avoid transforming this instrument for promoting tax compliance into real tax audits; (ii) the establishment of the prior agreement procedure for transfer pricing in order to enable companies to protect themselves against subsequent adjustments; (iii) the establishment of a mechanism aimed at improving the quality of issuances in the context of tax audits by opening a means of appeal to the Director General of Taxation when the amount of the adjustments envisaged is likely to cause manifest harm to the taxpayer; (iv) the legal framework for cash advances received by some economic operators in the context of the advance financing of subsequent exports; (v) the legal framework for financial

settlements made from Cameroon for goods not intended for the national territory (triangular trade).

649. With regard to the simplification of procedures, the following actions have been carried out: (i) the streamlining of the payment suspension regime; (ii) the extension of the time limit for processing contentious claims, from 30 to 45 days at the level of the Director General of Taxation, taking into account the ever-increasing complexity of the issues raised during tax audits; (iii) the automation of the procedure for the gracious remission of penalties and late payment interest in line with the reforms for the digitalisation of procedures; (iv) the clarification of conditions for extending the deadlines for closing an *a posteriori audit* when non-compliance with the deadlines is the result of delaying tactics by the audited party.

650. New specific incentive measures, particularly in terms of taxes, have been taken to strengthen the competitiveness of our enterprises and encourage the development of certain priority local production sectors. These include: the strengthening of the common law system for promoting the agricultural sector (agriculture, livestock and fishing); the promotion of the transformation of local raw materials.

651. With regard to facilitating access to financing for enterprises and consolidating the post-Covid-19 recovery, the Government has renewed the CFA F 200 billion Guarantee Fund for domestic borrowing from credit institutions (Banks and MFIs). 85% of this allocation, that is a portfolio of CFA F 170 billion, is reserved for the banking sector, and 15%, that is CFA F 30 billion, is intended for MFIs. The credit institutions partnering with the Government in this scheme consist of 14 banks and 28 microfinance institutions.

652. As concerns the emergence of Public Private Partnerships (PPP), Law No. 2023/008 of 25 July 2023 to lay down the General Regime of Partnership Contracts was promulgated by the President of the Republic. This law brings about a paradigm shift by no longer simply speaking of the partnership contract, but of the Public Private Partnership Contract, in order to encompass its broadest dimension.

653. Furthermore, on 22 March 2024, Standard & Poor's (S&P) upgraded Cameroon's sovereign rating from CCC+/C to B-, with a stable outlook. On its part, Moody's downgraded Cameroon's rating from B2 to CAA1 on 27 July 2023, due to external debt payment delays, including a default incident with Deutsche Bank Spain. Despite these efforts, the evolution of certain key business climate indicators shows that much work still needs to be done to make Cameroon attractive and conducive to the development of the private sector.

654. The Extractive Industries Transparency Initiative (EITI)) in Cameroon is increasingly focused on combating illicit financial flows, notably money laundering, although this is not yet its primary objective. Technical initiatives, such as the interconnection of customs and EITI systems (May 2025), facilitate the monitoring of extractive flows. Finally, EITI in Cameroon is gradually strengthening its transparency mechanisms to identify beneficiaries and trace financial flows, thus contributing to the prevention of money laundering, but its impact is still limited in the face of regulatory and institutional challenges.

9.5.5. Strengthening cooperation and partnership for development

655. In the area of development cooperation and partnership, the years 2021 and 2022 were marked by the continuation of major initiatives in aid effectiveness and development cooperation relations. Indeed, in September 2021, MINEPAT and UN-Cameroon signed the 2022-2026 United Nations Sustainable Development Cooperation Framework for Cameroon. This cooperation framework plan was prepared jointly by the United Nations system and the Cameroon Government and is inspired by Vision 2035 and NDS30. With the African Union's Agenda 2063 and the SDGs at its heart, it aims to make Cameroon a land of opportunity, civic engagement, and the well-being of its people. To this end, the cooperation framework plan enables the 22 United Nations agencies in Cameroon to implement programmatic interventions within the framework of its four strategic priorities, aligned with NDS30, namely: (i) inclusive and sustainable growth; (ii) quality, inclusive and equitable human and social development; (iii) institutional support and citizen participation; (iv) environmental

sustainability and effective management of climate risks and disasters.

656. In the same vein, the Government of Cameroon and UNFPA signed in 2021 the 8th Cooperation Programme for the 2022-2026 period. This highly ambitious programme is backed by the (2022-2026) Cameroon-United Nations Cooperation Framework Plan for the achievement of the (2015-2030) Sustainable Development Goals.

657. Overall, approximately 150 financing memoranda of understanding with Cameroon's various development partners have been recorded. This corresponds to a volume of commitments estimated at 5,485.2 billion CFAF, both sectoral and global budgetary support as well as donations.

Table 45: Contribution of donors to financing in terms of commitment (signed agreements) from 2020 to 2024

	Type of funding body	Number of agreements signed by type of financing			Total amount of agreements in XAF
		Donation	Loan	Total	
French Development Agency (AFD)	Bilateral	5	15	20	489 729 256 202
African Export Import Bank	Commercial	0	5	5	228 939 114 500
AMBABELGIQUE - Embassy of the Kingdom of Belgium	Bilateral	0	2	2	68 242 401 438
African Development Bank	Multilateral	1	9	10	694 148 825 852
BADEA - Arab Bank for Economic Development in Africa	Multilateral	0	2	2	16 735 000 000
Islamic Development Bank	Multilateral	0	7	7	191 254 350 800
BDEAC - Development Bank of Central African States	Multilateral	1	1	2	15 500 000 000
BEI - European Investment Bank	Bilateral, Multilateral	0	3	3	159 616 629 624
BMCE - Bank International Plc	Bilateral	0	1	1	20 993 859 776
BPI France	Bilateral	0	1	1	32 797 850 000
CHINA CITIC BANK	Commercial	0	1	1	32 797 999 770
CITI GROUP	Commercial	0	1	1	-
Commerzbank AG	Bilateral	0	1	1	29 123 088 000
CUSO	Bilateral	1	0	1	1 683 483 584
Deutsche Bank	Bilateral, Commercial	0	2	2	64 340 000 000
Deutsche Bank Spain	Bilateral	0	1	1	-
EximBank China	Bilateral	0	6	6	70 166 792 437
Exinbank India	Commercial	0	4	4	99 972 612 500
EXPORT FINANCE NORWAY	Commercial	0	1	1	49 025 758 362
FAD - African Development Fund	Bilateral, Multilateral	0	6	6	42 435 417 616
FADD - Abu Dhabi Fund for Development	Bilateral	0	1	1	1 700 000 000
FIDA - International Fund for Agricultural Development	Multilateral	1	3	4	55 783 873 465
KFAED - Kuwait Fund for Arab Economic Development	Bilateral	0	3	3	16 213 597 188
IMF - International Monetary Fund	Multilateral	0	4	4	587 009 276 566
FSD - Saudi Fund for Development	Bilateral	0	3	3	56 524 687 628
ICO - Instituto de Credito Oficial Espana	Bilateral	0	1	1	556 852 535

IDA - International Development Association	Multilateral		1	23	24	1 598 736 738 110
INTERNATIONAL DEVELOPMENT ASSOCIATION	Multilateral		0	4	4	473 865 504 000
ITFC - International Islamic Trade Finance Corporation	Commercial, Multilateral		0	2	2	72 766 129 033
Japan Embassy	Bilateral		1	0	1	1 197 500 000
JICA - Japan International Cooperation Agency	Bilateral		1	3	4	2 643 173 134
KFW - German Financial Cooperation	Bilateral		0	7	7	7 983 203 423
KOICA - Korea International Cooperation Agency	Bilateral		1	3	4	5 538 026 616
UNDP - United Nations Development Programme	Multilateral		3	0	3	35 953 400 000
STANDARD CHARTERED BANK	Commercial		0	7	7	261 212 911 825
Overall			16	133	149	5 485 187 313 984

Source: MINEPAT, data base DAD-Cameroon

9.5.6. Contribution of the diaspora to development

658. The Government intends to rely more on the Cameroonian diaspora to participate in the financing of national development projects. To this end, an incentive framework should be put in place to encourage Cameroonian citizens living abroad to invest in promising sectors. The diaspora should also contribute to improving Cameroon's brand image, as the traditional diplomatic channels, which should seek to strengthen the country's attractiveness and promote the "made in Cameroon" label to attract maximum foreign direct investment. According to MINREX data, approximately 6 000 000 (six million) Cameroonians live abroad, with the largest Cameroonian community in Nigeria.

659. As part of promoting Cameroon's image and strengthening its activity with a view to attracting FDIs, several actions have been carried out by MINREX, including: the signing, in March 2023, of the Partnership Agreement between EPAB and the Vidal Agricultural Centre of Brazil, with a view to expanding cassava production; the successful diplomatic advocacy which resulted in January 2023 in the designation of Cameroon by the United States Department of Agriculture (USDA) as one of the seven priority countries for the 2024-2028 period within the framework of the "McGovern-Dole International Food for Education and Child Nutrition" Programme, with a total funding envelope estimated at USD 224 million. Furthermore, Cameroon has made its presence felt at several international events, not only to promote its brand image but also to mobilise funding.

Figure: Some international meetings which enabled the promotion of cameroon's brand image and the mobilisation of funding

Global Fair

- Held in the United Arab Emirates from October 2021 to March 2022, it promoted "Made in Cameroon" products.

Tokyo International Conference on African Development » (TICAD)

- Organised in August 2022 in Tunis, it resulted in the provision by Japan of an envelope of USD 30 billion for the financing of development projects in Africa

India/Africa Conclave meeting on partnership and growth

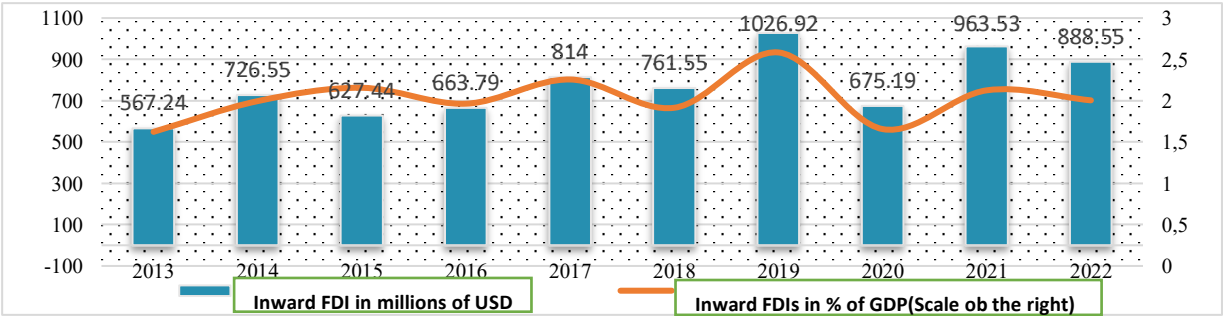
- It was held in July 2022 in New Delhi, and within this framework, an envelope of USD 20 billion was made available to African countries by India for the financing of development projects on the continent.

4th edition of the European Business Council Summit in Africa and the Middle East

- It served as a framework for the establishment of a partnership between the public and private sectors of stakeholders aimed at improving traditional public services and reducing social inequalities in Cameroon.

660. Overall, in terms of the attractiveness of Foreign Direct Investment (FDI), the flow of FDI received by Cameroon has not yet been able to reach the pre-Covid-19 level. Indeed, net FDI inflows estimated in 2022 at USD 888.5 million are down 13.5% compared to 2019 when they were USD 1 026 million. As a percentage of GDP, the flow of inward FDI, which is estimated at 2.0% in 2022 compared to 2.5% in 2019, has remained broadly stable for around ten years at an average of 2.02%[20]. However, the international context marked by the persistence of the Russo-Ukrainian war triggered during 2022 and which would have induced many uncertainties among investors, would be a major determinant of the poor performance observed this year.

Graph 76: Evolution of net inward FDI as a % of GDP in Cameroon



Source : World Bank, International Trade Centre.

9.5.7. Regulation and monitoring of the national economic space

661. In 2022, the sanitisation of the national economic area intensified with the boosting of control activities carried out by the authorities, which resulted in 39 924 controls, leading to the detection of 391 435 offences, including 66.26% relating to price and competition, 21.04% relating to metrology and 12.7% relating to quality and after-sales service. In 2023, internal market surveillance operations resulted in 52 410 controls, which listed 17 163 infringements, including 14 275 relating to price and competition, 1 760

[20] Source : World Bank, WDI.

relating to metrology and 1 128 relating to quality and after-sales service.

662. Furthermore, the following activities were also carried out: the promotion of legal trade; the protection of the national economic area, through the intensification of measures to combat commercial fraud, illicit trafficking and organised crime, through the national network of the "HALCOMI" operation (stop illicit trade); the implementation of the "COSMOS" application relating to the control of the customs status of imported vehicles and containers in circulation.

9.6. Regional integration and trade facilitation

663. The Government intends to significantly boost the acceleration of genuine integration at the sub-regional and regional levels. It notably intends to promote: (i) the acceleration of the regional and sub-regional integration process; (ii) the finalisation of the rationalisation process of the CEMAC and ECCAS economic communities; and (iii) the conquest of high-potential markets.

664. With regard to accelerating the regional and sub-regional integration process, the following projects were carried out.

Project	Level of implementation
Cameroon-Equatorial Guinea Transnational Highway Construction Project via Kribi-Campo	Construction of the border bridge over the Ntem River between Rio Campo in the Republic of Equatorial Guinea and Campo in the Republic of Cameroon along the Libreville-Bata-Yaounde Corridor, the financing process is complete
Chad-Cameroon Electrical Interconnection Project (1 024 km of high-voltage lines)	Chad-Cameroon Interconnection (Cameroon Component) Wouro Soua-Garoua-Yagoua-Maroua-Kousseri line (0%); The award proposals of partners were submitted for the non-objection of donors
Cameroon-CEMAC Fiber Optic Interconnection Project	
Brazzaville-Ouesso-Bangui-Ndjamena corridor construction project (1310 km)	The asphalting of the Sangmelima-Ouesso road (N9): section of the Djoum - Mintom road: lot 1: Mintom - Lele and lot 2: Lélé - Ntam - Mbalam, an amount of CFA F1.62 billion from external resources was disbursed in May 2024 for the execution of this work
Beloko Dry Port Construction Project in the Central African Republic	
Dolisie Dry Port Construction Project in the Democratic Republic of the Congo	
Lolabe-Campo Expressway Construction Project in Cameroon	The Lolabe-Campo Expressway construction project (39 km; 0.190 billion), technical studies are underway
Kogo-Akurenam Road Construction Project (Gabon - Equatorial Guinea)	
Ndende-Doussala Road Construction Project (Gabon-Congo)	
Mbairoko – Bendja – Bekoninga road construction project, CAR border (Chad – CAR for 109 km)	
Chollet hydroelectric development project and power lines (600 MW, Cameroon – Congo)	
Cameroon-Congo Interstate University construction project in Sangmelima	This university is operational

665. ***Development of financial talents and competences***, the development of financial talents and competences constitutes an essential lever for the structural transformation of the Cameroonian economy., In 2024, the authorities strengthened initiatives aimed at training, qualifying and supporting stakeholders in the financial sector, enterprises and public institutions, in order to improve the management of resources, governance and competitiveness.

666. Several vocational training programmes have been implemented, particularly targeting youths, women, and entrepreneurs. These trainings cover key areas such as financial management, management, accounting, taxation, digital marketing, and risk management. In 2024, more than 25 000 people benefited from these programmes, 40% of whom were women, helping to reduce inequalities and promote inclusive growth.

667. Technical and vocational training institutions have seen their capacity strengthened with the opening of new centres and the updating of curricula to better meet market needs. Five new Technology and Innovation Support Centres (TISCs) have been established, bringing their number to 17, offering specialized training in finance, project management, digital technologies and innovation.

668. At the same time, the banking and financial sector has also stepped up its efforts to strengthen the skills of its staff, with continuing education and professional certification programmes. In 2024, more than 3 000 agents received training relating to regulatory compliance, risk management, digitalization of services and customer relations, thus strengthening the quality and security of financial services.

669. Finally, the promotion of financial culture among the general public has been intensified, with awareness campaigns, workshops and educational tools designed to improve understanding of financial products, savings and budget management. In 2024, these actions reached more than 300,000 people in the country's 10 regions, contributing to financial inclusion and economic stability.

9.7. Regional development

670. As for the control and development of the potential of the territory and its borders, this involves taking all measures which guarantee spatial equity and regional and local development balances, while taking into accountthe need to effectively manage migration, on the one hand, and to create enabling conditions for the development of economic activities, on the other hand.

671. More specifically, the aim was to: (i) create and network urban and rural development centres; (ii) develop communication and service networks; (iii) continue and finalize the drafting of Regional Development Plans; (iv) open up poorly served areas to ensure their better integration into the regional urban network; (v) promote the development of secondary cities in the regional urban framework to enable them to emerge as regional balance hubs; (vi) make border zones to become veritable economic development hubs; (vii) put in place a system for prevention and protection against environmental risks that threaten most urban centres (flooding, erosion, landslides, etc.); and (viii) ensure compliance with regional development standards.

672. The national regional development policy is implemented through Law No. 2011/008 of 6 May 2011 on planning and sustainable development in Cameroon. The strategic regional development tools advocated by the said Law are being implemented gradually at the national, regional and local levels. At the national level, the National Regional Development and Sustainable Development Plan is available, as is the Indicative National Territory Land Use Zoning Plan. At the regional level, 7 Regional Development and Sustainable Development Plans are available. These are the Regional Plans of the Adamawa, Centre, East, Far-North, North, West and South Regions. At the local level, the guide for the drafting of Local Regional Development and Sustainable Development Plans has been produced. Also, the PLADDT of the Ngong Municipality is available. Several other PLADDTs are being finalized. Work is also continuing to make available the implementing instruments of the 2011 Law and the effective establishment of the National Regional Development Council.

673. As concerns "development studies", technical studies for the development of a bypass upstream of the Lagdo hydroelectric dam with the construction of a bridge over the Benue river and the repair of the dam crest are almost complete; technical studies for the construction of a dike, the sanitation of Bogo town and the protection of the banks of the Mayo Doumou, Diamaré Division, Far North Region have started.

674. In addition, the implementation of projects for the Development and Valorization of Investments promotion in the Benoue Valley (VIVA-Benoue) and Logone Valley (VIVA-Logone), continued with the aim of providing sustainable irrigation and sustainable drainage services to improve agricultural production in the localities concerned.

675. With regard to the construction of regional development infrastructure, construction work on the Waza drinking water supply system (Phase 2) is sufficiently advanced. The same is true of technical studies for the construction of the Gazawa-Hina-Bourha-Boukoula road. The border bridge between Yagoua (Cameroon) and Bongor (Chad) was completed and inaugurated on 28 April 2025.

676. Furthermore, infrastructure works for the implementation of PLANUT relating to regional development have seen significant progress in the following areas: (i) the development of hydro-agricultural areas in the Adamawa and Far-North Regions (ii) the construction of water reservoirs in the North and Far North Regions as well as (iii) the establishment of the Meiganga and Banyo beef production agropoles in the Adamawa Region.

677. However, a number of challenges remain in terms of spatial balance and the organization of regional and local space, such as: (i) rapid and poorly controlled urbanization due to anarchic occupation of space, posing problems relating to the provision of basic social amenities and services; (ii) difficult access to areas of production and activities to ensure real development; (iii) increasing and constant degradation of natural resources due to their irrational exploitation; and (iv) a lack of sanitation facilities and water drainage networks, degrading the living environment of the population.

9.8. Promotion of bilingualism, multiculturalism and citizenship

678. The overall objective pursued by the authorities is to intensify measures aimed at: (i) the promotion of bilingualism; (ii) the promotion of multiculturalism and the development of a synthetic cultural identity; (iii) reappropriation of citizenship and patriotism; and (iv) the strengthening of social ties and the authority of the State.

679. With regard to the promotion, monitoring and evaluation of the national policy on official languages, many actions were carried out during the period 2020 - 2024. These include: (i) the organization of the 18th edition of the National Bilingualism Week, under the theme: "Bilingualism, a window to cultures and technologies, a human development capital tool for the emergence of Cameroon"; (ii) the conduct of missions to evaluate the effective implementation of the policy for the promotion of official languages in the 38 ministries of the country; (iii) field missions to evaluate the practice of bilingualism in public administrations like the Ebolowa State University; (iv) capacity building of NCPBM members on the NDS30 and the programme budget; (v) the drafting of NCPBM activity reports on the promotion of bilingualism and multiculturalism and their transmission to the Presidency of the Republic (vi) la réalisation d'une mission de suivi et d'évaluation de la mise en œuvre de la politique nationale de promotion des langues officielles (vi the conduct of a mission for the monitoring and evaluation of the implementation of the national policy for the promotion of official languages in: fifteen (15) public hospitals; seven (7) State universities; and ten (10) training institutions of defence and security forces. This mission aimed at ensuring the effective implementation of certain provisions of Law No. 2019/019 of 24 December 2019 on the promotion of official languages in Cameroon. The conduct of a similar mission with certain Cameroonian diplomatic representations; (vii) mission for the monitoring and evaluation of the implementation of the national policy for the promotion of official languages in the international airports of Yaounde, Douala and Garoua, and in the autonomous ports of Douala, Kribi and Limbe, coupled with awareness-raising against hate speech and xenophobia;. (viii) the review of the preliminary draft law on multiculturalism in

Cameroon, which was transmitted to the Presidency of the Republic; (ix) participation in the Government Action Fair (SAGO); (x) participation in activities organized within the scope of the Commonwealth Week; (xi) participation in activities of the youth and unity week; (xii) organization of consultations and colloquiums on the promotion of bilingualism and multiculturalism.

680. Concerning the protection and promotion of multiculturalism and living together, the following actions were carried out: (i) strengthening the fight against hate speech and xenophobia through the monitoring and detection of hate speech in national media and social networks; the renewal of the collaboration platform with fourteen (14) civil society organisations representing all Regions so as to deepen the communication campaign on hate speech and xenophobia; (ii) the assessment of the state of cultural mixing and living together in public hospitals, State universities and training institutions of defence and security forces in all ten (10) Regions (iii) the organisation of a colloquium on intercommunity conflicts and the promotion of living together in Cameroon as well as the monitoring of the partnership on the fight against hate speech and xenophobia with certain Civil Society Organisations (CSOs) operating in the ten regions.

CHAPTER 10

NDS30 STEERING, FINANCING AND MONITORING-EVALUATION





Chapter 10:
NDS30 Steering, financing and monitoring-evaluation

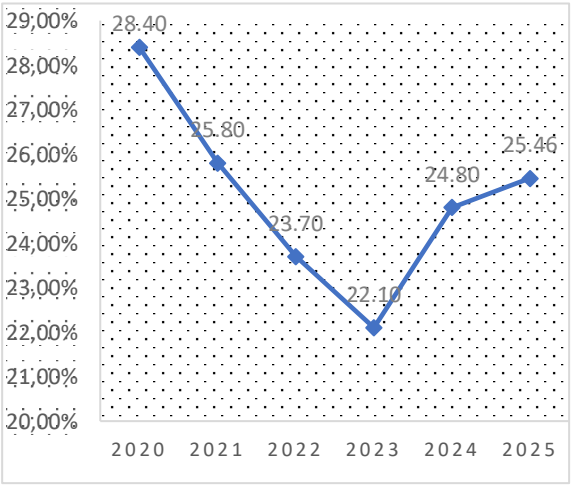
10.1. Financing the Strategy

681. To finance the strategy, NDS30 planned to use various levers, notably its own budgetary resources through adequate fiscal policy; financial market resources; bilateral and multilateral cooperation resources, private sector resources, Public-Private Partnerships (PPPs); mobilisation of domestic savings and remittances from the diaspora.

682. As far as its own resources are concerned, Government committed in NDS30 to maintain the contribution brought in by investments in its budget to at least 30% and strengthen the mobilisation of domestic savings through bond issue; improve financial inclusion by successfully implementing a national strategy for inclusive financing. With regards to private financing, the national and foreign private sector will have to invest more than 60% of the resources needed to achieve the structural transformation targeted by NDS30.

683. State's own Resources Between 2020 and 2025, the share of the PIB in the State's budget decreased from 28.40% to 22.10% between 2020 and 2023, then rose from 22.10% to 25.46% between 2023 and 2025.

Graph 77 : Evolution of PIB share (in %) in the State's budget between 2020 and 2025



Source: MINEPAT

684. Considering the sectoral allocation budget envisaged in NDS30 and allocations of the Finance Law, it is observed that the sectoral budget allocations do not yet follow the profiles projected in NDS30. In 2023 for instance, the budget allocated to the social sector represented 17.71% against 22.08% projected in NDS30, that of the production sector 18.48% against 22.80% and that of the Governance and Sovereignty sector was 13.57% against 16.40%.

685. The sectoral allocation profile projected in NDS30 is neither respected any global sector nor any specific sector. We rather observed that shares of the budget allocated to common heads and debt service are largely above NDS30 profiles in 2023. Whereas for the 2024 financial year, the share of common heads is lower and that of debt service remains significantly higher; they represent 16.88% against 17.10% and 31.23% against 19.90%, respectively with a share of the budget allocated to the increasing debt service initially at 30.81% in 2023, indicating more efforts from the State towards respecting its financial commitments, but not to the detriment of the share allocated to ministries which increased from 49.76% in 2023 to 51.90% in 2024. This increasing budget allocated to ministries came as a result of the reduction of the share allocated to common heads from 19.43% in 2023 to 16.88% in 2024.

Table 46: Comparison of the budget allocation profile projected in NDS30 with allocations of the Finance Law between 2021 and 2024

	2021		2022		2023		2024	
	FL	NDS30	FL	NDS30	FL	NDS30	FL	NDS30
Social Sector	**19.06**	**21.90**	**17.96**	**21.80**	**17.71**	**22.80**	**18.58**	**23.7**
Education	13.10	14.80	12.78	14.70	12.45	15.40	13.58	16.30
Health	3.77	4.60	3.39	4.70	3.44	4.90	3.57	5.00
Social Development and Employment	0.82	1.00	0.84	1.00	0.91	1.00	0.99	1.00
Culture, Sports and Leisure	1.37	1.60	0.95	1.50	0.91	1.60	0.43	1.50
Production Sector	**20.75**	**21.60**	**19.63**	**22.80**	**18.48**	**22.80**	**19.08**	**23.00**
Rural	2.88	3.40	2.48	3.80	2.90	4.00	2.66	4.30
Industries and services	0.69	1.50	0.53	1.60	0.48	1.80	0.52	1.90
Productive Infrastructure	17.18	16.60	16.62	17.30	15.10	17.00	15.90	16.90
Governance and Sovereignty sector	**14.91**	**16.40**	**13.86**	**16.50**	**13.57**	**16.40**	**14.23**	**16.30**
General and Financial Administration	4.18	4.50	3.78	4.70	3.67	4.70	1.80	4.70
Defence and Security	6.36	7.20	5.90	7.20	5.86	7.10	6.16	7.00
Sovereignty and Governance	4.37	4.70	4.18	4.70	4.04	4.70	6.28	4.60
Total Ministries	**54.72**	**59.90**	**51.45**	**61.10**	**49.76**	**62.10**	**51.90**	**63.00**
Common chapters	18.68	18.60	22.14	18.10	19.43	17.60	16.88	17.10
Expenditure excluding debt	73.40	78.50	73.59	79.20	69.19	79.70	68.77	80.10
Debt service	26.60	21.50	26.41	20.80	30.81	20.30	31.23	19.90
Total Budget	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

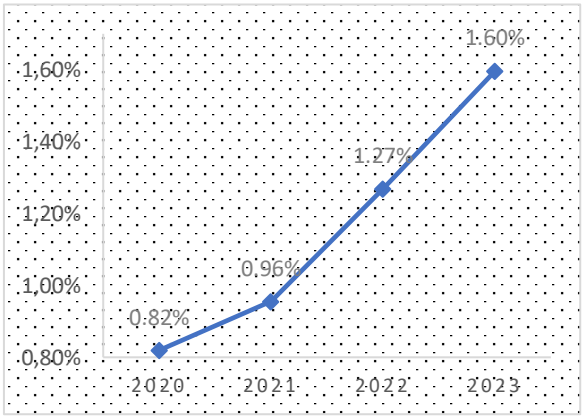
Source : MINFI, finances laws

686. Remittances from the diaspora. Concerning remittances from the diaspora, the trend observed reveals a positive and steady evolution over the 2020-2023 period. In 2020, remittances from the diaspora represented 0.8% of GDP, already indicating a significant contribution to financing the national economy in the context of a global health crisis. In 2021, there was a slight increase, bringing the share of remittances to 0.96% of the GDP. This improvement reflects the gradual recovery of economic activities in migrants' host countries and their continuous support to households in Cameroon.

687. The upward trend of remittances from the diaspora was confirmed in 2022 with a significant increase of 1.27% of GDP. This progression shows the counter-cyclical role of remittances, which helped to absorb some internal economic shocks and support households consumption. In 2023, remittances reached 1.60% of GDP, that is a cumulative increase of 0.78% of percentage point compared to 2020. This dynamic translates the diaspora's resilience and solidarity as well as the improvement of transfer methods, particularly thanks to the digitalising and diversifying of financial transfer channels.

688. In general, the growing contribution of remittances to the GDP confirms the strategic role of the diaspora in mobilising external resources. However, this evolution calls for the implementation of public policies aimed at channelling a greater share of these resources towards funding productive investments, in support of the goals of structural transformation, decent job creation and human capital development, as defined in NDS30.

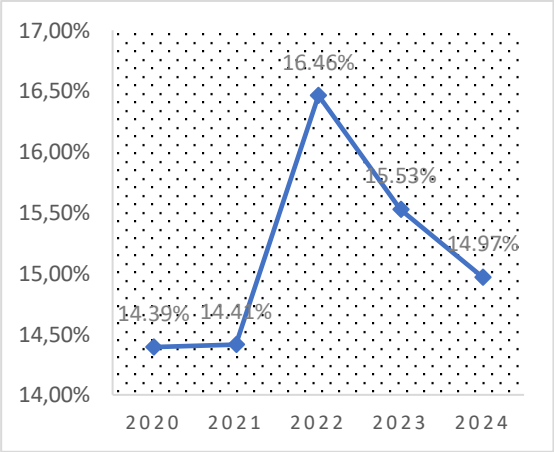
Graph 78: Evolution of remittances (% of GDP) received from the diaspora between 2020 and 2023



Source: WDI

689. Mobilisation of domestic savings Gross domestic savings rate remained unstable and relatively low, fluctuating around 15% of GDP between 2020 and 2024. The GDP percentage growth during this period highlights an uneven trajectory. In 2020, the rate was at 14.39%, reflecting a relatively modest level in the mobilisation of internal resources, in a context marked by the economic and social effects of the COVID-19 pandemic. In 2021, the rate practically remained stable at 14.41%, confirming the persistence of structural constraints which limit households and companies saving capacity. This situation highlights the challenges faced in stimulating domestic savings after the economic downturn. The year 2022 recorded a significant increase, with the rate reaching 16.46% of GDP. This increase reflects the first effects of economic recovery, the dynamism of some productive sectors and greater resilience of economic stakeholders, thereby enabling a temporary consolidation of domestic savings. However, this positive trend has not been sustainable. As from 2023, the rate fell to 15.53% before settling at 14.97% in 2024, that is a return to a level close to that of 2020. This drop is notably due to inflationary pressure and a reallocation of resources to immediate consumption to the detriment of savings.

Graph 79: Evolution of Gross Domestic saving rate (% of GDP) between 2020 and 2024



Source: WDI

690. Contrasting trends in savings rate highlights the need for Government to strengthen public policies in favour of financial inclusion, broaden access to adequate savings products and boost national productivity in a bid to increasing the country's ability to sustainably mobilise its internal resources to finance growth and development, in line with NDS30 guidelines.

10.2. Implementation and Monitoring-Evaluation Mechanisms of the Strategy

691. To efficiently implement the strategy, NDS30 recommends the adoption of a framework planning law which should define a better articulation between the different planning tools, on one hand, and complete during the first three years of implementation all feasibility studies of plans, programmes and flagship projects as well as pre-identified reforms, on the other hand.

692. With regard to steering and monitoring-evaluation, NDS30 envisaged the setting up of a National Council for Planning which would oversee the entire steering and monitoring-evaluation mechanisms, and a National Committee for monitoring-evaluation of the implementation of the strategy to assist the Council in the technical coordination of monitoring and evaluation activities of the implementation of the strategy.

693. Statistically, NDS30 envisaged the implementation of a Statistical and Geographical Information System (SISG) interconnected between national, regional and council levels. There are also plans to update the National Statistics Development Strategy (NSDS) and implement a needs-based statistical programme required for the monitoring and evaluation of different strategies.

694. In view of modernising the national economy and in accordance with NDS30 guidelines, a draft law for strategic programming has been drawn up. It establishes NDS30 as the reference framework for developing and modernising the economy till 2030, in view of achieving the country's emergence goal and outlines various instruments that would contribute to its operationalisation. While waiting for competent authorities to endorse it, the monitoring and evaluation mechanism in place establishes a united planning, with sectoral strategies backed by NDS30, monitored and steered in an integrated manner. This mechanism makes it possible to build consensus and participatory sectoral commitments.

695. Concerning plans, programmes, and flagship projects, an operational framework and implementation approach memo for plans and

reforms has been drawn up. In fact, it provides a phased programmatic approach to ensure an effective and efficient absorption of works leading to a smooth NDS30 implementation. Indeed, all initiatives, projects and reforms of NDS30 cannot be implemented at the same time, hence the need for programming after the planning work, which has also fed into the draft law on the programmatic orientation of NDS30. However, it should be noted that some plans, programmes, and flagship projects and reforms are already being implemented or developed. Details of their implementation are presented in Chapter1.

696. Concerning steering and monitoring-evaluation bodies, out of the two provided for by the NDS30, one has been effectively set up. This is the National Committee for monitoring-evaluation of NDS30 Implementation, abbreviated as CNSE/NDS30, established by Decree No.2021/1541/PM of 23 March 2021 by the Prime Minister, Head of Government. As the cornerstone of the National Council for Planning to be equally set up, the CNSE/NDS30 has as main mission to ensure monitoring and technical and operational supervision of all NDS30 implementation-related work.

697. The CNSE/NDS30 is a unified framework for monitoring- evaluation of national and sectoral strategies, contrary to previous mechanisms. The setting up of the CNSE/NDS30 thus puts an end to proliferation and fragmentation of monitoring-evaluation bodies which did not facilitate the coordinated reporting of information for effective decision-making

698. The CNSE/NDS30 is presided over by the Minister of the Economy, Planning and Regional Development and comprises Secretaries General of all ministries, representatives from some establishments and institutions, Regional and Local authorities, the private sector and civil society. Development partners could be invited to participate in the Council's deliberations as observers.

699. To accomplish its missions, the Committee has::

- **Sectoral Sub-commissions** responsible for ensuring supervision, guidance, coordination, harmonisation and overseeing of works relating to the implementation of the strategy of the relevant sector;
- **Technical Coordination Unit** responsible, among other things, for making NDS30 operational, drafting monitoring-evaluation reports on NDS30 implementation and coordinating the conduct of prospective and strategic studies;
- **Seven (7) Technical Sectoral Secretariats** responsible for implementing and following-up the 2020-2030 National Development Strategy at the sectoral level. Each Technical Sectoral Secretariat consists of representatives of relevant administrations as well as the National Institute for Statistics.

700. With regard to their functioning, the different bodies regularly hold sessions. Moreover, according to the provisions of the decree creating the CNSE/NDS30, various sectoral sub-commissions have been set up by the decision of MINEPAT, president of the CNSE/NDS30. Furthermore, the coordinators of various sectoral sub-commissions as well as sectoral technical secretaries have been appointed. Besides, in addition to sessions of sectoral sub-commissions, sectoral reviews of NDS30 implementation are organised annually. Sectoral, regional and consolidated reports on the status of NDS30 implementation are drafted regularly.

701. In terms of statistics, Law No. 2020/10 of 20 July 2020 to regulate statistical activity in Cameroon and Decree No. 2021/690 of 2 December 2021 to lay down the terms and conditions for applying the said law were enacted. This law lays down the basic principles for producing official statistical data, rules of professional conduct, the institutional framework for statistical production and the terms and conditions for coordinating statistical activity. It highlights a National Statistics Development Strategy (SNDS) as reference framework for the programming of statistical operations and production of official statistics. In line with its alignment with NDS30, the National Statistics Development Strategy (SNDS) has been updated and covers the 2021-2030 period.

702. However, in spite of the legal and institutional framework some challenges faced in evaluating implementation strategies persist, particularly the availability of indicators, especially effect and impact indicators. In fact, surveys used to produce this type of indicators are sometimes conducted at

irregular intervals, making it difficult to measure evolutions in a timely manner. For example, the last General Population and Housing Census (RGPH) was done in 2025 and the fourth one is being prepared, the last Cameroon Household Survey (ECAM5) was conducted in 2021, 7 years after ECAM4 (2014) and results were published only in 2024; the last Employment and the Informal Sector Survey (EESI3) which helps to produce indicators on employment and unemployment was carried out in 2021, 10 years after EESI2 (2010); Population and Health Survey (EDSS) was done in 2018, 7 years after ECAM4 conducted in 2011. In addition, results of the surveys conducted are published late, sometimes after several years. Moreover, most administrations did not take adequate measures to produce estimates on these indicators, in between two surveys. They almost never conduct surveys on public services users' satisfaction.

10.3. Communication

703. With regard to communication, NDS30 has provided for the development and implementation of a communication plan for a better dissemination and ownership by the different stakeholders. Moreover, there are plans to continue and intensify dialogue on the results achieved, the difficulties encountered and possible solutions.

704. It should be noted that NDS30 identified communication as a major challenge to be addressed. In this light, a communication plan was drafted. This plan identifies the different communication stakeholders, targets and various actions and activities to be carried out, depending on targets. To implement this plan, several activities have been carried out. These activities include: (i) presentation of NDS30 at the national level; (ii) presentation of NDS30 in Parliament; (iii) organisation of a regional campaign to present NDS30 (iv) popularisation of NDS30 during various fairs, conferences and other forums.

705. Presentation of the NDS30 at the national level: after its adoption, the Minister of the Economy, Planning and Regional Development, under the auspices of the Prime Minister, Head of Government, presided over the presentation ceremony of the 2020-2030 National Development Strategy (NDS30). Those who took part in this ceremony were members of government, members of the diplomatic corps, representatives of ministries, university dons, development partners, representatives of the private sector, civil society, Regional and Local Authorities, and the media.

706. Presentation of NDS30 in Parliament: NDS30 was equally presented during a special plenary session at the National Assembly on 21 June 2021.

707. Organisation of a regional campaign to popularise NDS30: regional workshops were organised to present NDS30 to all the active forces in the ten (10) regions. Moreover, during this campaign, NDS30 was presented to the university community (lecturers and students) in all State universities.

708. Presentation of NDS30 at the sectoral level and in administrations: since its adoption, NDS30 continues to be presented and popularised at the sectoral level and in public administrations. In addition to sectoral workshops organised by MINEPAT, some administrations organise their own workshops or seminars to take ownership of the guidelines and reforms of NDS30.

709. Popularisation of NDS30 during different fairs, conferences, and other forums: communication on NDS30 has been intensified through the Government Action Fair (SAGO) whose themes focused on NDS30 (SAGO, 2021 and 2022 Editions). Moreover, NDS30 was also presented in other events both at the national and international levels (Promote, for example).

710. In addition, communication tools to ease ownership of NDS30 guidelines were designed. We can mention for example the booklet titled "NDS30 in 30 points" which is widely distributed in administrations and during various meetings.

711. Concerning dialogue on the results achieved, the difficulties encountered and possible solutions, discussions on these issues take place within the framework of sectoral reviews and CNSE/SND30 sessions. Furthermore, various reports on the status of implementation of NDS30 are widely distributed and made available to the public.

CHAPTER 11

EVALUATION OF PROGRESS, MAJOR CHALLENGES AND RECOMMENDATIONS



Chapter 11:
Evaluation of Progress, Major Challenges and Recommendations

11.1. Evaluating progress towards NDS30 objectives

712. The assessment of progress in this chapter is carried out from both a retrospective and a prospective view. At the retrospective level, the aim is to compare the trajectory envisaged by NDS30 with that actually followed by Cameroon's economy. At the prospective level, it compares the trajectory anticipated by NDS30 with that which the economy could reasonably follow if recent trends continue. The indicators concerned relate to: (I) real and nominal GDP. (Ii) domestic revenue, (iii) nominal investment, and (iv) loan. Similar analyses are then made for the status of the Human Development Index and some governance indicators.

11.1.1. In terms of growth

713. The National Development Strategy (NDS30) predicted that the structural transformation of Cameroon's economy would be accompanied by an average annual growth rate of 8.1%. The annual trend is characterised by a gradual increase in economic growth from 4% in 2020 to 10% in 2030. However, the growth rate remained below 4% over the five years from 2020 to 2025. The rate of 3.7% that had been anticipated in 2024 was achieved at 3.2%, according to the 2023 data from the INS. IMF estimates stood at 3.9% in 2024. As concerns the NIS quarterly accounts, they show growth levels of 3.3% in the first quarter, 3.7% in the second quarter and 3% in the third quarter. The estimate for 2024 based on the three quarters of the year would therefore be 3.3%, which is below the 3.9% rate forecast by the IMF Average annual growth for the 2021-2024 period is 3.3% while growth rate over this period is 3.7%.

Table 47: Growth Prospects by 2030

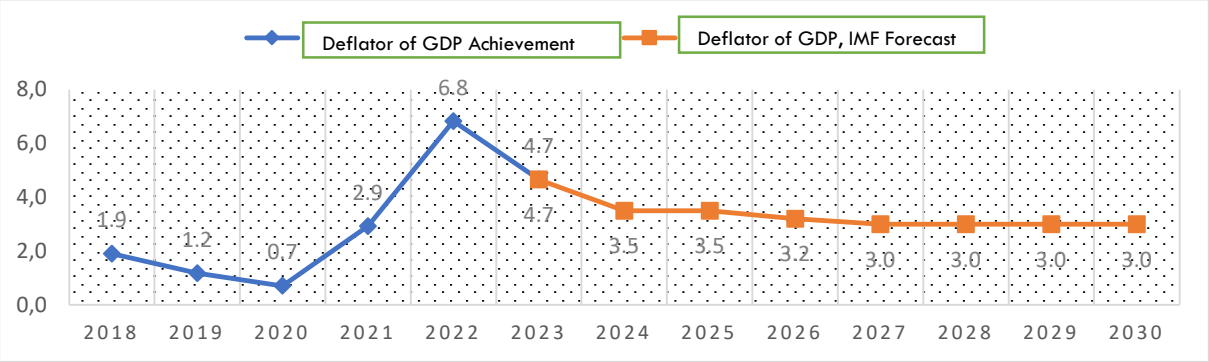
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Average forecast	3.5	0.3	3.6	3.7	3.2	3.3	3.5	3.5	3.5	3.5	3.5	3.5
Optimistic forecast	3.5	0.3	3.6	3.7	3.2	3.3	3.7	3.7	3.7	3.7	3.7	3.7

Source : NIS, National Accounts 2023; INS, Quarterly Accounts 2024 and our calculations

714. A comparison between SND30 growth prospects and what can reasonably be expected if policy remains unchanged, assuming a growth rate of 3.7%, shows that significant and increasingly large gaps are emerging over time. The difference in growth is 5.1 points in 2026 and 6.3 points in 2030.

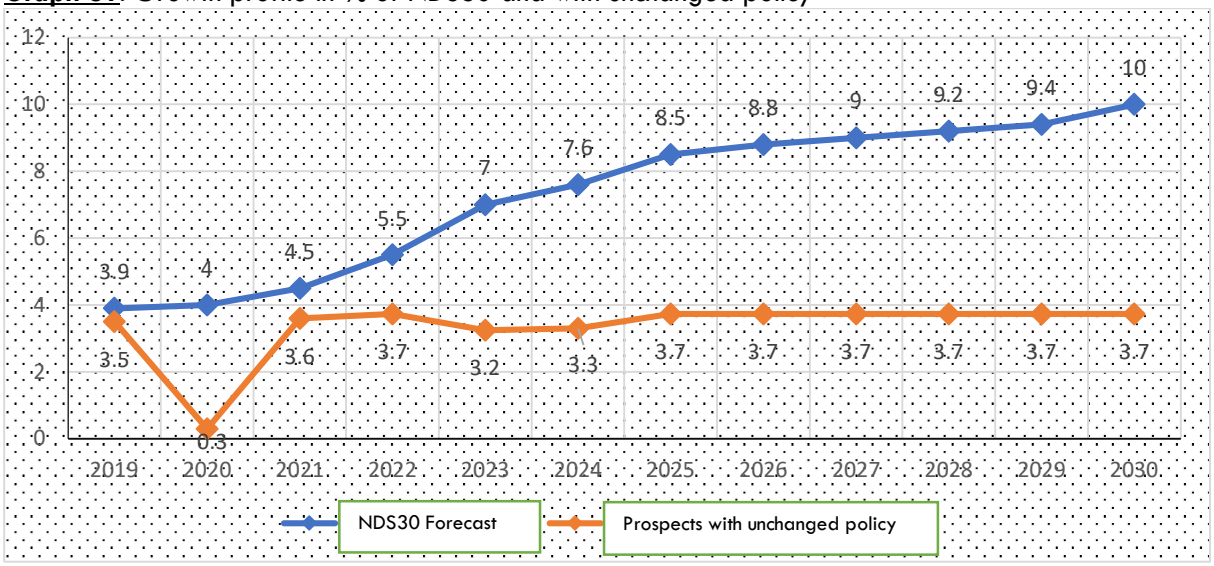
715. According to IMF prospects, the GDP deflator should gradually converge towards a 3% value, in order to contain inflationary pressures, which peaked at 7% due to the Russo-Ukrainian war. This deflator forecast will be used to enhance NDS30 GDP and the GDP with unchanged policy.

Graph 80: Prospect for the evolution of the GDP deflator growth rate



Source: INS, National Accounts 2023 and our calculations

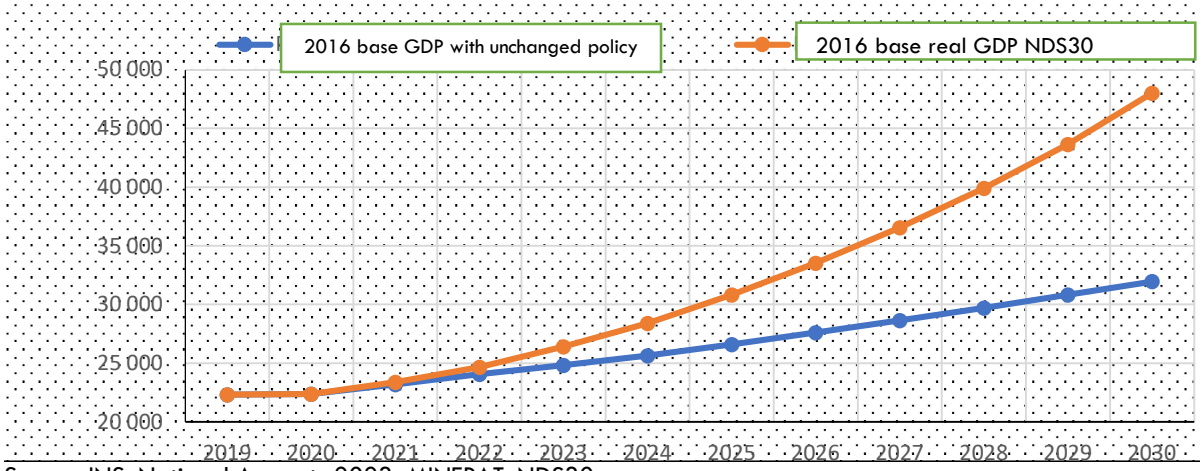
Graph 81: Growth profile in % of NDS30 and with unchanged policy



Source: INS, National Accounts 2023; MINEPAT, NDS30

716. Performances below NDS30 expectations are reflected in increasingly wide gaps between achievements and forecasts. In 2024, real GDP (2016 basis) was 25 600 billion, whereas NDS30 expected value was 28 400 billion. In 2030, real GDP could reach about 320 000 billion, whereas NDS30 expectations were 48 000 billion.

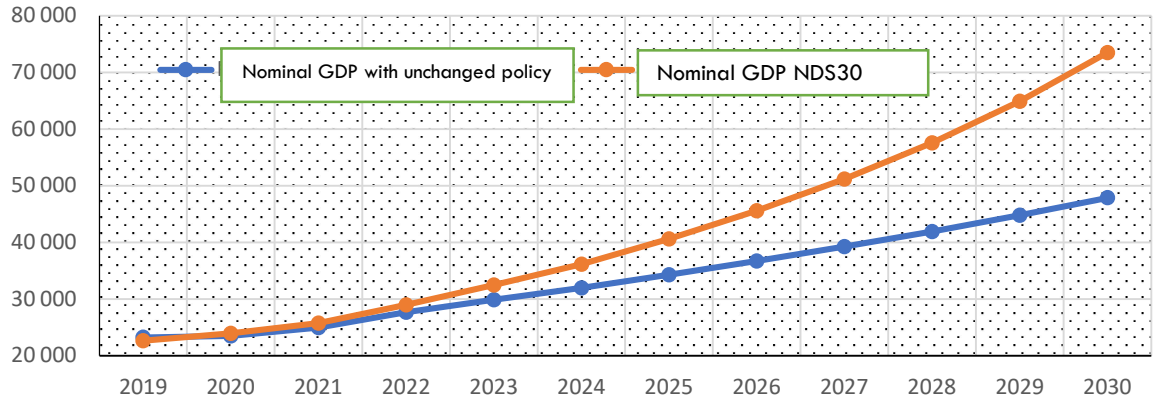
Graph 82: Real GDP (2016 basis), NDS30 scenario, and with unchanged policy



Source: INS, National Accounts 2023; MINEPAT, NDS30

717. Nominal GDP was nearly 32 000 billion in 2024 whereas it was expected to reach 36,000 billion. Trends reveal that in 2023 nominal GDP could reach nearly 48 000 with unchanged policy, while the value expected by NDS30 would be 73 000 billion.

Graph 83 : Nominal GDP, NDS30 vision scenario and trajectory with unchanged policy



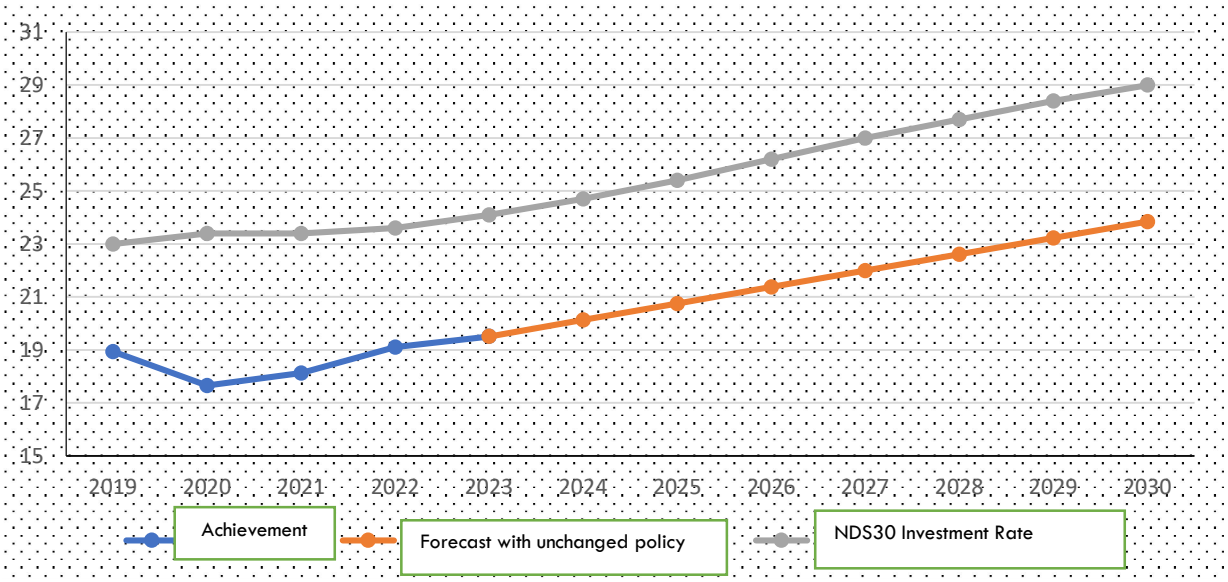
Source: NIS, National Accounts 2023; NIS, Quarterly Accounts 2025; MINEPAT, NDS30; our calculations

11.1.2. In terms of investment

718. NDS30 projects a significant increase in investment rate, from 23.4% in 2021 to 29% in 2030. The momentum of investment rate is mainly driven by the private sector, whose rate is expected to rise from 20% to 26% over this period. Concerning the public investment rate, it is expected to hover around an average of 3.1% over the implementation period. Moreover, its profile shows a downward trend over the 2026-2030 period, reflecting a desire for growth mainly driven by the private sector.

719. In terms of achievement, the investment rate remained below the level expected by NDS30. It was 18% in 2021, compared to 23.45% expected by NDS30. In 2020, it stood at 20%, compared to the expected 24.7%. In 2030, the achieved rate could reach 23.8%, compared to the expected 29%. The lower-than-expected level of investment, coupled with a slower pace of growth, has resulted in a significant gap between expected investments and actual investments.

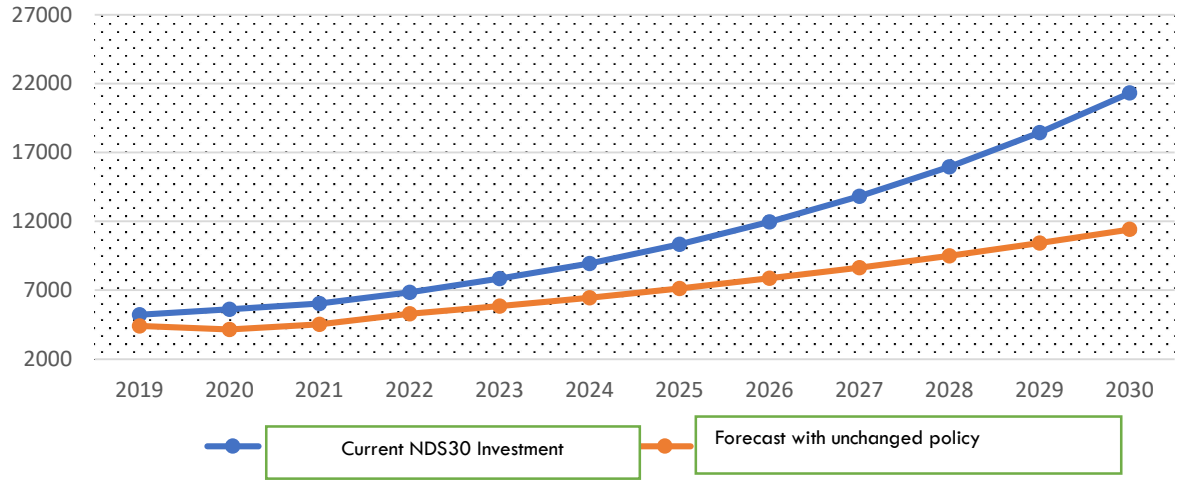
Graph 84: NDS30 investment rate and with unchanged policy



Source: NIS, National Accounts 2023; NIS, Quarterly Accounts 2024; MINEPAT, NDS30; our calculations

720. Over the 2021-2022 period, the investment gap stood at 44 432 billion, representing 50.4% of funding needs of NDS30 which amount to 88 000 billion. This finding calls for a more refined strategy to attract investments for NDS30.

Graph 85: Investment in current value, NDS30 and unchanged policy



Source: NIS, National Accounts 2023; MINEPAT, NDS30; our calculations

11.2. Recommendations

721. Follow-up activities of NDS30 for 2024 helped to highlight a few key facts. With regard to the development of manufacturing industry, it was noted that the share of manufacturing added value has not changed significantly. In the rural sector, productivity has not changed significantly. With regard to infrastructural development, some GESP projects have not yet made significant progress, namely the construction of the chemical fertiliser plant, the construction of new aluminium smelters and railways.

722. It is therefore necessary to: (i) accelerate the implementation of projects such as the Douala-Yaounde highway, the construction of the railway, (ii) address the gaps identified in the laying of the optic fiber, (iii) accelerate the setting up of the chemical fertiliser plant as part of the P21 to increase agricultural productivity, (iv) pay particular attention to progress in the mining sector, with he first productions expected in 2027, (v) redouble vigilance to better attract foreign direct investments and close the investment deficit with regard to forecasts, (vi) given the good performance of the banking sector, seek mechanisms that will help to increase the supply of loans, (vii) develop a clear strategy for closing the technology gap.

723. This section highlights some of the points for consideration that emerged during sectoral reviews or the numerous working sessions that led to the preparation of this report. This is not a new planning, but rather contextual elements that should be highlighted. This section is supplemented at the ministerial level by a matrix of points for consideration following the same logic.

724. In general, this report highlights the resilience of Cameroon's economy in the face of various internal and exogenous shocks and successive multi-faceted crises, the long-term consequences of which pose a major threat of derailing the country's path to emergence by 2035. However, Cameroon must at the same time face constraints associated with the need for robust fiscal discipline, supported by the economic and financial programme under the Extended Credit Facility (ECF) and Extended Credit Mechanism (ECM).

725. In this context, the transformation momentum required to achieve the ambition of emergence by 2035 and therefore NDS30, must be carried out with even more efficiency and optimisation. The coordination of efforts at different levels is essential to avoid waste of energy and the risk of spreading of resources. The following elements for consideration should serve as focus in this logic of optimisation in the 7 sectors of the NDS30.

A. RURAL SECTOR

i. **Implementation of the Agro-pastoral and Fishery Import-Substitution Plan (PIISAH).** In line with the fundamental guidelines of NDS30, the Head of State instructed the development the PIISAH. It takes up many projects already underway as part of PLANUT and ongoing programmes in the relevant administrations and consolidates them with new initiatives in view of taking operational but comprehensive control of sufficient local production of agricultural and fishery products, which are weighing heavily on the country's trade balance. Each administration and particularly those in the rural sector must assume its full responsibilities, taking into account also the budgetary resources allocated to it.

ii. The rural sector development strategy (RSDS) mainly focuses on the need to increase productivity, particularly in the priority sectors identified in NDS30. Through the National Agricultural Investment Plan (NAIP) it links up with the Malabo Declaration. Many projects already underway in this regard should be monitored to make sure that the expected results are effectively achieved and that the projects are completed within deadlines and according to standards. Similarly, reforms initiated in the sector, namely access to agricultural inputs and various subsidies should be continued and brought to completion.

iii. The Cameroon National Determined Contribution (NDC), as part of international agendas on climate change should be appropriate, implemented and specifically monitored. It implies the participation of different administrations which must make sure that they play their role through the key areas identified (agriculture, forestry, energy, waste).

iv. With regard to Sustainable Development Goals, they are included in NDS30 and addressed in the relevant sectoral administrations. However, for administrations of the rural sector and without prejudice to the importance of other issues, particular attention is drawn to SDG2 (Zero hunger and nutrition) in collaboration with other relevant administrations. The mobilisation of technical and financial partners around this specific issue could be strengthened to improve the risk mitigation for Cameroon.

B. INFRASTRUCTURE SECTOR

i. The issue of the level of service of existing infrastructure led to the drafting of key consideration No. 6 in NDS30, which is included in the Infrastructure Development Sector Strategy. This issue relates to the **maintenance of such infrastructure, in connection to their exploitation**. The need for densification to which emergence refers, presupposes that the optimal functionality of achievements has been established. This issue requires particular and contextual attention in the sector.

ii. **The issue of the economic and financial cost of infrastructure.** This point echoes key considerations Nos 2 and 4 of NDS30, and brings back to the table the constant need of ensuring the efficiency of the economic and financial costs of investments made in the sector, particularly with budget resources. Costs can be financial (e.g. Unit costs) and economic (imports). The relevant ministries could work on the cost structure in their different field in order to better contribute to the growth of the national economy. Infrastructure generates significant public procurement that could well influence the development of domestic production.

iii. Infrastructure to support PIISAH, there are specific infrastructure support needs (lands, access roads, electricity, water, etc.) that should be given special attention by administrations of the infrastructure sector.

iv. In line with industrialisation, the P21-NDS30, as a strategic programming tool for NDS30 should also be given special attention in terms of the needs for support infrastructure. This includes namely railway and road projects and industrial development.

v. In general, infrastructure must support economic and social dynamics as demonstrated in the different sectors and must ensure that they meet the specific expectations of other sectors.

C. INDUSTRY AND SERVICE SECTOR

i. NDS30 has placed industrialisation as a focal point of strategic priorities and in this light, the P2I-NDS30 has been drafted as a medium term strategic and industrial programming tool that also echoes the Industrialisation Master Plan (IMP). **The administrations of the "Industry and Service" sector should ensure the implementation of the P21-NDS30 in their specific spheres of competence, given that, in addition to investment projects, it also includes reform projects.**

ii. Although included in the P2I-NDS30, the issue of the **setting up of a legal and regulatory framework for quality infrastructure** should particularly be highlighted. Because it is essential to the overall industrialisation process, work has already been conducted in this regard with the drafting of a draft bill.

iii. The same applies to the **setting up of a competition authority to strengthen the market environment and reduce anti-competition practices**, which are detrimental to the development of businesses. This reform, if properly implemented, could significantly impact the rate of use of installed capacities in the national economy. Technical works have begun on the drawing up of a draft bill to amend law 98/013 of 14 July 1998 on competition.

iv. **The operationalisation of the Economic Zones Promotion Agency,** could help to create perimeters of concentration of public facilities and generate a massification of private investments, all of which could produce chain effects and change the country's growth profile.

v. **The SONARA Rehabilitation Project** is of paramount importance for Cameroon's economy, because its success alone would significantly reduce the importation bill and thus foreign exchange costs, but also make the country less vulnerable to oil price shocks.

vi. **Ensure the effective and coherent deployment of the new ordinance on investment incentives** with a view to consolidating and accelerating the momentum of ongoing industrial projects;

D. EDUCATION AND TRAINING SECTOR

i. The update of the strategy of the Education and Training sector is a structuring step in the transformation of human capital; The major challenge now lies in its effective appropriation by all the administrations concerned and its systematic use as a reference framework for planning, programming and budgeting exercises; This appropriation should make it possible to ensure the coherence of interventions around the priorities of universalisation, quality of learning, professionalization, regulation of the system and involvement of the private sector, in a context marked by increased budgetary constraints;

ii. The mid-term analysis highlights the need to consolidate the universalization of the basic curriculum while correcting persistent territorial disparities; The redefinition of Priority Education Zones, the operationalization of a georeferenced school map and the implementation of targeted catch-up plans, particularly in regions in crisis, are decisive levers; In this dynamic, the gradual generalization of structured school feeding, backed by local production, appears to be a key instrument for improving school retention, learning and equity, particularly for children from vulnerable households;

iii. The performance observed on the Human Capital Index and the results of international assessments call for a strategic refocusing on the quality of learning; To this end, the development and implementation of a national strategic plan for the development of fundamental skills in reading, mathematics and science, accompanied by periodic standardized assessments and remedial measures, is a major sectoral priority; The objective is to strengthen the efficiency of the education system, by tangibly improving the skills acquired by learners at the end of the basic cycle;

iv. The sustainable improvement in the quality of education remains closely linked to a structural treatment in the questioning of the teacher , which is now considered a strategic sectoral risk; The integrated reform of the teaching function, including the modernisation of the statute, the forward-

looking management of human resources and appropriate territorial incentives, is essential for the stabilisation of the system; In addition, the alignment of the training offer with the priorities of industrialization and employment, through the Training-Industry poles, work-study, certification and entrepreneurship, as well as the operationalization of an integrated plan for the economic empowerment of young people and women, are essential levers to strengthen socio-economic integration ;

v. Finally, the transformation of the Education and Training sector is based on an in-depth modernisation of its governance, particularly through digital technology. The generalization of learning platforms and digital work environments, the strengthening of educational information systems, the use of the unique identifier and the mobilisation of research and innovation as decision-making tools should improve the resilience, transparency and performance of the system. These developments must be accompanied by the updating of the legal framework, the modernisation of infrastructure and the implementation of innovative financing mechanisms in order to ensure the sustainability of the reforms undertaken under the NDS30.

E. HEALTH SECTOR

i. As part of the implementation of the health transformation agenda, it is necessary **to continue the ongoing efforts to densify the healthcare offer through the creation of new health facilities, the development of infrastructure and the upgrading of equipment.**

ii. Similarly, it is necessary to continue the work launched as part of the setting up of the Universal Health Coverage in order to support the demand for healthcare and increase access to care for the highest number of people. **In this context, the second phase of UHC will expand the basket of care to all essential services and the population and set up the national UHC agency to operationalize the insurance function.**

iii. In the World Bank's Human Capital assessments, Nutrition has been identified as one of the main factors negatively affecting HCI, despite some positive developments. **In this regard, the issue of nutrition, particularly during the first 1000 days, deserves a more appropriate and, above all, better coordinated treatment in relation to the risk of dispersion of efforts made by many stakeholders, as indicated in the latest Public-Expenditures-Tracking-Survey (PETS) report conducted by the Government in collaboration with UNICEF.**

iv. As part of the implementation of the fundamental import/substitution orientation in healthcare, it is important to develop the local pharmaceutical industry. **To this end, it is necessary to put in place incentives for existing local production units to increase the local production of medicines and medical devices.** Establishing a national industry would also ensure that the minimum number of medicines and medical devices needed for UHC is available.

v. **Ensure that preparedness and response to public health events are strengthened.**

F. SOCIAL PROTECTION

i. **Ensure the effective application of the Guaranteed Interprofessional Minimum Wage (SMIG), set at 43969 CFA francs,** as a central instrument for the protection of workers' purchasing power, in an international context marked by the volatility of energy product prices. To this end, the competent public administrations are called upon to strengthen monitoring and control mechanisms, in line with the shared responsibility of employers and social partners;

ii. **Accelerate the operationalization of the Unified Social Registry (RESUC)** as a basis for targeting and coordinating social interventions, and ensure its effective backing with government direct and indirect social transfer programs. In the medium term, it is recommended to capitalize on the achievements and experience of existing mechanisms, with a view to their sustainability within an integrated social protection framework, aimed at improving the efficiency and impact of social spending.

iii. Continue and structure the care of internally displaced persons and refugees affected by socio-security crises, in a logic of strengthened national solidarity. **The discussions undertaken with a view to the establishment of a National Solidarity Fund must be deepened and conducted in a participatory manner, in order to provide the country with a sustainable mechanism for responding to situations of vulnerability and social shocks.**

G. GOVERNANCE

i. **Continue the decentralization process through the transfer of competences and resources, at the same time the technical and financial support of the Regional and Local Authorities (RLAs) and encourage decentralized cooperation in the financing of RLAs.**

ii. **Ensure rationalization and coordination in the implementation of Reconstruction and Development programs in the North-West, South-West and Far North Regions while strengthening the communication of related interventions.**

iii. **Strengthen the coordination of structures and mechanisms that contribute to the production of data likely to reassure development partners and investors to improve the country's sovereign rating.**

iv. **Strengthen the regulatory framework for strategic planning by specifying the modalities for the development and validation of the main instruments.**

v. **Accelerate the implementation of the "open government" process in line with the existing institutional and regulatory framework to strengthen the visibility of the government's actions among citizens, investors and international partners.**

vi. **Strengthen measures to increase diaspora participation in NDS30 implementation efforts.**

vii. **Complete the implementation of the reform of the national statistical system in line with the orientations of the National Strategy for the Development of Statistics 2030 (SNDS 2030).**

viii. **Operationalize the process of general review of public policies.**

ANNEXES

Annex 1: Recommendations matrix /Points for consideration

ADMINISTRATIONS	RECOMMANDATIONS/POINTS FOR CONSIDERATION
RURAL SECTOR	
MINADER	▪ Satisfactorily implement the activities of the Integrated Agropastoral and Fisheries Import Substitution Program (PIISAH) under MINADER, in particular the implementation of the "Central Plain" project in favour of priority speculations (Rice, Maize, Wheat/Local Flours, Millet/Sorghum/Soybeans, Oil Palm); ▪ Satisfactorily implement the PATIPAPLACE project; ▪ Ensure that the achievements of the Sectoral Reform Contract with the European Union (law on inter-professions, reforms on subsidies, etc;) are deepened; ▪ Accelerate the implementation of the Convergence Action Plan.
MINEPIA	▪ Satisfactorily implement the activities of the Agropastoral and Fishery Import-Substitution Plan (PIISAH) under MINEPIA. These include the modernisation of offloading and storage infrastructure in fishery production basins and setting up of support infrastructure for agropastoral activities in the dairy cattle sector. ▪ Ensure that the achievements of the Sectoral Reform Contract with the European Union (law on inter-branch organisations, subsidy reforms, etc.) are further developed.
MINFOF	▪ Continue efforts to promote local wood processing in line with the sub-regional decision relating to the ban on the exportation of logs, which is now set to enter into force on 1st January 2028. The aim will notably be to gradually extend the list of species prohibited from export in the form of logs.
MINEPDED	▪ Finalize the new Nationally Determined Contribution (3;0) and Strengthen monitoring and communication around the NCP and the NDC in the context of Cameroon's participation in the COPs (and in particular COP30) with a view to a greater mobilization of the financing proposed under the International Agenda on Climate Change; ▪ Raise awareness among other administrations on the mobilisation of green financing.
INFRASTRUCTURE SECTOR	
MINTP	▪ Continue efforts to densify the paved road network, while paying particular attention to a satisfactory level of mobility along the major road corridors. ▪ Ensure the opening up of production basins, particularly those prioritized under the Integrated Agropastoral and Fisheries Import Substitution Plan (PIISAH).
MINT	▪ Monitor and ensure the satisfactory implementation of the Mbalam-Kribi railway construction project; ▪ Continue the implementation of the development project of the Kribi Industrial Port Zone (ZIPK); ▪ Monitor and ensure the implementation of the construction project of the mineral terminal at the port of Kribi; ▪ Implement the restructuring plan of the Cameroon Shipyard and Industrial Site (CNIC); ▪ Mature the second phase of the Limbe Oil Yard project, in collaboration with the Ministry of Finance and MINEPAT (P2I-NDS30 project); ▪ Monitor the implementation of the PAD performance contract; ▪ Monitor the implementation of the Douala terminal development project.
MINDCAF	▪ Support and accelerate the effective implementation of the constitution of land reserves and land security for agro-industrial development within the framework of the "Plaine Centrale" project integrated into the PIISAH;

ADMINISTRATIONS	RECOMMANDATIONS/POINTS FOR CONSIDERATION
	▪ Finalize the land and property reform; ▪ Accelerate the implementation of a digitalized system for the management of the State's assets; ▪ Accelerate the implementation of the project to digitize cadastral, land and state revenues and procedures; ▪ Accelerate the development of secondary cities, in particular that of MASSOUMBOU, in conjunction with the UNMDU.
MINHDU	▪ To ensure on a permanent basis, in collaboration with the RLAs concerned, a satisfactory level of services for existing roads and sanitation infrastructures, particularly in large cities; ▪ To support the RLAs in the satisfactory and sustainable management of solid waste; ▪ To support the RLAs in the implementation of urban planning documents to deal with the problem of anarchic development of cities.
MINPOSTEL	▪ Continue the Cameroon Digital Transformation Acceleration Project (UNDPAT) and work in collaboration with the other administrations concerned to develop a digital industrial ecosystem in line with the Industrialization Master Plan and the P2I-NDS30 (assembly of laptops and mobile phones); ▪ Continue the backbone deployment of the fiber optic network phase 4; ▪ Update the CAMPOST Data Center; ▪ Continue the rehabilitation of the postal network in Cameroon; ▪ Begin preparatory work for the launch of the 5G network.
MINEE	▪ Accelerate the satisfactory implementation of hydroelectric, gas-fired thermal and solar power plant projects in preparation by ensuring a pace compatible with the target of 5000 MW in 2030; ▪ Work on the issue of the balance of the electricity sector, minimize losses in the network and optimize the use of installed capacity; ▪ Ensure the satisfactory development of the SONARA rehabilitation project; ▪ Ensure the completion of the works and the commissioning of the Drinking Water Supply Project for the city of Yaoundé and its surroundings from the Sanaga River (PAEPYS) on the one hand, and the satisfactory completion of the Mega-Project for the Supply of Drinking Water to Douala and its surroundings from the Wouri River on the other hand; ▪ Continue the development of drinking water supply projects in secondary cities.
INDUSTRY AND SERVICE SECTOR	
MINMIDT	▪ Continue and accelerate the implementation of the Mbalam and Nabeba iron project together with the associated railway and the ore terminal at the port of Kribi in collaboration with the Ministry of Transport and project partners; ▪ Continue the momentum of the implementation of other mining projects, in particular: Kribi-lolabé iron, Bipindi Grand Zambi iron and the associated steel complex; ▪ Finalize the studies and expedite the start of the project to develop a chemical fertilizer plant in collaboration with the other Ministries concerned and the SNH, within the framework of the P2I and the PIISAH; ▪ To carry out the development project of the Ouassa-Baboute agro-industrial technology park in a satisfactory manner.
MINPMEESA	▪ Continue to support Small and Medium-sized Enterprises and Cooperatives in their alignment with production standards under the activities of the Integrated Plan for Import, Substitution, Agropastoral and Fisheries (PIISAH).
MINTOUL	▪ Continue the expansion of infrastructure of the Lagdo and Maga nautical stations in the North and Far-North regions,

ADMINISTRATIONS	RECOMMANDATIONS/POINTS FOR CONSIDERATION
	▪ Continue efforts to transfer resources to RLAs for the development of tourist sites as part of the national tourism policy, in accordance with the law of 18 April 2016.
MINCOMMERCE	▪ Continue and capitalise efforts started as part of the Africa Continental Free Trade Area (AfCFTA), particularly with regard to awareness raising on the online notification mechanism for non-tariff barriers, ▪ Continue efforts to combat illegal trade practices, ▪ Continue efforts under the Sustainable Cocoa Initiative (SCI), launched by the European Union in preparation of the implementation of the Regulation on zero deforestation products (RDUE), and at the same time, promote the diversification of market outlets.
EDUCATION AND TRAINING SECTOR	
MINEDUB	▪ Ensure ownership and effective implementation of the sector strategy for preschool and primary education; ▪ Implement the commitments of the GPE AGREEMENT in line with the Global Education Transformation Agenda; ▪ Generalise structured and territorialized school feeding (home-grown feeding); ▪ Make the use of the georeferenced school map mandatory for all planning; ▪ Deploy a special plan for primary school teachers targeted at the updated ZEP; ▪ Scaling up inclusive public schools for vulnerable children ▪ Promote operational approaches to bilingualism and the enhancement of national languages. ▪ Capitalise on the achievements of the SIGE and continue its functional deconcentration
MINESEC	▪ Generalize Digital Work Environments (ENT); ▪ Ensure ownership and effective implementation of the sector strategy for secondary education; ▪ Deploy a national network of vocational high schools aligned with the economic basins; ▪ Launch a national programme to catch up on specialised reception capacities; ▪ Implement a targeted redeployment of teachers with incentives; ▪ Reform educational guidance via a national platform connected to professional and academic training opportunities as well as the labour market.
MINESUP	▪ Deploy a national inclusive university infrastructure program; ▪ Generalise the professionalisation of the sectors, work-study and VAE; ▪ Institutionalise the status of student-entrepreneur and teacher-entrepreneur ▪ Strengthen university incubators and fablabs; ▪ To set up competitive funds for applied research oriented towards industrialization.
MINEFOP	▪ Deploy a national network of sectoral training centres; ▪ Finalize and operationalize the National Qualifications Framework and the VAE; ▪ Establish a national system for the follow-up and integration of trainees; ▪ Introduce tax incentives for in-company apprenticeships; ▪ Launch a national training of trainers programme by 2030; ▪ To set up an integrated system of continuing education and work-study programmes; ▪ Implement the JEN program as a structuring lever for integration.
MINRESI	▪ Gradually increase investment in R&D towards 1% of GDP;

ADMINISTRATIONS	RECOMMANDATIONS/POINTS FOR CONSIDERATION
	▪ Generalise educational technopoles and technology transfer mechanisms; ▪ Financing targeted calls for projects Education-Training-Industrialisation; ▪ Create national centres of scientific excellence.
MINJEC	▪ Validate and distribute NYPs; ▪ Systematically integrate civic education into curricula; ▪ Transform the CMPJ into hubs for socio-economic integration and local innovation; ▪ Expand the FOGAJEUNE, Carte Jeune and productive volunteering schemes.
HEALTH SECTOR	
MINSANTE	▪ Continue advocating for the adoption of the framework law that establishes UHC with the aim of making contributions mandatory and the obligation to collect existing pre-identified budget revenues for the financing of UHC; ▪ Continue to advocate for the adoption of the various implementing texts: creation of the management body, harmonization of the pricing of medical and paramedical acts, hospital reform through the related legal instruments; ▪ Build and equip all newly created Health Centres; ▪ Raise the technical platforms of the Health Centres erected to the higher categories; ▪ Continue efforts to make all health districts viable and strengthen community participation in the provision of health care and services; ▪ Draw up District Health Development Plans (PDDS); ▪ Ensure the maintenance and renewal of Health Centres equipment, all categories combined; ▪ Continue efforts to raise the technical platforms of the Health Centres of the first category in order to reduce the causes of medical evacuations abroad; ▪ Establish a national nutrition programme as part of health promotion in response to the emergence of MCNT and malnutrition problems; ▪ Strengthen the capacities of traditional healers in the preparation of their application for approval of improved traditional medicines; ▪ Finalize the regulatory framework for traditional medicine (decree implementing the 2024 law); ▪ Continue the fight against the illicit sale of medicines, psychoactive substances and dangerous cosmetic products. ▪ Establish a national (state) pharmaceutical industry to support UHC: continue technical and financial feasibility studies; ▪ Work in a correlated manner with the MINMIDT on the issue of medicines, which are significantly behind the objectives of the NDS30; ▪ Exempt pharmaceutical production inputs from entry; ▪ Impose quotas on imports of locally manufactured medicines; ▪ Implement a national multisectoral health security action plan; ▪ Accelerate the establishment of the National Institute of Public Health.
OTHER SOCIAL SERVICES AND SOCIAL PROTECTION SECTOR	
MINAS	▪ Consolidate the Unified Social Register (RESUC) as a central tool for targeting, steering and coordinating social policies; ▪ Establish a National Solidarity Fund backed by the RESUC; ▪ Perpetuate and coordinate social transfer mechanisms between administrations.
MINPROFF	▪ Strengthen the national coverage and effective functionality of the Centres for the Promotion of Women and the Family;

ADMINISTRATIONS	RECOMMANDATIONS/POINTS FOR CONSIDERATION
	▪ Mainstream gender-responsive budgeting in public policies and programs
MINTSS	▪ Extend social security coverage to non-covered professional categories; ▪ Promote decent work through the revaluation of the minimum wage. ▪ Strengthening the dynamism of labour inspection and the application of legislation
MINSEP	▪ Continue efforts to develop the sports movement and to ensure the proper use of the infrastructure acquired to maximize its economic impacts; ▪ Develop and adopt a strategic plan for the development of sport; ▪ To promote grassroots and high-level sport; ▪ Implement a multifunctional and cost-effective sports infrastructure operating plan.
MINAC	▪ Implement integrated development plans for cultural sectors and modernise the regulatory framework; ▪ Improving artistic and cultural facilities and infrastructure; ▪ Support the development of cultural and creative industries (CCIs).
MINCOM	▪ Establish a national body for the coordination of government communication around development; ▪ Structure communication around import-substitution and local production
GOVERNANCE SECTOR	
MINEPAT	▪ Ensure the implementation of the Integrated Agropastoral and Fisheries Import Substitution Program (PIISAH); ▪ Ensure the implementation of the Presidential Programme for the Reconstruction and Development of the North-West and South-West Regions and the Programme for the Reconstruction and Development of the Far North Region while strengthening communication; ▪ Ensure the operationalization of the P2I-NDS30 in conjunction with SNI; ▪ Ensure the organisation of the National Symposium on Territorial Planning; ▪ Ensure the implementation of the pooled collection operations of the fourth GPHC and the basic module of the GCAL in collaboration with the other administrations concerned.
MINFI	▪ Work proactively for a positive and gradual evolution of Cameroon's financial rating towards investment grade while controlling the related risk; ▪ To ensure, in collaboration with the Ministries concerned, the issue of teacher care; ▪ Finalize all the 2018 implementing texts on the Code of Transparency and Good Governance. ▪ Continuation of the implementation of the Global Public Finance Reform Plan.
MINJUSTICE	▪ Complete the construction and deployment of the Master Plan for the Computerization of Judicial and Prison Services. ▪ Work to improve the conditions of detention and the administration of justice by increasing infrastructural and equipment capacities in conjunction with the other administrations concerned. ▪ Increasing the capacity of judicial services to improve the administration of justice.
MINAT	▪ Continuing efforts on the legal and institutional reform of civil protection
MINDDEVEL	▪ Ensure the successful implementation of the Project for Local Governance and Resilient Communities (PROLOG), ▪ Continue efforts begun as part of the Programme for mass issuance and digitisation of birth certificates.

ADMINISTRATIONS	RECOMMANDATIONS/POINTS FOR CONSIDERATION
MINMAP	▪ Promote national preference in the processes of public procurement as an incentive for local production. ▪ Revise the Public Procurement Code with a view to improving the optimal execution of public investment projects at both the central and decentralized levels
MINFOPRA	▪ Ensure, in collaboration with the Ministries concerned, the issue of the management and management of teachers' careers ▪ Continue efforts begun to process career files, capitalising in particular rapid results Initiatives (RRIs).
MINREX	▪ Continue efforts begun to mobilise the diaspora around the country's development objectives by organising forums and exchange meetings with a view to encouraging Cameroonians living abroad to invest in Cameroon (e.g; FIDIC managed by the Club Dias Invest), ▪ Continue efforts to expand the diplomatic map in certain areas (African, Asian, American, Oceania) with the aim of increasing economic exchanges.
CONSUPE	▪ Continue actions to combat corruption and the embezzlement of public funds and intensify preventive actions for awareness-raising and training in particular. ▪ Intensify the evaluation of the performance of programmes and projects financed by the State budget
MINDEF	▪ Set up a factory for the manufacture of professional clothing as first project of the Plan for the Development of Military and Industrial Capacities, launched in collaboration with MINEPAT.
DGSN	▪ Continue efforts to secure the Cameroonian nationality while ensuring the smooth production of identity documents (including national identity cards).

Annex 2: Assessment of some macroeconomic indicators

Indicators	Type of data	2020	2021	2022	2023	2024	2025
GDP growth (%)	Forecast (1)	4.0	4.5	5.5	7.0	7.6	8.5
	Achievement (2)	0.3	3.3	3.7	3.2	3.5	3.8
	Gap (2)-(1)	**-3.7**	**-1.2**	**-1.8**	**-3.8**	**-4.1**	**-4.7**
National income in USD (atllas)	Forecast (1)	1 540.0	1 835.6	2 131.2	2 426.8	2,722.4	3,018.0
	Achievement (2)	1 540.0	1 610.0	1 660.0	1 690.0	1,680.0	1,716.9
	Gap (1)-(2)	**0.0**	**-225.6**	**-471.2**	**-736.8**	**-1,042.4**	**-1,301.1**
Overall balance (% of GDP)	Forecast (1)	-2.1	-1.5	-1.5	-1.5	-1.5	-1.5
	Achievement (2)	-3.2	-3.4	0.0	-0.2	-0.6	-1.4
	Gap (2)-(1)	**-1.1**	**-1.9**	**1.5**	**1.3**	**0.9**	**0.1**
Current balance of payments (% of GDP)	Forecast (1)	-3.4	-3.2	-3.1	-2.9	-2.8	-2.6
	Achievement (2)	-3.8	-4.3	-4.0	-5.2	-2.9	-2.8
	Gap (2)-(1)	**-0.4**	**-1.1**	**-0.9**	**-2.3**	**-0.1**	**-0.2**
M2 (% of GDP)	Forecast (1)	25.7	26.1	26.5	26.8	27.2	23.5
	Achievement (2)	25.7	28.7	28.9	27.7	28.1	27.7
	Gap (2)-(1)	**0.0**	**2.6**	**2.4**	**0.8**	**0.9**	**4.2**
Credit to the economy (% of GDP)	Forecast (1)	17.6	18.7	19.8	21.0	22.1	23.2
	Achievement (2)	17.6	16.2	16.2	16.8	17.4	17.5
	Gap (2)-(1)	**0.0**	**-2.5**	**-3.6**	**-4.2**	**-4.7**	**-5.7**

Annex 3: Assessment of some indicators of the pillar "Structural transformation of the economy"

Sector	Indicators	Type of data	2020	2021	2022	2023	2024	2025
Rural	Growth rate of the primary sector	Forecast (1)	3.6	5.6	7.2	7.2	7.3	7.6
		Achievement (2)	1.4	2.9	3.4	2.2	3.5	3.6
		Gap (2)-(1)	**-2.2**	**-2.7**	**-3.8**	**-5**	**-3.8**	**-4**
	Real random variable/rural employment	Forecast (1)	---	---	---	---	---	---
		Achievement in CFAF (2)	397 538.6	393 747.4	388 089.4	389,130.3	386,367.3	383,623.9
		Gap (1)-(2)						
	Share of the primary sector of exports (%)	Forecast (1)	---	---	---	---	---	---
		Achievement (2)	22.7	20.6	16.5	18.0	18.0	18.0
		Gap (1)-(2)						
	Volume of exports (in logs)	Forecast (1)	777 652	666 559	555 466	444,373	333,279	222,186
		Achievement (2)	777 652	958 323	746 140	596,540	546,082	499,892
		Gap (1)-(2)	**0**	**-291,764**	**-190,674**	**-152,167**	**-212,802**	**-277,705**
Industries and services	Share of manufacturing value added (% of GDP)	Forecast (1)	17.7	18.1	18.6	19.0	19.5	19.9
		Achievement (2)	13.2	13.3	13.4	13.5	13.6	13.7
		Gap (2)-(1)	**-4.5**	**-4.8**	**-5.2**	**-5.5**	**-5.9**	**-6.2**
	Share of manufactured products in exports	Forecast (1)	23	24.4	25.8	27.2	28.6	30
		Achievement (2)	23.0	23.3	20.2	22.4	22.4	22.4
		Gap (2)-(1)	**0.0**	**-1.1**	**-5.6**	**-4.8**	**-6.2**	**-7.6**
Infrastructure	Proportion of tarred network	Forecast (1)	6.0	7.2	8.4	9.6	10.8	12.0
		Achievement (2)	6.0	7.0	8.0	8.4	8.7	9.5
		Gap (2)-(1)	**0.0**	**-0.2**	**-0.4**	**-1.2**	**-2.1**	**-2.5**
	Access rate to electricity	Forecast (1)	64.7	75.0	80.0	85.0	90.0	95.0
		Achievement (2)	64.7	65.9	71.0	73.0	75.0	77.8
		Gap (2)-(1)	**0.0**	**-9.1**	**-9.0**	**-12.0**	**-15.0**	**-17.2**
	Installed energy production capacity	Forecast (1)	1516.0	2020.0	2390.0	2760.0	3130.0	3500.0
		Achievement (2)	1516.0	1516.0	1529.0	1650.0	2100.0	2280.6
		Gap (2)-(1)	**0.0**	**-504.0**	**-861.0**	**-1110.0**	**-1030.0**	**-1219.4**

Annex 4: Evolution of some indicators of the pillar "Development of Human Capital and Well-being"

Sectors	Indicators	Type of data	2020	2021	2022	2023	2024	2025
Education and Training	Human Development Index	Forecast (1)	0.58	0.60	0.61	0.62	0.63	0.64
		Achievement (2)	0.59	0.58	0.59	0.59	---	---
		Gap (2)-(1)	**0.00**	**-0.01**	**-0.02**	**-0.03**	**---**	**---**
	Completion Rate of Primary Education	Forecast (1)	71.5	73.5	75.1	77.5	79.9	83.8
		Achievement (2)	71.5	73.5	75.1	75.7	80.7	83.2
		Gap (1)-(2)	**0.0**	**0.0**	**0.0**	**-1.8**	**0.8**	**-0.6**
	Schooling rate for primary education	Forecast (1)						
		Achievement (2)	114.7	116.2	119.2	122.2	123.3	123.4
		Gap (2)-(1)						
	Schooling rate for primary education	Forecast (1)	---	47.5	55.2	64.0	74.3	86.3
		Achievement (2)	---	47.5	47.9	47.5	47.4	47.4
		Gap (2)-(1)		0.0	-7.3	-16.6	-27.0	-38.9
	Completion rate of the first cycle of secondary education	Forecast (1)	---	43.2	47.2	51.3	55.4	59.4
		Achievement (2)	---	43.18	43.96	45.59	44.4	44.4
		Gap (2)-(1)		0.0	-3.3	-5.7	-11.0	-15.0
	Proportion of students in scientific fields in secondary education	Forecast (1)	23.0	28.4	33.8	39.2	44.6	50.0
		Achievement (2)	---	---	---	39.4	28.3	---
		Gap (2)-(1)	**---**	**---**	**---**	**0.2**	**-16.3**	**---**
Health	Maternal mortality rate	Forecast (1)	348.1	327.3	306.5	285.7	264.9	244.1
		Achievement (2)	348.1	322.4	298.5	276.5	256.0	237.1
		Gap (1)-(2)	**0.0**	**-4.9**	**-8.0**	**-9.3**	**-8.9**	**-7.0**
	Child mortality rate	Forecast (1)	68.0	63.7	57.3	51.6	46.4	41.8
		Achievement (2)	68.0	62.0	56.0	50.0	44.0	38.0

Sectors	Indicators	Type of data	2020	2021	2022	2023	2024	2025
		Gap (1)-(2)	**0.0**	**-1.7**	**-1.3**	**-1.6**	**-2.4**	**-3.8**
	Neonatal mortality rate	Forecast (1)	7.1	7.6	8.1	8.6	9.1	9.6
		Achievement (2)	7.1	7.0	7.0	6.9	6.9	6.8
		Gap (1)-(2)	**0.0**	**0.6**	**1.1**	**1.7**	**2.2**	**2.8**
	Malaria prevalence rate	Forecast (1)	22.5	21.2	19.9	18.5	17.2	15.9
		Achievement (2)	22.5	21.8	21.1	20.5	19.8	19.2
		Gap (2)-(1)	**0.0**	**-0.6**	**-1.3**	**-1.9**	**-2.6**	**-3.3**
	HIV/AIDS prevalence rate	Forecast (1)	3.1	3.0	2.9	2.8	2.7	2.6
		Achievement (2)	3.10	2.77	2.43	2.10	2.40	2.40
		Gap (1)-(2)	**0.00**	**0.24**	**0.48**	**0.72**	**0.33**	**0.24**
	Prevalence of growth retardation	Forecast (1)	27.9	26.0	24.1	22.3	20.4	18.6
		Achievement (2)	27.9	27.3	26.7	26.1	25.6	25.0
		Gap (1)-(2)	**0.0**	**-1.3**	**-2.6**	**-3.9**	**-5.1**	**-6.4**
	Number of medical doctors for 10 000 inhabitants	Forecast (1)	1.0	1.2	1.4	1.6	1.8	2.0
		Achievement (2)	0.97	1.24	1.35	1.46	1.57	1.68
		Gap (1)-(2)	**-0.03**	**0.04**	**-0.05**	**-0.14**	**-0.23**	**-0.32**
	Share of health in the overall budget	Forecast (1)	3.9	4.7	5.4	6.1	6.9	7.6
		Achievement (2)	3.9	4.7	5.3	5.5	5.5	5.5
		Gap (2)-(1)	**0.0**	**0.0**	**-0.1**	**-0.6**	**-1.3**	**-2.1**
Social Protection	Percentage of the population using at least basic drinking water services	Forecast (1)	68.5	70.4	72.3	74.2	76.2	78.3
		Achievement (2)	68.5	69.1	69.6	70.2	70.7	71.3
		Gap (2)-(1)	**0.0**	**-1.3**	**-2.7**	**-4.1**	**-5.5**	**-7.0**
	Social coverage Rate	Forecast (1)	22.8	26.1	30.3	34.4	38.6	42.7
		Achievement (2)	22.8	22.8	22.7	29.0	23.0	23.0

Sectors	Indicators	Type of data	2020	2021	2022	2023	2024	2025
		Gap (2)-(1)	**0.0**	**-3.3**	**-7.6**	**-5.4**	**-15.6**	**-19.7**
	Proportion of the population living in a decent housing	Forecast (1)	35.1	36.4	37.8	39.2	40.6	42.0
		Achievement (2)	35.1	35.0	35.0	35.0	35.0	35.0
		Gap (2)-(1)	**0.0**	**-1.4**	**-2.8**	**-4.2**	**-5.6**	**-7.0**

Annex 5 : Assessment of some indicators of pillar "Employment Promotion and Socio-economic integration"

Indicators	Type of data	2021	2022	2023	2024	2025
Overall underemployment rate	Forecast (1)	61.4	60.2	58.9	57.7	56.4
	Achievement (2)	61.4	60.56	59.73	58.89	58.05
	Gap (1)-(2)	**0.00**	**-0.40**	**-0.81**	**-1.21**	**-1.61**
Visible underemployment rate	Forecast (1)	18.7	18.3	16.2	14.4	12.8
	Achievement (2)	18.7	19.3	19.9	20.4	21.0
	Gap (1)-(2)	**0.0**	**-1.0**	**-3.6**	**-6.0**	**-8.2**
Invisible underemployment rate	Forecast (1)	47.0	46.1	45.1	44.2	43.2
	Achievement (2)	47	45.5	44.0	42.4	40.9
	Gap (1)-(2)	**0.0**	**0.6**	**1.1**	**1.7**	**2.3**
Overall expanded unemployment rate	Forecast (1)	8.7	8.5	8.3	8.2	8.0
	Achievement (2)	8.7	9.0	9.2	9.5	9.8
	Gap (1)-(2)	**0.0**	**-0.4**	**-0.9**	**-1.3**	**-1.8**
Expanded unemployment rate, primary level	Forecast (1)	5.1	5.0	4.9	4.8	4.7
	Achievement (2)	5.1	5.2	5.4	5.5	5.7
	Gap (1)-(2)	**0.00**	**-0.25**	**-0.50**	**-0.75**	**-0.99**
Expanded unemployment rate, secondary level	Forecast (1)	9	8.8	8.6	8.5	8.3
	Achievement (2)	9	9.1	9.3	9.4	9.5
	Gap (1)-(2)	**0.0**	**-0.3**	**-0.6**	**-1.0**	**-1.3**
Expanded unemployment rate, higher level	Forecast (1)	19.9	19.5	19.1	18.7	18.3
	Achievement (2)	19.9	20.3	20.8	21.2	21.6
	Gap (1)-(2)	**0.0**	**-0.8**	**-1.7**	**-2.5**	**-3.4**

Annex 6 : Assessment of some indicators of pillar "Decentralisation,Governance and Strategic Management of the State"

Indicators	Type of data	2020	2021	2022	2023	2024	2025
Share of budget transferred to RLAs (own resources)	Forecast (1)	---	9.69	10.28	10.87	11.46	12.05
	Achievement (2)	---	9.69	8.06	21.31	23.28	23.3
	Gap (2)-(1)	**---**	**0.00**	**-2.22**	**10.44**	**11.82**	
Share of budget transferred to RLAs (overall budget)	Forecast (1)	---	6.3	7.3	8.3	9.2	10.2
	Achievement (2)	---	6.3	5.9	15.3	16.2	17.0
	Gap (1)-(2)	**---**	**0.0**	**-1.4**	**7.1**	**6.9**	**6.8**
Prisons occupancy rate	Forecast (1)	149.0	145.7	142.5	139.2	135.9	132.7
	Achievement (2)	149.0	153.3	157.5	166.5	177.3	184.4
	Gap (1)-(2)	**0.0**	**-7.5**	**-15.0**	**-27.3**	**-41.4**	**-51.7**
Rate of enforcement of court decisions	Forecast (1)	30	34.7	39.3	44.0	48.7	53.3
	Achievement (2)	30	30.0	32.0	33.0	38.6	40.8
	Gap (1)-(2)	**0.0**	**-4.7**	**-7.3**	**-11.0**	**-10.1**	**-12.6**
Share of GDP in the overall budget	Forecast (1)	23.7	25.3	26.9	28.5	30.1	31.8
	Achievement (2)	23.7	22.3	23.3	17.9	19.7	19.7
	Gap (1)-(2)		**-3.0**	**-3.6**	**-10.6**	**-10.4**	**-12.0**
Percentage of the population that think that corruption is rife or very rife	Forecast (1)	---	88.6	83.7	78.8	73.8	68.9
	Achievement (2)	---	88.6	88.6	88.6	88.6	88.6
	Gap (1)-(2)		**0.0**	**-4.9**	**-9.8**	**-14.8**	**-19.7**