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CAMEROON



UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR CAMEROON 2027-2031

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Resident Coordinator: Issa Sanogo
Head of the Resident Coordinator's Office: Sophie Lesselin
Drafting Team: Sophie Lesselin, Sunday Khan, Hasina Rakotondrazafy, Cedric Teyonou

Layout: Felix Fokoua
Proofreading/Translation: Daniel Chokote
Cover photo: Winamou / UNESCO
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CAMEROON
At a glance



475,440 km²
Source: World Bank

DEMOGRAPHY

Population
29.9m
Source: NIS 2025
43% aged under 15

Human Development Index (HDI)
0.588
Source: UNDP 2025
155th out of 193 countries; global average: 0.756.

Poverty rate
37.7%
Source: ECAM5 (NIS) 2022

Life expectancy
63.7 years
Source: UNDP 2025

ECONOMY

Estimated gross domestic product (GDP) growth in 2025
3.6%
Source: IMF 2025
3.2%(2023) → 3.6%
Inadequate vs 8.1% required for Vision 2035

Digital contribution to GDP
5%
Source: MINPOSTEL 2025

REGIONAL CONTEXT (CEMAC)

Cameroon's position
Largest economy of CEMAC
Dominant
Source: IMF / BEAC 2025

EDUCATION

Literacy rate
86.24%
Source: World Bank (WDI) 2020

Primary school completion rate 80.7%

Transition rate from primary to secondary education 60%

Source: MINEDUB 2025

HEALTH

HIV prevalence (adults aged 15–49)
2.6%
CAMPHIA 2024-2025
Significant decrease

Prevalence of food insecurity
10.6%
Source: MINADER/WFP 2025

Modern contraceptive prevalence
21.5%
Source: UNFPA 2025

Chronic malnutrition (children <5 years) 28%

Coverage penta3 vaccine 88.2 %
UNICEF/WHO 2025



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JOINT STATEMENT

The General Assembly Resolution 72/279 of 31 May 2018 elevated the United Nations Sustainable Development Cooperation Framework as the most important instrument for planning and implementing the United Nations development activities in each country, in support of the 2030 Agenda for Sustainable Development. The Government of Cameroon and the United Nations system entities, funds, and programmes are committed to working together to achieve the objectives embodied in this United Nations Sustainable Development Cooperation Framework for the 2027–2031 period.

This Cooperation Framework maps the United Nations' joint response to the priorities of the Government of Cameroon as set out in its National Development Strategy 2020–2030. It will be implemented through the country programme documents of the various United Nations entities operating in Cameroon and the joint work plans developed by the relevant agencies, funds and programmes.

The United Nations system in Cameroon reasserts its commitment to strengthening political dialogue and strategic partnership with the Government of Cameroon to help accelerate structural economic transformations and support the emergence of a diversified, innovative, inclusive, green, and competitive economy that creates more opportunities for decent jobs.

It also seeks to enhance the development of human and social capital, strengthen governance to support a participatory society, and improve environmental resilience. This initiative results from a collaborative drafting process between the United Nations system and the Government of Cameroon.

This Cooperation Framework was jointly prepared by the United Nations system and the Government of Cameroon. Both parties are committed to creating the most conducive conditions to foster the involvement and participation of all national bodies involved in its implementation. This will be achieved particularly through portfolio groups, effective implementation mechanisms, and robust monitoring, evaluation, and steering processes.

By signing hereunder, the Government of Cameroon and the United Nations system in Cameroon hereby endorse this Sustainable Development Cooperation Framework as the basis for cooperation between the two entities for the 2027–2031 period.

Alamine Ousmane Mey
Minister of the Economy, Planning and Regional Development
Cameroon

Issa Sanogo
Resident Coordinator
United Nations system, Cameroon

SIGNATURES PAGE:
COUNTRY TEAM

UNITED NATIONS
CAMEROON

Jean-Luc Namegabe MASTAKI
Director, Decent Work Technical Support Team for Central Africa & Country Office for Cameroon
Economic Commission for Africa
ECA/BSR-AC

Antonio QUERIDO
Representative
Food and Agriculture Organization of the United Nations
FAO

Eric RWABIDADI
Representative
International Fund for Agricultural Development
IFAD

Claude YAO KOUAME
Director for Central Africa and Country Office for Cameroon
International Labour Office
ILO

Abdel RAHMANE DIOP
Chief of Mission
International Organization for Migration
IOM

Escipión J. OLIVEIRA-GOMEZ
Director of the Country Programmes Division (DCP)
International Trade Centre
ITC

Emmanuel MANASSEH
Regional Director
International Telecommunication Union
ITU

Nouhoum SANGARE
Regional Director a.i. for Central and West Africa
Office of the United Nations High Commissioner for Human Rights
OHCHR

Taoufik BAKKALI
Country Director
Joint United Nations Programme on HIV/AIDS
UNAIDS

Mathieu CIOWELA
Resident Representative
United Nations Development Programme
UNDP

Rose MWEBAZA
Director and Regional Representative for Africa
United Nations Environment Programme
UNEP

Hilaire MPUTU
Regional Director for Central Africa (Acting)
United Nations Educational, Scientific and Cultural Organization
UNESCO

Justin N'GUESSAN KOFFI
Resident Representative
United Nations Population Fund
UNFPA

Oumar SYLLA
Regional Director for Africa
United Nations Human Settlements Programme
UN-Habitat

Yvette MUHIMPUNDU
Representative
United Nations High Commissioner for Refugees
UNHCR

Nadine PERRAULT
Representative
United Nations Children's Fund
UNICEF

Victor DJEMBA
Head of the Africa Bureau
United Nations Industrial Development Organization
UNIDO

Sylvie BERTRAND
Regional Representative
United Nations Office on Drugs and Crime
UNODC

Nathalie ANGIBEAU
Director of the Multi-Country Office for North Africa and the Multi-Country Office for Central Africa (acting)
United Nations Office for Project Services
UNOPS

Marie PIERRE RAKY CHAUPIN
Resident Representative
United Nations Entity for Gender Equality and the Empowerment of Women
UN Women

Gianluca FERRERA
Country Director
World Food Programme
WFP

Magaran Monzon BAGAYOKO
Representative
World Health Organization
WHO

Cheick FANTAMADY KANTÉ
Division Director for Cameroon, Congo, Gabon, the Central African Republic, and Equatorial Guinea
World Bank
WB

The World Bank will support the priority areas of the Cooperation Framework that align with its strategic commitment, as agreed with the Government of Cameroon, and will make every effort to ensure aid coordination and development effectiveness.

LIST OF ACRONYMS & ABBREVIATIONS

A

AfCFTA	African continental free trade area
AFD	French development agency
AfDB	African development bank
AIDS	Acquired immunodeficiency syndrome
ANIF	National financial investigation agency
ANOR	Standards and quality agency
ANTIC	National agency for information and communication technologies
APECCAM	Association for the promotion of employment and trade in cameroon
ARSEL	Electricity sector regulatory agency
ASSOAL	Book lovers' association
AU	African Union

B

BADEA	Arab bank for economic development in africa
BDEAC	Development bank of central african states
BEAC	Bank of central african states
BERDO	Blue economy and risks digital observatory
BMN	Enterprise upgrading office
BOS	Business operations strategy
BUNEC	National Civil Registry Office

C

CAFI	Central african forest initiative
CAMTEL	Cameroon telecommunications
CAPEF	Cameroon chamber of agriculture, fisheries, livestock and forestry
CAR	Central African Republic
CCGG	Framework for consultation on governance and gender
CCIMA	Cameroon chamber of commerce, industry, mines and crafts cameroon
CCF	Climate change fund
CDHC	Human rights commission
CDP	Council development plan
CEDAW	Committee on the elimination of discrimination against women
CEMAC	Central African Economic and Monetary Community
CNDDR	National disarmament, demobilization and reintegration committee
CNNCA	National digital centre for agricultural knowledge
CNOPCAM	National consultative body of farmers' organizations in cameroon
COBAC	Central african banking commission
CONSUPE	Supreme state audit
COVID-19	Coronavirus disease 2019
CPI	Corruption perceptions index
CRPD	Convention on the rights of persons with disabilities
CSA	Climate-smart agriculture
CSO	Civil society organization
CSR	Corporate social responsibility

D

DDR	Disarmament, demobilization and reintegration
DHS	Demographic and health survey
DQA	Data quality assessment(s)
DRM	Disaster risk management
DTP3/Hep b hib	Third dose of the combined vaccine against diphtheria, tetanus, pertussis, hepatitis b and haemophilus influenzae type b infections

E

ECA	Economic Commission for Africa
ECAM	Cameroon household survey
ECCAS	Economic community of central african states
ECHO	Directorate-general for civil protection and humanitarian aid operations
EESI	Employment and informal sector survey
ELECAM	Elections Cameroon
ENACE	National survey on access to energy, water and sanitation in cameroon
EPI	Extended programme on immunization
ESG	Environmental, social and governance
EU	European Union
EUD	European Union delegation
EVR-JF	Green and resilient entrepreneurship for youth and women

F

FAO	Food and Agriculture Organization of the United Nations
FDI	Foreign direct investments
FEICOM	Special council support fund for mutual assistance

G

GBV	Gender-based violence
GCF	Green climate fund
GDP	Gross domestic product
GECAM	Cameroon employers' group
GEF	Global environment facility
GESP	Growth and employment strategy paper
GFAC	Cameroon female entrepreneurs' group

GHG	Greenhouse gases
GIFM	Green and Inclusive Financing Mechanism
GIZ	German Agency for International Cooperation
GNI	Gross national income

H

HACT	Harmonized approach to cash transfers
HDP	Humanitarian-development-peace nexus
HIS	Health information system
HJC	Higher Judicial Council
HYSACAM	HYSACAM (Cameroon's corporation in charge of hygiene and sanitation)

I

ICC	Inter-Regional Coordination Centre
ICT	Information and communication technology
IsDB	Islamic Development Bank
IDP	Internally displaced persons
IFAD	International Fund for Agricultural Development
IFI	International financial institutions
IIAG	Ibrahim Index of African Governance
ILO	International Labour Organization
IMF	International Monetary Fund
Innov'Gov	Innov'Gov *("E-Governance and Digital Innovation in Public Services" initiative)*
IOM	International Organization for Migration
IPU	Inter-Parliamentary Union
ISO	International Organization for Standardization
ITC	International Trade Centre
ITU	International Telecommunication Union

J

JICA	Japan International Cooperation Agency

K

KOICA	Korea International Cooperation Agency

L

LPG	Liquefied petroleum gas

M

MEL	Monitoring, evaluation and learning
MINAC	Ministry of Arts and Culture
MINADER	Ministry of Agriculture and Rural Development
MINAS	Ministry of Social Affairs
MINAT	Ministry of Territorial Administration
MINCOMMERCE	Ministry of Commerce
MINDCAF	Ministry of State Property, Surveys and Land Tenure
MINDDEVEL	Ministry of Decentralization and Local Development
MINEDUB	Ministry of Basic Education
MINEE	Ministry of Energy and Water Resources
MINEFOP	Ministry of Employment and Vocational Training
MINEPAT	Ministry of the Economy, Planning and Regional Development
MINEPDED	Ministry of the Environment, Nature Protection and Sustainable Development
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINESEC	Ministry of Secondary Education
MINESUP	Ministry of Higher Education
MINFI	Ministry of Finance
MINFOF	Ministry of Forestry and Wildlife
MINFOPRA	Ministry of the Public Service and Administrative Reform
MINHDU	Ministry of Housing and Urban Development
MINJEC	Ministry of Youth Affairs and Civic Education
MINJUSTICE	Ministry of Justice
MINMIDT	Ministry of Industry, Mines and Technological Development
MINPMEESA	Ministry of Small and Medium-Sized Enterprises, Social Economy and Handicraft
MINPOSTEL	Ministry of Post and Telecommunications
MINPROFF	Ministry of Women's Empowerment and the Family
MINRESI	Ministry of Scientific Research and Innovation
MINREX	Ministry of External Relations
MINSANTE	Ministry of Public Health
MINTP	Ministry of Public Works
MINTSS	Ministry of Labour and Social Security
MSME	Micro, small and medium-sized enterprises

N

NACC	National Anti-Corruption Commission
NASLA	National School of Local Administration
NCPBM	National Commission for the Promotion of Bilingualism and Multiculturalism
NDC	Nationally Determined Contribution
NDS30	National Development Strategy 2020–2030
NEF	National Employment Fund
NGO	Non-governmental organization
NIS	National Institute of Statistics
NSIF	National Social Insurance Fund

O

OCEAC	Organization for Coordination in Control of Endemic Diseases in Central Africa
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official development assistance
OECD	Organization for Economic Co-operation and Development

OHCHR	Office of the United Nations High Commissioner for Human Rights
OMT	Operations Management Team
OPD	Organization of People with Disabilities

P

P21	Initial Impulse Programme for the Structural Transformation of the Economy
PABC	Low-Carbon Agro-Industrial Clusters
PATNUC	Programme to Accelerate Digital Transformation in Cameroon
PEA-jeunes	Programme to Promote Agropastoral Entrepreneurship among Young People
PFS-EIA	Adaptive Social Safety Nets and Economic Inclusion Project
PIISAH	Integrated Agro-Pastoral and Fisheries Import-Substitution Plan
PLANOPAC	National Platform of Agrosilvopastoral Professional Organizations of Cameroon
PMI-SN	Integrated Minimum Package for Maternal, Neonatal and Nutritional Health
PMO	Prime Minister's Office
PPP	Public-private partnership
PPRD	Presidential plan for reconstruction and development
PROLOG	Local Governance and Resilient Communities Project
PROPAC	Regional Platform of Farmers' Organizations in Central Africa
Pro-RETSAT	National Programme for School Retention and Transition to Technical Streams
PSEA	Protection from sexual exploitation and abuse

R

RCO	United Nations Resident Coordinator Office
REDD+	Reduction of Emissions from Deforestation and Forest Degradation
RIRIJ	Institutional Reform for Resilience and Legal Inclusion
RLA	Regional and local authorities

S

SAR/SM	Fast-track courses / vocational courses
SCC	Special Criminal Court
SDG	Sustainable Development Goal
SME	Small and medium-sized enterprise
SNI	National investment corporation
SONATREL	National Electricity Transport Company
SSS	Sectoral health strategy
STEM	Science, technology, engineering and mathematics

U

UHC	Universal health coverage
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCA	Common country analysis
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations industrial development organization
UNINFO	Planning, Monitoring and Reporting Platform Managed by the United Nations System
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNSDG	United Nations Sustainable Development Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNYO	United Nations Youth Office
UNV	United Nations Volunteers
UN Women	United Nations entity for gender equality and the empowerment of women
UPU	Universal Postal Union

W

WFP	World Food Programme
WHO	World Health Organization
WB	World Bank



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ACCELERATING PROGRESS TOWARD VISION 2035 AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Introduction

This 2027–2031 Cooperation Framework (UNSDCF) serves as the formal agreement between the Government of the Republic of Cameroon and the United Nations system. It articulates the collective priorities for support that the United Nations system will provide to assist the country in realizing its national objectives and fulfilling its international obligations, particularly those related to Vision 2035, the National Development Strategy 2020–2030 (NDS30), the 2030 Agenda for Sustainable Development, and the African Union's Agenda 2063.

Context and challenges

Cameroon has shown gradual economic resilience, with growth forecasted at 3.6% in 2025. However, growth remains below the level needed to meet the NDS30 objectives. The country continues to face significant structural challenges, including persistent poverty affecting nearly 37.7% of the population, a labour market in which informal employment remains high (around 90%), heightened vulnerability to climate risks, and sustained security crises affecting millions. The 2025 mid-term review of the SDGs indicates that, despite advances in health and education, progress on most targets remains below the pace needed to achieve the 2030 targets. A concerted acceleration of efforts is therefore imperative.

Foundations of the United Nations system's response

Building upon insights gained from the Common Country Analysis (UNCA) and the evaluation of the previous operational cycle, this Cooperation Framework adopts a systemic approach. Its Theory of Change (ToC) is grounded in the understanding that sustainable transformation requires simultaneous, interconnected advances across three pivotal areas: human capital development, inclusive and resilient economic transformation, and enhanced public governance.

Strategic priorities

To effectively address these challenges, the collaborative efforts of the United Nations system will concentrate on three strategic priorities and four interrelated outcomes:

Strategic priorities

1 Human capital and social cohesion

This priority aims to ensure equitable and sustainable access to quality social services, including health, education, and social protection It will also focus on developing skills aligned with labour market demands, particularly for the most vulnerable populations.

→ Outcome 1

Focusing on improving well-being and breaking the cycle of vulnerabilities.

2 Economic transformation and resilience

This priority aims to facilitate economic diversification and the transition towards a green and blue economy, fostering the creation of decent employment opportunities while bolstering climate resilience. It covers two outcomes.

→ Outcome 2.1

Developing innovative and inclusive food and production systems driven by entrepreneurs and producers.

→ Outcome 2.2

Promoting sustainable and climate-resilient practices among communities and institutions, alongside enhancing access to clean energy sources.

3 Governance, decentralization and peace

It aims to strengthen the effectiveness, transparency, and accountability of both central and decentralized institutions.

→ Outcome 3

Underscoring the importance of inclusive governance, integrating digital innovation, risk management, and operationalizing the humanitarian-development-peace (HDP) nexus to foster social cohesion and peace.

Expected results by 2031



Human development

Improved access to health services, targeting 95% of births to be attended by health professionals and achieving 95% vaccination coverage. The framework also seeks to ensure a 100% primary school completion rate and achieve 40% social protection coverage for vulnerable groups. Strengthened employability and skill development, particularly in science, technology, engineering, and mathematics (STEM), alongside vocational training, with a goal of 75% of graduates obtaining relevant qualifications.

Economic Transformation

The establishment of a more diversified, competitive, and sustainable economy generating an increase in decent jobs (15%) while enhancing access to finance for vulnerable groups (35%). Resilience to climate shocks: the initiative aims for 45% of farming households to adopt adaptation practices to improve resilience against climate impacts.





Governance and peace

More effective and inclusive institutions, with a target of 50% of councils practising participatory accountability, an increase in representation of women to 37% and young people to 15% in decision-making bodies, and three significant legal reforms promoting inclusion.

Partnerships and financing

Greater mobilisation of domestic resources and innovative financing, as well as enhanced collaboration with the private sector, civil society and international partners, within the framework of a strengthened partnership between national stakeholders, the United Nations system and international partners.



2031

Implementation, partnerships and monitoring

Integrated approach

The United Nations system will continue to operate under the *"Delivering as One"* principle, employing joint work plans and maintaining a strong local presence, leveraging the unique advantages of each entity.

Humanitarian-development-peace nexus

Coordinated interventions will be essential to ensuring coherent action in crisis-affected areas, thereby fortifying the resilience of local communities and institutions.

Strategic partnerships

The United Nations system will act as a catalyst for the mobilization of sustainable financing and will strengthen partnerships with the Government, national institutions, decentralized local authorities, the private sector, civil society, and technical and financial partners.

Financing

The financing strategy will shift from a model primarily based on grants toward a more diversified approach to development finance—catalyzing climate funds (such as the Green Climate Fund), blended finance, and private investment—to amplify the impact of available resources.

Data and accountability

Monitoring will utilize the UNINFO system, national statistics, and innovative data sources, with joint governance mechanisms, including a national steering committee, ensuring mutual accountability while prioritizing protection from sexual exploitation and abuse (PSEA).

Evaluation

An independent final evaluation will be conducted in accordance with the standards of the United Nations Evaluation Group (UNEG), ensuring learning, adaptive management, and measurement of overall impact.



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Conclusion

The 2027–2031 Cooperation Framework serves as a roadmap for fostering inclusive, resilient, and sustainable development in Cameroon. By investing in human capital, diversifying the economy, promoting environmental sustainability, and reforming governance practices, Cameroon is committed to transforming existing vulnerabilities and challenges into real opportunities. Through robust partnerships and innovative financing mechanisms, the nation aims to accelerate its progress toward Vision 2035 and the SDGs, leaving no one behind.

CHAPTER 1



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COUNTRY PROGRESS TOWARDS THE 2030 AGENDA

1.1. National background

→ Quick view

29.9 million
is the estimated population of Cameroon in 2025.

53.2%
is the urbanization rate as of 2020, and it could reach 63.2% by 2035.

90%
of the working-age population is in the informal sector.

43%
of Cameroonian territory is covered by forests, making it home to the second-largest forest coverage in the Congo Basin.

The Republic of Cameroon is located in the Gulf of Guinea, just north of the equator, extending from Lake Chad to the Atlantic coast. It shares borders with the Central African Republic, the Republic of the Congo, Gabon, Equatorial Guinea, Nigeria, and Chad. Among its ten regions, two are English-speaking, while the remaining eight are French-speaking.

Cameroon's estimated population was 29.9 million inhabitants by 2025[1], with urban areas comprising approximately 59.4% and rural areas 40.5%. Children represent just over 14.6 million individuals, accounting for nearly half of the total population, while women make up about 51% of the overall demographic. The country is experiencing rapid urbanization, which is currently hindered by inadequate planning and management. The urbanization rate, which was 53.2% in 2020, is expected to increase to 63.2% by 2035.

Cameroon's economy is gradually showing resilience following the disruptions caused by the COVID-19 pandemic and the war in Ukraine. According to data from the International Monetary Fund (IMF), real gross domestic product (GDP) growth was estimated at 3.2% for 2023, with projections of 3.6% for both 2024 and 2025. However, this growth rate falls short of the average annual target of 8.1% needed to meet Vision 2035. Inflation, driven primarily by rising food and transport costs and reduced subsidies, fell from 7.4% in 2023 to 4.5% in 2024.

1 NIS Cameroon



Nonetheless, this rate remains above the Central African Economic and Monetary Community (CEMAC) threshold of 3%, with an expected rate of 3.5% in 2025. Budget outcomes have been below initial forecasts, partly reflecting a challenging macroeconomic environment, with the budget deficit increasing from 0.6% of GDP in 2023 to 1.5% in 2024, and further to 2% in 2025 (IMF). Public debt fell from 42.8% of GDP in 2024 to 37.9% in 2025; however, According to IMF assessments, Cameroon remains at high risk of debt distress, particularly due to liquidity constraints. Approximately 30% of the 2025 budget was earmarked for debt servicing, which constrains fiscal space and limits room for social investment. On the external front, the current account improved to 3.3% of GDP in 2024, propelled by non-oil exports, especially cocoa. In addition, net official development assistance (ODA) decreased from 3.4% of gross national income (GNI) in 2019 to 2.8% in 2022, yet it still accounts for nearly 70% of public investment. Foreign direct investment (FDI) reached 2.1% of GDP in 2022, while remittances totalled US$365 million, representing 0.8% of GDP.

Cameroon continues to face high levels of poverty and significant socio-economic vulnerability. The poverty rate increased from 37.5% in 2014 to 37.7% in 2021, according to the fifth Cameroon Household Survey (ECAM5), falling short of the 30.8% target set by the NDS30.

Despite advances in access to electricity, drinking water, sanitation services and financial inclusion, 43.6% of the population lives in multidimensional poverty, with 24.6% experiencing severe poverty and 23% living below the monetary poverty line. Child monetary poverty reached 45% in 2022, with peaks exceeding 70% in the North-West and Far North regions. Informality remains high in the labour market, which employs around 90% of the working-age population.

The unemployment rate rose from 3.5% in 2014 to 6.1% in 2022, with women's unemployment rate rising to 7.5%. Migration from rural to urban areas, driven by climate shocks and security crises, is contributing to rising urban poverty, the proliferation of informal settlements and increased social vulnerability.

> **The Cameroonian economy is showing progressive resilience following the shocks linked to COVID-19 and the war in Ukraine.**

Cameroon is renowned for its exceptional biodiversity, home to approximately 9,000 plant species and 849 bird species. The country has the second-largest forest cover in the Congo Basin, which encompasses 43% of its territory, along with abundant water resources amounting to 283.15 billion cubic metres annually. According to the Climate Risk Index for Children compiled by the United Nations Children's Fund (UNICEF), Cameroon ranks tenth among countries where children face significant climate and environmental risks. The nation is experiencing more frequent droughts, floods, landslides, and other disasters, affecting an average of 3 million individuals annually—approximately 10% of the population.

These climate-related challenges directly impact over 70% of Cameroonians whose livelihoods depend on agriculture. Significant environmental threats stem from deforestation linked to agricultural expansion, land degradation, and biodiversity loss—particularly from mining and infrastructure development—as well as overfishing and plastic pollution, with only 11% of territorial waters currently protected.

However, opportunities exist to strengthen institutions, enforce environmental regulations, and implement integrated conservation strategies that align economic development with environmental preservation.

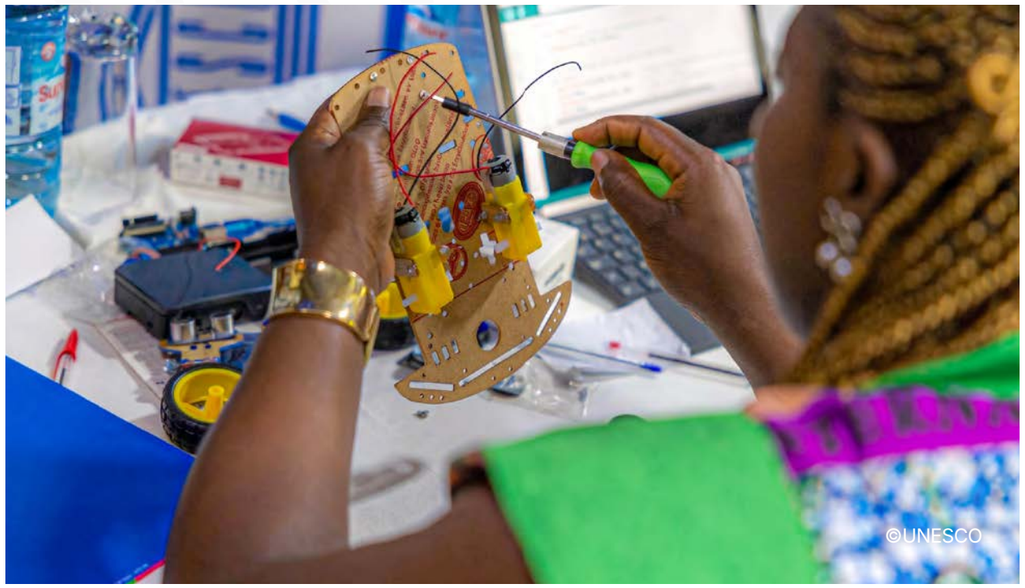
While historically viewed as a pillar of regional stability, Cameroon faces ongoing security challenges in specific areas. These challenges stem from internal and cross-border dynamics, including insecurity in the Far North, the influx of refugees from the Central African Republic and Nigeria, and the crisis in the North West and South West regions. In 2025, approximately 3.3 million people needed humanitarian assistance, with the country hosting nearly one million internally displaced persons (IDPs), approximately half a million returnees, and about 500,000 refugees and asylum seekers.

> **In 2025, approximately 3.3 million people were in need of humanitarian assistance.**

These crises have exacerbated food insecurity, affecting roughly 2.5 million people, and have led to elevated protection risks, particularly for women and girls, with nearly 50% reporting experiences of psychological violence and 39% experiencing physical violence, as indicated by the 2018 Demographic and Health Survey (DHS 2018). Despite these challenges, significant progress has been made in institutional reforms, peacebuilding, and disarmament, demobilization, and reintegration (DDR), with more than 600 former combatants reintegrated in 2024. Local mediation initiatives, particularly in Logone-Birni, alongside recovery activities conducted under the Presidential Plan for Reconstruction and Development (PPRD), have also produced promising outcomes.

Migration, in its various forms—forced, regular, and irregular—serves as a structural determinant of sustainable development in Cameroon, significantly influencing economic, social, and territorial dynamics. Amidst sustained internal and cross-border mobility, Cameroon is evolving into a pivotal hub for regional movement, economic transformation, and territorial reorganization, driven by rapid urbanization (which stood at 53.2% in 2020 and is projected to reach 63.2% by 2035), a labour market largely characterized by the informal sector (where 90% of the working population is engaged), and regional integration efforts through the Central African Economic and Monetary Community (CEMAC) and the African Continental Free Trade Area (AfCFTA).

Geostrategically located in Central Africa, Cameroon's access to the Atlantic coast positions it as a critical transit country for landlocked nations, including Chad and the Central African Republic. As the agricultural breadbasket of the sub-region, it serves as the main contributor to intra-Community trade within CEMAC. Furthermore, in political and security contexts, Cameroon actively participates in crisis management mechanisms in the sub-region.


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1.2. National vision for sustainable development

→ Quick view

1.4%
of GDP is the level at which the budget deficit was contained.

23.3%
of own-source revenues were transferred by the State to local authorities, thereby exceeding the established target.

80.7%
is the primary education completion rate, reflecting an improvement.

13.4%
the share of manufacturing value added—a figure below the 20% target—illustrates the slow pace of structural transformation.

Since 2009, Cameroon has adopted a "*Vision 2035*", aiming to become *«an emerging, democratic country, united in its diversity.»* To achieve this goal, the Vision is structured around four overarching objectives: i) consolidate the democratic process and strengthen national unity; ii) reduce poverty to a socially acceptable level; iii) achieve middle-income country status; iv) become a new industrialized country.

Vision 2035 also outlines policy guidelines that contribute to the achievement of the SDGs:

i) creating conditions for national wealth accumulation and necessary structural transformation for industrialization will aid in achieving SDGs 8 to 12; ii) improving living conditions and access to essential services through significant poverty reduction and addressing under-employment will support SDGs 1 to 8 and 10; iii) strengthening climate change adaptation and mitigation measures, along with better environmental management will promote sustainable and inclusive economic growth, contributing to SDGs 13, 14, and 15; and iv) enhancing governance and public policy effectiveness will assist in achieving SDGs 16 and 17.

The successful realization of Vision 2035 relies on implementing various operational plans and strategies. The first of these, the Growth and Employment Strategy Paper (GESP), spanned from 2010 to 2019 and marked a significant step towards modernizing the economy and accelerating growth.

Its implementation raised the average annual growth rate from about 3% during the period covered by the Poverty Reduction Strategy Paper to 4.5% between 2010 and 2019. It also corresponded with a notable decline in the urban poverty rate, which dropped from 12.2% in 2007 to 8.9% in 2014, along with improvements in several key social indicators. However, income inequalities increased during this time, as the Gini index rose from 39% in 2007 to 44% in 2014.

Vision 2035 and its link to the SDGs

Orientations

1. **Establishing conditions favorable to the accumulation of national wealth, and a structural transformation essential for industrialization**

2. **Improving the living conditions of the population and their access to basic social services, while ensuring a significant reduction in poverty and underemployment**

3. **Strengthening measures for climate change adaptation and the mitigation of its effects**

4. **Improving the governance and effectiveness of public action**



In the second phase of implementing Vision 2035, the Government developed a new strategy called the NDS30, which aligns with the SDGs. It is structured around four pillars: i) structural transformation of the economy; ii) developing human capital and well-being; iii) promoting employment and economic inclusion; and iv) governance, decentralization and strategic management of the state.

In January 2026, the Government released a mid-term review of NDS30 implementation, reporting significant progress despite a challenging global context. The budget deficit was maintained at 1.4% of GDP, and transfers to local authorities reached 23.3% of their revenue, exceeding targets.

The primary school completion rate improved to 80.7%, while maternal, neonatal and infant mortality rates decreased. Access to electricity increased, supported by infrastructure development such as the Nachtigal power station. Several flagship programmes were launched to accelerate economic transformation, including the Integrated Plan for Agropastoral and Fisheries Import Substitution (PIISAH), the Initial Impulse Programme for the Structural Transformation of the Economy (P21-NDS30) and the Cameroon Digital Transformation Acceleration Project (PATNUC).

However, results remain below the targets set by the NDS30. Growth has been around 3–4%, significantly below the 2025 target of 8.5%. The poverty rate has remained high at 37.7%, and inequality persists, as indicated by a Gini coefficient of 0.4. Structural transformation has been progressing slowly, with manufacturing value added at 13.4%, compared with a target of 20%. In the social sphere, the secondary school enrolment rate has stagnated at 44%. Malaria prevalence has remained high at 19.2%, and social security coverage has remained low at 23%. Continued efforts to strengthen governance, including public-sector integrity and the effective implementation of institutional and judicial processes, will contribute to advancing the objectives of NDS30.

Despite these challenges, several factors provide Cameroon with real opportunities to accelerate the implementation of NDS30. The country has significant growth potential, particularly due to the emergence of new industrial and mining projects that could stimulate development in both the primary and secondary sectors.

Improving existing productive capacity, supported by a more competitive environment, can lead to further productivity gains. Additionally, ongoing programmes, reforms, and projects—especially in industrialization, energy, digitalization, and social protection—create a solid foundation for generating cumulative effects and enhancing structural transformation.

In support of national development priorities, continued Government-led efforts in areas such as fiscal reforms, the sustainability of public undertakings, investment incentives, integrated industrial zones and human capital can contribute to accelerating the country's development.

In line with Cameroon's commitments under the Global Compact for Safe, Orderly, and Regular Migration, and consistent with NDS30, migration is now addressed through an integrated approach. It is no longer viewed solely as a humanitarian issue; rather, it is fully incorporated into policies regarding human capital development, inclusive governance, and economic transformation.

In this context, regular migration serves as a strategic lever for development by enhancing national skills, promoting professional mobility, and mobilizing the diaspora. Remittances, investments, and knowledge contributions from the diaspora play a significant role in financing the economy and driving innovation.



1.3. Progress and challenges in achieving the SDGs in Cameroon

In 2025, the Ministry of the Economy, Planning and Regional Development (MINEPAT), with the support of the United Nations, conducted a mid-term review of the SDGs in Cameroon. This analysis reveals significant advancements in various sectors, yet it also identifies critical delays that could hinder the attainment of numerous targets by 2030.

This section encapsulates key findings, illustrating progress, areas of stagnation, and ongoing cross-cutting challenges. It is organized around the five fundamental principles of the SDGs: **People, Prosperity, Planet, Peace, and Partnership.**

People

→ Quick view

22.7% social protection coverage in 2022, compared to 13.9% in 2014.

Significant progress has been observed in the *"People"* dimension, particularly in health, education, and social protection. In health, the maternal mortality rate has decreased markedly from 782 deaths per 100,000 live births in 2011 to 406 in 2018, indicating substantial improvements in both access to and the quality of obstetric care.

Additionally, the percentage of births attended by skilled personnel increased from 65% to 69% in recent years, while infant mortality declined from 60 to 48 deaths per 1,000 live births between 2014 and 2018. Progress has also been noted in the battle against certain communicable diseases, including HIV/AIDS and malaria.

In the realm of education, Cameroon continues to achieve a high primary school enrolment rate, currently at 119.2%. The higher education enrolment rate is 14%, nearing the benchmark for structural transformation as advised by the United Nations Educational, Scientific and Cultural Organization (UNESCO). Furthermore, social protection coverage has improved significantly, rising from 13.9% of the working-age population in 2014 to 22.7% in 2022, reflecting dedicated efforts to enhance social safety nets. Cameroon faces a shortage of adequate housing estimated at 2.5 million units—a situation that is particularly concerning in areas affected by crises.

Despite these advancements, progress in several key objectives remains below the established targets. The incidence of poverty remains high, with nearly 10 million people living below the international poverty line in 2022. Food security remains a pressing issue, with approximately 10.6% of the population, or 2.94 million individuals, experiencing acute food insecurity between October and December 2023. Additionally, 28.7% of children under the age of five are reported to be stunted. In education, despite an adequate number of school places, approximately three out of five children complete primary education, while 47% of adolescents of lower secondary school age are not enrolled in the education system. Regarding gender equality, gender-based violence (GBV) persists at high levels, with 44% of women in relationships reporting experiences of emotional, physical, or sexual violence throughout their lives, notwithstanding a 3.2-point increase in women's representation in decision-making roles between 2015 and 2023.

Prosperity

→ Quick view

60.2% of the population with access to electricity in 2022, compared to 58.4% in 2014.

In the *"Prosperity"* dimension, Cameroon has shown economic resilience amid shocks at both international and national levels. Access to electricity has improved, increasing from 58.4% in 2014 to 60.2% in 2022. Similarly, the proportion of the population using clean fuels and technologies rose from 20.1% to 23.4% during the same period. The share of renewable energy in final energy consumption remains significant, increasing slightly from 78.1% in 2015 to 79.2% in 2021. Investments in digital infrastructure have notably expanded telecommunications capacity and improved access to high-speed internet. Income inequality has declined modestly, as shown by the Gini coefficient falling from 44% in 2014 to 43% in 2022, indicating a positive but gradual trend.

However, the growth momentum lags behind national ambitions. Between 2015 and 2023, the average economic growth rate was approximately 3.5%, falling short of the 5.8% target established by NDS30, while real GDP per capita growth was limited to only 0.7%.

The labour market has remained challenged by high underemployment, which reached 79.5% in 2021, alongside the predominance of the informal sector, which accounted for 88.4% of non-agricultural jobs. Additionally, the industrial sector's contribution to the economy has diminished, with the share of manufacturing value added in GDP declining from 14.4% in 2015 to 13% in 2022, significantly below the national goal of 22.9%. These trends may limit the economy's capacity to generate decent and inclusive employment opportunities, particularly for youth.

Planet

→ Quick view

2 million people live in areas affected by drought.

Cameroon maintains a relatively low environmental footprint by international standards while simultaneously enhancing its strategic framework for environmental protection. As of 2017, forested areas constituted 47% of the national territory, a figure significantly surpassing both the African and global averages.

Moreover, the proportion of critical mountain biodiversity areas designated as protected increased from 33.2% in 2000 to 41.7% in 2020, underscoring the progress made in conservation efforts. In terms of climate change, Cameroon has ratified the Paris Agreement, submitted its nationally determined contributions, and developed both a national adaptation plan and a low-carbon development strategy.

Nevertheless, vulnerability to climate-related shocks remains prevalent. Approximately 2 million individuals, equating to 9% of the population, inhabit drought-affected regions.

Additionally, nearly 8% of the gross domestic product (GDP) is susceptible to climate risks. Access to safe drinking water remains inadequate; as of 2018, one in five individuals lacked access to reliable drinking water supply services.

Concurrently, the percentage of the population with access to basic sanitation services has increased only marginally, from 32.6% in 2020 to 33.2% in 2023. Post-harvest losses, estimated at 20%-50% depending on the crop, further illustrate the need to improve production, storage, processing, and marketing systems. In coastal and aquatic regions, pollution resulting from human activities continues to adversely affect marine and freshwater ecosystems despite existing commitments to address these issues.


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Only 46% of cities have planning instruments, and very few have the full range of tools required to manage land occupation and land use. This situation contributes to the expansion of informal settlements.

Peace

→ Quick view

Computerization of criminal records helped to reduce certain forms of urban crime.

Significant strides have been made in strengthening the institutional and legal frameworks that promote peace and security. The modernization of security systems, notably through the computerization of criminal records, has contributed to a reduction in certain types of urban crime. Furthermore, the enactment of specific legislation against maritime piracy in December 2022 has bolstered efforts to safeguard navigation safety. These developments reflect a commitment to consolidating the rule of law and enhancing public security.

However, ongoing security crises persist, undermining progress toward SDG 16 and exacerbating vulnerabilities and structural inequalities.

By 2025, approximately 3.3 million people required humanitarian assistance across various regions, including the Far-North, North, Adamawa, East, North-West, and South-West. The most vulnerable groups—comprising women, children, youth, internally displaced persons, individuals with disabilities, and marginalized communities—are disproportionately affected.

Their equitable access to essential social services remains under threat.

As part of a human rights-based approach, these challenges call for a commitment to enhancing institutional accountability, improving access to justice for all individuals, and addressing all forms of discrimination, in alignment with Cameroon's international obligations.

Moreover, continued efforts to strengthen governance, transparency and public-sector integrity can contribute to the realization of civil, political, economic and social rights and reinforce public trust in institutions.

Therefore, an integrated approach rooted in human rights principles and the commitment to *"leave no one behind"* is critical to promote peaceful, just, and inclusive societies. This approach should prioritize vulnerable groups at risk of exclusion, enhance their active participation in decision-making processes, and ensure that humanitarian aid, development initiatives, and peacebuilding efforts are inclusive, gender-sensitive, and contextually relevant.

Partnership

→ Quick view

70% of the national budget funded by national resources.

Measurable progress has been made in mobilizing domestic resources since 2020, with significant increases both in absolute terms and as a percentage of GDP.

This growth has strengthened the role of domestic revenues in financing the national budget and reflects public authorities' dedication to enhancing development financing through these resources. In 2025, more than 70% of the national budget was financed by national resources.

Furthermore, foreign direct investment and remittances from the diaspora have risen, contributing positively to development financing.

However, the challenge of financial sustainability persists. Public debt servicing escalated from 7.4% of exports of goods and services in 2015 to 25% in 2021, before stabilizing at 20% in 2022, constraining the fiscal space available for social and productive investments. Additionally, official development assistance continues to fall short of the commitments made by donor countries.

Access to technology remains limited, particularly for fixed broadband internet, with subscriptions recorded at 2.72 per 100 inhabitants in 2022, well below the global average. These constraints underscore the need for enhanced international cooperation, innovative financing mechanisms, and increased support for technology transfer.

In summary, despite facing multiple crises, Cameroon is demonstrating resilience.

However, progress towards achieving the SDGs is currently insufficient to meet the 2030 targets. This situation emphasizes the importance of concerted efforts, aligned with national priorities, to consolidate achievements and deliver inclusive and sustainable responses to the ongoing challenges identified during the mid-term review of the 2030 Agenda.

CHAPTER 2

UNITED NATIONS DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA

2.1. Cooperation Framework development process

This Cooperation Framework reflects a joint, inclusive, and iterative drafting process, guided by MINEPAT's political leadership and strategically coordinated by the Resident Coordinator's Office (RCO). The process actively engaged a diverse range of stakeholders through several key components, namely: (i) the development of the United Nations Country Analysis (2025), employing a systems-thinking and strategic-foresight approach that facilitated the identification of six strategic opportunities, stakeholder mapping, and a multidimensional risk analysis; (ii) two high-level sessions focused on the country analysis, convening members of the Government, United Nations entities, technical and financial partners, as well as representatives from civil society and the private sector; (iii) a workshop dedicated to prioritizing and designing the 2027–2031 Cooperation Framework, held in Yaoundé on 11 November 2025 and organized in collaboration by MINEPAT and the United Nations system; (iv) a narrative validation workshop held in Mbankomo, which contributed to the consolidation of strategic priorities and joint outcome areas; and (v) consultations with non-resident entities, international financial institutions, humanitarian actors, and civil society organizations.

The reports generated from these consultations are available for review. To ensure harmonization and strategic alignment, the final selection of indicators was made in accordance with MINEPAT's methodological guidelines, reflecting current national priorities and results-based monitoring requirements, while incorporating contributions from various stakeholders. Furthermore, the humanitarian transition was consistently considered throughout the process, in alignment with the HDP nexus approach.

> **"The envisioned transformations will help to durably strengthen social cohesion, shared prosperity, and the country's resilience by 2031.**

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2.2. Theory of change of the 2027-2031 cooperation framework



Cameroon has adopted an ambitious long-term development vision to become *«an emerging, democratic country, united in its diversity»* by 2035. This vision serves as the foundational reference framework for the UNSDCF from 2027 to 2031. This Cooperation Framework aligns closely with the country's NDS30 and its international and regional commitments, particularly the 2030 Agenda and the African Union's Agenda 2063.

Through this UNSDCF, the United Nations system aims to contribute to a Cameroon in which every individual—regardless of gender, age, or background—can thrive and live with dignity and peace, fully exercise their rights, and enjoy equitable access to quality social services. This vision is also anchored in promoting a sustainable, green, and blue economy that is diversified, inclusive, competitive, and culturally sensitive. It emphasizes the necessity of strong, inclusive, participatory, and accountable public institutions. With support from the United Nations system, the anticipated transformations will strengthen social cohesion, foster shared prosperity, and enhance the country's resilience by 2031.

The underpinning principle of this vision is that sustainable and inclusive structural transformation can only be achieved through simultaneous and interdependent progress in three key areas: developing human capital; transforming economic systems toward green, blue, inclusive, and competitive production models; and enhancing the performance, transparency, and accountability of national and sub-national public institutions. These interconnected priorities form the basis of the theory of change for the 2027–2031 Cooperation Framework.

Analytical foundations and logic of change

The ToC for the Cooperation Framework is informed by lessons learned from the UNCA, the evaluation of the 2022–2026 Cooperation Framework, the national mid-term review of progress toward the SDGs, and the assessment of the implementation of NDS30.

These analyses have revealed persistent structural challenges, including disparities in access to social services, multidimensional vulnerabilities, limited economic diversification, increased exposure to climate and environmental shocks, institutional capacity challenges, security challenges, and risks of social fragmentation.

Such risks may include structural discrimination based on gender, age, disability, displacement status, and geographical location. Furthermore, these findings underscore the need for an integrated, systemic, and prioritized response that leverages the comparative advantages of the United Nations system.

The ToC highlights that sustainable progress requires interdependent and simultaneous advancements across three primary dimensions:



These dimensions are mutually reinforcing, and progress in one area will remain limited without concurrent improvements in the others. Consequently, the ToC adopts a systemic approach that recognizes the interplay between social policies, economic dynamics, governance, and risk management.

Transformation pathway and strategic priorities

The ToC is built on a coherent three-pronged strategic approach: Firstly, enhancing equitable, integrated, and sustainable access to high-quality basic social services will help break the cycle of vulnerability and foster competitive human capital.

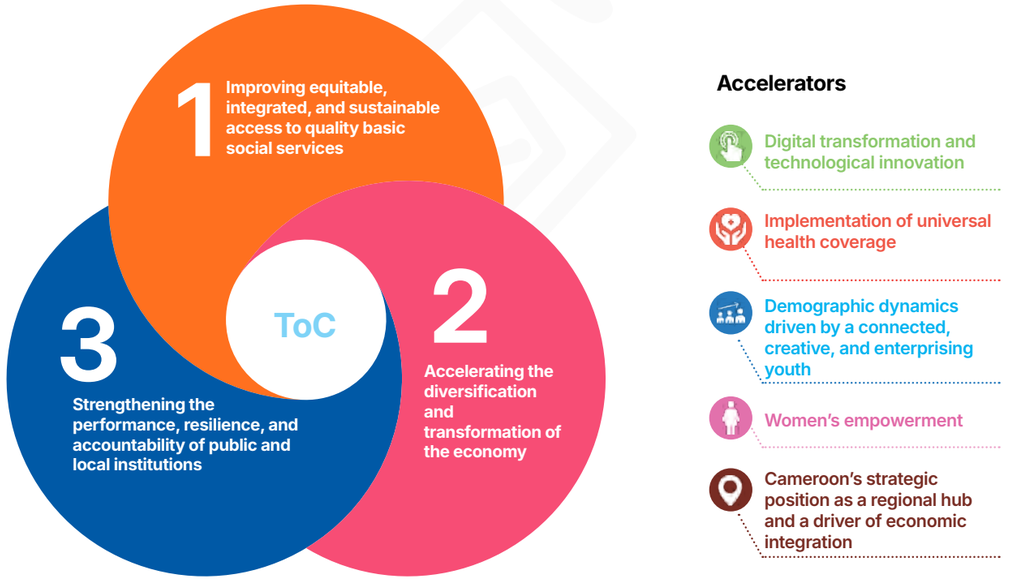
Interventions will particularly benefit women, young people, and the most vulnerable and marginalized groups, with a focus on those populations identified through vulnerability and deprivation analyses. Second, accelerating economic diversification and transformation—especially through developing innovative, sustainable, and inclusive production and food systems—will promote decent jobs, drive innovation, and facilitate the transition to green and blue economic models that create inclusive economic opportunities. Thirdly, strengthening the performance, resilience, and accountability of public and local institutions by leveraging digital technology, risk management, and the HDP nexus approach will help consolidate social cohesion, trust, and peace.

This trajectory is divided into three interconnected, systemic strategic priorities that guide the collective action of the United Nations system and serve as the main drivers of transformation under this Cooperation Framework.

Joint results areas and catalysts for change

The ToC shall be implemented through joint results areas designed to maximize the collective impact and coherence of actions taken by United Nations entities. These areas focus specifically on: (i) transforming social service systems, (ii) developing productive and food systems, (iii) empowering women and young people economically, and (iv) modernizing and digitally transforming public and local administrations.

Achieving the expected results will be facilitated by several catalysts for change with significant transformation potential. These include: (i) digital transformation and technological innovation, (ii) gradual implementation of universal health coverage, (iii) demographic dynamics driven by a



connected, creative, and entrepreneurial youth, (iv) empowerment of women, especially by removing legal, social, and institutional barriers that obstruct the exercise of their rights and (v) Cameroon's strategic position as a regional hub and a driving force for economic integration.

Together, these drivers of change should reduce existing vulnerabilities and create sustainable opportunities for economic, social, and environmental progress.

Partnerships, capacity building and coherence of collective action

The success of the UNSDCF depends on establishing robust, inclusive, and engaging partnerships that facilitate effective, inclusive, and safe participation by communities, particularly those belonging to marginalized groups, in decision-making processes.

The Cooperation Framework is founded on collaborative efforts involving the United Nations system, national public institutions, regional and local authorities (RLAs), technical and financial partners, the private sector, civil society, and communities. Together, these stakeholders are committed to implementing ambitious yet realistic reforms, fostering concrete innovations, and creating inclusive, evidence-based solutions tailored to the specific contexts of the areas in which they operate.

Capacity building is a cross-cutting pillar of the ToC. Its objective is to sustainably build the capacity of people and communities to understand, claim, and exercise their rights; to strengthen the ability of institutions to respect, protect, and fulfill these rights; and to empower national systems to generate, analyze, and use data for effective planning, monitoring, evaluation, and learning.

Programming principles

The implementation of the Cooperation Framework is informed by a set of cross-cutting programming principles that structure the entire programming cycle:

Leaving no one behind

this principle emphasizes the importance of systematically identifying marginalized populations through the use of disaggregated data (including factors such as gender, age, disability, and location);

Human rights-based approach

this approach entails the explicit integration of the principles of participation, accountability, non-discrimination, and transparency into all interventions;

Gender equality and empowering women and girls

these elements are recognized as key drivers of transformational change;

Building resilience

interventions will incorporate strategies for prevention, adaptation, and recovery;

Sustainability of results

this principle is anchored in national ownership and systemic change;

Mutual accountability and effective partnerships

these elements foster transparency and promote collective learning.

Integration of the HDP nexus

In light of prevailing security, climate, economic, and social challenges, the ToC incorporates the HDP nexus across all its activities. This approach enables stakeholders to anticipate and manage risks, mitigate vulnerabilities, enhance social cohesion, and consolidate peace, while ensuring complementarity among humanitarian responses, development initiatives, and peacebuilding efforts.

Assumptions

The pathway to change is underpinned by several key assumptions, including:

- → **continued political commitment to reforms and decentralization;**
- → **relative macroeconomic stability;**
- → **a gradual enhancement of security conditions;**
- → **increased mobilization of both public and private resources;**
- → **community engagement and support for reforms and innovations.**

Risk and adaptive management

The primary risks identified include security instability, climate-related shocks, health crises, slow implementation of institutional reforms, and migratory pressures. In collaboration with the Government, the United Nations system will adopt an adaptive risk-management approach that emphasizes anticipation, continuous learning, and mutual accountability.

2.3. Strategic priorities of the United Nations System

The UNCA indicates substantial progress over the past decade, while also highlighting persistent structural challenges that impede accelerated progress toward the SDGs and the aspirations outlined in NDS30.

Specifically, the analysis reveals:

- **structural inequalities that continue to limit equitable access to opportunities and services, disproportionately affecting women, youth, children and vulnerable groups;**
- **the heightened vulnerability of livelihoods to climate, economic and security shocks;**
- **an economic structure that remains insufficiently diversified and dependent on a limited number of sectors, with limited capacity to generate adequate employment;**
- **opportunities remain to further advance decentralization, public accountability, social cohesion and conflict prevention, building on national efforts and priorities.**

In light of these findings, an inclusive consultative process was conducted involving the Government of Cameroon, central and decentralized public institutions, technical and financial partners, civil society, the private sector, and United Nations agencies.

This multi-stakeholder dialogue facilitated the establishment of three strategic priorities for the 2027–2031 Cooperation Framework. These priorities aim to leverage the collective support of the United Nations system to foster sustainable and transformative impact, while addressing the urgency of the challenges, aligning with national priorities, capitalizing on the United Nations' comparative advantages, and ensuring feasibility in a context marked by multiple development, security and resource-related challenges.



	1 Human capital and social cohesion	2 Economic transformation and resilience	3 Governance, decentralization and peace
Objective	To strengthen human capital and social cohesion by ensuring equitable access to high-quality social services and providing universal, inclusive social protection.	To support economic diversification, the transformation of production and food systems, the transition to a green and blue economy that generates decent and sustainable jobs, and strengthen communities' resilience to climate and environmental shocks.	To strengthen public, inclusive, participatory and transparent governance, thereby ensuring social cohesion, peace and sustainable development.
Outcome	**Outcome 1** Human capital, social inclusion and community resilience.	**Outcome 2.1** Economic transformation and food systems. **Outcome 2.2** Environmental sustainability and community resilience.	**Outcome 3** Public governance and social cohesion.
Priority SDGs			
Strategic alignment	→**NDS30 Pillar 2:** Human capital development and well-being. →**Agenda 2063 (Aspiration 1) :** A prosperous and sustainable Africa.	→**NDS30 Pillar 1,2,3:** Structural transformation of the national economy and promotion of employment. →**Agenda 2063 (Aspiration 1) :** A prosperous and sustainable Africa.	→**NDS30 Pillar 4:** Governance, decentralization and strategic management of the State. →**Agenda 2063 (Aspiration 3,4,6 & 7) :** Efficient institutions, inclusive development, and a peaceful Africa.

The United Nations system approach and expected outcomes

These strategic priorities are defined through a systemic, cross-sectoral approach that incorporates lessons learned from the 2022–2026 Cooperation Framework, the objectives of the NDS30, the SDG targets, and Agenda 2063. It helps to:

- **promote inclusive and sustainable development that takes vulnerable populations into account;**
- **strengthen coherence and synergies between humanitarian action, development and peacebuilding;**
- **produce a catalytic and transformative effect to accelerate Cameroon's emergence and resilience.**

The United Nations system is well positioned to support the implementation of these strategic priorities, leveraging its unique ability to mobilize expertise, sectoral knowledge, and both national and international partnerships. By complementing the efforts of other development actors, the United Nations system:

- **advocates for an integrated and coordinated approach that maximizes effectiveness and minimizes duplication;**
- **addresses the social, economic, environmental, and institutional dimensions comprehensively;**
- **implements programmes that complement and support the initiatives of other stakeholders by mobilizing resources, knowledge, and innovations aimed at achieving collective and transformative outcomes.**

The United Nations system will support the following policy reforms, aligned with its comparative advantages and national priorities: (i) implementing universal health coverage and strengthening the social protection system; (ii) supporting dialogue on reforms relating to the Land Code and the Family Code to enhance inclusion and equality between women and men; (iii) modernizing civil registration and transforming public services through digital technology; (iv) strengthening local governance and promoting decentralization; (v) implementing the Nationally Determined Contributions (NDC) and supporting the development of a low-carbon development strategy; (vi) enhancing the monitoring and evaluation system and data management. These areas of intervention may be further defined in joint work plans and the output framework.

As such, these strategic priorities serve as the operational framework for the 2027–2031 UNSDCF, ensuring actions are well-targeted, coordinated, and fully aligned with national and regional aspirations.

2.4. Expected development results

By 2031, the Cooperation Framework aims to facilitate sustainable and inclusive transformations in response to the structural challenges identified in the Country Analysis, the evaluation of the 2022–2026 Cooperation Framework, the mid-term review of the SDGs, and the priorities outlined in the NDS30. These expected results are organized around four interdependent outcomes, reflecting a systemic approach to development and the operationalization of the HDP nexus. This approach systematically integrates human rights principles—namely participation, accountability, non-discrimination, and transparency—while specifically targeting marginalized populations.

OUTCOME 1

HUMAN CAPITAL, SOCIAL INCLUSION AND WELL-BEING

By 2031, the population of Cameroon, especially women, youth, children, and other vulnerable groups, including refugees, internally displaced persons, persons with disabilities, and indigenous peoples, experience increased, equitable, sustainable, and integrated access to quality basic social services, and acquire skills tailored to current and future labour market demands, thereby enabling them to realize their full potential.



These essential services will include critical health and nutrition interventions during the first 1,000 days of life, education, vocational training, and social protection services, contributing to improved well-being, reduced inequalities, and stronger resilience among individuals, families, and communities.

Drawing from existing national mechanisms, volunteering can serve as a grassroots lever to promote health initiatives, disease prevention, vaccination, maternal and neonatal health, and the effective management of malnutrition, while also fostering community participation and accountability.

Additionally, populations will gain relevant skills aligned with labour market needs, promoting employability, economic empowerment, and social inclusion. This will cultivate a competitive, resilient workforce capable of contributing actively to the country's economic and social transformation, breaking the intergenerational cycle of vulnerability.

OUTCOME 2.1

INCLUSIVE ECONOMIC TRANSFORMATION AND SUSTAINABLE PRODUCTION SYSTEMS

By 2031, entrepreneurs and producers—particularly young people, women, and vulnerable groups, including refugees, internally displaced persons, people with disabilities, and indigenous peoples living in rural or urban areas, will contribute to a more diversified, green, blue, and culturally sensitive economy, thereby generating decent and sustainable jobs through innovative and resilient food and production systems.



This transformation will hinge on developing innovative, modern, and resilient production and food systems that generate sustainable employment.

Improved access to production factors, technologies, finance, and markets, coupled with strengthened local value chains and innovation, will increase productivity, competitiveness, and economic inclusion, and eliminate structural barriers that prevent marginalized groups from accessing productive resources. This result will promote equitable economic growth, alleviate poverty, and strengthen livelihoods, particularly in fragile or crisis-affected areas.

OUTCOME 2.2

ENVIRONMENTAL SUSTAINABILITY AND COMMUNITY RESILIENCE

By 2031, populations, businesses, and institutions across various agro-ecological zones adopt sustainable and resilient practices in addressing disasters and climate risks while achieving greater access to clean energy.



These groups will develop enhanced capabilities to prevent, anticipate, and manage climate-related challenges while improving the sustainable management of natural resources and protecting ecosystems.

Increased access to clean, affordable, and sustainable energy solutions will support the transition to a low-carbon economy, strengthen energy security, and help reduce environmental vulnerabilities. This result will create positive synergies among climate change adaptation, local development, human security, and peacebuilding, particularly in areas susceptible to tensions over natural resource access.

OUTCOME 3

INCLUSIVE GOVERNANCE, INSTITUTIONAL RESILIENCE AND SOCIAL COHESION

By 2031, institutions at both central and decentralized levels are more efficient, inclusive, and participatory, thereby ensuring governance based on transparency, accountability, digital innovation, and use of data, and incorporating risk management strategies and resilience in response to social and environmental challenges.



These institutions will systematically integrate risk management and resilience-building measures into the design, implementation, monitoring, and evaluation of public policies. This will involve strengthening accountability mechanisms through both social and institutional frameworks.

This result will build the capacity of the State and local authorities to deliver high-quality public services, prevent and manage conflicts, foster citizen participation, and reinforce social cohesion and peace. Integrating the HDP nexus will facilitate improved coordination of crisis responses alongside development and peacebuilding initiatives, ultimately enhancing trust between citizens and institutions.

The value proposition of the United Nations system regarding each outcome is founded on its ability to integrate several essential elements: (i) recognized normative and technical expertise; (ii) a robust operational presence, particularly in fragile and underserved areas; (iii) the capability to mobilize partnerships and funding; and (iv) a coordination function that fosters coherent actions and mutual accountability.

For Outcome 1, which focuses on human capital, social inclusion, and well-being, the United Nations system contributes by strengthening and transforming social service systems, facilitating the implementation of universal health coverage, and developing adaptive social protection mechanisms.

Outcome 2.1, which addresses inclusive economic transformation and sustainable production systems, the value lies in facilitating access to finance, technology, and markets, and in promoting the formalization and enhanced competitiveness of micro, small, and medium-sized enterprises.

For Outcome 2.2, dedicated to climate, environmental, and energy resilience, the system emphasizes mobilizing climate finance, supporting the transition to renewable energy, and advancing nature-based solutions.

Regarding Outcome 3, which aims for inclusive governance, institutional resilience, and social cohesion, the United Nations system adds value by enhancing

data systems, facilitating the digital transformation of public services, improving accountability, and operationalizing the connections between humanitarian action, development, and peace.

The underlying assumptions for these pathways include: (i) sustained political commitment to reforms and decentralization; (ii) relative macroeconomic stability; (iii) gradual improvements in the security situation; (iv) an increase in the mobilization of both public and private resources; and (v) community engagement and support for reforms and innovations.

These assumptions will be regularly monitored and reviewed annually as part of the comprehensive monitoring and evaluation framework.

Systemic and transformative scope of the outcomes

Collectively, these four outcomes reflect the ambitions of the 2027–2031 Cooperation Framework, which aims to contribute significantly to the sustainable transformation of Cameroon's social, economic, environmental, and institutional systems. The focus is on sustainably reducing inequalities and ensuring that development benefits reach those furthest behind first. These outcomes are grounded in the dynamic interactions and synergies among human capital development, sustainable economic transformation, climate resilience, and inclusive governance. Supported by robust partnerships, strengthened national capacities, and coherent collective action from the United Nations system, these anticipated results will set Cameroon on a path toward inclusive prosperity, enhanced resilience, and sustained peace by the year 2031.


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2.5. » Cooperation Framework outcomes and partnerships


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THEORY OF CHANGE

Outcome 1 **STRATEGIC PRIORITY 1**

HUMAN CAPITAL, SOCIAL INCLUSION AND COMMUNITY RESILIENCE

Priority SDGs

Dimension of the 2030 Agenda

Population

Strategic alignment

NDS30 - Pillar 2

Agenda 2063 Aspirations 1

Ambition

To foster an equitable and resilient society characterized by effective health and education systems, vocational training aligned with labour market needs, and universal social protection, thereby contributing to the development of inclusive and sustainable human capital.

Strategic priority statement 1

Strengthen human capital and social cohesion through equitable access to quality social services and universal, inclusive social protection.

Joint result area 1.1

Basic social service systems, including primary healthcare, access to safe drinking water, social protection, education, and vocational training, have been strengthened and reformed to enhance accessibility, equity, integration, and sustainability.

1.1

Outcome 1

By 2031, the population of Cameroon, especially women, youth, children, and other vulnerable groups, including refugees, internally displaced persons, persons with disabilities, and indigenous peoples, experience increased, equitable, sustainable, and integrated access to quality basic social services, and acquire skills tailored to current and future labour market demands, thereby enabling them to realize their full potential.

1.2

Joint result area 1.2

Institutions, regional and local authorities, and communities have developed enhanced capacities to manage inclusive, evidence-based services.

Areas of intervention

● Basic social services ● Social protection ● Local cohesion

Accelerators/opportunities

→ **Accelerating the implementation of Universal Health Coverage (UHC),** which serves as a pivotal structural reform to reduce out-of-pocket expenses and ensure access to essential services.

→ **Implementing policy reforms and empowering women** by addressing barriers such as GBV and inequalities in rights to facilitate their economic empowerment.

→ **Leveraging the potential of young people to harness the demographic dividend,** with an emphasis on the growth of young human capital, the expansion of digital technology, and the emergence of start-ups and digital platforms as significant avenues for social inclusion.

Partnership

→ **United Nations entities:** ILO, UN Women, UNHCR, WHO, WFP, UNFPA, UNICEF, UNOPS, UNESCO, FAO, IOM, WB, UNDP, UN-HABITAT

→ **Ministries :** MINEPAT, MINREX, MINEFOP, MINPROFF, MINESEC, MINEDUB, MINSANTE, MINESUP, MINJEC, MINAS, MINADER, MINEPIA

→ **Civil society:** CSOs, OPD, community leaders, volunteer organizations.

→ **Decentralization:** RLA

→ **Private sector (companies, employers, etc.)**

→ **Parliamentarians**

→ **Diaspora**

Assumptions

→ Retention and absorption of qualified human resources.

→ Attractiveness of isolated or landlocked areas.

→ Available, stable, and sustainable resources.

→ A legal environment conducive to better protection for vulnerable populations.

→ Public buy-in for the development policies being implemented.

→ More active social regulation.

Risks

→ Deterioration in peace and social security

→ Challenges affecting trust and constructive engagement between institutions and communities.

→ Social resistance to change.

→ Limited financial resources.

→ Adverse climatic conditions.

→ Exogenous shocks:

- Mass influxes of forcibly displaced populations.
- Economic shocks.

Sustainability drivers

→ Integration of social and cultural norms, along with ownership of operational and investment models, including capacity building and skills transfer.

→ Close collaboration among all stakeholders, supported by effective information mechanisms.

→ Mutual accountability involving the participation of all stakeholders, including beneficiaries.

→ Promotion of inclusive volunteering as a catalyst for community engagement.

→ Gradual increase in budget allocations for basic social services, particularly for the most vulnerable groups.

The United Nations system's comparative advantage for Outcome 1 comes from its established local presence and expertise in upholding international standards. To sustainably enhance the well-being of the most vulnerable populations, the organization is dedicated to the following initiatives:

1. **Strengthening State infrastructure:** supporting UHC and reforming education systems through partnerships with devolved state services;
2. **Mobilizing local actors:** engaging community representatives and the media to foster significant social change and enhance community initiatives, such as literacy programmes and combating GBV;
3. **Utilizing the United Nations Volunteers (UNV) programme:** mobilizing both national and international volunteers to build capacity and address funding gaps, thereby facilitating the effective implementation of development initiatives.
4. **Supporting evidence-informed public financing:** collaborating with MINFI and MINEPAT, in line with national priorities, to support efficient and gender-responsive social spending informed by robust statistical data.
5. **Enhancing international synergy:** promoting South-South cooperation and forming partnerships with donors to ensure the sustainability of social innovations.
6. **Supporting blended finance implementation by** mobilizing available funds to attract participation from the private sector, IFIs, and national funds for energy efficiency, energy transition projects, and the digitalization of social infrastructure.
7. **Leveraging advocacy capacities:** by mobilizing resources and promoting necessary structural changes through targeted advocacy efforts.

Structural issues, root causes and gaps

- → The capacity of health, education and social protection systems needs strengthening.
- → Inequalities in access to basic social services persist.
- → Gender inequalities and limited social inclusion require sustained attention.
- → Reliable social data for monitoring and evaluation need to be strengthened.

Core issue

Human capital development remains constrained by limited, inequitable and fragmented access to essential social services. Social protection is not widely available, and skills acquired do not match labour market needs, particularly in fragile areas.

Key joint interventions

Implementing the *"Integrated Minimum Package"* for maternal, neonatal, and nutritional health (PMI-SN)

Will standardize and fund an integrated package of free or subsidized care. This initiative is particularly aligned with the expansion of the *"Chèque Santé"* scheme. The package will encompass antenatal care, deliveries attended by qualified health personnel, routine vaccinations, and the prevention, screening, and management of malnutrition, especially at the health district level. A community mobilization scheme will be established, leveraging trained and supervised volunteers and community liaison officers to raise awareness, facilitate patient referrals to appropriate services, conduct nutritional screenings, and ensure continuity of service usage.

Entities of the United Nations system
- → WHO, UNICEF, UNFPA

National Partners
- → MINSANTE, MINAS, MINPROFF, RLAs (councils), CSO

National Programme for School Retention and Transition to Technical Streams(Pro- RETSAT)

This initiative aims to establish school canteens in areas with low enrolment, attendance, or completion rates, particularly in northern regions and crisis-affected areas. It will also support adapting secondary education curricula to include, from the first cycle onward, content related to science, technology, engineering, and mathematics (STEM), as well as technical and vocational education tailored to meet current and future labour market needs.

Entities of the United Nations system
- → UNESCO, UNICEF, WFP, ILO

National partners
- → MINEPAT, MINAS, BUNEC, CSOs (parent-teacher associations, CSOs in the educational sector and and the private sector)

Institutionalization of a Unified Social Register of Cameroon (RESUC) to implement adaptive social safety nets.

This will involve establishing an integrated digital platform for real-time identification of vulnerable populations, including refugees, IDPs, and people with disabilities. The register will facilitate referrals to social protection schemes and enable rapid disbursement of cash benefits and provision of services in response to climate-related or security-related shocks.

Entities of the United Nations system
- → UNDP, UNICEF, UNHCR, WFP

National partners
- → MINEPAT, MINAS, BUNEC, CSOs (Cameroon Red Cross, local NGOs).

Contribution of other outcomes to the achievement of outcome 1

Outcome 2.1

Inclusive economic transformation and sustainable production systems

The development of innovative, sustainable and inclusive productive and food systems will help create decent jobs, increase incomes and strengthen livelihoods. This progress will improve individuals' and households' ability to access social services, invest in health, nutrition and education, and reduce their reliance on assistance mechanisms. Outcome 2.1 will also promote a better alignment between skills developed under Outcome 1 and opportunities for employment or economic activity.

Outcome 2.2

Climate, environmental and energy resilience

Strengthening resilience to climate risks and disasters will help ensure the continuity of essential social services and protect households' livelihoods. Improved access to clean, reliable, and affordable energy sources will facilitate the operation of health facilities, schools, water supply systems, and digital infrastructure, particularly in rural, remote, or crisis-affected areas.

Outcome 3

Inclusive governance, institutional resilience and social cohesion

Improving economic governance, planning, and institutional coordination will create a policy and regulatory environment conducive to inclusive economic development and decent jobs, thereby contributing to the achievement of Outcome 1.



THEORY OF CHANGE

Outcome 2 **STRATEGIC PRIORITY 2.1**

ECONOMIC TRANSFORMATION, FOOD SYSTEMS, ENVIRONMENTAL SUSTAINABILITY AND DECENT GREEN JOBS

Priority SDGs



Dimension of the 2030 Agenda

Prosperity and planet

Strategic alignment

NDS30 - Pillars

1 2 3

Aspirations

1

Regional cooperation

ECCAS, CEMAC, Gulf of Guinea (blue economy and maritime security)

Ambition

A diversified, inclusive, resilient, competitive, sustainable economy that creates decent jobs.

Strategic priority statement 2

Supporting economic diversification, the transformation of production systems—including food systems—the transition to a green and blue economy that generates decent and sustainable jobs, and community resilience in the face of climate and environmental shocks.

Joint results area 2.1.1

Young people, women and institutions have strengthened capacities and equitable and sustainable access to economic opportunities, innovation, inclusive finance and markets, including within the AfCFTA.

2.1.1

Outcome 2.1

By 2031, entrepreneurs and producers—particularly young people, women, and vulnerable groups, including refugees, internally displaced persons, people with disabilities, and indigenous peoples living in rural or urban areas, will contribute to a more diversified, green, blue, and culturally sensitive economy, thereby generating decent and sustainable jobs through innovative and resilient food and production systems.

2.1.2

Joint results area 2.1.2

Agri-food value chains, as well as those relating to the green and blue economies, are structured and strengthened to be more inclusive, resilient, competitive and respectful of cultural realities, and to generate decent jobs, particularly for young people and women.

Areas of intervention

● Food systems ● Clean energy ● Digitalization ● Blue and green economies

Accelerators/opportunities

→ Climate and energy transition: NDC, Energy Strategy 2035, pillar 3 of the NDS30.
→ Decentralized renewable energy (solar, mini hydro dams).
→ Untapped agro-pastoral and fisheries potential.
→ Climate-smart agriculture (CSA).
→ Sustainable food systems, value chain modernization, local transformation.
→ Regional framework for the blue economy and South-South cooperation (Cameroon strategic hub), AfCFTA.

Partnership

→ **United Nations entities:** ILO, WFP, UNDP, UNIDO, WHO, UNESCO, UNHCR, IOM, UNEP, FAO, IFAD, UNOPS, UNFPA, ECA, ITU, UN Women, ITC, UN-HABITAT
→ **TFP / Donors:** WB, JICA, GIZ, IDB, AFD, AfDB, KOICA, CAFI, Commonwealth, Francophonie, ECHO, EUD, ITC, AU, IMF, BADEA, ECCAS, BDEAC, OCEAC, CEMAC
→ **Ministries:** MINEPAT, MINFI, MINDDEVEL, MINDCAF, MINEPIA, MINADER, MINEDUB, MINPMEESA, MINAC, MINSANTE, MINMIDT, MINPOSTEL, MINEPDED, MINEE, MINFOF, MINCOMMERCE, MINRESI, MINTP, MINPROFF, MINHDU, MINEFOP, MINJEC, MINESUP, MINTSS
→ **RLA**
→ **Private sector:** GECAM, CCIMA, CAPEF, APECCAM, FAFECAM, GFAC
→ **CSOs:** trade unions, PLANOPAC, PROPAC, ASSOAL, CNOPCAM, CNNCA

Assumptions

→ Stable and predictable macroeconomic environment.
→ Sustained political will to promote decent employment and inclusion
→ Private sector engagement in climate finance and green job creation.
→ Public support for implemented development policies.
→ Attractiveness of rural and isolated areas.
→ A favourable and peaceful social climate.
→ Functional state and non-state mechanisms across the entire value chain.

Risks

→ Sectoral and cross-sectoral technical coordination needs strengthening.
→ Internal/external shocks to the national economy.
→ Agricultural input price volatility.
→ Limited access to finance, technology and non-financial services.
→ Sociocultural norms and practices may limit women's inclusive access.

Sustainability drivers

→ Effective participation and capacity building of all stakeholders.
→ Inclusion of domestic funding to ensure the long-term viability of actions.

For Outcome 2.1, drawing on its global expertise in supporting public policy, the United Nations system in Cameroon will leverage its comparative advantage to support inclusive economic growth that creates decent jobs. The achievement of the strategic objectives is based on a renewed partnership architecture, articulated as follows:

Strengthening public action and institutional coordination

Under the Government's leadership, the United Nations system will strengthen its collaboration with key government departments, including Employment, Labour, and Social Security, as well as specialized agencies such as the National Employment Fund (NEF), the National Labour Observatory, and the Business Start-up Centres. This initiative aims to consolidate economic diversification efforts and ensure successful implementation of the AfCFTA through an inclusive, multisectoral approach.

Expanding non-traditional partnerships

To foster innovation in the mobilization of technical and financial resources, the United Nations system will broaden its cooperation beyond traditional frameworks:

- **Private sector:** recognizing the pivotal role of both formal and informal businesses as essential partners in generating economic opportunities and facilitating integration into the labour market.
- **Academic institutions and research organizations:** emphasizing the importance of aligning research and training programmes with the transformative needs of the local market.
- **Regional integration and markets: supporting Cameroon in capitalizing on its strategic position as an economic hub in Central Africa,** particularly within the frameworks of CEMAC, ECCAS, and AfCFTA. This support will include: 1) assisting in the structuring of regional value chain projects designed to attract private investment and guarantee funds, 2) aligning community resilience programmes with initiatives related to road and energy corridors that are funded by other partners and international financial institutions, 3) supporting regional integration projects focused on the blue economy.

Commitment to an inclusive green and blue economy

The United Nations system will collaborate with civil society and trade union organizations to promote sustainable human development by addressing the following priorities:

- **Environmental protection:** working alongside national NGOs to advocate for a green and blue economy while ensuring the sustainability of industrial practices.
- **Decent work and social rights:** offering support to trade unions and CSOs to encourage inclusive employment opportunities, with particular emphasis on young people, women, and vulnerable groups, including refugees and IDPs.

Advocacy and theory of change

The United Nations system will serve as a strategic facilitator, leveraging its expertise to address the identified bottlenecks in the theory of change. This partnership-based approach aims to promote a more equitable distribution of income, ensuring Cameroon's economic transformation leaves no one behind.

Structural issues, root causes and gaps

- Production capacity, market access and economic diversification need strengthening.
- Climate vulnerability and incomplete energy transition.
- Food systems with low productivity and high vulnerability.
- Environmental degradation and low development of natural and maritime resources.

Core issue

Economic transformation remains gradual, with limited diversification and production and food systems that are not yet sufficiently sustainable or inclusive, generating few decent jobs, increased vulnerability to climate and energy shocks, and lagging in the transition to a green, blue and cultural economy.

Key joint interventions

Development of low-carbon agro-industrial clusters (PABC)

Processing, preservation, packaging, solar or biogas mini-grids.

Green and Resilient Entrepreneurship for Young People and Women (EVR-JF)

CSA training, solar irrigation kits.

Green and Inclusive Finance Mechanism (GIFM)

A one-stop shop for microcredit and green credit, technical assistance, and inclusive targeting.

Blue Economy and Risks Digital Observatory (BERDO)

Modernization of small-scale fisheries and monitoring of climate risks.

Programme to Promote Agropastoral Entrepreneurship among Young People (PEA-jeunes)

Business creation and development, access to rural finance, and digitalization of services.

Mobilization of the Cameroonian diaspora

Establishment of a dedicated mechanism to facilitate investment by Cameroonians living abroad in local SMEs, financing of community infrastructure projects, and the transfer of skills and technologies, in partnership with MINREX and diaspora associations.

Contribution of other outcomes to the achievement of Outcome 2.1

Outcome 1

Human capital, social inclusion and well-being

Will create economic opportunities and increase household incomes, enabling better utilization and sustainable support of basic social services, thereby reinforcing the impact of investments made under Outcome 2.1.

Outcome 2.2

Climate, environmental and energy resilience

Will ensure that improvements in the provision of basic social services are delivered equitably and inclusively, incorporating gender equality and the inclusion of vulnerable groups, thereby reinforcing the effects of Outcome 2.1.

Outcome 3

Inclusive governance, institutional resilience and social cohesion

Will strengthen institutional capacities, as well as planning, financing, and monitoring and evaluation systems, necessary to guarantee the effective, coordinated, and sustainable provision of high-quality basic social services targeted by Outcome 2.1.



THEORY OF CHANGE

Outcome 2 **STRATEGIC PRIORITY 2.2**

ENVIRONMENTAL SUSTAINABILITY AND COMMUNITY RESILIENCE

Priority SDGs



Dimension of the 2030 Agenda

Prosperity and planet

Strategic alignment

NDS30 - Pillars 1 2 3

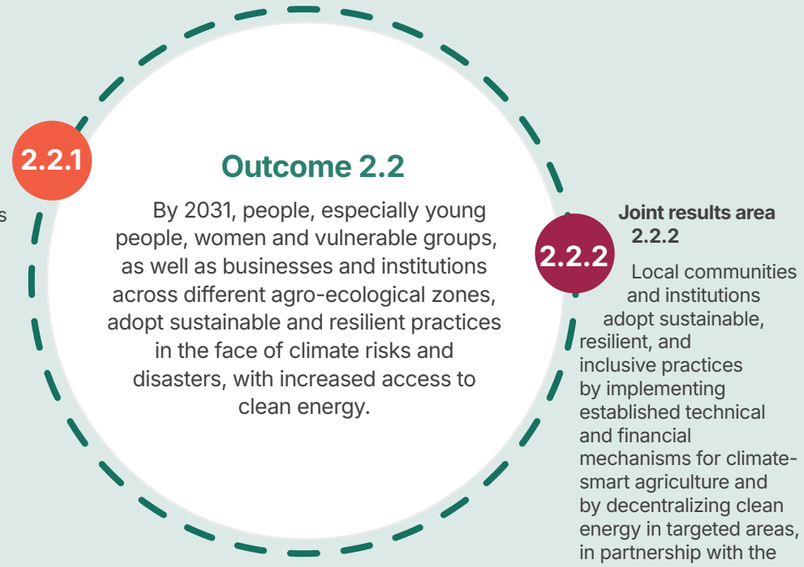
Agenda 2063 Aspirations 1

Ambition

Local communities and institutions adopt sustainable, resilient practices in the face of climate risks and disasters, benefit from increased access to clean energy, and contribute to a green and blue economy and community resilience.

Strategic priority statement 2

To support economic diversification, the transformation of production systems – including food systems – the transition to a green and blue economy that generates decent and sustainable jobs, and the resilience of communities to climate and environmental shocks.



Areas of intervention

● Food systems ● Clean energy ● Digitalization ● Blue and green economies

Accelerators/opportunities

→ Cameroon's climate and energy transition (NDC, Energy Strategy 2035, NDS30 Pillar 3).

→ Developing decentralized renewable energy (solar, mini-hydro dams).

→ Promoting green and resilient SMEs.

→ Modernizing food systems and local value chains.

→ Fostering regional cooperation for climate resilience and the blue economy (ECCAS, CCGG, ICC).

→ Enhancing regionalization and South-South cooperation initiatives.

Partnership

→ **United Nations entities:** ILO, WFP, UNDP, UNIDO, WHO, UNESCO, UNHCR, IOM, UNEP, FAO, IFAD, UNOPS, UNFPA, ECA, ITU, UN Women, UN-HABITAT

→ **TFP / Donors:** WB, JICA, GIZ, IDB, AFD, AfDB, KOICA, CAFI, ECHO, EUD, ITC, AU, IMF, BADEA, ECCAS, BDEAC, OCEAC, CEMAC

→ **Ministries:** MINEPAT, MINFI, MINDDEVEL, MINDCAF, MINEPIA, MINADER, MINEDUB, MINPMEESA, MINAC, MINSANTE, MINMIDT, MINPOSTEL, MINEPDED, MINEE, MINFOF, MINCOMMERCE, MINRESI, MINTP, MINPROFF, MINHDU, MINEFOP, MINJEC, MINESUP

→ **RLA**

→ **Private sector:** GECAM, CCIMA, CAPEF, APECCAM, FAFECAM, GFAC

→ **CSO:** PLANOPAC, PROPAC, ASSOAL, CNOPCAM, CNNCA

Assumptions

→ Macroeconomic and political stability.

→ Continued commitment by the authorities and the private sector to the green transition.

→ Availability and effective functioning of financing and technical support mechanisms.

→ Acceptance of climate innovations by local communities.

Sustainability drivers

→ Local ownership through the inclusive participation of communities and institutions.

→ Integration of domestic funding alongside the mobilization of international climate finance.

→ Enhanced capacity for resilient planning and sustainable resource management.

Risks

→ Coordination among technical and institutional entities needs improvement.

→ The impact of climate shocks and natural disasters.

→ Early warning and response mechanisms need strengthening.

→ Limited access to green and climate finance.

→ Sociocultural factors may constrain the adoption of sustainable practices.

→ The vulnerability of populations to environmental impacts.

For Outcome 2.2, the United Nations system partnership strategy for sustainable natural resource management is based on an inclusive, people-centred approach and nature-based solutions.

High-level institutional synergy

The United Nations system is committed to enhancing collaboration with key sectoral authorities, including those in forests and wildlife, environment, water and energy, economy and finance, mining and industry, agriculture, transport, and research. This effort aims to strengthen the national regulatory framework. Drawing on its normative and technical expertise and its role in supporting the implementation of relevant international commitments, the United Nations system will build on:

- → **Cameroon's strategic position within the Congo Basin;**
- → **its established technical expertise in implementing climate and biodiversity commitments;**
- → **the presence of national policy frameworks that support resilience.**

Local governance and community ownership

To ensure the sustainability of interventions, the United Nations system will prioritize results-oriented environmental governance. This approach will specifically focus on:

1. **actively involving local stakeholders, including local communities, indigenous peoples, civil society, and the private sector;**
2. **capacity-building initiatives aimed at empowering local organizations and communities—especially women, youth, people with disabilities, refugees, and internally displaced persons—to enhance their resilience to climate shocks and natural disasters;**
3. **fostering behavioural change to promote the adoption of sustainable and environmentally conscious practices within local communities;**
4. **promoting sustainable consumption by fostering responsible consumption patterns, particularly by supporting sustainable local products, reducing waste and encouraging reuse and recycling.**

Visionary partnerships and resource mobilization

The United Nations system will facilitate partnerships to develop multisectoral programmes grounded in shared values. The objective is to transform environmental challenges into opportunities for sustainable development at local, regional, and national levels, building on prior successes achieved in collaboration with the Cameroonian government. Particular emphasis will be placed on opportunities in the carbon market and green finance, as well as on accessing the growing pool of climate finance (such as CCF and GEF) by converting the biodiversity of the Congo Basin into certified financial assets.

UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR CAMEROON 2027-2031

Key joint interventions

Institutional strengthening for resilience

Providing training to local and national institutions in climate planning and mobilizing international funding, in collaboration with the United Nations system, government, and technical partners.

→ **United Nations system, government, technical partners.**

CSA

Implementing sustainable practices and innovative technologies for youth and women producers.

Entities of the United Nations system
→ FAO, UNIDO, UNDP
CSOs, and the private sector

Decentralized clean energy solutions

Offering solar mini-grids, biogas, and other renewable energy sources for rural and vulnerable communities.

Entities of the United Nations system
→ UNDP, UNEP
private sector

Green and inclusive finance

Establishing financial schemes that combine microcredit and subsidized green loans, specifically targeting SMEs, youth, women, and vulnerable populations.

Entities of the United Nations system
→ UN Women, UNHCR the government, and financial institutions.

Migration, environment, and resilience

Acknowledging migration as a viable adaptation strategy in areas susceptible to climate shocks (such as the Far-North, North, and East) provided it is managed appropriately. It is essential to integrate this approach into territorial policies (council development plans) and climate finance (Green Fund). The United Nations system will help develop diagnostic tools that incorporate climate-induced mobility.

Structural issues, root causes and gaps

- → Institutional capacity for climate risk planning and management needs strengthening.
- → Adoption of sustainable agricultural and energy practices remains limited.
- → Vulnerability of rural populations to disasters and climate change.
- → Access to green and inclusive financing solutions needs improvement.

Core issue

Local communities, businesses and institutions remain vulnerable to climate risks and disasters due to unsustainable practices and limited access to clean energy solutions, which hinders the transition to a resilient and inclusive green and blue economy.

Contribution of other outcomes to the achievement of Outcome 2.2

Outcome 1

Human capital, social inclusion and well-being

Aims to reduce poverty and economic vulnerability, empowering marginalized communities, particularly women and youth, to overcome financial obstacles that restrict their equitable access to essential social services, in alignment with Outcome 2.2.

Outcome 2.1

Inclusive economic transformation and sustainable production systems

Focuses on enhancing the availability, quality, and coverage of basic social services, thereby creating the necessary conditions for effective, equitable, and inclusive access, as envisioned in Outcome 2.2.

Outcome 3

Inclusive governance, institutional resilience and social cohesion

Is committed to establishing and implementing inclusive public policies, protective legal frameworks, and accountability mechanisms that will ensure the systematic integration of gender equality, human rights, and social inclusion within the framework of Outcome 2.2.



THEORY OF CHANGE

Outcome 3 **STRATEGIC PRIORITY 3**

GOVERNANCE, SOCIAL COHESION, PEACE, NEXUS AND INTEGRATED DEVELOPMENT MANAGEMENT

Priority SDGs



Dimension of the 2030 Agenda

Peace and partnership

Strategic alignment

NDS 30 - Pillar 4

Agenda 2063 The Africa we Want — Aspirations 3 4 6 7

Ambition

Effective, participatory, inclusive and accountable governance, ensuring social cohesion.

Strategic priority statement 3

To strengthen public, inclusive, participatory and transparent governance, thereby ensuring social cohesion, peace and sustainable development.

Joint result area 3.1

National and local institutional systems are strengthened and digitized to improve public management performance, transparency, accountability, and citizen engagement, particularly through increased use of data and digital public services.

3.1

Outcome 3

By 2031, institutions at both central and decentralized levels are efficient, inclusive, and participatory, thereby ensuring governance based on transparency, accountability, digital innovation, and data use, and incorporating risk management strategies and resilience in response to social and environmental challenges.

3.2

Joint result area 3.2

The capacities of central and decentralized institutions are strengthened to systematically integrate the HDP nexus, as well as risk and crisis prevention and management, into policies, plans, and budgets to enhance resilience to social and environmental shocks.

Areas of intervention

● Accountability ● Risk prevention ● Shared dashboards

Accelerators/opportunities

→ **Digitalization of public services:** a lever to enhance efficiency, transparency, accountability, and administrative simplification.

→ **The digitalization of tax administration can help strengthen domestic resource mobilization, transparency, and accountability, thereby expanding fiscal space.**

→ **Resource mobilization potential:** improving tax-to-GDP ratio through digitalization for accountability is the key lever to fight corruption and unlock fiscal space.

→ **Diaspora remittance framework.**

→ **Humanitarian reset and HDP nexus:** transition to an integrated emergency-recovery-development approach.

→ **Consideration of the 2025–2030 National Action Plan on Youth, Peace, and Security.**

→ **Integrated monitoring,** planning, and data frameworks: deployment of the national monitoring system for NDS30 and the SDGs, alongside opportunities for UN data integration.

Partnership

→ **United Nations system:** RCO, UN Women, UNESCO, UNFPA, ITU, ILO, UNHCR, OHCHR, FAO, OCHA, UNDP, IOM, UN-HABITAT.

→ **TFP:** WB, AfDB, IDB, AFD, EU, GIZ.

→ **Public administrations:** PMO, MINAT, MINDDEVEL, MINEPAT, MINJEC, MINHDU, MINPOSTEL, MINFI, CAMTEL, ANTIC, MINEE, CNDDR, MINFOPRA, FEICOM, RLAs, MINESUP, NCPBM, MINJUSTICE, etc.

→ **CSOs:** PLANOPAC, PROPAC, ASSOAL, CNOPCAM, CNNCA

Assumptions

→ Accelerated decentralization.

→ Increased public and private investment in technological infrastructure.

→ A stable social and security environment.

→ Optimal engagement from citizens and civil society.

Sustainability drivers

→ Transfer of skills and resources.

→ Institutional grounding.

→ Enhancement of the legal and regulatory framework.

→ Financial capacity.

→ Cultivation of a prevention-oriented culture.

→ National and local ownership.

Risks

→ Potential institutional resistance to change.

→ Cross-sectoral coordination needs strengthening.

→ Security crises and natural and technological disasters.

Under Outcome 3, institutional strengthening serves as the cross-cutting foundation of the United Nations system's intervention in Cameroon. By leveraging its accumulated expertise and long-standing relationships of trust with national stakeholders, the United Nations system will utilize its comparative advantages to promote effective, inclusive public governance that respects human rights.

Key levers include strengthening migration data systems, disaggregating the data, using it to support decision-making, and embedding migration within regional development policies. Within the humanitarian-development-peace nexus, migration is recognized as a driver of resilience, social cohesion, and regional integration, helping position Cameroon as an important regional corridor for mobility and economic integration.

Strategic support for institutions and decentralization

The United Nations system supports the Government in modernizing its administration at the national, regional, and local levels. This collaboration will focus on key partners:

- **Economic and financial management:** Joint work with MINEPAT and MINFI to adopt results-based, gender-sensitive, and evidence-based programming and budgeting.
- **Local governance:** Partnership with MINDDEVEL and the RLAs to strengthen the resilience of local capacities and empower communities at the grassroots level.
- **Regional integration:** Synergy with ECCAS and CEMAC to align national policies with sub-regional dynamics.

Rule of law, accountability, and human rights

The United Nations system acts as a catalyst to ensure greater citizen participation and an effective justice system. This support will include:

1. **close collaboration with MINJUSTICE and the Cameroon Human Rights Commission (CDHC) to strengthen accountability and ensure effective access to rights for all;**
2. **support to MINPROFF and MINAS to empower rights-holders, particularly women, young people, and marginalized groups;**
3. **a partnership with the NIS and specialized agencies to produce disaggregated data essential for monitoring and evaluating public policies.**
4. **behavioral change: promoting the adoption of sustainable, eco-friendly practices within local areas.**

Implementation of the nexus approach

The HDP nexus approach was established after the 2016 World Humanitarian Summit to address the root causes of vulnerabilities more effectively. This initiative is founded on a multi-level governance framework that engages a diverse array of stakeholders.

The execution of the 2021–2026 Roadmap is supported by a national working group, complemented by two regional working groups in the Far-North and East regions. Strategic governance is progressively being entrusted to the National HDP Nexus, Sustainable Solutions, and Migration Flows Committee, which is attached to the Prime Minister's Office, alongside multisectoral oversight committees in the convergence zones.

At the operational and technical levels, national coordination is facilitated by the UNDP through the National Nexus HDP and Sustainable Solutions Committee established within the Prime Minister's Office. In the Far-North region, the task force is co-facilitated by the local organization ALDEPA and the Governor's Office, with support from OCHA. In the East region, including Adamawa and the North, coordination is led by UNHCR in partnership with the Governor's Office. Amid diminishing international funding and Cameroon's gradual transition to a reduced humanitarian response, efforts are underway to strengthen national ownership.

In crisis-affected areas, the United Nations system is innovating by enhancing synergies among humanitarian action, development, and peace. This approach involves improved coordination with administrative authorities (regions and senior divisional offices) in convergence zones and support for developing resilient municipalities that can address urgent needs while pursuing sustainable development goals.

Programming principles and performance

Specialized agencies, supported by their regional offices and headquarters, aim to turn national potential into concrete results. Capacity-building will focus on the effectiveness of public spending in key sectors (health, nutrition, education) to ensure that every investment leads to tangible improvements in the well-being of the people of Cameroon.

Structural issues, root causes and gaps

- Institutional coordination and accountability need strengthening.
- The integration of the HDP nexus, conflict and disaster risk prevention mechanisms, and social cohesion mechanisms require further strengthening.
- Digitalization, data systems and strategic planning require further investment.
- The participation of women, young people and vulnerable groups in decision-making remains limited and needs to be strengthened.

Core issue

Governance, accountability and resource mobilization mechanisms need to be strengthened.

Key joint interventions

Local Governance and Resilient Communities Project (PROLOG

Supporting local authorities in establishing *"Participatory Budgeting"* mechanisms and social audits. The initiative aims to institutionalize dialogue frameworks that allow women and young people to directly influence local budgetary priorities.

Entities of the United Nations system

→ UNDP, UN Women, UNICEF, UN-HABITAT, World Bank

Government

→ MINDDEVEL, CONBY, MINHDU, NASLA

CSOs (citizen monitoring networks)

"E-Governance and Digital Innovation in Public Services" initiative (Innov'Gov)

Digitalization of public services: a lever for enhancing efficiency, transparency, accountability, and administrative simplification. The digitalization of tax administration can help strengthen domestic resource mobilization, transparency, and accountability—thereby increasing fiscal space.

Entities of the United Nations system

→ UNDP, UNESCO, UNICEF

Government

→ MINPOSTEL, ANTIC, BUNEC, MINFI

CSOs (digital rights associations)

Institutional Reform for Resilience and Legal Inclusion (RIRIJ)

Advocacy and technical support for national reform processes—particularly in the areas of land tenure and family law—and the systematic integration of Disaster Risk Management (DRM) into municipal development plans.

Entities of the United Nations system

→ UNDP, UN Women, UNHCR

Government

→ MINDCAF, MINAS, MINAT, MINJUSTICE

CSOs (networks of lawyers, traditional leaders)

Outcome 1

Human capital, social inclusion and well-being

Will generate more inclusive economic growth and increased resources, enabling the State and local authorities to sustainably strengthen their capacity to finance, manage and steer public policies and social services.

Outcome 2.1

Inclusive economic transformation and sustainable production systems

Will yield tangible results and provide evidence regarding the delivery of fundamental social services, which will inform decision-making, improve planning, and enhance the performance of the public institutions targeted by Outcome 3.

Outcome 2.2

Climate, environmental and energy resilience

Will focus on promoting inclusive and gender-sensitive governance by strengthening citizen engagement and social accountability, which will ensure greater efficiency, transparency, and legitimacy of public institutions within the framework of Outcome 3.

Contribution of other outcomes to the achievement of Outcome 3

Regional cooperation and responses to cross-border challenges

The Cooperation Framework recognizes that many of the development challenges and opportunities facing Cameroon have a regional or cross-border dimension and therefore require coordinated responses that extend beyond national borders. The United Nations system's action will draw in particular on existing regional mechanisms and frameworks, including ECCAS, CEMAC, the Lake Chad Basin Commission and AfCFTA, as well as on relevant United Nations regional platforms. Interventions in border areas will, in particular, contribute to strengthening the resilience of communities affected by forced displacement, promoting durable solutions, improving health surveillance and crisis preparedness, ensuring the sustainable management of shared natural resources, supporting pastoral mobility, facilitating regional trade and developing regional value chains.

Where appropriate, entities within the United Nations system will mobilize their regional and sub-regional capacities to strengthen the coherence, complementarity and coordination of cross-border interventions, in close collaboration with the relevant regional institutions.



2.6. Synergies between the outcomes of the 2027-2031 Cooperation Framework

Cameroon's Cooperation Framework adopts an integrated approach in which the four primary outcomes mutually reinforce one another to create a sustainable, collective impact on human development, economic transformation, and inclusive governance. These synergies are designed to catalyze effects aligned with national priorities outlined in the NDS30, the SDGs, and the country's resilience amid challenges and fragility.

Cross-cutting role of governance and monitoring systems

Outcome 3

Public Governance and Social Cohesion will serve a pivotal cross-cutting function. This outcome aims to enhance institutional effectiveness and inclusive governance while strengthening national data, monitoring, evaluation, and learning (MEL) systems. Such systems are essential for informing evidence-based decision-making, refining public policies and program interventions, monitoring progress on the Cooperation Framework's outcomes, and assessing the impact of actions on reducing inequalities and improving population well-being. The proposed common MEL framework will directly support the realization of Outcomes 1, 2.1, and 2.2 by fostering transparency, accountability, and collective learning within both governmental and United Nations systems.

The Cooperation Framework acknowledges that pursuing the SDGs simultaneously may create tensions, especially among economic growth, natural resource use, environmental sustainability, and social inclusion, requiring strategic and operational trade-offs.

Based on the country analysis findings, which examine these trade-offs in detail, the Cooperation Framework adopts an adaptive management approach which aims to strengthen synergies while minimizing the negative effects of these necessary trade-offs. Portfolio Groups will be responsible for identifying and documenting potential trade-offs in their joint work plans and, when appropriate, suggesting measures to mitigate these trade-offs.

Synergies between economic transformation, human capital, and equity

Outcome 1

Human Capital, social inclusion, and community resilience will empower communities, viewed as rights-holders, to access quality social services and universal social protection in an equitable, inclusive, and non-discriminatory manner, in alignment with their fundamental rights to health, education, and social protection. This outcome aims to sustainably strengthen the realization of these rights, particularly for marginalized populations such as women, youth, children, and other vulnerable groups, while building their capacity to fully engage in economic and social spheres. Improvements in human capital are expected to generate enhanced economic opportunities through greater access to decent work, stable incomes, and diversified livelihoods.

Outcome 2.1

Economic transformation and food systems aims to diversify the economy and increase productivity by dismantling structural barriers that limit vulnerable populations' equitable access to productive resources, economic opportunities, and markets.

This initiative will enable beneficiaries of Outcome 1 to exercise their rights to decent work and sustainable livelihoods, thereby bolstering their autonomy and resilience.

Outcome 2.2

Environmental sustainability and community resilience seeks to ensure that economic transformation and access to social services occur within a healthy environment, promoting equity and sustainability. This outcome will incorporate gender equality, the empowerment of women and

girls, and the active inclusion of youth and marginalized groups, with particular attention to the most vulnerable populations.

Through these interconnections, social cohesion will be reinforced by fostering inclusive community participation and enhancing trust between communities and institutions. Ultimately, this approach aims to establish a virtuous cycle linking economic development with the realization of human rights and the strengthening of human capital, ensuring that development benefits prioritize the most marginalized communities.

Governance and an institutional environment conducive to sustainable results

Outcome 3

Aims to establish an institutional and regulatory environment that effectively supports the implementation of Outcomes 1, 2.1, and 2.2. This endeavour is designed to enhance decentralization, promote citizen participation, and bolster public accountability, all while fostering social cohesion and conflict prevention. The proposed institutional framework will facilitate the provision of high-quality social and economic services, ensuring the sustainability of the initiatives outlined in the Cooperation Framework.

Coherence of collective action and multi-stakeholder partnerships

Collective actions under the Cooperation Framework will be grounded in multi-stakeholder partnerships to maximize their impact. This collaboration will involve the Government, RLAs, the United Nations system, civil society, the private sector, technical and financial partners, and local communities. These coordinated efforts will prioritize populations at risk of marginalization, ensuring that no one is left behind. Special attention will be given to women, youth, persons with disabilities, indigenous populations, refugees, and internally displaced individuals.

HDP nexus synergies and regional complementarity

Ultimately, fostering synergies among the Cooperation Framework, the Humanitarian Response Plan, and peacebuilding initiatives will enhance the coherence and effectiveness of interventions within the HDP nexus. At the core of these initiatives will be the protection of populations and the respect for human rights. Integrated responses will address the needs of those affected by crises, particularly IDPs, refugees, and host communities, adhering to principles of non-discrimination, dignity, and equitable access to services and opportunities.

Moreover, these interventions will align with broader regional strategic frameworks, including the United Nations Engagement and Prevention Strategy, the Integrated Strategy for the Sahel, the Lake Chad Basin Regional Strategy, and cross-border programmes. By promoting coordinated and inclusive approaches sensitive to the dynamics of vulnerability and exclusion, these collective actions will strengthen responses to challenges associated with forced displacement and cross-border fragility, while building community resilience and social cohesion through the active participation of affected populations and reinforcing accountability mechanisms.

Thus, synergies among Outcomes 1, 2.1, 2.2, and 3 will improve human capital, accelerate



economic transformation, bolster community resilience, and solidify inclusive, human rights-based governance. The overarching goal is to create a lasting transformational impact on Cameroon's development, ensuring that interventions intentionally prioritize the most marginalized population.

Gender equality and human rights: cross-cutting imperatives

Systematically integrating gender equality is essential to driving structural and social transformation and underpins the strategic priorities and expected outcomes of the United Nations system in Cameroon. Grounded in international human rights standards, particularly the Convention on the Elimination of All Forms of Discrimination against Women, the United Nations system positions itself as a vital partner to the Government in translating its commitments into actionable strategies at both programmatic and operational levels, with a steadfast commitment to non-discrimination and the promotion of substantive gender equality.

The Gender and Human Rights Strategy, summarized in Appendix 6, sets out procedures for systematically integrating gender into the three strategic priorities and the four outcomes of the Cooperation Framework. In particular, it provides for: (i) the systematic disaggregation of indicators by sex, age, disability, location and vulnerability; (ii) established targets for women's representation in decision-making bodies (37%) and their access to funding (35%); (iii) gender-sensitive monitoring and accountability mechanisms, including social audits and participatory budgeting processes that consider gender-related issues; and (iv) capacity-building efforts aimed at empowering national institutions to integrate gender equality and human rights into public policy development.

To genuinely empower women, girls, and young people, the United Nations is committed to building strategic alliances with civil society, particularly NGOs and networks specializing in human rights advocacy.

This collaboration seeks to strengthen these groups' inclusive, effective, and safe participation in the public sphere and in decision-making processes, particularly for those in the most marginalized sectors.

At the institutional level, the United Nations system will engage closely with the Ministry of Women's Empowerment and the Family (MINPROFF), the Ministry of Social Affairs (MINAS), and other relevant sectoral ministries to build institutions' capacity to respect, protect, and fulfil human rights. This synergy, at both central and devolved levels, will be pivotal in ensuring the effective realization of national commitments on non-discrimination, with particular emphasis on including persons with disabilities and other marginalized groups.

Furthermore, the United Nations system's efforts will extend into the legislative domain and high-level advocacy. Collaborating with entities such as the Cameroon Human Rights Commission (CDHC) and networks of parliamentarians, the United Nations will strive to adopt, implement, and monitor laws and policies that promote gender equality and protect fundamental rights, while also strengthening accountability mechanisms that empower individuals to assert their rights.


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2.7. Sustainability

Sustainability is a core principle within the 2027–2031 Cooperation Framework. It seeks to ensure that results achieved with the assistance of the United Nations system are embraced by stakeholders, consolidated, and maintained over time, while building Cameroon's capacity to navigate climatic, environmental, economic, and social challenges.

Building upon the priorities established in the NDS30 and Cameroon's international commitments, the Cooperation Framework underscores the systematic integration of sustainability into the design, implementation, and monitoring of interventions.

This focus is particularly relevant in areas such as sustainable natural resource management, climate change adaptation, disaster risk reduction, and the resilience of communities and institutions, in accordance with the right to a healthy environment and economic and social rights.

Sustainability will be implemented by strengthening both national and local capacities, especially among sectoral ministries, RLAs, and community stakeholders. This will empower them to design, finance, implement, and monitor sustainable policies and investments effectively. The United Nations system will assist the Government by strengthening regulatory, institutional, and technical frameworks, particularly on access to climate and environmental finance, and by promoting evidence-based decision-making.

In line with the *"Delivering as One"* approach, sustainability will be further bolstered through increased synergies among humanitarian action, development, and peacebuilding efforts—especially in regions affected by crises and climate-related shocks. Interventions will focus on reducing structural vulnerabilities, preventing future risks, and promoting integrated, ecosystem-based solutions. This will include an assessment of cross-border and regional dynamics, with particular attention given to populations most exposed to vulnerabilities and risks.

To ensure social and institutional sustainability, there will be a strong emphasis on national ownership, inclusive and effective stakeholder participation—particularly involving women, youth, and marginalized groups—and mutual accountability between the Government and the United Nations system.

The governance, monitoring and evaluation, and results-based management mechanisms embedded in the Cooperation Framework will facilitate the consolidation of achievements, enable adjustments to interventions in response to contextual changes, and guarantee the sustainability of impacts beyond the programming cycle, with a dedicated focus on marginalized populations based on disaggregated data.

The Cooperation Framework outlines specific measures to ensure that interventions are sustainable and that national stakeholders gradually assume responsibility for their implementation.

These measures include: (i) the gradual transfer of operational responsibilities to national institutions and RLAs; (ii) mobilizing domestic resources to finance interventions and ensure their long-term sustainability after the Cooperation Framework cycle ends; (iii) building institutional capacity to maintain service continuity; and (iv) documenting

lessons learned and best practices to inform future initiatives. Additionally, the resource mobilization strategy sets joint allocation targets and co-financing mechanisms.

Ultimately, the United Nations system will support the mobilization and alignment of public and private funding towards sustainable, inclusive, and resilient development.

This approach will ensure investments promote economic growth, environmental protection, and community well-being while safeguarding future generations' capabilities.

2.8. United Nations comparative advantages and UNCT configuration



The United Nations system in Cameroon has distinctive comparative advantages that strengthen its capacity to support the Government and other stakeholders in implementing the Cooperation Framework and advancing the SDGs within the 2030 Agenda and the NDS30.

Comparative advantages of the United Nations system

The United Nations system's added value stems primarily from its long-standing presence in Cameroon, which gives it in-depth, context-specific knowledge of the country's development dynamics, humanitarian and security challenges, and institutional landscape.

This enduring presence has fostered robust technical and humanitarian collaboration with the Government, RLAs, civil society, and technical and financial partners, thereby establishing the United Nations system as a trusted partner.

The United Nations system is widely recognized for its neutrality, impartiality, and normative legitimacy. It plays a critical role in promoting and ensuring compliance with Cameroon's international commitments, particularly on human rights, gender equality, equity, non-discrimination, and the protection of vulnerable populations. This strategic position allows the United Nations to serve as a credible and neutral platform for political dialogue, including discussions on topics related to governance, social cohesion, peace, and structural reforms.

As the custodian and driving force behind the 2030 Agenda, the United Nations system offers strategic support to the Government and national stakeholders to integrate, contextualize, and accelerate the SDGs, using evidence-based public policies, multisectoral approaches, and innovative solutions.

Its integrated, people-centred approach embodies the United Nations' common programming principles, including: leaving no one behind; a human rights-based approach; gender equality and the empowerment of women and girls; resilience; sustainability; transparency; and accountability. This methodology prioritizes the needs of the most vulnerable populations in rural, urban, fragile, or crisis-affected areas.

Additionally, the United Nations system possesses a unique capacity to mobilize and coordinate high-level technical expertise at national, regional, and global levels. This expertise encompasses a broad array of strategic areas, including governance and decentralization, human capital, health, education, social protection, youth employment, gender equality, climate change, the green and digital economy, peacebuilding, risk and disaster management, data and statistics, innovation, as well as emerging issues such as big data, illicit trafficking in natural resources, and biodiversity.

Finally, the United Nations is a major player in humanitarian and fragile contexts, demonstrating a proven ability to provide prompt, neutral, and impartial responses to emergencies while adopting an integrated approach to the HDP nexus.

This approach aims to address immediate needs, build long-term resilience, and foster social cohesion and sustainable peace, particularly in crisis-affected regions.

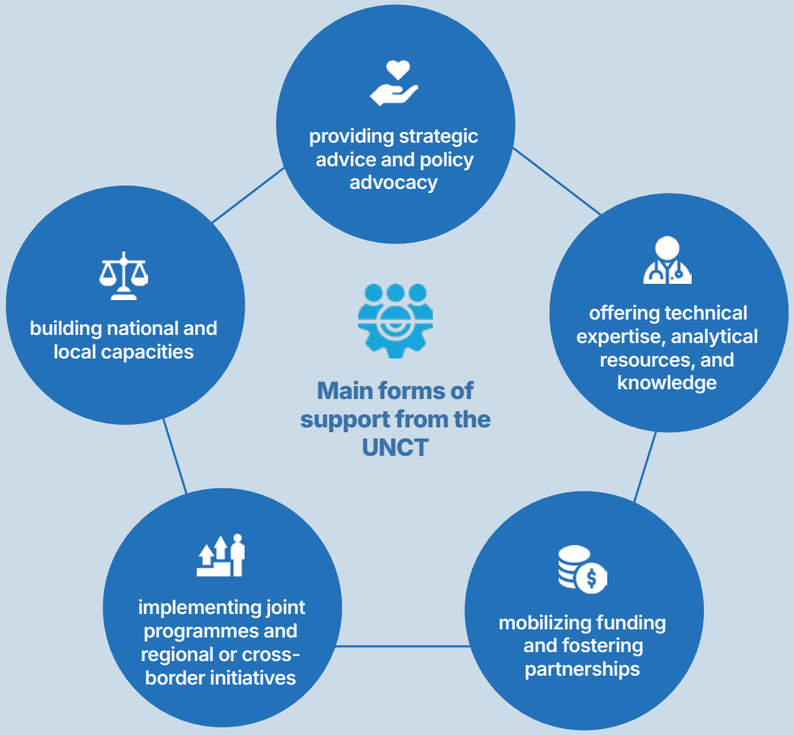
UNCT configuration and functioning

The UNCT configuration in Cameroon was set up in line with guidance from member states, ensuring that agencies' presence and capacities align with national priorities and the country's specific needs.

This UNCT comprises both resident and non-resident agencies, mobilized in a coherent and complementary manner to achieve the shared outcomes outlined in the Cooperation

Under the Resident Coordinator's strategic leadership, the team will implement the Cooperation Framework while adhering to the *"Delivering as One"* approach, leveraging each entity's unique mandates, expertise, and comparative advantages. This approach is designed to enhance inter-agency synergy, prevent duplication of efforts, and maximize collective impact.

The primary forms of support provided by the country team will include:



Whenever possible, these services will rely on national capacities, particularly those of CSOs, qualified NGOs, the private sector, and research institutions. Regional offices, agency headquarters, and inter-agency mechanisms, including components of the United Nations development coordination system, will provide complementary technical support.

UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR CAMEROON 2027-2031

The complementarity of the United Nations system with other development actors is founded on four key principles: (i) the United Nations system engages both upstream and downstream of investments made by international financial institutions and the private sector.

It contributes its normative expertise, resource mobilization capabilities, and partnership-building skills; (ii) it prioritizes support for addressing systemic bottlenecks, particularly in governance, data management, institutional capacity, and financing, which are not fully addressed by other actors; (iii) it serves as a catalyst for sustainable financing, utilizing its resources to attract climate finance, blended finance, and private investment; (iv) it promotes coordination and mutual accountability by leveraging existing national mechanisms and adhering to the partnership consultation framework established by a Prime Minister's decree in December 2025. The division of roles will be detailed in the joint outputs and work plans, aligned with the UNCT configuration matrix.

To ensure effective and accountable implementation of the Cooperation Framework, the UNCT will establish appropriate mechanisms for the joint management of human, financial, and material resources. Member agencies of the country team will, as needed, adapt their operational and programmatic capacities to align with implementation requirements and the evolving priorities of the national context.

Changes to the UNCT configuration and mainstreaming of gender equality

This framework builds on the achievements of the 2022–2026 Cooperation Framework while considering a significantly transformed financial and operational landscape.

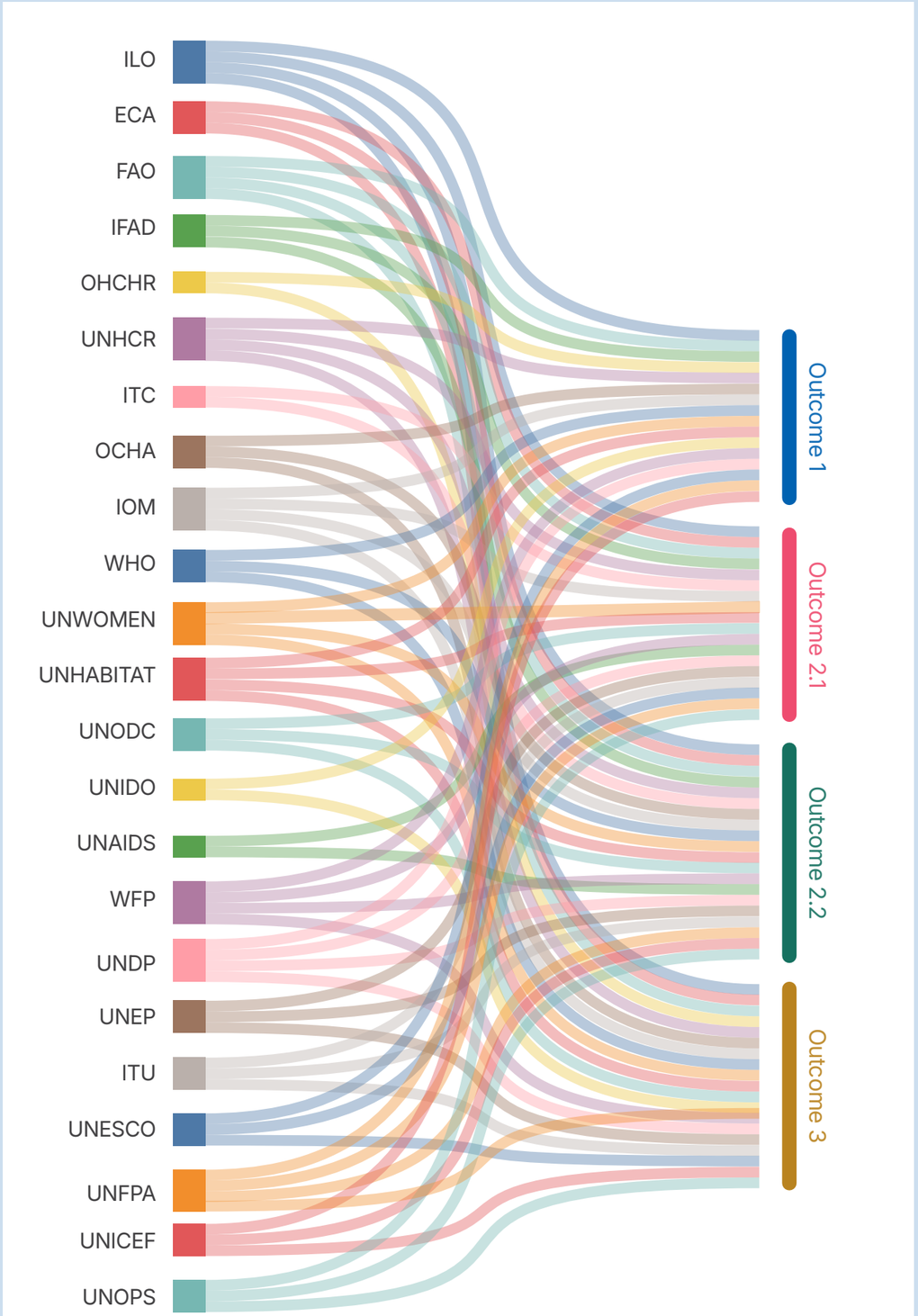
The proposed structure seeks to balance resident and non-resident expertise, with an increased focus on joint implementation, pooling technical capacity, mobilizing regional and global expertise, and using innovative and blended financing mechanisms.

It also aims to strengthen collaboration with international financial institutions and the private sector, ensuring better alignment between the Cooperation Framework and the Multi-Year Budget Framework. Given the United Nations system's reduced resources, this framework prioritizes joint programs, consortium-based approaches, stronger collaborative operations, and accountability strengthened through the Steering Committee, outcome groups, the Programme Management Team (PMT), and monitoring mechanisms supported by UNINFO.

The Cooperation Framework integrates gender equality and women's empowerment into all strategic priorities, results, and implementation mechanisms, in line with the UNCT's principle of collective accountability.

The Cooperation Framework's coordination, monitoring, and accountability mechanisms—including portfolio groups, thematic groups, the PMT, the monitoring and evaluation group, and annual performance reviews—play a critical role in tracking commitments to gender equality and women's empowerment. Furthermore, all joint work plans and interventions under the Cooperation Framework are designed to incorporate gender-sensitive approaches as well as result indicators aligned with the UNCT's gender equality strategy.

Contribution of the agencies





CHAPTER 3



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COOPERATION FRAMEWORK IMPLEMENTATION PLAN

3.1. Implementation strategy and strategic partnerships

The 2027–2031 Cooperation Framework will be implemented through an integrated, phased, locally focused approach to maximize the collective impact of the United Nations system in support of Cameroon's national development priorities. This strategy draws on lessons learned from the evaluation of the 2022–2026 Cooperation Framework, the mid-term review of the SDGs, and the strategic guidelines outlined in the NDS30.

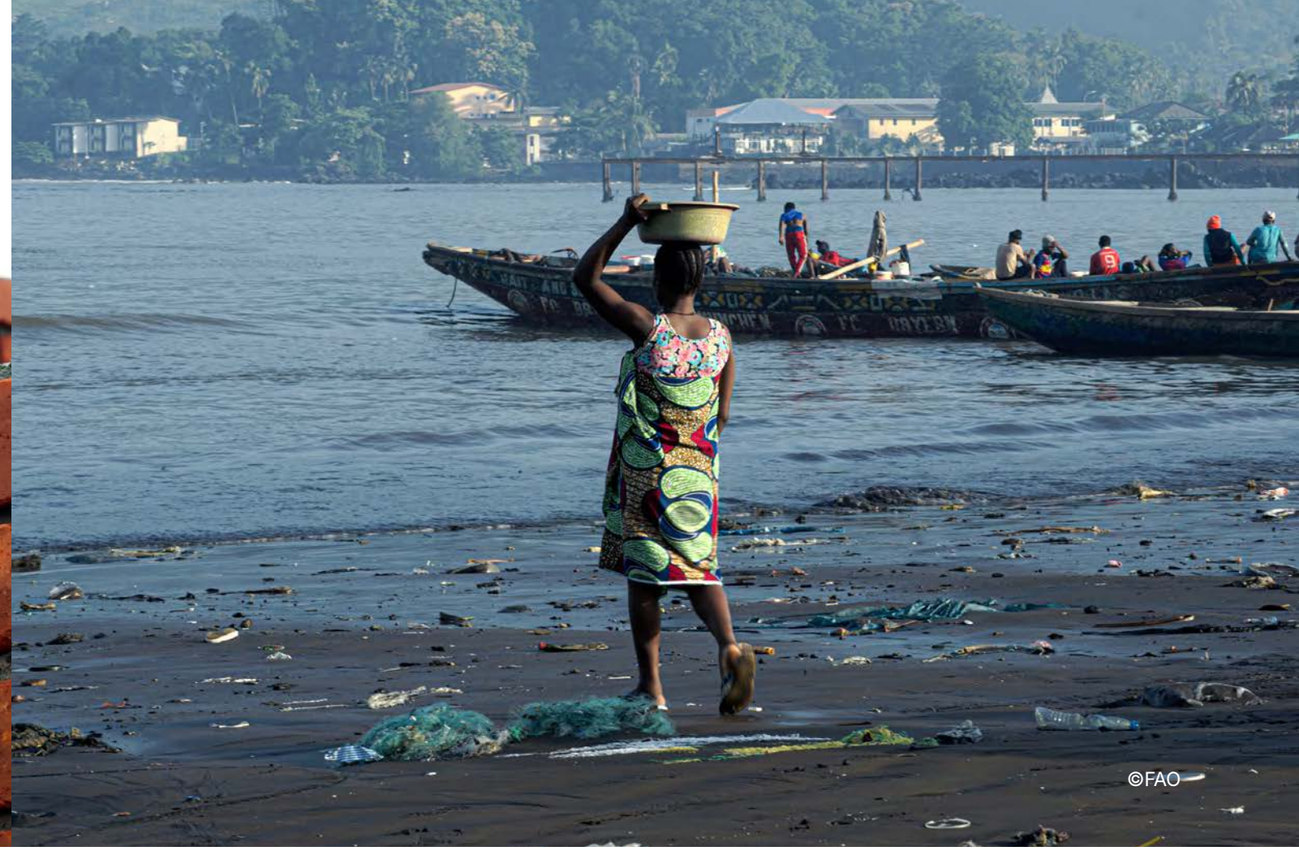
The United Nations system will deploy a coherent set of complementary intervention levers, including:

- **strategic advice and evidence-based analysis: this will involve the production of evidence, forward-looking analyses, and sectoral and regional studies to inform public policy and facilitate evidence-based decision-making;**
- **technical assistance and capacity-building: this will be directed at central and decentralized public institutions, civil society, voluntary organizations, community-based organizations, and the private sector, to enhance the design, implementation, and monitoring of policies, strategies, and public services;**
- **advocacy and policy support: efforts will focus on aligning national legal, policy, and institutional frameworks with Cameroon's regional and international commitments, particularly the 2030 Agenda and the African Union's Agenda 2063;**
- **modelling and scaling innovative solutions: in partnership with the Government, technical and financial partners, and the private sector, the United Nations system aims to address structural challenges related to human capital, green and blue economic transformation, climate resilience, and inclusive governance;**
- **mobilization of regional and global networks: the United Nations system will leverage its networks to foster policy dialogue, enhance South-South and triangular cooperation, promote volunteering as a catalyst for inclusive development, and facilitate the transfer of knowledge and best practices tailored to the Cameroonian context.**

Particular attention will be devoted to operationalizing the HDP nexus approach, especially in regions experiencing protracted crises.

The United Nations system will focus on designated councils identified as convergence zones, coordinating humanitarian responses, development investments, and peacebuilding activities to strengthen the resilience of communities and local institutions sustainably.


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Partnerships will serve as a fundamental component of the Framework Plan for Cooperation's implementation.

The United Nations system will enhance its collaboration with:

- **government institutions at all levels;**
- **technical and financial partners;**
- **the private sector, particularly in innovation, the creation of decent jobs and mobilization of financing;**
- **civil society, community organizations, and beneficiary populations, with a particular emphasis on involving women, youth, and vulnerable groups in implementation, monitoring, and accountability mechanisms.**

To foster innovative strategic partnerships throughout the 2027–2031 cycle of this Cooperation Framework, the United Nations system in Cameroon will progressively shift from primarily mobilizing grants to brokering sustainable finance and catalyzing funding and strategic partnerships.

Its comparative advantage lies not only in its own resources but also in its capacity to:

1. **Accelerate the achievement of results from investments supported by international financial institutions and the Government, especially in fragile areas.**
2. **Support the optimization of Cameroon's public expenditure.**
3. **Attract green and blue finance while strengthening the nation's ability to independently access climate finance channels.**
4. **Utilize available resources as leverage to generate additional funding and establish guarantee mechanisms.**
5. **Promote regional integration through resilient cross-border projects with significant economic and social impacts.**
6. **Mobilize the Cameroonian diaspora as a strategic development partner through innovative mechanisms for co-investment, mentoring, and skills transfer, in collaboration with the private sector and national financial institutions.**

The implementation of these capacities will be underpinned by operational levers and a robust governance framework, outlined as follows:

Technical expertise and multidimensional approach

The United Nations system's intervention will be grounded in an approach dedicated to providing sustainable support for transforming the socio-economic landscape. This encompasses:

- **Strategic advice and research:** offering evidence-based analysis and technical expertise to inform national policies;
- **Advocacy and capacity building:** supporting public institutions and civil society in developing robust legislative frameworks and improving the quality of services;
- **Innovation and digitalization:** collaborating with the Government and the private sector to develop innovative solutions
- **HDP nexus approach:** implementing integrated solutions in priority municipalities situated in crisis-affected areas.
- **International outreach:** mobilizing global networks to boost development cooperation.

"Delivering as One" approach

Under the strategic leadership of the Resident Coordinator, the United Nations system will ensure a coherent and optimized response through the following mechanisms:

- **Integrated management:** facilitating unified management across the planning, implementation, monitoring, and evaluation phases;
- **Strategic support groups:** establishing dedicated groups to ensure inter-agency coordination and ongoing alignment of activities with national priorities;
- **Coordination with existing coordination mechanisms:** considering established functional groups and mechanisms at national, sectoral, and local levels to ensure coherence with the efforts of other development partners and alignment with the NDS30, along with applicable sectoral and local strategies.

Financial discipline

The United Nations system is committed to transparent and efficient resource management. Operational costs, including travel, fees, and miscellaneous expenses, will be strictly regulated by applicable national scales, in accordance with the ceilings established by the International Civil Service Commission.

UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR CAMEROON 2027-2031

Community engagement

The Cooperation Framework's success will hinge on extensive stakeholder mobilization and meaningful participation at all stages of implementation. This approach will be based on the following principles:

- **Leveraging existing mechanisms:** supporting current mechanisms and structures for coordination, dialogue, monitoring, and funding;
- **Inclusive participation:** engaging civil society and local communities to foster ownership of projects;
- **Priority targeting:** placing special emphasis on the active involvement of young people, women, and vulnerable groups throughout all stages of the monitoring cycle.

Governance and institutional coordination

The overall coordination of implementing the Cooperation Framework will be a collaborative effort between the Government and the United Nations system. MINEPAT, through its Department in charge of Cooperation, will play a pivotal role in this coordination.

Operational delivery will rely on close collaboration among sectoral ministries, local authorities, United Nations agencies, and national and international NGOs. The implementation process will be formalized through:

- **Joint or specific work plans:** These documents will outline expected outcomes and govern the allocation of resources.
- **Simplified procedures:** The Cooperation Framework and the signed work plans will serve as reference documents, ensuring administrative flexibility.

The terms of the partnership will be set out in the joint work plans. The communities concerned, particularly individuals and groups left behind or at risk of being left behind, will participate in relevant monitoring and review processes.

Feedback and complaint mechanisms, tailored to the nature and scale of the interventions, will be put in place. The Portfolio Groups will periodically assess the quality and complementarity of the partnerships to identify any necessary adjustments.

Operational integration of volunteering in implementation

The United Nations system and the Government will enhance the integration of volunteering as a grassroots implementation strategy, particularly in fragile areas and at the level of RLAs.

This integration will focus on: (i) mobilizing volunteers as community liaisons for risk prevention, social cohesion, access to services, and behavioural change; (ii) supporting local authorities to ensure that volunteering is explicitly included in council and regional development plans, including the establishment of dedicated local budget lines where feasible; (iii) promoting mechanisms for validating and recognizing skills through certification and skills portfolios to enhance the appeal of volunteering for youth, particularly those who are not engaged in employment, education, or training; (iv) establishing or strengthening systems for measuring and reporting on volunteering, facilitating the collection of disaggregated data and capitalizing on results; (v) diversifying resources by exploring sustainable funding mechanisms, such as dedicated funds and partnerships with the private sector, in alignment with the resource mobilization strategy outlined in the Cooperation Framework.

Partnership with civil society

Consultations at the local level during the humanitarian transition process, while also considering development issues, have revealed a common concern among civil society organizations.

They frequently feel that they are still viewed primarily as beneficiaries or implementing partners, which limits their effective participation in implementing the Cooperation Framework.

Therefore, enhancing their involvement in the design, steering, implementation, monitoring, and accountability mechanisms for interventions will be a crucial aspect of the new Cooperation Framework. The experience gained from their participation in the humanitarian transition process—especially regarding durable solutions, the connection between humanitarian action, development, and peace, and the building of resilience—will serve as a valuable foundation for future initiatives.

Synergies and division of roles among humanitarian and development actors

To strengthen collaboration among various stakeholders, the Government established a partnership consultation framework at the end of 2025. This framework unites the Government, development partners, international financial institutions, the private sector, and civil society at both strategic and sectoral levels. Its goal is to promote coherence in priority interventions and ensure effective monitoring of funding.

At the decentralized level, several mechanisms are in place, including arrangements from the decentralization process, regional Nexus working groups, and other systems established during the humanitarian transition. These mechanisms initially prioritize local organizations while gradually strengthening local authorities' role in coordination efforts.

In addition, various United Nations entities operating in Cameroon also engage in regional activities or collaborate with other countries.

The coordination of regional initiatives can leverage these entities and their collaboration with organizations such as ECCAS, CEMAC, and the Gulf of Guinea Commission. A comprehensive analysis of the complementarity between partnerships involving humanitarian and development actors is also available. This analysis is based on a mapping exercise and a multi-stakeholder analysis conducted as part of the humanitarian transition process.

3.2. Joint work plans and integrated programming

While the Cooperation Framework is executed through country-specific programmes of various United Nations system entities, its operationalization will primarily depend on joint work plans. These plans will be developed annually or multi-annually by the Portfolio Groups that correspond to the Framework's desired outcomes.

The objectives of these joint work plans are to:

- **strengthen programme coherence and complementarity of interventions;**
- **pool expertise, resources and monitoring tools;**
- **reduce duplication and improve collective efficiency;**
- **foster the development of joint programmes and projects, particularly in critical areas identified as catalysts for**

change, such as human capital, youth employment, climate resilience, local governance, and gender equality.

Joint work plans will systematically ensure that indicators are disaggregated by sex, age, disability, location, and vulnerability status. Specific measures will also be implemented to support women, young people, indigenous peoples, and people with disabilities. This approach aligns with the results matrix (appendix 1) and the monitoring, evaluation, and learning framework (appendix 2).

The Country Analysis has identified significant opportunities for joint programming, especially in reducing maternal mortality, building resilience and employability among young people, ensuring food security, and preventing and addressing GBV, particularly in crisis contexts.

In emergencies, natural disasters, or epidemics, joint programmes will be prioritized as the preferred mode of intervention to ensure an integrated, rapid response aligned with the principles of the HDP nexus.

3.3. Business operations strategy (BOS)

To effectively support implementation of the Cooperation Framework, the United Nations system in Cameroon will continue to strengthen its business operations strategy to achieve measurable, sustainable efficiency gains aligned with programme results.

This strategy seeks to improve the efficiency, quality, and sustainability of operational services through stronger coordination and an integrated approach to common functions. Key areas of focus will include procurement and logistics, financial management and audits, human resources, information and communication technologies, and administration and shared services.

Harmonizing operational procedures and practices will be essential to reduce transaction costs, expedite implementation timelines, and free up additional resources for programme interventions.

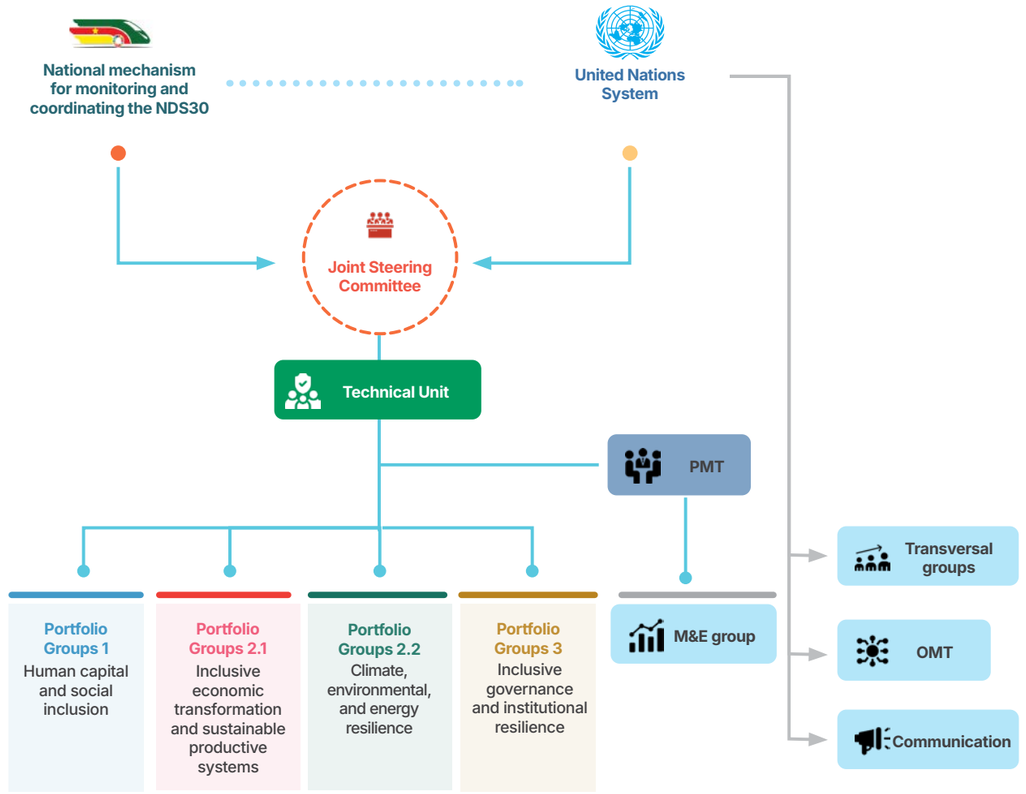
To this end, the strategy will promote service pooling, increase the use of shared services, and standardize processes in line with United Nations system policies and regulatory frameworks. This approach aims to enhance the coherence and effectiveness of inter-agency operations.

Additionally, operational innovation, digitalization, and environmentally sustainable practices will be integrated throughout the operations. These measures will optimize costs, reduce the environmental footprint, and improve the quality and reliability of operational support to programmes.

3.4. Governance and management structure

The governance and management structure of the 2027–2031 Cooperation Framework is designed to support coherent, effective, and accountable implementation aligned with Cameroon's national priorities. This framework emphasizes strong ownership through a close partnership between the Government and the United Nations system.

The Cooperation Framework will be implemented through established governance mechanisms that provide strategic guidance, operational coordination, results monitoring, and mutual accountability. The Joint Government–United Nations National Steering Committee will serve as the primary body for strategic oversight. Its role will be to ensure that interventions are aligned with national priorities, that support from the United Nations system is coherent, and that results and contextual changes inform strategic decisions.



To ensure effective internal coordination within the United Nations system, the UNCT will employ clearly defined and complementary functional mechanisms for integrated management of the Cooperation Framework:

Programme Management Team (PMT)

Will play a central role in the coordination of programming. It will ensure coherence across interventions and align entities' programmes with the objectives of the Cooperation Framework, while maintaining a focus on integrated approaches that encompass essential cross-cutting issues such as gender equality, human rights, the principle of leaving no one behind, resilience, and the interconnection between humanitarian action, development, and peacebuilding.

Strategy Groups

Which will report to the PMT, will be charged with joint planning, coordinated implementation, progress monitoring, and identifying necessary adjustments to achieve agreed-upon outcomes, in collaboration with relevant national partners.

Monitoring and Evaluation Group

Will be responsible for operationalizing the results framework associated with the Cooperation Framework. This group will facilitate data collection, analysis, and application; monitor key indicators; produce harmonized reports; and foster collective learning. It will promote adaptive, evidence-based management in accordance with national priorities concerning statistics and information systems.

Operations Management Team (OMT)

Will support the implementation of the Cooperation Framework by providing effective shared services, enhancing operational management, streamlining processes, and optimizing resource allocation. This will adhere to principles of effectiveness, reduction of transaction costs, and support for national partners.

United Nations Communications Group (UNCG)

Will coordinate strategic communications and advocacy initiatives, ensuring a coherent and results-oriented communication strategy that aligns with national priorities. This aims to enhance the visibility of the United Nations system's collective impact and strengthen dialogue with stakeholders, including the public and partners.

The Cooperation Framework's management structure will be based on the principles and provisions outlined in the United Nations Management and Accountability Framework (MAF)[2], which clearly delineates the roles, responsibilities, and obligations of UNCT members. While agency heads will remain accountable to their respective entities for their mandates and resources, they will also share collective responsibility for their contributions to the Cooperation Framework's common results, under the Resident Coordinator's oversight. Overall, this approach aims to strengthen the coherence of collective action, enhance the transparency of responsibilities, and foster mutual accountability within the system.

2 Management and Accountability Framework of the United Nations Development and Resident Coordinator System (MAF), 15 September 2021

The arrangements for operational and financial accountability for joint projects carried out by multiple entities will be detailed in the joint work plans, programme documents, and contribution agreements. These documents will specifically identify the lead entity, the participating entities, and the arrangements for risk management.

The Resident Coordinator's Office will provide essential strategic and technical support to these mechanisms, focusing on strategic planning, results-based monitoring, data management, partnerships, and resource mobilization. Additionally, it will actively contribute to monitoring the new partnership consultation framework established by a Prime Minister's decree in December 2025, co-led by MINEPAT and the RCO. This initiative seeks to align technical and financial partners' (TFP) interventions with the objectives of the NDS 2030. Regular performance reviews will assess progress, identify constraints, and adjust interventions in response to changes in the operational context.

Protection from sexual exploitation and abuse (PSEA)

Protection from sexual exploitation and abuse is a top priority for the UNCT.

It is dedicated to fostering a victim-centred approach and establishing an environment unequivocally free from such exploitative behaviour. Such actions are categorically unacceptable and expressly prohibited for all United Nations personnel and implementing partners' staff, in accordance with the relevant rules and obligations. In alignment with this commitment, UNCT members will undertake all necessary measures to prevent, combat, and address incidents of sexual exploitation and abuse, and will expect a similar dedication to this cause from their partners.

By upholding the obligations outlined in this Cooperation Framework, both the UNCT and the Government affirm their commitment to preventing instances of sexual exploitation and abuse involving personnel engaged in collaborative projects, as well as to addressing any reports related to such concerns.

This approach comprises several critical elements: (i) upholding shared values that prioritize PSEA, (ii) implementing proactive measures to prevent such misconduct, (iii) conducting thorough examinations or investigations of all allegations brought forward, (iv) taking appropriate corrective actions in response to incidents, with a particular focus on offering support to victims through a victim-centred approach.

3.5. Resourcing the Cooperation framework

Funding for the Cooperation Framework will come from a combination of internal and external resources, mobilized through a comprehensive funding strategy developed in close collaboration with the Government. This strategy aims to:

- **enhance the predictability of funding;**
- **diversify funding sources, including innovative mechanisms;**
- **align resources with the strategic priorities outlined in the Cooperation Framework.**

In particular, the United Nations system will actively seek opportunities from climate and environmental funds, sector-specific thematic funds, and South-South and triangular cooperation. Additionally, partnerships with the private sector will be explored to strengthen support for national priorities and mobilize additional resources toward achieving the SDGs.

United Nations entities will support the definition and implementation of the activities outlined in the Cooperation Framework in various forms. This may include technical assistance, financial support, supplies and equipment, procurement and transport services, funding for awareness-raising initiatives, research and studies, and support for programme planning, monitoring and evaluation, training, and the provision of staff or consultants. A portion of this support may also extend to NGOs and CSOs, in accordance with established work plans and project proposals.

The United Nations system will facilitate access to global and local information systems, databases of consultants and service providers, and the extensive network of United Nations specialized agencies, funds, and programmes. Staff and consultants from these agencies will contribute to programme design, implementation, monitoring, and evaluation.

External funding will be managed annually in accordance with the provisions of the Cooperation Framework and the respective work plans. Funds not earmarked for specific purposes may be reallocated to other programme activities of comparable value, based on mutual agreement with the Government. Moreover, a multi-year strategy will be implemented to anticipate funding levels and availability better, allowing programmes to be adjusted in line with actual financial capacities.

The United Nations system will place a strong emphasis on establishing strategic partnerships with the private sector and civil society. It will also promote the participation of beneficiaries, particularly vulnerable groups, in programme design and monitoring.

Joint work plans and entity-specific plans will ensure coordinated interventions and align resources with the Cooperation Framework's common objectives.

UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR CAMEROON 2027-2031

The projected budget of the 2027–2031 Cooperation Framework is estimated at $1.46 billion. Resources already available amount to $346 million, representing an 11% decrease compared with the previous cycle. The resulting additional financing requirement is therefore $1.11 billion, equivalent to 76% of the projected budget.

The gap is driven primarily by three strategic priorities: Strategic Priority 1, focusing on human capital, accounts for nearly half (48%) of the gap; Strategic Priority 2, related to economic transformation and resilience, accounts for 35%; and Strategic Priority 3, centred on governance, accounts for 17%. To address this challenge, the financing strategy—detailed in the annex—emphasizes complementarity and coordination with other partners' efforts.

It seeks to strengthen partnerships with the Government and IFIs by co-designing financing solutions, using blended finance, enhancing the country's absorption capacity, mobilizing domestic resources and fostering innovation in financing. It also aims to develop collaborations with the private sector to ensure the sustainability of the results achieved. In the context of the humanitarian transition, a territorial approach will facilitate the gradual transfer of coordination functions to local actors and authorities.

This approach is designed to strengthen the links between humanitarian action, development, peace, resilience and the local financing of sustainable solutions.

Funding for the Cooperation Framework will be based on several components: (i) a costed funding roadmap developed jointly with the government before signing the framework; (ii) annual monitoring of available resources and funding gaps; (iii) a portfolio of initiatives designed to attract funding, supported by shared financial engineering capabilities within the United Nations system; (iv) structured dialogue with the government, IFIs, regional development banks, and the private sector; and (v) monitoring of the funding mobilized, catalyzed, or influenced through the United Nations system's coordination mechanisms and interventions.

The United Nations system will also strengthen operational collaboration with regional institutions and organizations, including the Economic Commission for Africa (ECA), CEMAC, and ECCAS, as well as development banks such as BDEAC, AfDB, and IDB. This collaboration will focus on: (i) establishing formal partnerships and frameworks for cooperation; (ii) jointly preparing, with the government and other relevant partners, projects likely to attract funding; (iii) employing blended finance mechanisms and, in accordance with the mandates of the involved institutions, implementing guarantees and risk-mitigation schemes; and (iv) jointly monitoring the funding mobilized.

Study on the private sector's contribution to SDGs will inform the development of the corresponding strategy. This collaboration will extend beyond blended finance to include co-investment, expertise transfer, and long-term partnerships. The complete roadmap, the portfolio of initiatives, and the approach for mobilizing additional funding are comprehensively outlined in the resource mobilization strategy.

3.6. Administrative and financial management and communication

The Cooperation Framework's administrative and financial management will follow harmonized United Nations system policies, ensuring compliance with standardized planning, monitoring, and reporting procedures.

The entities involved will use the Harmonized Approach to Cash Transfers (HACT) to enhance transparency, risk management, and accountability to partners, beneficiaries, and donors.

The following management mechanisms will be implemented:

- **Financial monitoring and audits:** all financial transactions will be meticulously monitored and audited in accordance with the internal standards of the relevant entities. Periodic audits and checks will be conducted to mitigate mismanagement risks and ensure effective use of resources;
- **Integrated administrative management:** this approach involves centralizing and harmonizing administrative functions—including procurement, logistics, human resources, and information and communication technology—to improve operational efficiency and reduce transaction costs;
- **Risk management and compliance:** proactive identification of financial, operational, and regulatory risks will be undertaken, accompanied by the implementation of mitigation measures and regular monitoring within joint work plans.

Additionally, UNCG will develop a cohesive communications strategy focused on:

- **ensuring the visibility and promotion of the results and impacts of the Cooperation Framework among decision-makers, partners, and beneficiary populations;**
- **disseminating best practices and innovations to facilitate scaling and replication;**
- **advocating for inclusion, gender equality, and the active participation of vulnerable groups, particularly children, adolescents, young people, and women, in both the design and implementation of interventions.**

This integrated approach aligns administrative and financial management with strategic communication and aims to support the effective, transparent, and accountable execution of the Cooperation Framework.

It will also foster national ownership and enhance stakeholders' understanding of its objectives, results, and the United Nations system's significant contributions to achieving these goals.



CHAPTER

4



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MONITORING, EVALUATION AND LEARNING

This chapter outlines the integrated framework for monitoring, evaluation, performance review, and learning, enabling the UNCT in Cameroon to ensure strategic guidance, adaptive management, and collective accountability for the 2027–2031 Cooperation Framework. The framework is based on a results-oriented approach aligned with national priorities, specifically the NDS30 and the SDGs. This system will use UNINFO as the central platform for monitoring and reporting, complemented by joint annual performance reviews and independent evaluations in accordance with UNEG standards.

The primary objective is to systematically measure progress toward desired results, inform strategic decision-making, facilitate collective learning, continuously adjust interventions, and enhance the transparency, accountability, and overall impact of the United Nations system's contributions in Cameroon within an ever-evolving national context.

4.1. Monitoring the implementation of joint work plans

Monitoring the 2027–2031 Cooperation Framework will be based on an integrated results framework that aligns seamlessly with Cameroon's national priorities and international commitments. This alignment will promote coherence among:

- **the outcomes, indicators, and targets of the Cooperation Framework;**
- **the SDGs;**
- **the national monitoring and evaluation framework of the NDS30 and relevant national sectoral frameworks.**

All indicators for the Cooperation Framework's results and outputs will be consistently aligned with national priorities and the corresponding SDGs. Existing national targets and sectoral statistical systems—particularly those associated with relevant technical ministries (including MINSANTE, MINEDUB, and MINEFOP)—will serve as primary references for measuring progress, verifying results, and analyzing performance.

> **Based on a results framework aligned with national priorities, the NDS30, and the SDGs, this mechanism will rely on UNINFO as the central platform for monitoring and reporting...**

UNINFO as the central platform for monitoring and reporting results

In accordance with guidelines issued by the United Nations Sustainable Development Group (UNSDG), UNINFO will serve as the single, centralized system for data management, results monitoring, and preparing collective reports by the UNCT.

Specifically, UNINFO will facilitate:

- **monitoring of output, impact, and SDG contribution indicators;**
- **consolidated analysis of the Cooperation Framework's performance;**
- **monitoring of both collective and individual responsibilities of various entities;**
- **support for data-driven decision-making;**
- **ongoing validation and modification of the theory of change.**

Data derived from UNINFO will inform annual reviews, results reports, and the United Nations system's contributions to both national and international reporting mechanisms.

Innovative data and complementary sources

To ensure a robust, responsive, and inclusive monitoring process, the UNCT will employ a combination of data sources, including official statistics and complementary innovative data, such as:

- **Geospatial data and satellite imagery**
- **Rapid surveys, digital tools, and mobile applications**
- **Real-time analyses from humanitarian and development interventions**
- **Data from the private sector, NGOs, and civil society**
- **Sectoral administrative data**

Engagement of diverse populations, particularly those who are left behind or at risk of being left behind, in monitoring implementation efforts will be actively promoted through inclusive feedback and citizen monitoring mechanisms. The details of these mechanisms will be specified in the joint work plans.

The United Nations system, in collaboration with NIS, will develop a national roadmap to enhance statistical capacity. This roadmap will prioritize the sustainable production of data managed by national institutions well beyond 2031, while also considering gender-related issues. Key areas of emphasis will include: (i) strengthening the capabilities of the National Institute of Statistics and sectoral statistical systems; (ii) harmonizing data collection and analysis methodologies; (iii) systematically disaggregating data by sex, age, disability, geographical location, and other pertinent characteristics to identify marginalized or at-risk individuals and groups; and (iv) establishing mechanisms to facilitate the sharing and use of data for informed decision-making. A new memorandum of understanding with NIS will formalize this commitment.

These strategies will build national capacity in data systems, monitoring, evaluation, and analysis, aligned with sustainability and national ownership.

Monitoring implementation, risk management, and adaptive adjustments

The Cooperation Framework will be implemented and monitored through annual joint work plans and entity-specific plans that translate strategic priorities into measurable operational actions.

The monitoring framework will adopt an adaptive management approach, taking into account various contextual, programmatic, financial, and operational risks and opportunities. Early-warning mechanisms and mitigation measures will be integrated into the joint work plans to facilitate prompt adjustments in response to evolving national circumstances, particularly concerning:

- **Macroeconomic fluctuations**
- **Institutional and governance reforms**
- **Security and socio-political crises**
- **Environmental and climate-related risks**
- **Health and epidemic situations**
- **Delays in the execution of development projects**

The targets outlined in the results framework will be periodically assessed during the annual performance review. This review will consider: (i) the resources available and mobilized; (ii) the implementation capacities of national institutions and United Nations entities; (iii) developments in the national context, especially regarding security, climate, the economy, and public health; and (iv) lessons learned and available evidence.

This adaptive management approach will allow for the adjustment of targets, as needed, in consultation with the government, while maintaining the ambitious goals of the Cooperation Framework.

Learning, evaluation, and continuous improvement

The monitoring framework will be explicitly designed to foster collective learning, innovation, and continuous improvement, in alignment with the principles of results-based management.

The portfolio Groups, in collaboration with the Monitoring and Evaluation and Communication functions, will particularly focus on:

- **systematically consolidating lessons learned and best practices;**
- **identifying and scaling innovative approaches;**
- **facilitating the sharing of insights within the country team and with national partners.**

Insights gathered from reviews, evaluations, and analyses based on information recorded in UNINFO will play a crucial role in adapting interventions and refining the Theory of Change for the Cooperation Framework.

Role of implementing partners, audits, and joint reviews

Implementing partners are expected to fully cooperate with United Nations entities in monitoring all activities funded through the transferred resources. This includes facilitating access to accounting documents, programme information, and relevant personnel.

To this end, they will be required to:

- **participate in periodic on-site reviews and spot checks;**
- **adhere to monitoring activities as per United Nations standards and guidelines during field visits;**
- **conduct scheduled or special audits using a risk-based approach**

Each participating entity will coordinate with other relevant entities and national institutions to develop an annual audit plan, prioritizing partners that receive substantial funding or require capacity-building in financial management.

4.2. Annual performance review and presentation of country-level results

The annual performance review and country-level presentation of results are essential mechanisms for strategic monitoring, accountability, and learning under the 2027–2031 Cooperation Framework. These processes enable a thorough assessment of progress toward meeting the expected results, an analysis of changes in the national context, and necessary adjustments to priorities and implementation arrangements.

As the UNCA is intended to be a dynamic document, the UNCT will update it annually based on observed results, contextual analyses, and insights drawn from the annual reviews of the Cooperation Framework, in alignment with national monitoring and planning cycles.

Annual performance review

The UNCT will conduct a comprehensive annual performance review, coordinated by the Resident Coordinator and the Cooperation Framework Steering Committee. This review will involve all United Nations entities, including non-resident entities, as well as relevant national partners.

The primary objectives of this review are to:

- **assess progress in relation to outputs, results, and contributions to the SDGs;**
- **compare the results achieved against the targets outlined in the Cooperation Framework, the NDS30, and the SDGs;**
- **identify gaps, progress, constraints, and emerging risks;**
- **capture lessons learned from implementation and formulate necessary strategic and operational adjustments;**
- **inform annual planning and adaptively manage interventions.**

The Portfolio Groups will compile and submit consolidated reports to the Steering Committee regarding:

- **the collective contributions of the United Nations system toward progress achieved in relation to the SDGs, with a focus on results;**
- **the individual and collective contributions of different entities to the outputs delivered under annual or multi-year joint work plans.**

Presentation of results at country level

Building on the annual review findings, the United Nations system will develop a consolidated annual report on its results in Cameroon.

This report will incorporate contributions from all United Nations entities, including those not physically present in the country, and will rely on:

- **existing national data and statistical systems;**
- **information derived from the UNINFO system;**
- **national monitoring and evaluation frameworks;**
- **voluntary national reviews and other international reporting mechanisms.**

The annual report may provide valuable insights for the Government of Cameroon's sectoral and thematic reports and support the voluntary national reviews submitted within the framework of the High-Level Political Forum on Sustainable Development, thereby enhancing alignment, transparency, and collective accountability.

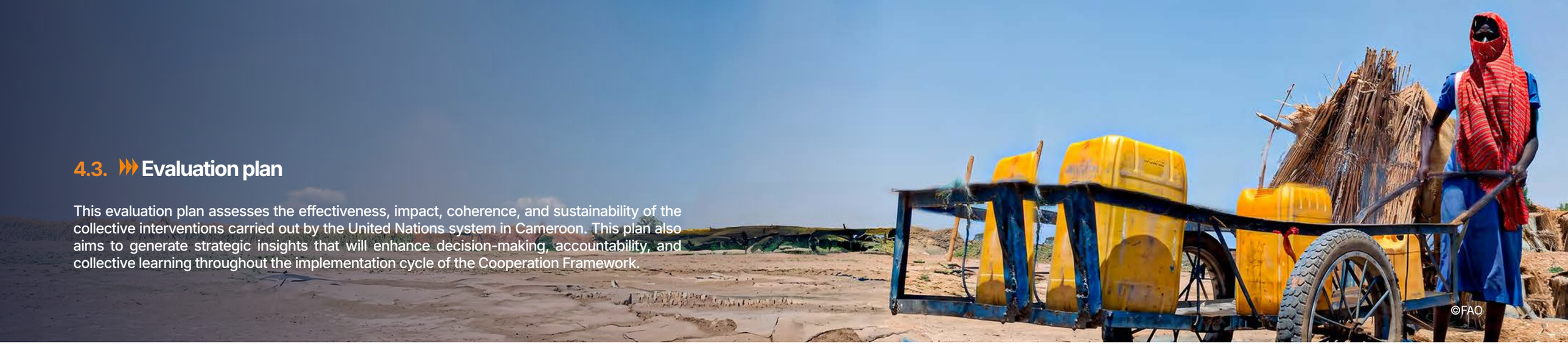
A targeted dissemination and communication strategy will accompany the annual report to ensure decision-makers, technical and financial partners, and the general public can access, see, and receive the results. This comprehensive approach aims to bolster trust, accountability, and the overall impact of the Cooperation Framework.

Key performance indicators monitored within this framework will include, in particular:

- **the proportion of results achieved compared to the planned results .**
- **the level of availability, completeness and quality of the data.**
- **the number of lessons learned identified, documented and shared.**

4.3. Evaluation plan

This evaluation plan assesses the effectiveness, impact, coherence, and sustainability of the collective interventions carried out by the United Nations system in Cameroon. This plan also aims to generate strategic insights that will enhance decision-making, accountability, and collective learning throughout the implementation cycle of the Cooperation Framework.


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Sequencing and coordination of evaluations

Evaluations of programmes executed by United Nations entities will be planned in a coordinated manner, ensuring that they effectively inform the overarching evaluation of the Cooperation Framework. This approach will promote a systematic and coherent methodology. When applicable, priority will be given to joint or thematic evaluations to maximize synergies, strengthen cross-sectoral analysis, and optimize resource allocation.

The evaluation framework will comprise:

- **mid-term evaluations to gauge progress, identify necessary adjustments, and guide the implementation of ongoing interventions;**
- **an independent final evaluation of the Cooperation Framework, scheduled for the penultimate year of implementation (2030), to assess the overall impact of interventions and inform the development of the subsequent Cooperation Framework.**

Furthermore, evaluations of the country programmes of United Nations entities, as well as, where appropriate, those of joint programmes, will provide essential information for evaluating the Cooperation Framework.

Independence and quality of evaluations

All evaluations will be conducted in strict compliance with UNEG standards and guidelines to ensure the independence, credibility, impartiality, relevance, and quality of both the processes and results. A team of independent experts will conduct the final evaluation, drawing on both external and internal resources while adhering to the principles of independence and methodological rigour.

The UNCT and MINEPAT will manage the final evaluation collaboratively, ensuring compliance with the principles of independence and transparency.

Scope and analysis of results

The independent evaluation, guided by the UNCA, will focus on the following key areas:

- **the extent to which the expected results of the Cooperation Framework have been achieved;**
- **the identification of any unanticipated results, whether they be positive or negative;**
- **the collective contribution of the United Nations system to national development efforts, emphasizing relevance, coherence, effectiveness, and sustainability, with the ultimate goal of achieving the SDGs.**

This evaluation will ensure comprehensive oversight across the system, enhance collective accountability, and foster institutional learning.

Application of lessons learned and follow-up on recommendations

The findings, insights, and recommendations derived from the evaluations will be systematically used to:

- **inform strategic decision-making processes by the UNCT and the Steering Committee;**
- **enhance the design and implementation of annual joint work plans;**
- **identify and disseminate best practices and innovations for replication or scaling;**
- **build national and institutional capacities in monitoring and evaluation.**

A mechanism will be established to monitor the implementation of recommendations and ensure their effective integration into future programming cycles.

Roles, responsibilities and partnerships

The Portfolio Groups will monitor the implementation of recommendations, along with data collection, analysis, and dissemination of results.

The Inter-Agency Group on Monitoring and Evaluation, comprising monitoring and evaluation experts from various United Nations system agencies, will provide technical support to ensure programme effectiveness, efficient resource use, and the regular availability of evidence.

Collaboration with the Government will be maintained, particularly through the cooperation framework established with NIS, to facilitate planning, implementation, monitoring, and reporting on progress toward achieving the SDGs.

Operational framework

The integrated monitoring and evaluation plan will outline the joint mechanisms for managing evaluations, along with the specific roles and responsibilities of various stakeholders. Additional operational guidance will be developed in a monitoring and evaluation guide, which will be collaboratively created after this Cooperation Framework is signed.



APPENDICES

Appendix 1. Results matrix for the 2027–2031 Cooperation Framework

In accordance with MINEPAT's methodological guidelines, this document uses results-based indicators drawn from the NDS30, its mid-term review and Vision 2035. The baseline values and targets are faithfully reproduced from the dashboards, appendices and charts in these sources.

Human capital and social cohesion

Strategic priority **1**

NDS30 Pillars

Pillar 2= Development of human capital and well-being

African Union Agenda 2063

Aspiration 1= A prosperous Africa based on inclusive growth and sustainable development

SDGs

Strategic priority 1 : Strengthening human capital and social cohesion through equitable access to quality social services and universal, inclusive social protection

Outcome 1 : By 2031, the population of Cameroon, especially women, youth, children, and other vulnerable groups, including refugees, internally displaced persons, persons with disabilities, and indigenous peoples, experience increased, equitable, sustainable, and integrated access to quality basic social services, and acquire skills tailored to current and future labour market demands, thereby enabling them to realize their full potential.

	Indicators	Baseline value (year)	2031 Target	Source / Means of verification	Lead United Nations entity	Others (United Nations system)	Government partners and national institutions (main)
1.1	**Proportion of births attended by skilled health personnel (%)**	69 (2018)	**95**	MINSANTE reports (HIS), DHS	UNFPA	WHO, UNICEF, UNAIDS, ILO, UNESCO, UNHCR, IOM, UNDP, UN Women	MINSANTE, MINAS, MINPROFF, MINAT, MINFI, RLAs

1.2	**Full immunization coverage rate (DTP3/HepB Hib) for children 12–23 months (%)**	71.5 (2018)	**95**	MINSANTE reports (EPI), DHS	WHO	UNICEF, UNFPA, UNAIDS, ILO, UNHCR, WFP, FAO, OHCHR, UN Women, UNDP	MINSANTE, MINAS, MINAT, MINFI, RLAs
1.3	**Primary school completion rate (%)**	83.2 (2025)	**100**	MINEDUB yearbooks	UNESCO	UNICEF, WB, WFP, ILO, WFP, WHO, UNFPA	MINEDUB, MINAS, MINJEC, MINAT, MINFI, RLAs
1.4	**Proportion of graduates from scientific, technical and vocational courses in upper secondary and vocational education (%)**	47 (2022)	**75**	MINESEC/MINEFOP reports, Diploma registers	UNESCO	ILO, UNIDO, UNICEF, UNDP, ITU, UN Women, UNFPA	MINEFOP, MINESEC, MINESUP, MINMIDT, MINPMEESA, MINJEC, MINFI, RLAs
1.5	**Social protection coverage rate (% of the population covered against ≥ 3 risks)**	23.0 (2025)	**42.7**	NSIF reports	ILO	UNICEF, WFP, WHO, UNFPA, UN Women, UNDP, OHCHR, UNHCR, IOM, FAO	MINTSS, MINAS, MINPROFF, MINSANTE, MINFI, NSIF
1.6	**Rate of access to drinking water (%)**	71.3 (2025)	**90**	ECAM (NIS), ENACE	UNICEF	WHO, WB, UN-Habitat, UNDP, FAO, IFAD, ILO, UNEP, OHCHR	MINEE, MINAS, MINHDU, MINAT, MINFI, MINADER, RLAs
1.7	**Sanitation coverage rate (%)**	62.3 (2025)	**> 75 (alignment with SDG6)**	ECAM, ENACE	UNICEF	WHO, WB, UN-Habitat, UNDP, UNEP, IFAD, FAO, UNOPS, ILO	MINEE, MINHDU, MINAT, MINFI, MINADER, RLAs, HYSACAM

Strategic priority 2

Economic transformation and resilience

NDS30 Pillars

Pillar 1= the structural transformation of the national economy

Pillar 2= the development of human capital and well-being

Pillar 3= promotion of employment and economic integration

African Union Agenda 2063

Aspiration 1= A prosperous Africa based on inclusive growth and sustainable development

SDGs



Strategic priority 2 : Supporting economic diversification, the transformation of production and food systems, the transition to a green and blue economy that generates decent and sustainable jobs, and communities' resilience to climate and environmental shocks.

Outcome 2.1 : By 2031, entrepreneurs and producers, especially young people, women, and vulnerable groups, including refugees, internally displaced persons, persons with disabilities, and indigenous peoples, in both rural and urban settings, contribute to a more diversified, green, and culturally sensitive economy that generates decent and sustainable jobs through innovative and resilient production and food systems.

	Indicators	Baseline value (year)	2031 Target	Source / Means of verification	Lead United Nations entity	Others (United Nations system)	Government partners and national institutions (main)
2.1.1	**Overall underemployment rate (%)**	58.05 (2025)	**< 50**	Employment Survey (NIS-EESI	ILO	UNDP, ECA, UNIDO, UNICEF, UN Women, ITU, UNESCO, UNOPS, ITC, WB, FAO, IFAD, UNHCR, IOM, UNEP	MINEFOP, NIS, MINJEC, MINPMEESA, MINFI, MINTSS, NSIF

2.1.2	**Share of manufacturing value added in GDP (%)**	13.7 (2025)	**25**	National Accounts (NIS)	UNIDO	UNDP, ECA, UNEP, ILO, IFAD, FAO, WFP, UNODC, UNOPS, ITC, WB, UNESCO, UNDP	MINMIDT, MINEPAT, MINFI, MINCOMMERCE, MINPMEESA, ANOR, SNI, Port Authority of Kribi, Chamber of Commerce, Industry, Mines and Crafts
2.1.3	**Bank account penetration rate (working population, %)**	33.1 (2025)	**80**	COBAC, BEAC reports	UNDP	UNCDF, ILO, UN Women, WFP, UNHCR, IOM, WB, FAO, IFAD	MINFI, BEAC

Outcome 2.2 : By 2031, people, especially young people, women and vulnerable groups, as well as businesses and institutions across different agro-ecological zones, adopt sustainable and resilient practices in the face of climate risks and disasters, with increased access to clean energy

2.2.1	**Electricity access rate (%)**	77.8 (2025)	**95**	Household surveys (NIS), ENEO	UNDP	WB, UNEP, UNICEF, WHO, ILO, UNOPS, UN Women, UNHCR, IOM	MINEE, ARSEL, ENEO, SONATREL, MINFI, MINEPAT, MINHDU, RLA, Regulatory Agencies
2.2.2	**Volume of log exports (m^3), as a measure of progress towards increased local processing**	499892 (2025)	**< 100000 (Towards a total shutdown)**	Foreign trade reports (NIS)	FAO	UNEP, ITC, IFAD, WB, UNDP, ILO, UNIDO, UN Women	MINFOF, MINCOMMERCE, MINMIDT, MINEPAT, MINFI, ANOR, RLA

Strategic priority 3

Governance, decentralization and peace

NDS30 Pillars

Pillar 4= Governance, decentralization and strategic management of the State.

African Union Agenda 2063

Aspiration 3= An integrated and politically united Africa with effective, accountable and transparent institutions **Aspiration 4=** A prosperous Africa based on inclusive growth and sustainable development. **Aspiration 6=** A peaceful, safe and secure Africa. **Aspiration 7=** A peaceful and secure Africa.

SDGs

Strategic priority 3: Strengthening public, inclusive, participatory and transparent governance, thereby ensuring social cohesion, peace and sustainable development.

Outcome 3: By 2031, institutions at both central and decentralized levels are efficient, inclusive, and participatory, thereby ensuring governance based on transparency, accountability, digital innovation, and data use, and incorporating risk management strategies and resilience in response to social and environmental challenges.

	Indicators	Baseline value (year)	2031 Target	Source / Means of verification	Lead United Nations entity	Others (United Nations system)	Government partners and national institutions (main)
3.1	**Rate of enforcement of court decisions (%)**	40.8 (2024)	**75**	MINJUSTICE reports	OHCHR	UNDP, UNODC, UN Women, UNICEF, IOM, WB, ILO, UNDP, UNAIDS	MINJUSTICE (HJC, Supreme Court, Court of Appeal, SCC), NACC, Bar of Cameroon, Order of Bailiffs
3.2	**Corruption Perceptions Index (CPI /100)**	26 (2023)	**~30 (incremental improvement)**	Transparency International	UNODC	UNDP, OHCHR, ILO, UN Women	MINJUSTICE, MINFI, MINMAP, GENERAL STATE INSPECTORATE, NACC, CONSUPE, Chamber of Accounts, ANIF

3.3	**Share of state budget transferred to RLAs (% of own revenues)**	23.3 (2024)	**≥ 15 (target already exceeded)**	MINDDEVEL, MINFI reports	UNDP	UN Women, WHO, UNCDF, WB, UNEP, UN-Habitat, ILO, UNICEF, FAO	MINDDEVEL, MINFI, FEICOM, RLA (councils and regions), MINAT, MINEPAT
3.4	**Proportion of women in political decision-making bodies (Government, Parliament, RLAs, %)**	22.2 (2024/25)	**37**	ELECAM, IPU reports	UN Women	UNDP, UNFPA, OHCHR, UNESCO, ILO, UNICEF	ELECAM, MINAT, MINPROFF, MINJUSTICE, Parliament (National Assembly, Senate), Government, RLA, Political Parties
3.5	**Proportion of young people represented in political decision-making bodies (Government, Parliament, RLA, %)**	4.9 (2024/25)	**15**	ELECAM, IPU reports	UNFPA	UN Women, UNESCO, ILO, UNICEF, OHCHR, UNDP	ELECAM, MINAT, MINJEC, MINPROFF, Parliament (National Assembly, Senate), Government, RLA, Political Parties, National Youth Council

Appendix 2. Monitoring, Evaluation and Learning (MEL) Plan of the 2027–2031 Cooperation Framework

Description of activities	Lead Priority Groups	Lead United Nations entities	Timeline					
			Duration	Year 1	Year 2	Year 3	Year 4	Year 5
Monitoring								
Joint United Nations-Government monitoring missions	UNCT + Government	RCO	**Annual**	X	X	X	X	X
Joint monitoring missions for Priority 1 (health, education, social protection), covering indicators relating to maternal health, immunization, nutrition, primary school completion rates and social protection coverage	PG1 (human capital)	WHO, UNICEF, UNESCO	**Annual**	X	X	X	X	X
Joint monitoring missions for Priority 2 (decent jobs, green/blue economy, climate resilience, energy access)	PG2 (economic transformation and climate)	ILO, FAO, UNDP, UNIDO	**Annual**	X	X	X	X	X
Joint monitoring missions for Priority 3 (governance, decentralization, digitalization, inclusive reforms)	PG3 (governance and peace)	UNDP, UN Women, OHCHR	**Annual**	X	X	X	X	X

Supporting national surveys (DHS, employment survey, agricultural survey, poverty studies, monitoring of governance indices) aligned with indicators 1.1 to 3.6 of the Cooperation Framework	PG concerned	UNICEF, FAO, UNDP	**According to the national calendar**	x		x		x
Collecting and analyzing monitoring data for each result and output indicator of the Cooperation Framework, by results group (disaggregated by gender, age, vulnerability and geography)	All PGs	Agencies mandated by indicator	**Annual**	x	x	x	x	x
Data Quality Assessments (DQA) for administrative and survey data (health, education, climate finance, governance indices)	All PGs	UNDP, UN Women, UNFPA	**Annual**	x		x		x
Monitoring climate finance and SDG resources	PG2	UNDP/UNEP	**Annual**	x	x	x	x	x
Monitoring the financial sustainability of green micro-grants (profitability ratios, repayment rates, financial self-sufficiency of beneficiaries)	PG2	UNDP, UNEP, FAO	**Quarter**	Continuous		x	x	x
Monitoring trigger thresholds for adjustments (critical levels that trigger a review of interventions)	All PGs	UNCT	**Quarter/ad hoc**	Continuous	x	x	x	x
Periodic assessments of the resilience of climate adaptation targets to economic shocks	PG2	UNDP/UNEP	**Annual**	Continuous		x	x	x
Updating the single risk register (probability, impact, mitigation, triggers), including risks arising from United Nations system interventions and potential unintended consequences	All PGs	UNCT	**Quarter**	Continuous	x	x	x	x

Monitoring the *"Do No Harm"* principles and protective measures in joint interventions	All PGs	UNDP/ OHCHR/UN Women	**Annual**	Continuous	x	x	x	x

Review and reporting

Thematic studies/reviews and publications (gender, youth, governance, climate resilience)	PGs concerned	Lead thematic entity	**As needed**		x		x	
Data entry into UNINFO by all United Nations entities	All PGs	RCO	**Annual**	x	x	x	x	x
Progress towards results and impacts, reviewed by the Portfolio Groups (half-yearly review)	PG1, PG2, PG3	RCO	**Half-yearly**	x	x	x	x	x
Annual performance review of the Cooperation Framework	United Nations country team + Government	RCO	**Annual**	x	x	x	x	x
Preparing the United Nations annual country results report	All PGs	RCO	**Annual**	x	x	x	x	x
Supporting the annual voluntary national reviews of progress towards achieving the SDGs	PGs concerned	UNDP	**According to the global cycle**		x			x

Evaluation

Baseline study of the Cooperation Framework	All PGs	UNDP/RCO	**Unique**	x				
Independent final evaluation of the Cooperation Framework	UNCT + Government	External evaluator	**Unique**				x	

Independent evaluation of country programme instruments of individual United Nations entities	Respective entities	Entity	**According to cycle (country programme document)**	x		x		x
Independent evaluations of United Nations joint programmes	Participating PGs	Lead agency	**As needed**		x		x	
Supporting national studies on poverty and social protection	PG1	UNDP / UNICEF	**According to the national cycle**		x			x

Learning

Documentation and collective analysis of lessons learnt throughout the programme cycle	All PGs	RCO	**Annual**	x	x	x	x	x
Setting up and maintaining an inter-agency learning mechanism (knowledge platform, learning workshops)	All PGs	RCO	**Continuous**	x	x	x	x	x
Knowledge-sharing platform (UNINFO, Teams, briefing notes)	All PGs	RCO	**Continuous**	x	x	x	x	x
Annual inter-agency retreat for reflection and adaptive management	UNCT	RCO	**Annual**	x	x	x	x	x
Incorporating lessons learned into annual work planning	All PGs	RCO	**Annual**	x	x	x	x	x

Appendix 3. Multi-year budgetary framework for the 2027–2031 Cooperation Framework

Outcomes	Joint results areas	United Nations entities	Planned resources for 2027–2031 ($) (A)	Available resources ($)			Gap ($) (A–B)
				Core	Non-Core	Total available resources (B)	
Strategic priority 1: Strengthening human capital, social inclusion and equitable access to quality social services.							
Outcome 1: By 2031, the population of Cameroon, especially women, youth, children, and other vulnerable groups, including refugees, internally displaced persons, persons with disabilities, and indigenous peoples, experience increased, equitable, sustainable, and integrated access to quality basic social services, and acquire skills tailored to current and future labour market demands, thereby enabling them to realize their full potential	**Joint result area 1.1** Basic social service systems (primary health care, social protection, education and vocational training) are strengthened, and reformed to be more accessible, equitable, integrated and sustainable	WHO	**28 322 285**	1 447 750	16 742 727	18 190 477	10 131 808
		UNICEF	**40 000 000**	10 000 000	20 000 000	30 000 000	10 000 000
		UNESCO	**22 829 689**	22 829 689	0	22 829 689	0
		UNFPA	**35 000 000**	10 000 000	*TBD*	10 000 000	25 000 000
		UNHCR	**76 235 870**	15 247 174	0	15 247 174	60 988 696
		WFP	**33 134 040**	0	0	0	33 134 040
		ILO	**5 000 000**	0	0	0	5 000 000
		UN Women	**5 000 000**	0	0	0	5 000 000
		UNDP	**1 000 000**	0	0	0	1 000 000
		IOM	**12 874 000**	0	3 110 000	3 110 000	9 764 000
		UNAIDS	400 000	40 000	100 000	140 000	260 000
		Total	**259 795 884**	**59 564 613**	**39 952 727**	**99 517 340**	**160 278 544**
	Joint result area 1.2 The capacities of institutions, local authorities and communities to manage inclusive services based on evidence have been built	UNDP	**200 000**	50 000	0	50 000	150 000
		UNICEF	**16 000 000**	5 000 000	5 000 000	10 000 000	6 000 000
		UNHCR	**304 943 479**	76 235 870	0	76 235 870	228 707 609
		WFP	**1 000 000**	0	0	0	1 000 000
		UN Women	**3 000 000**	0	0	0	3 000 000
		FAO	**1 000 000**	0	0	0	1 000 000
		IOM	**5 740 000**	0	1 175 585	1 175 585	4 564 415
		UN-HABITAT	**300 000**	0	0	0	300 000

		UNESCO	**1587907**	1587907	0	1587907	0
		UNAIDS	**400000**	40000	100000	140000	260000
		Total	**334171386**	**82913777**	**6275585**	**89189362**	**244982024**
Total Outcome 1			**728249332**	**142478390**	**46528312**	**189006702**	**539242630**

Strategic priority 2: Supporting economic diversification, the transformation of production systems—including food systems—the transition to a green and blue economy that generates decent and sustainable jobs, and community resilience in the face of climate and environmental shocks.

Outcome 2.1: By 2031, entrepreneurs and producers, especially youth, women, and vulnerable groups, including refugees, internally displaced persons, persons with disabilities, and indigenous peoples living in both rural and urban settings, play a critical role in fostering a more diversified, green, and culturally sensitive economy, thereby generating decent and sustainable jobs through innovative and resilient production and food systems	**Joint result area 2.1.1** The capacities of youth, women and institutions have been strengthened for sustainable access to economic opportunities, innovation, inclusive financing and markets including AfCFTA	ILO	**10000000**	0	0	0	10000000
		FAO	**10 000 000**	0	0	0	10000000
		UNDP	**14000000**	633867	0	633867	13366133
		IFAD	**46568000**	0	0	0	46568000
		UN Women	**30 000 00**	0	0	0	3000000
		UNHCR	**39827475**	9956869	0	9956869	29870606
		UNCDF	**40 5000**	0	405000	405000	0
		WFP	**21756 027**	0	0	0	21 756 027
		ITC	**1176751**	0	1176751	1176751	0
		IOM	**9000000**	4712780	0	4712780	4287220
		UN-Habitat	**600000**	0	0	0	600000
		UNESCO	**625000**	625000	0	625000	0
		ECA	**665000**	215000	450000	665000	0
		UNIDO	**1567901**	1567901	0	1567901	0
		Total	**159191154**	**17711417**	**2031751**	**19743168**	**139447986**

	Joint result area 2.1.2 Culturally sensitive agri-food, green, and blue value chains have been structured to be competitive and to create decent jobs, particularly for young people and women	UNHCR	**9956869**	1991374	0	1991374	7965495
		FAO	**30000000**	0	0	0	30000000
		WFP	**20 000 000**	0	0	0	20 000 000
		IFAD	12300000	12300000	0	12300000	0
		UN Women	2000000	0	0	0	2000000
		ILO	10000000	0	0	0	10000000
		UNOPS	40000000	0	0	0	40000000
		UNDP	10731334	950800	0	950800	9780534
		ITC	1176751	0	1176751	1176751	0
		ECA	400000	400000	0	400000	0
		UNIDO	500000	500000	0	500000	0
		Total	**137064954**	**16142174**	**1176751**	**17318925**	**119746029**
Outcome 2.2: By 2031, populations, businesses, and institutions across various agro-ecological zones adopt sustainable and resilient practices in addressing disasters and climate risks while achieving greater access to clean energy	**Joint result axis 2.2.1** The capacities of national and local institutions have been strengthened for risk management, resilient planning and the mobilization of international climate finance	UNDP	**23 795 461**	633 867	0	633 867	23 161 594
		UNHCR	**393 679**	78 736	0	78 736	314 943
		UN Women	**3 000 000**	0	0	0	3 000 000
		UN-Habitat	**2 000 000**	0	0	0	2 000 000
		UNEP	**2 877 170**	0	2 877 170	2 877 170	0
		WFP	**204 299**	0	0	0	204 299
		IFAD	**11 000 000**	11 000 000	0	11 000 000	0
		WHO	**100 000**	0	0	0	100 000

		UNIDO	**2 002 123**	0	2 002 123	2 002 123	0
		Total	**45 372 732**	**11 712 603**	**4 879 293**	**16 591 896**	**28 780 836**
	Joint result axis 2.2.2 Local communities and institutions have adopted sustainable, resilient and inclusive practices, with established technical and financial mechanisms for adopting climate-smart agriculture (CSA) and decentralized clean energy solutions deployed in target areas, in partnership with the private sector	UN Women	**4 000 000**	0	0	0	4 000 000
		FAO	**33 000 000**	0	0	0	33 000 000
		WFP	**23 512 054**	0	0	0	23 512 054
		IFAD	**15 000,000**	6 100 000	0	6 100 000	8 900 000
		UNDP	**35 693 191**	950 800	0	950 800	34 742 391
		UNEP	**10 709 177**	0	10 709 177	10 709 177	0
		UNHCR	**1 574 716**	314 944	0	314 944	1 259 772
		IOM	**4 000 000**	0	2 000 000	2 000 000	2 000 000
		Total	**127 489 138**	**7 365 744**	**12 709 177**	**20 074 921**	**107 414 217**
Total Outcome 2			**469 117 978**	**52 931 938**	**20 796 972**	**73 728 910**	**397 391 191**

Strategic priority 3: Strengthening public, participatory and transparent governance, thereby ensuring social cohesion, peace and sustainable development

Outcome 3: By 2031, institutions at both central and decentralized levels are more efficient, inclusive, and participatory, thereby ensuring governance based on transparency, accountability, digital innovation, and data use, and incorporating risk management strategies and resilience in response to social and environmental challenges	**Joint result area 3.1** National and local institutional systems have been strengthened and digitized to improve public management performance, transparency, accountability, and citizen engagement, particularly through increased use of data and digital public services	UNDP	**20046551**	1109266	0	1109266	18937285
		UN Women	**2000000**	0	0	0	2000000
		UNICEF	**16000000**	5000000	5000000	10000000	6000000
		UNFPA	**17000000**	9000000	*TBD*	9 000 000	8 000 000
		ITU	-	-	-	-	-
		IOM	8000000	0	2000000	2000000	6000000
		UN-Habitat	**120000**	0	0	0	120000
		UNESCO	**9452000**	9452000	0	9452000	0

		UNAIDS	**600000**	40000	0	40000	560000
		Total	**73218551**	**24601266**	**7000000**	**31601266**	**41617285**
	Joint result area 3.2 The capacities of central and decentralized institutions have been strengthened to systematically integrate the HDP nexus, as well as risk and crisis prevention and management, into policies, plans, and budgets to enhance resilience to social and environmental shocks	UNDP	49995287	475400	0	475400	49519887
		UNICEF	33000000	3000000	15000000	18000000	15000000
		UN Women	3000000	0	0	0	3000000
		UNHCR	41363722	8272745	0	8272745	33090977
		OHCHR	247940	36400	0	36400	211540
		UNODC	4000000	1500000	500000	2000000	2000000
		UNEP	10000000	0	10000000	10000000	0
		WFP	512 484	-	-	-	-
		FAO	6000000	0	0	0	6000000
		WHO	440000	0	0	0	440000
		UNFPA	28000000	8000000	*TBD*	8 000 000	20 000 000
		IOM	18000000	0	4963503	4963503	13036497
		UN-Habitat	600000	0	0	0	600000
		Total	**195159433**	**21284545**	**30463503**	**51748048**	**143411385**
Total Outcome 3			**268377984**	**45885811**	**37463503**	**83349314**	**185028670**
OVERALL TOTAL			**1465745294**	**241296139**	**104788787**	**346084926 (i.e. 24%)**	**1119660368 (i.e. 76%)**

Appendix 4. Summary of the resource mobilization and partnership strategy for the 2027–2031 cycle

1. *Reminder of the comparative advantages of the United Nations system*

The United Nations system possesses a twofold comparative advantage: a strong local presence in Cameroon and an in-depth understanding of international and sub-regional standards and commitments.

United Nations entities have an extensive, deeply rooted presence across various regions of Cameroon, which allows them to understand cultural nuances, social dynamics, and local political realities. This contextual expertise, combined with strong operational and logistical capabilities, enables the rapid and effective delivery of essential assistance, particularly in isolated or hard-to-reach areas.

These advantages position the United Nations as a strategic partner for the state, aligning local actions with national and sectoral priorities, as well as with Cameroon's international and sub-regional commitments. Additionally, these strengths enable the United Nations to promote compliance with applicable international standards and principles through its partnerships with the private sector. Building on a long-standing relationship of trust, the United Nations system in Cameroon helps formulate public policies and translate them into tangible outcomes. It ensures that investments made in sectors identified in the strategic priorities of the 2027–2031 Cooperation Framework contribute to meaningful improvements in the well-being of the most vulnerable populations.

Furthermore,the added value of the United Nations system lies in its capacity to mobilize stakeholders and promote financial innovation to strengthen development coordination. The organization also relies on its transparent management of projects. The United Nations can support national authorities in engaging the private sector and other partners in vital projects that include vulnerable communities. United Nations entities use community representatives and the media to foster significant social change and encourage community involvement in addressing inequalities. This comparative advantage helps ensure the long-term sustainability of social innovations and promotes inclusive growth, while enabling sustainable, effective management of national resources.

2. *Resource mobilization and partnership strategy for the 2027–2031 cycle*

2.1. Background and general focus

As official development assistance continues to decline, the United Nations system aims to shift its role from merely receiving funding to becoming a catalyst for financial solutions and strategic partnerships. The goal is to move from primarily relying on grants to effectively mobilizing, channeling, and securing public and private resources that support national development priorities. This transformation is based on three key advantages: enhancing development coordination, improving the efficiency of public spending, and mobilizing green, blue, and innovative finance.

2.2. Strategic priorities

Strategic priority 1.

Strengthening the efficiency, effectiveness, and sustainability of interventions through domestic resources

The first priority is to strengthen the impact and sustainability of development investments by relying more on domestic resources and better mobilizing existing funding.

The United Nations system will focus on strengthening support for development coordination mechanisms at national, sectoral, and local levels to improve the coherence of interventions and ensure the optimal use of available resources. Amid declining concessional funding, the UN will collaborate with the government and international financial institutions to accelerate project implementation, improve transparency, enhance effectiveness, and increase capacity to absorb committed funding, especially in fragile areas.

Efforts will also emphasize mobilizing domestic resources through better public expenditure management and monitoring of funds allocated to social sectors, the food system, micro, small, and medium-sized enterprises (MSMEs), and the blue economy. The United Nations will support initiatives to broaden the tax base, improve revenue collection, and strengthen local taxation to gradually offset the decline in external aid. Advocacy will be conducted to encourage greater national resource allocation to the priority sectors outlined in the NDS30, aligning with the country's international commitments.

Strategic priority 2.

Optimizing joint action for resource mobilization

The second priority focuses on improving coordination among entities within the United Nations system to strengthen resource mobilization and partnerships. This coordination will rely on the systematic sharing of strategic and operational information on negotiations with the government, technical and financial partners, and key donors.

A harmonized approach will help prevent fragmentation, enhance the coherence of interventions, and maximize funding opportunities in priority areas, including food security, energy transition, climate change mitigation, digitalization, and private sector development.

Effective communication will be central to this strategy. The United Nations system

will highlight collective results achieved through innovative, evidence-based communication. Programme results will be disseminated through various channels, such as community media, digital platforms, and the joint United Nations website. Capacity building in strategic communication and data utilization will improve reporting quality and the visibility of results.

Additionally, a strengthened accountability framework will ensure transparency in the use of mobilized resources and the monitoring of results. Interventions will remain aligned with national priorities and will be subject to regular performance reporting.

The United Nations system will also maintain accessible feedback and complaints-handling mechanisms to foster trust among beneficiary populations.

The principle of leaving no one behind will be central to this strategy. Mobilized resources will prioritize the most vulnerable groups, including women, young people, children, people with disabilities, internally displaced persons, refugees, and Indigenous peoples. Partnerships will consistently incorporate dimensions of equity, inclusion, and gender equality to reduce inequalities and strengthen social resilience.

Strategic priority 3.

Diversifying sources of funding and promoting financial innovation

The third priority focuses on expanding funding opportunities by engaging new partners and developing innovative financial mechanisms.

The United Nations system will help Cameroon leverage the benefits of regional integration, the AfCFTA, development corridors, and South-South and triangular cooperation. The goal is to encourage regional projects that attract private investment, concessional financing, and guarantees from regional and international development banks.

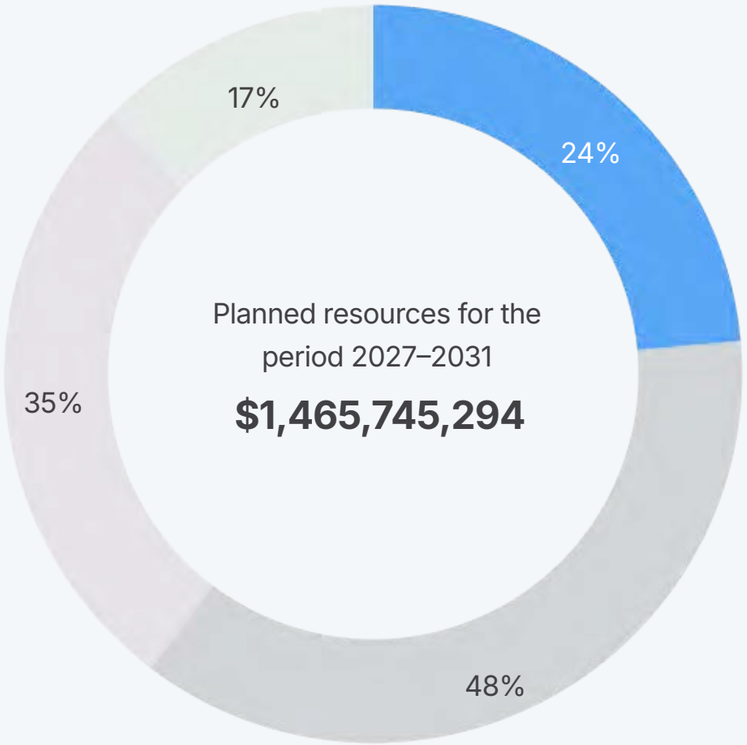
A strong emphasis will be placed on climate, green, and blue finance. Given Cameroon's strategic position within the Congo Basin, the strategy aims to promote projects that deliver environmental and climate benefits in key sectors, including agriculture, energy, forestry, and waste management. Innovative tools such as blended finance, carbon bonds, biodiversity credits, REDD+ mechanisms, and opportunities outlined in Article 6 of the Paris Agreement will be used to mobilize additional capital to support the green transition and the implementation of the NDC 3.0.

Additionally, the strategy calls for enhanced government support to facilitate access to major international climate finance mechanisms, including the Green Climate Fund, the Global Environment Facility, and carbon markets. Special attention will be given to developing bankable projects that advance climate, social, and economic objectives simultaneously.

Finally, partnerships with both local and international private sectors will be central to the strategy. Moving beyond traditional corporate social responsibility approaches, the aim is to cultivate transformative partnerships that can create systemic impacts on sustainable development. These partnerships will focus on promoting structural investment, innovation, sustainable practices, job creation, and an improved overall business climate.

Particular attention will be paid to MSMEs by developing guarantee schemes, expanding access to inclusive finance, strengthening entrepreneurial capacity, and advocating for a more favourable regulatory environment. The aim is to make the private sector a driver of inclusive growth, economic resilience, and the achievement of the SDGs.

3. *Multi-year resource framework*



Available resources: **$346 084 926**

Total deficit: **$1119660368**

- Deficit Strategic priority 1: **$539,242,630**
- Deficit Strategic priority 2: **$397,391,191**
- Deficit Strategic priority 3: **$185,028,670**

4. *Risks matrix and mitigation measures*

Risk category	Description and impact	Level (1–5)	Mitigation strategy
Public debt and fiscal space	Cameroon's high public debt burden limits its capacity to co-finance certain projects with the United Nations system and to secure new loans from international financial institutions..	5 Critical	Prioritize grants and funding for social sectors while exploring blended finance options for economically viable projects; utilize funding from the United Nations system to create guarantee schemes that complement existing mechanisms, particularly for MSME lenders.
Regional instability	Crises in the Sahel or CEMAC region redirect development funds towards emergency security responses.	4 High	Systematically integrate the HDP nexus into every funding proposal to demonstrate stability.
Budget execution constraints	Planning and forecasting under the Finance Law may be less predictable than expected.	4 High	Diversify funding sources, particularly by mobilizing international climate funds that are not revenue-based.
Unhedged funding risk	A significant portion of the funding gap may remain unaddressed.	4 High	Strengthen dialogue with partners, develop high-quality proposals, and regularly communicate evidence of results achieved and lessons learned.
Financial constraints within the United Nations system	Reduced funding could affect the programmatic, technical and operational capacities of United Nations entities.	4 High	Prioritize catalytic interventions and enhance synergies with existing national resources.
Insufficient technical capacity regarding green and Blue Finance	Technical capacity for green and blue finance needs strengthening.	3 Moderate	Fund the recruitment of dedicated experts within key ministries or United Nations entities; leverage existing expertise within specific agencies like UNEP and ECA to prepare concept notes.
Low absorption rate	Absorption capacity may be insufficient despite mobilized resources.	3 Moderate	Anticipate the preparation of documents, studies, and implementation mechanisms; plan timely recruitment and capacity-building; improve digital monitoring systems; and clearly define the responsibilities of the lead entity and participating entities in the operational coordination of joint programmes.
Transparency and governance	Risks related to transparency, governance and compliance in the management of mobilized resources.	2 Low	Strengthen financial monitoring and regularly report financial information. Conduct audits and independent evaluations of performance and results.

Appendix 5. United Nations communications and advocacy strategy (2027–2031)

5. *Purpose and strategic rationale*

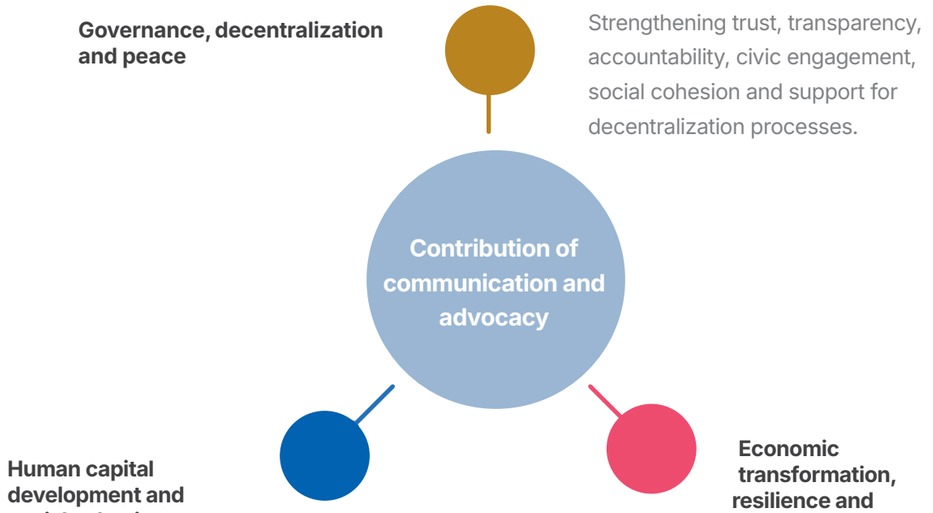
The United Nations Joint Communication and Advocacy Strategy for Cameroon 2027–2031 establishes a unified framework for the UNCT to effectively mobilize communication, advocacy, and social and behavioural change initiatives aligned with implementing the 2027–2031 UNSDCF.

This strategy is founded on the understanding that achieving sustainable development outcomes requires more than just technical and financial interventions. Real progress toward national priorities and the SDGs requires an informed public, reliable institutions, inclusive public dialogue, supportive policies, behavioural change, and robust partnerships. Consequently, communication and advocacy are vital levers for fostering ownership, informing decision-making, enhancing accountability, and facilitating sustainable transformation.

In alignment with the Cameroon 2035 Vision, the NDS30, and the 2027–2031 Cooperation Framework, this strategy reinforces the «Delivering as One» approach and encourages more coherent, coordinated, and visible actions by the United Nations system in Cameroon.

6. *Strategic alignment with the Cooperation Framework*

The Joint Communication and Advocacy Strategy is designed to support the three strategic priorities of the Cooperation Framework and contribute to the institutional, social, and behavioural transformations essential for achieving national development objectives.



Through these contributions, communication acts as a cross-cutting catalyst for achieving the Cooperative Framework's results.

7. *Strategic vision*

- → **The strategy positions the United Nations as:**
- → **A reliable and committed long-term development partner;**
- → **A credible source of evidence and strategic advice;**
- → **An advocate for inclusion;**
- → **A facilitator of partnerships that support national development priorities.**

The strategy is structured around three complementary pillars:



8. *Strategic objectives*

The strategy is built around five complementary objectives:

1. **To raise awareness and understanding of the Cooperation Framework's priorities, reforms and outcomes**
2. **To influence public policy, budgets and reforms through evidence-based advocacy and strategic engagement.**
3. **To promote positive social and behavioural change in priority areas such as health, education, gender equality, civic participation, climate resilience and social inclusion.**
4. **To strengthen resource mobilization by demonstrating the United Nations' collective results, accountability and the efficient use of resources.**
5. **To position young people and communities as agents of change through participation, leadership, innovation and co-creation.**

9. *Priority target audiences*

The strategy adopts a stakeholder engagement approach centred on influence, targeting audiences who shape policies, social norms, public debate and development outcomes.



Secondary targets include the media, civil society organizations, traditional and religious leaders, academia, the private sector, development partners, and digital influencers, all of whom play a vital role in shaping public perceptions and disseminating development messages.

10. *Governance and accountability*

The strategy's implementation will be guided by clear leadership and accountability mechanisms, reinforcing the *"Delivering as One"* approach.

Stakeholder	Key responsibilities
Resident Coordinator	Provide strategic leadership, overall supervision, high-level advocacy, and ensure alignment with the Cooperation Framework's priorities.
UNCT	Provide strategic guidance, ensure collective accountability, review progress annually and ensure the strategy is integrated into programmes and partnerships.

United Nations Communications Group	Coordinate the implementation of the strategy, ensure coherence in the United Nations' common narrative, and support joint planning, monitoring, and quality assurance.
Agencies and funds	Integrate the strategy's priorities into their programmes, partnerships and communication and advocacy activities.
Thematic groups and Portfolio Groups	Provide technical guidance, generate and mobilize evidence, and ensure alignment with programme outcomes.
Government partners	Contribute to the implementation of the strategy, promote national ownership and support public mobilization around national priorities.
Civil society, the media, the private sector and development partners	Support the dissemination of messages, advocacy, and awareness-raising, while mobilizing resources and strengthening accountability.

11. Expected results by 2031

The implementation of the Joint Communication and Advocacy Strategy is expected to contribute to:

- **strengthening national ownership of reforms and development priorities;**
- **improving the alignment of public policies and budgets with the SDGs and NDS30;**
- **promoting positive changes in attitudes, behaviours, and social norms in priority sectors ;**
- **strengthening trust in public institutions and in the United Nations system;**
- **consolidating partnerships and supporting resource mobilization;**
- **increasing the participation of young people, women, people with disabilities and other marginalized or at-risk groups in development processes;**
- **strengthening citizen engagement, accountability, and buy-in for the priorities and outcomes of the Cooperation Framework.**

12. Conclusion

The Joint Communication and Advocacy Strategy for 2027–2031 positions communication and advocacy as core drivers of implementing the Cooperation Framework. By improving understanding of the issues, informing public policy and decision-making, promoting social and behavioural change, mobilizing partnerships, and strengthening citizen participation, the strategy will help achieve the Cooperation Framework's outcomes and, more broadly, advance national sustainable development priorities.

Annexe 6. Summary of the gender and human rights Strategy for the 2027–2031 Cooperation Framework

The gender and human rights strategy is a fundamental element of the 2027–2031 Cooperation Framework. Rather than an isolated addition to the Framework's priorities, it underpins them by systematically integrating gender equality and human rights considerations across the design, implementation, monitoring, and evaluation of initiatives.

- **Vision and theory of Change**

By 2031, Cameroon is expected to achieve significant and irreversible progress toward gender equality, aligned with SDG 5, the NDS30, and Agenda 2063. Women will have greater opportunities to fully exercise their rights, actively engage in political, economic, and community decision-making, and gain equitable access to social services, productive resources, and decent work. Institutional capacities will be strengthened to enhance accountability and promote gender equality, thereby addressing legal, institutional, and socio-cultural discrimination.

This transformation is anchored in five complementary pathways for change: (i) establishing gender equality as a priority within public policies and budget allocations; (ii) transforming discriminatory social norms through collaborative dialogue within communities; (iii) economically empowering women, particularly by dismantling barriers to access to land, finance, and decent employment; (iv) strengthening women's leadership and participation in decision-making processes; and (v) systematically integrating gender equality across the interconnections between humanitarian action, development, and peace. These strategies aim to address the structural roots of inequality, notably unequal power dynamics, the disproportionate burden of domestic work and unpaid care responsibilities, and the under-representation of women in decision-making bodies.

→ Strategic priorities and expected results

Priority 1 – Human capital and social cohesion

The aim is to strengthen health, education, and social protection systems to ensure equitable, non-discriminatory access to essential services, with a particular focus on women and girls with disabilities. Initiatives will be implemented to reduce maternal mortality, address child marriage, and extend social protection to women in the informal economy. Efforts will also promote decent work and involve community-led initiatives that engage traditional authorities and other relevant stakeholders to foster positive models of masculinity and challenge harmful norms and practices. ILO Convention No. 190 on violence and harassment in the workplace will serve as a critical framework for bolstering protections for women workers.

Key outputs will include, in particular, an integrated package of sexual and reproductive health services in crisis-affected areas; mechanisms to help keep girls in school; the extension of social protection to women working in the informal economy; and community-based initiatives aimed at transforming discriminatory social norms.

Priority 2 – Economic transformation and resilience

Interventions will focus on strengthening women's land rights security, developing inclusive financing mechanisms, and improving technical and digital skills to support their participation in green and blue value chains. Support for women's entrepreneurship will be prioritized to advance economic empowerment and alleviate poverty. Attention will also be directed towards alleviating the disproportionate burden of domestic work and unpaid care, particularly through investments in access to water, energy, and childcare services. Bridging the digital divide between women and men will also be essential for promoting equitable access to economic and social opportunities.

Key outputs will include securing land rights, expanding access to inclusive financing mechanisms, strengthening technical and digital skills, improving the business environment, and investing in water, energy, and childcare services to reduce the burden of unpaid care work.

Priority 3 – Governance, decentralization, and peace

Efforts will be made to enhance women's participation in decision-making processes by supporting reforms that facilitate their representation and by strengthening the capacity of elected women, including those with disabilities.

Additionally, initiatives will contribute to fortifying the legal and institutional framework aimed at preventing and addressing gender-based violence, in alignment with relevant international and regional commitments such as CEDAW, the Maputo Protocol, United Nations Security Council Resolution 1325 and ILO Convention No. 190. In areas affected by conflict and crisis, the program on women, peace, and security will be reinforced, particularly through psychosocial support for survivors of sexual violence, the integration of gender equality into disarmament, demobilization, and reintegration processes, and tailored solutions to bridge the digital divide for women in rural areas or with low literacy levels. The specific needs of migrants and refugees, especially women and girls, will also be prioritized to enhance their protection, participation, and empowerment.

Key outputs will include, in particular, the strengthening of the legal framework relating to GBV and women's political representation; capacity-building for elected women; the implementation of the programme on women, peace and security, including psychosocial support for survivors; the strengthening of national disaggregated data systems; and measures to reduce the digital divide between women and men.

→ Implementation and accountability

The strategy's implementation will be integrated into the joint work plans. Each intervention will undergo a systematic analysis to assess its consideration of gender equality. Focal points will be appointed within each results group to oversee this process.

The Gender Thematic Group will work closely with the PMT to coordinate implementation and monitor accountability. Specifically, this group will ensure the systematic integration of gender equality and a human rights-based approach into the joint work plans. The group will produce a progress report every six months to track progress and present it to the country team.

The country team commits to allocating at least 15% of its programme expenditures to interventions that primarily focus on gender equality, in accordance with relevant guidelines and decisions.

Monitoring will rely particularly on the country team's annual assessment of its gender equality results sheet, results from gender audits, and the inclusion of disability considerations in programme and budget monitoring. Support will be provided to the NIS to enhance the production and use of data disaggregated by sex, age, disability, and geographical location. This data will be instrumental in informing planning and budgeting while taking gender issues into account..

→ Indicative Multi-Annual Budget for the Gender and Human Rights Strategy of the 2027–2031 Cooperation Framework

This document supplements the Joint Strategy for Resource Mobilization and Partnerships of the 2027–2031 Cooperation Framework. It does not replace that strategy or replicate its provisions. Instead, it sets out guidelines for the priorities outlined in the Gender and Human Rights Strategy, aligned with the results framework and the Secretary-General's Acceleration Plan for Gender Equality. The amounts presented are indicative and will be further specified during the preparation of the joint work plans (Amounts in US dollars, based on the overall budgetary framework of the 2027–2031 Cooperation Framework.)

In line with the Country Team's decision, at least 15% of the Cooperation Framework's overall budget will be allocated to activities where gender equality is the primary or targeted objective, in line with the applicable marker system. Monitoring will be carried out jointly by the Gender Thematic Group, the Programme Management Team and the Monitoring and Evaluation Group.

Summary of the overall budget and the 15% commitment



- Total budget for the Cooperation Framework (all outcomes combined): **$1,465,745,294**
- Minimum engagement target for G2/G3 activities (15%): **$219,861,794**
- Estimated total budget for the Gender & HR Strategy (G2/G3): **$225,200,000**
- Available resources (Own funds / TRAC / Core & Non-Core): **$49,500,000**
- Gap to be closed to reach the 15% target: **$170,361,794**

→ Detailed budget breakdown by priority area of the gender and human rights strategy

The following budget is based on a proportional allocation of a portion of the funds associated with the outcomes and focus areas outlined in the Cooperation Framework. This allocation is designated for the outputs of the Gender and Human Rights Strategy. The amounts were determined through a thorough analysis of available resources, both regular and extrabudgetary, and an evaluation of unmet funding needs, applying an indicative 15% threshold.

→ Note

The amounts presented do not reflect additional resources; instead, they indicate an allocation of a portion of the results-based budget from the Cooperation Framework to help achieve the objectives of the Gender and Human Rights Strategy. Additionally, the «Gender marker» column reflects the extent to which each output considers gender equality.

GEHR Outcome / Output	Lead Entity / Partners	Total Estimated Cost 2027–2031	Available Resources (Own Resources / TRAC / Core and Non-Core)	Funding Gap (to Be Mobilized)	Expected Gender Marker
PRIORITY 1 – HUMAN CAPITAL AND SOCIAL COHESION		75 000 000	22 500 000	52 500 000	-
1.1 Provision of sexual and reproductive health services, including family planning, obstetric care and services for survivors of GBV	**UNFPA (lead),** WHO, UN Women, UNHCR, IOM	22 000 000	8 000 000	14 000 000	G2 (Principal)
Alignment with the Cooperation Framework: **Outcome 1, Intervention Areas 1.1 and 1.2**		***Budget based on resources** allocated to UNFPA (35M), WHO (28.3M), UNHCR (76.2M for Intervention Area 1.1) and IOM (12.9M)*			
1.2 Retention and reintegration of girls into the education system	**UNICEF (lead),** UNESCO, WFP, UNHCR, IOM	20 000 000	6 000 000	14 000 000	G2 (Principal)
Alignment with the Cooperation Framework: **Outcome 1, Intervention Area 1.1**		***Budget based on resources** allocated to UNICEF (40M), UNESCO (22.8M), WFP (33.1M) and UNHCR (76.2M)*			

1.3 Gender-responsive social protection (decent work, ILO Convention No. 190	**ILO (lead),** UN Women, UNICEF, UNHCR, IOM	18 000 000	5 500 000	12 500 000	G2 (principal)
Alignment with the Cooperation Framework: **Outcome 1, Intervention Area 1.1**		***Budget based on resources allocated*** *to ILO (5M), UN Women (5M), UNICEF (40M) and UNHCR (76.2M)*			
1.4 Transformation of discriminatory social norms	**UN Women (lead),** UNFPA, UNICEF, OHCHR, IOM	15 000 000	3 000 000	12 000 000	G2 (Principal)
Alignment with the Cooperation Framework: **Outcome 1, Intervention Area 1.2**		***Budget based on resources allocated*** *to UN Women (3M), UNFPA (35M) and UNICEF (16M for Intervention Area 1.2)*			
PRIORITY 2 – ECONOMIC TRANSFORMATION AND RESILIENCE		**85 200 000**	**15 000 000**	**70 200 000**	-
2.1 Securing land tenure rights and access to factors of production	**FAO (lead),** UN Women, UNDP, UNHCR	18 000 000	3 500 000	14 500 000	G2 (principal)
Alignment with the Cooperation Framework: **Outcome 2.1, Intervention Area 2.1.1**		***Budget based on resources allocated*** *to FAO (10M for Intervention Area 2.1.1 + 30M for Intervention Area 2.1.2), UNDP (14M) and UNHCR (39.8M)*			
2.2 Inclusive financing mechanisms (women's entrepreneurship)	**UNDP/UNSDCF (lead),** UN Women, IOM, ITC	16 000 000	3 000 000	13 000 000	G2 (principal)
Alignment with the Cooperation Framework: **Outcome 2.1, Intervention Area 2.1.1**		***Budget based on resources allocated*** *to UNSDCF (405K), PNUD (14M), ITC (1,17M), and IOM(9M)*			
2.3 Technical, digital and entrepreneurial skills development (bridging the digital divide)	**UNIDO (lead),** ILO, UN Women, ITU, ECA, IOM	19 000 000	3 500 000	15 500 000	G2 (principal)
Alignment with the Cooperation Framework: **Outcome 2.1, Intervention Area 2.1.2**		***Budget based on resources allocated*** *to UNIDO (to be determined), ILO (10M for Intervention Area 2.1.2), UNESCO (625K) and ECA (665K)*			
2.4 Business environment and formalization	**UNDP (lead),** ILO, UN Women, IOM	12 000 000	2 000 000	10 000 000	G1 (significant)
Alignment with the Cooperation Framework: **Outcome 2.1, Intervention Area 2.1.1**		***Budget based on resources allocated*** *to UNDP (14M), UN Women (3M) and ILO (10M)*			
2.5 Care-supporting infrastructure (water, energy and childcare) to reduce unpaid care work	**UN Women (lead),** UNDP, UNICEF, ILO, UNEP, IFAD, IOM	20 200 000	3 000 000	17 200 000	G3 (targeted)
Alignment with the Cooperation Framework: **Outcome 2.2, Intervention Areas 2.2.1 and 2.2.2**		***Budget based on resources allocated*** *to UNDP (23.8M + 35.7M), UN Women (3M + 4M), UNEP (2.9M + 10.7M), IFAD (11M + 15M) and IOM (4M)*			
PRIORITY 3 – GOVERNANCE, DECENTRALIZATION AND PEACE		**65 000 000**	**12 000 000**	**53 000 000**	-
3.1 Gender-transformative legal and policy framework	**UN Women (lead),** OHCHR, UNDP, ILO (C190), UNFPA	14 000 000	3 500 000	10 500 000	G2 (principal)
Alignment with the Cooperation Framework: **Outcome 3, Intervention Area 3.1**		***Budget based on resources allocated*** *to UN Women (2M), UNDP (20M), OHCHR (248K) and UNFPA (17M)*			
3.2 Capacity-building for elected women representatives and women candidates	**UN Women (lead),** UNDP, ITU, UNESCO, IOM	11 000 000	2 000 000	9 000 000	G2 (principal)
Alignment with the Cooperation Framework: **Outcome 3, Intervention Area 3.1**		***Budget based on resources allocated*** *to UN Women (2M), UNDP (20M), UNESCO (9.45M) and IOM (8M)*			
3.3 Women, Peace and Security Agenda (disarmament, demobilization and reintegration, transitional justice, psychosocial support)	**UN Women (lead),** UNDP, UNFPA, UNHCR, IOM, OHCHR, UNODC	18 000 000	3 500 000	14 500 000	G2 (principal)
Alignment with the Cooperation Framework: **Outcome 3, Intervention Area 3.2**		***Budget based on resources allocated*** *to UNDP (50M), UNFPA (28M), UNHCR (41.4M), OHCHR (248K), UNODC (4M) and IOM (18M)*			

3.4 National system for disaggregated data (by sex, age, disability and geographic location)	**UNDP (lead),** UNFPA, UN Women, OHCHR, UNICEF, NIS, IOM	12 000 000	1 500 000	10 500 000	G3 (targeted)
Alignment with the Cooperation Framework: **Outcome 3, Intervention Area 3.1**		***Budget based on resources allocated to** UNDP (20M), UNFPA (17M), UN Women (2M) and UNICEF (16M)*			
3.5 United Nations accountability mechanisms (Gender Equality Scorecard, gender audits, monitoring of the 15% target)	**RCO (lead),** UN Women	10 000 000	1 500 000	8 500 000	G1 (significant)
Alignment with the Cooperation Framework: **Managed at the RCO and Gender Theme Group (GTG) levels**		***Budget based on resources allocated to UN Women***			
Overall total: • *Lead agencies: UN Women (4), UNFPA (1), UNICEF (1), ILO (1), FAO (1), UNSDCF (1), UNIDO (1), UNDP (2), RCO (1).* • *Key partners: WHO, UNHCR, IOM, UNESCO, WFP, OHCHR, ITU, ILO, UNEP, IFAD, UNODC, NIS.*		**225 200 000**	**49 500 000**	**170 361 794**	**G1-G3**

→ Budget commitments and monitoring for G2/G3 activities

→ Objective

In line with the country team's decision, allocate at least 15% of the overall Cooperation Framework budget, $219,861,794 to activities with a G2 (main) or G3 (targeted) gender marker.

→ Status

The estimated budget for the Gender and Human Rights Strategy is $225,200,000, slightly above the 15% threshold of the overall Cooperation Framework budget.

→ Monitoring mechanism

***Primary responsibility:** Gender Thematic Group;*

***Budget monitoring:** Monitoring and Evaluation Group and Programme Management Team;*

***Presentation of results:** A half-yearly scorecard will be presented to the country team. It will, in particular, enable monitoring of:*

- *the proportion of the overall Cooperation Framework budget actually allocated to activities with a G2 or G3 marker, based on expenditure incurred;*
- *the incorporation of this objective into joint work plans at the time of their approval.*

→ Baseline

A consolidated baseline will be established in 2027, based on the gender markers recorded in the data management system or any other approved common monitoring tool.

Appendix 7. Youth Strategy of the 2027–2031 Cooperation Framework

1. Introduction

Cameroon has significant development potential by 2035, particularly given its predominantly youthful population. However, crises, unemployment and underemployment, inequalities, social exclusion, human mobility issues, and climate-induced shocks hinder the realization of this potential. This Youth Strategy serves as an operational annex to the Cooperation Framework and aims to strengthen young people's role as active agents and partners in development. It acknowledges youth's diverse circumstances and experiences and aligns with national and international frameworks, including the NDS30, the PNJ 2025–2035, the PAN-JPS 2025–2030, and Youth 2030.

The strategy adopts a cross-cutting approach underpinned by the principle of leaving no one behind, the HDP nexus and inclusion. It pays special attention to vulnerable young people facing discrimination or exclusion, fostering their safe, meaningful, and equitable participation in activities that advance the SDGs.

2. Context analysis and strategic rationale

As of 2023, youth in Cameroon account for 36. 89% of the total population, with young women constituting 52.13% of this demographic (BUCREP, 2024). This younger population has substantial potential to capitalize on the demographic dividend; however, it faces significant barriers to human capital

development, healthcare, and social protection. The unemployment rate among those under 35 stands at 10.4% (ILO), while underemployment affects approximately 70.6% of this age group (EESI 3, NIS, 2023). Additionally, only 33.89% of young people are enrolled in STEM courses (NIS, 2022), highlighting challenges in aligning education with employment opportunities.

Further compounding these difficulties are issues such as early childbearing, with a rate of approximately 122 births per 1, 000 teenage girls (EDSC- V, NIS, 2020), as well as engagement in risky behaviours. Reports from the PAN- JPS indicate concerning prevalence rates, including 72.4% for tobacco use and smoked cannabis, 79.3% for alcohol consumption, and 50.5% for tramadol misuse. Gender disparities persist, as reflected in a gender inequality index of 0.558 (UN Data). Vulnerability to HIV is notably high among young women; in 2025, the estimated prevalence was 0.0.6%, compared to 0.0.3% in boys aged 15 to 19 and 1.1.8% in young men aged 20 to 24 (CAMPHIA). These challenges relate primarily to Outcome 1 of the Cooperation Framework, which centres on human capital, health, and social protection, as well as Outcome 2.1, which pertains to economic transformation and decent work.

From economic, digital, and environmental perspectives, the prospects for youth empowerment are hindered by limited access to economic opportunities, technologies, and growth sectors. The digital divide remains pronounced, with an internet penetration rate of 41.9% at the end of 2025 (NIS/MINPOSTEL, 2025).

In rural regions, 70% of young people depend on agriculture, which is highly vulnerable to climate hazards, increasing their susceptibility to environmental and economic shocks. These challenges directly affect Impact 2.1 (economic transformation and decent work), Impact 2.2 (environmental resilience), and Impact 3, particularly digital transformation.

Additionally, young people are significantly underrepresented in governance, civic participation, and peacebuilding efforts. Individuals under 35 make up less than 2% of parliamentarians and only 3% of mayors (Palmarès Jeune, MINJEC, 2020). In certain regions, 30% of young individuals are reported to be vulnerable to factors promoting radicalization (UNDP, 2023). Crises and forced displacement worsen these conditions; young people make up 38% of internally displaced persons in affected areas, 3,607 young individuals are recorded among those returning from abroad, and youth head 24% of displaced households (IOM, DTM, 2026). These populations face significant protection risks, including exploitation and sexual violence. These dynamics relate directly to Outcome 3, which focuses on inclusive governance, social cohesion, and peace, as well as to Outcome 1 concerning social protection.

They underscore the need for an integrated, locally tailored response that meets the needs and protects the rights of the most vulnerable young people.

3. *Overview of structural challenges*

Cameroon has a diverse ecosystem of policies, programmes, and initiatives that support young people, backed by the state, local authorities, the private sector, civil society, and technical and financial partners. The National Youth Policy 2025–2035 provides a unifying framework to strengthen the coherence of these efforts. However, despite their demographic, entrepreneurial, and innovative potential, young people still face disparities and structural challenges that limit their full participation in development.

→ **Employment, education, and skills**

Young people face significant challenges entering the labour market, as shown by an underemployment rate of 70.6% and an unemployment rate of 10.4% among individuals aged 14 to 34 (EESI3, INS, 2023). These challenges stem primarily from a mismatch between young people's skills and labour market needs, a limited formal private sector, and regional disparities. Additionally, the education system has high secondary-level dropout rates, low upper-secondary completion rates, and limited enrolment in scientific, technical, and vocational programmes. Barriers to youth entrepreneurship also include restricted access to finance, resources, and post-training support.

→ **Health, well-being, and protection**

Adolescents and young people are particularly vulnerable to sexual and reproductive health issues, including early childbearing, inadequate access to contraception, and HIV, which disproportionately affects young women.

These challenges are compounded by the use of psychoactive substances, inequalities in access to health services, emerging mental health issues, and exposure to violence, particularly gender-based violence in crisis situations.

→ **Mobility, crises, and social cohesion**

Security crises, forced displacement, migration, and climate change increasingly affect young people's educational, professional, and social trajectories. Internally displaced youth, refugees, returnees, and those living in crisis-affected areas face specific barriers to accessing services, employment, and reintegration. In this context, poverty, exclusion, and a lack of opportunities heighten vulnerability to factors that may lead to radicalization. Additionally, hate speech, disinformation, and gender-based violence can further erode social cohesion.

→ **Participation, governance, and citizenship:**

Despite their significant demographic presence, young people remain underrepresented in decision-making bodies, and their participation in political and institutional processes is limited. Mechanisms such as the CNJC and Municipal Youth Councils could be strengthened to improve accessibility and outreach, particularly for marginalized youth. Therefore, enhancing intergenerational dialogue, civic participation, and accountability is a key priority.

→ **Climate resilience, digital transformation, and innovation**

Young people, especially in rural areas, are highly vulnerable to droughts, floods, land degradation, and other climate-related shocks that threaten their livelihoods and may intensify migration. At the same time, limited access to technology, funding, and green and digital skills reduces their ability to fully leverage the opportunities offered by the digital, green, and blue economies. However, improving these skills is crucial for driving employment, innovation, and resilience.

→ **Data, coordination, and effectiveness of interventions**

A lack of an integrated youth information system limits access to reliable, disaggregated, up-to-date data needed to guide public policy and evaluate outcomes. Furthermore, the variety of stakeholders and initiatives often leads to insufficient coordination among public institutions, decentralized local authorities, the private sector, civil society, youth organizations, and technical and financial partners. Therefore, strengthening the National Youth Observatory, along with enhancing cross-sectoral coordination and collaboration among actors in humanitarian aid, development, and peace, is essential for fostering a more coherent, inclusive, and evidence-based response.

4. Objectives of the Youth Strategy

The Youth Strategy is designed to harness the demographic potential of young people as a significant asset for Cameroon's development, in line with the priorities outlined in the Cooperation Framework and the SDGs. It is organized around three interrelated objectives: enhancing young people's human capital and skills; promoting their economic empowerment and access to sustainable opportunities; and fostering their leadership, civic engagement, and contributions to social cohesion and peace.

The first objective focuses on improving young girls' and boys' access to high-quality, inclusive education, training, and social services that address their specific needs, particularly in health, sexual and reproductive health, mental health, protection, and essential life skills.

The second objective aims to bolster young people's employability and entrepreneurial capabilities by providing access to skills development, financial resources, technology, value chains, and green jobs, while promoting secure, productive pathways for mobility and the recognition of skills acquired along these routes.

The third objective seeks to promote young people's meaningful participation in governance, sustainable development, peacebuilding, and social cohesion by strengthening their leadership roles and involvement in designing, implementing, and monitoring public policies. This strategy places particular emphasis on young people in vulnerable situations, including refugees, internally displaced persons, migrants and returnees, individuals with disabilities, Indigenous peoples, and youth in the diaspora, to ensure an inclusive approach grounded in the principle of *"leaving no one behind."*

→ **Priorities of the Youth Strategy**

The Youth Strategy is organized around four complementary priorities aimed at addressing human capital, economic empowerment, civic participation, and resilience to shocks simultaneously. These priorities emphasize supporting young people in vulnerable situations, promoting gender equality, facilitating human mobility, ensuring inclusion, and adhering to the principle of "leaving no one behind."

Priority 1: Developing human capital and reducing social inequalities

The strategy seeks to enhance young people's access to high-quality education and training that aligns with labour market changes. This includes strengthening STEM subjects, as well as digital, technical, entrepreneurial, and transferable skills, including second-chance schemes. Additionally, the strategy aims to improve access to health services, specifically in sexual and reproductive health, mental health, and protection, while developing social protection systems and prioritizing support for adolescent girls and young people in vulnerable circumstances.

Priority 2: Inclusive growth and economic empowerment through green and digital transitions

This priority focuses on enhancing young people's employability and entrepreneurship by facilitating access to finance, land, technology, mentoring, and productive value chains. It supports the formalization of economic activities, modernizes the agro-pastoral, forestry, and fisheries sectors, and promotes the creation of green and digital jobs. Special attention is given to young women, vulnerable young people, and the mobilization of the diaspora through skills transfer, mentoring, investment, innovation, and networking.

Priority 3: Civic engagement, participation, and peacebuilding

The strategy aims to empower young people to participate meaningfully in governance, community dialogue, and peacebuilding mechanisms, in accordance with the National Action Plan for Youth and Young People (PAN-JPS) 2025–2030. It supports local frameworks for dialogue and peace, encourages volunteering and community engagement, and promotes digital citizenship while combating disinformation and hate speech. Young people affected by crises, displacement, and other vulnerabilities will be specifically involved in dialogue, mediation, and social cohesion efforts.

Priority 4: Climate resilience and sustainable resource management

This priority recognizes young people as vital contributors to ecological transition and innovation by developing green skills, environmental entrepreneurship, renewable energy, and sustainable agriculture, as well as managing waste and natural resources. It considers the interconnections between climate, mobility, and livelihoods while promoting digital innovation and supporting start-ups. Interventions will prioritize inclusive approaches that engage young people from both host communities and displaced populations to enhance resilience, prevent resource-related tensions, and transform environmental challenges into economic opportunities.

5. ***Implementation and governance***

The Youth Strategy will focus on strengthening national ownership, promoting inclusive governance, and fostering close collaboration among public authorities, the United Nations system, youth organizations, civil society, the private sector, and technical and financial partners. The aim is to progressively and comprehensively integrate young people's needs, rights, and aspirations into public planning and budgeting, in line with the principle of leaving no one behind and the Cooperation Framework's integrated, territorial approach. Starting in 2027,

a Joint National Steering Committee will provide strategic guidance and oversee overall implementation. Arrangements to facilitate young people's participation—particularly through the CNJC and other representative networks—will be established in consultation with MINEPAT and other stakeholders to promote meaningful involvement in governance mechanisms.

The strategy will also encourage coordination among the various platforms and mechanisms that support young people, including the National Commission on Youth, Peace and Security, the Platform for the Promotion of Youth in Cameroon, the outcome groups of the Cooperation Framework, and the United Nations Youth Group.

Local-level engagement will be another key lever. The United Nations system will help regional and local authorities incorporate youth-related priorities into their municipal development plans, while considering each area's specific realities, capacities, and vulnerabilities. Youth organizations will partner in designing, implementing, and monitoring interventions, drawing on their expertise and understanding of local contexts.

Additionally, the United Nations system will help mobilize diverse resources—public, private, climate-related, and from technical and financial partners or the diaspora—to support youth-focused initiatives aligned with national priorities. Volunteering, especially through the United Nations Volunteers programme, and community engagement will be promoted as drivers of citizenship, skills development, and social cohesion. Fund transfers will be conducted according to a harmonized approach to enhance transparency, accountability, and sound resource management.

Monitoring and evaluation will be fully integrated into the Cooperation Framework's monitoring mechanism and its monitoring, evaluation, and learning plan. Indicators will be disaggregated by age, sex, disability, displacement status, migration status, and geographical location to measure progress and highlight inequalities between groups and regions. The framework will enable monitoring of outcomes related to skills acquisition in STEM subjects, underemployment, social protection, access to electricity, youth representation in decision-making bodies, and local peace-building mechanisms. Special indicators will also monitor the inclusion of displaced youth, refugees, and migrants; the socio-economic integration of returning migrants; the recognition of skills acquired abroad; compliance with requirements for preventing sexual exploitation, abuse, and harassment; and the representation of marginalized youth in participatory mechanisms.

Data will be consolidated in UNINFO, with support from the National Youth Observatory and the NIS, and supplemented, where applicable, by Youth2030 monitoring tools to strengthen accountability within the United Nations system.

The implementation of the Strategy will be reviewed during the annual Government–United Nations performance review.

Independent mid-term and end-of-implementation evaluations in 2031 will be conducted according to the standards of the United Nations Evaluation Group, assessing the results achieved and informing future programming cycles. A mechanism will be established to follow up on recommendations, ensuring that lessons learned and evaluation recommendations are incorporated.

Key Performance Indicators:

- 75% of graduates from science and technology courses

- An underemployment rate of less than 50%

- Social security coverage of 42.7%

- 95% access to electricity

- Significant youth representation (15%) in decision-making bodies

- 50% of regional and local authorities having peace committees comprising young people

- 15% of beneficiaries of economic empowerment programmes from displaced, refugee, or migrant populations

- 3,000 returning young migrants supported in their socio-economic integration

- 1,000 young people benefiting from mechanisms for recognizing skills acquired abroad

- 30% of youth participation bodies composed of representatives from displaced, refugee, or migrant populations.

Appendix 8. United Nations Strategy for Disability Inclusion in Cameroon

In line with the fundamental principle of «Leaving no one behind,» the 2027–2031 Cooperation Framework recognizes that people with disabilities are particularly vulnerable to multidimensional inequalities, social exclusion, and barriers to accessing services, economic opportunities, and governance processes.

This strategy aims to operationalize disability inclusion systematically, measurably, and accountably across all strategic priorities, outcomes, implementation mechanisms, and monitoring and evaluation processes of the Cooperation Framework. It aligns with:

- **the Convention on the Rights of Persons with Disabilities (CRPD), ratified by Cameroon;**
- **the United Nations Strategy on Disability Inclusion;**
- **the United Nations Accountability Matrix for the Inclusion of Persons with Disabilities;**
- **The national priorities promoted by MINAS and OPDs.**

This strategy also supports implementation of commitments under the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063.

Additionally, it aligns with the priorities of Cameroon's NDS30, aiming to strengthen coherence between international commitments and national public policies that promote inclusion and equity. This annex serves as the strategic reference framework for the United Nations System's collective action on disability inclusion in Cameroon.

1. General objective

To ensure the effective inclusion of persons with disabilities in all policies, programmes, coordination mechanisms, data systems, and decision-making processes supported by the 2027–2031 Cooperation Framework. This will guarantee equal rights, equitable access to services, meaningful participation, and social and economic empowerment.

Guiding principles

1. A human rights-based approach, in accordance with the CRPD.
2. Mainstreaming disability inclusion across all strategic priorities.
3. Meaningful participation of people with disabilities and their representative organizations (DPOs).
4. An intersectional approach that considers gender, age, living environment, displacement status, and poverty.
5. Universal accessibility and reasonable accommodation.
6. Accountability and transparency, aligned with the requirements of the United Nations Strategy on the Inclusion of Persons with Disabilities and the Cooperation Framework.

→ **Strategic priorities and expected outcomes**

Area of intervention 1 – Leadership, governance and inter-agency coordination

Expected result

Disability is institutionalized as a cross-cutting priority within the United Nations system's steering, strategic coordination and accountability mechanisms in Cameroon.

Key actions

Regular integration of an item on the inclusion of persons with disabilities on the agenda of:

- the United Nations country team;
- the Humanitarian Country Team;
- the Programme Management Team;
- the Operations Management Team.
- Advocacy by the Resident Coordinator for the inclusion of disability in strategic guidelines, annual reports and performance reviews.
- Regular meetings and strengthening of the working group on disability inclusion, with a half-yearly progress report to the country team.
- Integration of the United Nations Strategy on Disability Inclusion into the governance mechanisms of the Cooperation Framework.

Area of intervention 2 – Mainstreaming disability across development and humanitarian programming

Expected result

Disability is systematically considered in the analysis, planning, implementation, and monitoring of development, humanitarian, and transition interventions.

Key actions

Annual updating of disability-related data in the United Nations country analysis.

Explicit integration of disability:

- into the outcomes, outputs and indicators of the Cooperation Framework;
- into the joint work plans of the outcome groups.
- Disaggregation of indicators by disability, where relevant.
- Effective mainstreaming of disability:
- in analyses and planning processes for humanitarian needs and response;
- in sectoral humanitarian coordination mechanisms.
- Participation of organizations of persons with disabilities in strategic consultations on development and humanitarian action.

Area of intervention 3 – Data, monitoring, evaluation and accountability

Expected result

Progress on disability inclusion is measured and documented, and the resulting data informs decision-making and strengthens accountability.

National statistical systems and United Nations monitoring mechanisms progressively strengthen the availability, analysis, and use of disability-disaggregated data to inform public policy, programming, and outcome monitoring.

Key actions

Strengthening collaboration with MINAS and NIS to improve the availability, quality and use of disability-related data.

Strengthening the capacity of United Nations monitoring and evaluation units with regard to disability-sensitive indicators and the disaggregation of data by disability.

Integrating the monitoring of the United Nations Strategy on Disability Inclusion into:

- annual performance reviews;
- Annual reports on United Nations results at the national level.
- Systematic contribution to the United Nations results sheet on disability inclusion, in accordance with applicable requirements.
- Promotion, where relevant and possible,

of the use of internationally recognized tools and standards for measuring disability, including the question sets of the Washington Group on Disability Statistics.

Area of intervention 4 – Accessibility of premises, services and communications

Expected result

The premises, programmes, services, information and tools of the United Nations system are progressively becoming more accessible and inclusive for persons with disabilities, in accordance with the principle of universal accessibility. Implementation will be gradual, and interventions will be prioritized according to needs and available resources.

Key actions

- **Development and implementation of a joint accessibility plan for United Nations premises and services, coordinated by the Operations Management Team.**
- **Conducting assessments of accessibility and the inclusion of people with disabilities in United Nations premises, including field offices.**
- **Incorporation of accessibility criteria into the selection of venues, service providers and services.**
- **Development of accessible and inclusive communication, in particular through:**
  - -subtitling;
  - sign language interpretation;
  - audio materials;
  - documents in Braille and other accessible formats.

Area of intervention 5 – Participation of OPDs, partnerships and institutional dialogue

Expected result

People with disabilities and their representative organizations participate actively, meaningfully and in a structured manner in the processes supported as part of the implementation of the Cooperation Framework.

Key actions

- **Regular participation by organizations of people with disabilities in the work of the working group on disability inclusion, in accordance with the principle "*Nothing about us without us*".**
- **Organization of at least two meetings per year between the United Nations and the Government, in particular with MINAS.**
- **Support for the preparation of the initial report under the Convention on the Rights of Persons with Disabilities, as wellasformonitoringitsimplementation and recommendations.**
- **Coordination of activities organized to mark the International Day of Persons with Disabilities and enhancement of their visibility.**
- **Particular attention to ensuring a diverse representation of persons with disabilities, taking into account, in particular, gender, age, type of disability, geographical location and other factors likely to result in multiple and intersecting forms of discrimination.**
- **Involvement of organizations of persons with disabilities, as appropriate, at the various stages of the programming cycle, including the planning, implementation, monitoring and evaluation of interventions.**

Area of intervention 6 – Capacity-building and organizational culture

Expected result

The capacities of the United Nations system, government partners and civil society organizations are strengthened to better integrate disability inclusion into their policies, programmes and practices.

Key actions

- **Implementation of a joint annual training plan for United Nations entities, covering in particular:**
  - disability and human rights;
  - the inclusion of disability in humanitarian action;
  - digital accessibility;
  - accessible and inclusive communication.
- **Promotion of an inclusive, accessible and non-discriminatory working environment within the United Nations system, in particular to facilitate the recruitment, retention and career progression of staff with disabilities.**

2. *Implementation arrangements*

→ **Strategic leadership provided by the United Nations country team, under the coordination of the Resident Coordinator.**

→ **Technical coordination provided by the working group on disability inclusion, with two United Nations entities designated as lead agencies.**

→ **Systematic integration of disability inclusion into joint work plans.**

→ **Allocation of dedicated resources for reasonable accommodation and accessibility.**

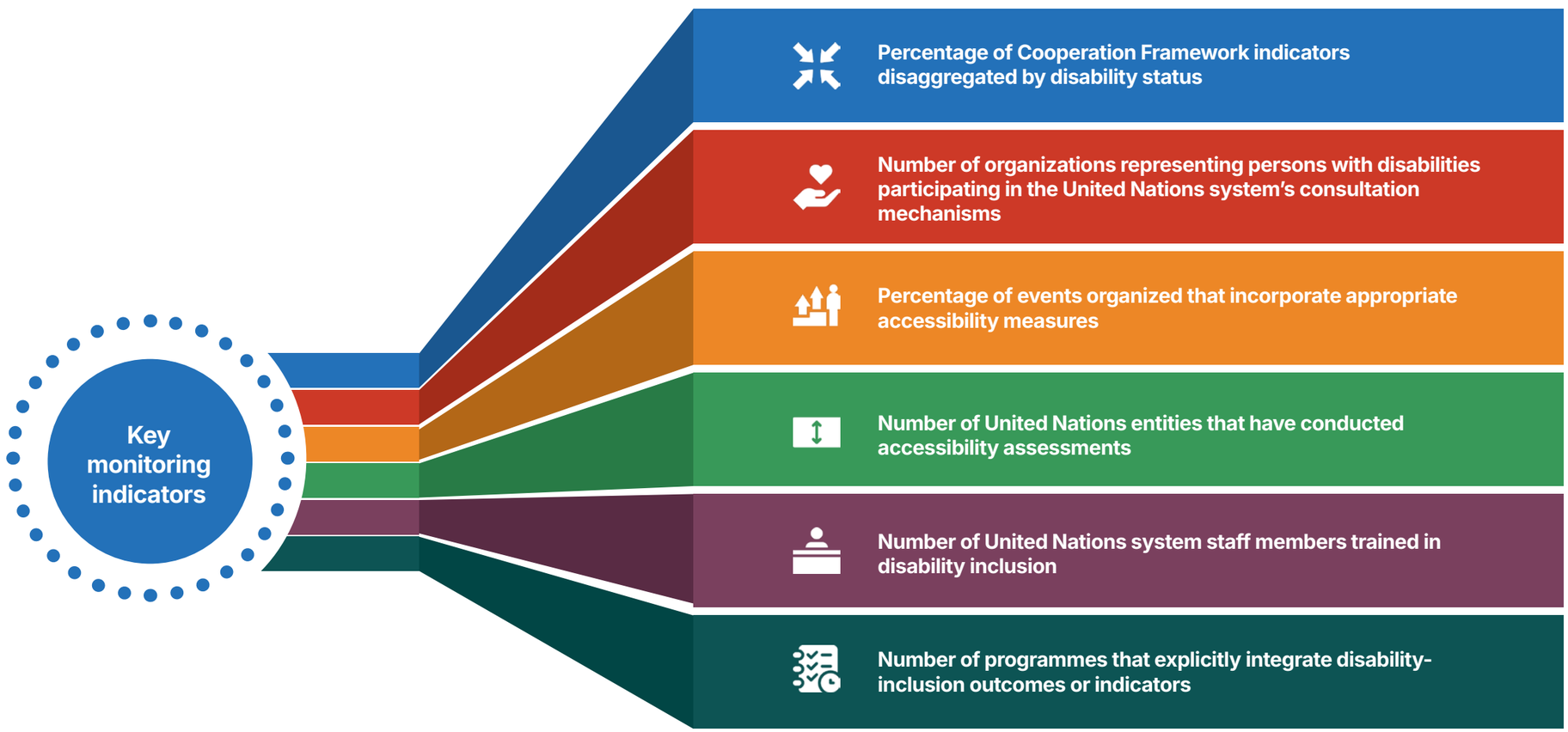
→ **Formalization of partnerships with organizations of persons with disabilities and relevant national institutions.**

This strategy will be implemented gradually and prioritized according to the capacities of United Nations entities and available resources, while ensuring the systematic integration of disability inclusion principles into the Cooperation Framework's interventions.

3. *Monitoring and alignment with the United Nations Strategy on Disability Inclusion*

The implementation of this strategy will contribute directly to improving results against the United Nations Disability Inclusion Scorecard and will be monitored regularly as part of the Cooperation Framework's monitoring, evaluation, and learning mechanism.

- → **Strategic leadership provided by the United Nations Country Team, under the coordination of the Resident Coordinator.**
- → **Technical coordination provided by the working group on disability inclusion, with two United Nations entities designated as leads.**
- → **Systematic integration of disability inclusion into joint work plans.**
- → **Allocation of dedicated resources for reasonable accommodation and accessibility.**
- → **Formalization of partnerships with organizations of persons with disabilities and relevant national institutions.**



4. *Conclusion*

Through this strategy, the United Nations system in Cameroon reaffirms its commitment to fostering a more inclusive society, ensuring that individuals with disabilities can fully and effectively engage on an equal basis in the nation's social, economic, cultural, and political life. The strategy provides a unified framework for action to promote the realization of the rights of persons with disabilities, ensuring that no one is left behind in implementing the Cooperation Framework.

Appendix 9. Programme management and accountability provisions under the 2027–2031 Cooperation Framework

1. *Introduction*

MINEPAT coordinates the programme at the national level. The legal appendix outlines the government authorities responsible for coordinating programmes within the framework of United Nations entities. Various ministries, national and international NGOs, and United Nations entities carry out programme activities.

The Cooperation Framework shall be implemented through one or more joint work plans [3], entity-specific work plans and project documents that outline the expected outcomes. These documents may also serve as agreements regarding the allocation and use of resources among United Nations agencies and implementing partners. United Nations entities, along with their partners, are encouraged to minimize documentation to what is essential for implementing programme activities, specifically the signed Cooperation Framework, joint or entity-specific work plans, and approved project proposals. However, when deemed necessary and relevant, additional project-related documents may be developed, incorporating relevant provisions from the Cooperation Framework, work plans, and project documents [4].

The allocation of funds for travel expenses, salaries, fees, and other expenditures will adhere to applicable local rates. It will not exceed the amounts sanctioned by the regulations, policies, and procedures of the relevant United Nations entities, as detailed in the circulars from the International Civil Service Commission.

2. *Programme implementation*

A. *Provisions regarding the harmonized policy on fund transfers*

All fund transfers to an implementing partner will be conducted in accordance with the work plans mutually agreed upon by each partner and the United Nations entities.

The methods for fund transfers intended to finance activities described in the work plans include:

→ **Direct transfers to the implementing partner**

- either before the start of activities (direct transfer) or;
- after completion of activities (reimbursement).

→ **Direct payments to suppliers or third parties** for obligations incurred by the implementing partner, based on requests signed by an authorized representative designated by the implementing partner;

→ **Direct payments to suppliers or third parties** for obligations established by United Nations entities in support of agreed activities with implementing partners.

Direct transfers to finance programme activities will be requested and authorized for a duration not exceeding three months. Reimbursement of previously authorized expenditures will occur quarterly or upon completion of activities. United Nations entities are not obliged to reimburse the implementing partner for expenditures that exceed the authorized limits.

After an activity is completed, any remaining balance shall be reimbursed or credited to the programme, based on mutual agreement between the implementing partner and the United Nations entities.

The procedures governing fund transfers, disbursement amounts, and the scope and frequency of certification activities may vary depending on the results of public financial management capacity assessments, particularly if the implementing partner is a government entity, or financial management capacity evaluations if the partner does not represent a United Nations entity . Such assessments may be conducted by a qualified consultant, such as an accountancy firm, selected by the relevant United Nations entities. The implementing partner shall participate in the assessment process and may be involved in selecting the consultant.

The procedures governing fund transfers, disbursement amounts, and the scope and frequency of certification activities may be revised during the programme's implementation. Such revisions will be based on observations from programme monitoring, expenditure monitoring, and related reports, as well as audit outcomes.

In instances of direct transfers or reimbursements, United Nations entities will notify the implementing partner of the approved amounts. They will disburse the funds within a timeframe specified in the guidelines of each relevant entity.

In cases where direct payments are made to suppliers or third parties for obligations entered into by the implementing partner, based on requests signed by the designated authorized person, or for obligations entered into by United Nations entities supporting activities agreed upon with the implementing partners, the respective entities will ensure that payments are made within the time limits established by their respective regulations and procedures.

United Nations entities are not directly liable under the contractual agreements

3 In accordance with the Standard Operating Procedures (SOPs) established by UNDG for countries engaged in the *"Delivering as One"* initiative.

4 For the UNDP, the designated government authority for coordination will appoint a national agency responsible for the Government's involvement in each work plan receiving UNDP assistance. The term *"implementing partner(s)"* is defined as *"executing agent(s)"* per the Model Basic Assistance Agreement. When multiple implementing partners are identified in a work plan, a lead implementing partner will be appointed. This partner is tasked with convening all listed partners, coordinating their activities, and ensuring comprehensive monitoring of programme activities and financial aspects. This structure facilitates effective communication and coherent execution of activities aimed at achieving the results established in the work plan.

between the implementing partner and external suppliers.

When several United Nations entities transfer funds to the same implementing partner, those entities will jointly conduct programme monitoring, financial monitoring, and audits, or coordinate with the implementing partner.

To request the release of funds or to secure confirmation that the relevant entity will agree to reimburse or directly pay the planned expenditure, implementing partners must use the funding authorization and expenditure authorization form. This form should detail the activities outlined in the work plan and will also serve as a means to report on the utilization of the funds received. The implementing partner shall designate individuals authorized to provide account-related information, request funds, and certify the application of funds received. The form must be certified by the authorized individual or individuals designated by the implementing partner.

Funds transferred to implementing partners must be used exclusively for the specified activities and within the timeframes outlined in the work plans.

Implementing partners must use the funds received in accordance with national regulations, policies, and procedures aligned with applicable international standards. They must ensure these funds are allocated solely for the intended purposes outlined in the agreed-upon work plans.

They must report to the relevant United Nations entity on the use of all funds received within six months of receipt. Where national regulations, policies, and procedures are not aligned with applicable international standards, the financial rules and regulations, along with the guidelines of the relevant United Nations entity, shall take precedence.

For international NGOs, CSOs, and intergovernmental organizations acting as implementing partners, the funds must also be used in accordance with applicable international standards. They must allocate these funds solely for the purposes outlined in the agreed-upon work plans. They must report to the relevant United Nations entity on the use of all funds received within six months of receipt.

To facilitate scheduled or special audits, each implementing partner receiving funds from a United Nations entity must provide timely access to the following:

- **all accounting records documenting the transfer of funds by the United Nations entity, along with relevant supporting documentation;**
- **all necessary documentation and all personnel involved in the operation of the implementing partner's internal control system pertaining to the fund transfers.**

The findings of each audit will be communicated to both the implementing partner and the relevant United Nations entity. Furthermore, each implementing partner is expected to:

- **receive and review the draft audit report prepared by the auditors;**
- **communicate its acceptance or rejection of any recommendations made by the auditors promptly to the relevant entity, ensuring that its comments are considered in the final report;**
- **implement any accepted recommendations within the agreed-upon timeframes;**
- **provide quarterly reports, or reports at other intervals as mutually agreed upon at the national level, detailing the measures taken to implement the accepted recommendations.**
- **The United Nations entity will commission audits through a recognized private audit firm.**

3. *Resource mobilization for the Cooperation Framework*

United Nations entities play a crucial role in defining and implementing the activities outlined in the Cooperation Framework. This support includes technical assistance, financial contributions, supplies, goods and equipment, procurement and transportation services, and funding for awareness-raising activities, research, studies, consultancy services, programme design, monitoring and evaluation, training activities, and staffing. A portion of this support may be directed towards NGOs and CSOs, following the work plans and project proposals developed during the planning phase.

Additionally, assistance may include access to global information systems managed by United Nations entities, along with specialized information networks maintained by country offices.

This support may also extend to expertise and services delivered by a network of specialized agencies, as well as access to resources from United Nations funds and programmes. United Nations entities will assign staff members and consultants to aid in the design and execution of programmes, provide technical assistance, and conduct monitoring and evaluation activities.

These entities will disburse funding on a calendar-year basis, contingent on annual reviews and progress in implementing the programme, in accordance with the provisions of the Cooperation Framework. Budgets will be prepared and reviewed in detail through work plans and project proposals. Subject to the terms established by funding partners and mutual agreement among relevant parties, resources that are not specifically designated for particular purposes may be reallocated to other programme activities of similar value or that contribute to the same strategic results.

The Government is committed to supporting United Nations entities in securing the funding needed to implement this Cooperation Framework effectively. To this end, the Government may:

- → **encourage other governments to provide the funding required for the successful implementation of the unfunded components of the programme;**
- → **support initiatives undertaken by United Nations entities to mobilize resources from alternative sources, particularly from the private sector, both on an international scale and within Cameroon;**
- → **facilitate, in accordance with national legislation, contributions from individuals, businesses, and foundations established in Cameroon.**

4. Monitoring and evaluation of the Cooperation Framework

Implementing partners are expected to collaborate with United Nations entities to ensure thorough monitoring of all activities funded through the transferred resources. This entails facilitating access to accounting records and to personnel responsible for fund administration. To achieve this, implementing partners agree to the following:

1. **periodic on-site reviews and spot checks of their accounting records by United Nations entities or their duly authorized representatives, in accordance with the relevant provisions outlined in commitment documents or contracts signed with those entities;**
2. **the monitoring of programme activities, including field visits, following the standards, guidelines, and procedures set by the respective United Nations entities;**
3. **special or scheduled audits as required. In collaboration with other United Nations entities and, where applicable, in consultation with the government institution responsible for coordination, each United Nations entity will develop an annual audit plan prioritizing audits for implementing partners receiving significant financial assistance and those whose financial management capacities require enhancement.**

Appendix 10. Legal appendix of the 2027–2031 Cooperation Framework

1. Whereas the Government of Cameroon (the *"Government"*) has entered into the agreements listed below with the United Nations, including its Funds, Programmes and other subsidiary organs, and other organizations of the United Nations system (*"UN System Organizations"*), which are applicable to their programme activities in Cameroon (the *"UN Agreements"*) under the United Nations Sustainable Development Cooperation Framework (the *"Cooperation Framework"*);

2. Whereas the UN Agreements, together with the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (the *"General Convention"*) and/or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (the *"Specialized Agencies Convention"*) as applicable, form the primary existing legal basis for the relationship between the Government and each UN System Organization for supporting the country to deliver on the Cooperation Framework, and are non-exhaustive and without prejudice to any other legal instruments the Government may enter into, including additional agreements with UN System Organizations for the purpose of their activities in the country:

a) With the United Nations Development Programme (UNDP), a basic agreement to govern UNDP's assistance to the country, which was signed by the Government and [UNDP (the *"Standard Basic Assistance Agreement"* or *"SBAA"*) on 25 October 1991. This Cooperation Framework, together with a joint results group work plan specifying UNDP programme activities further to this Cooperation Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference), constitute together a *"project document"* as referred to in the SBAA. The implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.

b) With the United Nations Children's Fund (UNICEF), a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 19 December 1995.

c) With the Office of the United Nations High Commissioner for Refugees (UNHCR), a Country Co-operation Agreement concluded between the Government and UNHCR on 8 May 1982.

d) With the World Food Programme (WFP), a Basic Agreement concluded between the Government and WFP on 23 January 2001.

e) With the United Nations Population Fund (UNFPA), a letter from the Government of Cameroon to UNFPA dated 19 December 2006 confirming that the Basic Agreement governing assistance signed on 25 October 1991 by the Government and the United

Nations Development Programme applies mutatis mutandis to UNFPA in the country.

f) With the International Labour Organization (ILO), the Agreement on the Establishment of an Office of the Organization in Yaoundé concluded between the Government and ILO on 7 May 1967, and the Standard Technical Assistance Agreement signed on 29 August 1962.

g) With the United Nations Industrial Development Organization (UNIDO), the Standard Basic Assistance Agreement between the Government and UNIDO, signed on 24 April 1989 and entered into force on 28 October 1991, shall apply to the United Nations Sustainable Development Cooperation Framework and to all UNIDO projects implemented in the Republic of Cameroon.

h) With the Food and Agriculture Organization of the United Nations (FAO), the Agreement regarding the establishment of an FAO Partnership and Liaison Office in the Republic of Cameroon, concluded between the Government and FAO on 4 September 2015.

i) With the World Health Organization (WHO), a Basic Agreement for the Provision of Technical Advisory Assistance concluded between the Government and WHO on 8 December 1962.

j) With the International Organization for Migration (IOM), the Provisional Cooperation Agreement concluded between the Government and IOM on 21 March 2007.

k) With the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Agreement between the Government of the Republic of Cameroon and the United Nations (Office of the High Commissioner for Human Rights) regarding the establishment in Yaoundé of the United Nations Sub-Regional Centre for Human Rights and Democracy in Central Africa, concluded on 25 September 2001.

l) With the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the Basic Agreement concluded between the Government and the United Nations Development Programme on 25 October 1991 (*"the Basic Agreement"*) shall apply mutatis mutandis to the activities and personnel of UN Women, in accordance with the agreement concluded by exchange of letters between UN Women and the Government, which entered into force on 3 September 2014.

m) With the Joint United Nations Programme on HIV/AIDS (UNAIDS), a Headquarters Agreement between the Government of the Republic of Cameroon and UNAIDS was signed on 1 June 2015. UNAIDS is a joint and co-sponsored programme of the United Nations system established by ECOSOC resolutions 1994/24 and 1995/2.

The World Health Organization (WHO) is one of its co-sponsoring organizations and provides administration to it. Consequently, UNAIDS is covered under the terms and conditions of the 1947 Convention on the Privileges and Immunities of the Specialized Agencies through the World Health Organization.

n) With the International Telecommunication Union (ITU), a Basic Cooperation Agreement concluded between the Government and ITU on 11 April 1985.

o) With the United Nations Educational, Scientific and Cultural Organization (UNESCO), a Headquarters Agreement between the Government of the Republic of Cameroon and UNESCO signed on 1 February 1991.

p) With the United Nations Economic Commission for Africa (ECA/SRO-CA), a Basic Cooperation Agreement signed on 10 May 1986.

q) With the International Fund for Agricultural Development of the United Nations (IFAD), the agreement between the Government and IFAD of 14 June 2011 to establish a Country Office in the Republic of Cameroon.

r) With the Office of the United Nations Resident Coordinator (RCO), an agreement concluded by exchange of letters between the Government and the United Nations on 19 December 2022, applying the Standard Basic Assistance Agreement between the Government and the United Nations Development Programme of 25 October 1991, mutatis mutandis, to the RCO.

3. With respect to all UN System Organizations including the International Trade Centre (ITC), the United Nations Environment Programme (UNEP), the United Nations Office on Drugs and Crime (UNODC), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office for Project Services (UNOPS): Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions, decisions, rules and procedures of each UN System Organization.

4. Without prejudice to the above, the Government shall:

(i) apply to each UN System Organization and its property, funds, assets, officials and experts on mission the provisions of the General Convention and/or the Specialized Agencies Convention; and

(ii) accord to each UN System Organization, its officials and other persons performing services on behalf of that UN System Organization, the privileges, immunities and facilities set out in the UN Agreement applicable to such UN System Organization.

5. United Nations Volunteers performing services on behalf of a UN System Organization shall be entitled to the privileges and immunities accorded to officials of such UN System Organization.

6. Any privileges, immunities and facilities granted to a UN System Organization under the Cooperation Framework shall be no less favourable than those

granted by the Government to any other UN System Organization signatory of the Cooperation Framework.

7. Without prejudice to the UN Agreements, the Government shall be responsible for dealing with any claims which may be brought by third parties against any of the UN System Organizations and their officials, experts on mission or other persons performing services on their behalf, and shall hold them harmless in respect of any claims and liabilities resulting from operations under the Cooperation Framework, except where it is mutually agreed by the Government and the relevant UN System Organization(s) that such claims and liabilities arise from gross negligence or misconduct of that UN System Organization, or its officials, or persons performing services.

8. Nothing in or relating to this Cooperation Framework shall be deemed:

(i) a waiver, express or implied, of the privileges and immunities of any UN System Organization; or

(ii) the acceptance by any UN System Organization of the jurisdiction of the courts of any country over disputes arising from this Cooperation Framework,

whether under the General Convention or the Specialized Agencies Convention, the UN Agreements, or otherwise, and no provisions of this Cooperation Framework shall be interpreted or applied in a manner, or to an extent, that is inconsistent with such privileges and immunities.



United Nations Cameroon

N° 1232 Immeuble Mellopolis Rue 1794, Ekoudou, Bastos

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