

An aerial photograph of a large dam and reservoir in Cameroon. The reservoir is filled with water and surrounded by dense green forest. A long, straight road or path runs along the left side of the reservoir. In the foreground, there is a small settlement with several buildings and a dirt road. The sky is blue with some clouds.

CAMEROON ON COURSE FOR EMERGENCE

**Government's
Major Accomplishments
during the 2011-2018
Seven-year Mandate**



H.E. Paul BIYA

President of the Republic of Cameroon

My Dear Compatriots,

Although the task is huge and projects are numerous, I firmly believe we can make giant strides forward. We have the wherewithal. Considering the determination and patriotic commitment of each and every one, I am convinced that we can meet the challenge, in the interest of all. We should not miss out on this defining moment. The Administration is a vital national instrument at the service of the State and the general interest. Yet, it is often blamed by its users and by our development partners...

It is worth noting that our Administration should never cease being a force of progress. I will personally follow this up.

Excerpt of the President's message to the nation ▼
on 31 December 2015



H.E. Philemon YANG
Prime Minister, Head of Government



Mr Séraphin Magloire FOUDA
Secretary General
Prime Minister's Office



Mr Ghogomu Paul MINGO
Director of the
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Preface.....	9
Introduction.....	11
Greater institutional, political, diplomatic and security accomplishments.....	13 - 31

I- At Institutional Level.....	14
A. The quest for quality governance	
B. Strengthening the gender policy and improving the business environment.....	15
C. Improving the judiciary system.....	16
II- At the Political Domain.....	17
A. Completing the establishment of political institutions	
B. Consolidating democracy and strengthening political pluralism.....	19
III- In Diplomacy.....	25
A. Diplomatic radiation and international projection of Cameroon	
B. demonstration of greater international solidarity.....	28
IV- Regarding Security.....	30
A. A better territorial combination of military command	
B. Adapted And effective device for The Protection of persons and property.....	31

Greater economic and infrastructural accomplishments.....	33 - 68
--	----------------

I. At the Economic Level.....	34
A. Major economic achievements during this seven-Year mandate	35
B. Developing industrial production.....	39
C. Speeding up the implementation of the three-year emergency plan to accelerate economic growth (PLANUT).....	40
D. Launching and implementation of three-year "Special Youth" Plan.....	43
E. Judicious Management of debt Policy.....	44
F. Fruitful and diversified international cooperation.....	45

II. At the Infrastructural Level.....	47
A. Improvement of energy supply	
B. Strengthening potable water production infrastructure.....	53
C. Development of sports infrastructure.....	55
D. Improving road, air, maritime, and rail transport infrastructure and services.....	59
E. Quantitative and qualitative improvement of urban transportation and real estate infrastructures.....	66
F. Development of posts and telecommunications.....	67

Major social, cultural, health, educational and sports accomplishments.....	69 - 81
--	----------------

I- Health.....	71
A. Improving health care	
B. Strengthening the fight against diseases.....	72
C. Government's support to under-privileged	
II. Education and vocational training.....	73
A. Higher Education	
B. Secondary Education.....	74
C. Vocational Training	
D. Basic Education.....	75
III. Sports.....	
A. Reinforcement of sports institutions and governance.....	77
B. Improvement of the performance of various national teams	
IV. Art and Culture.....	78
A. The organization of the Culture Sector	
B. The development of cultural infrastructures.....	79
C. Strengthening cultural diplomacy	
V. Tourism and leisure.....	80
A. Hotel Infrastructures	
B. Leisure facilities.....	81

Conclusion.....	82
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THE GOOD GOVERNANCE BET : for an “ exemplary republic ”

In his campaign speech for a new Seven-Year Term delivered in Maroua on 4 October 2011, the President of the Republic presented a five (5)-point manifesto as follows :

1. Modernize Cameroon's democracy through the adoption of responsible citizen-oriented behaviour which places general interest above selfish interest;
2. Consolidate economic growth through a far-reaching agricultural programme, a vast energy programme, an industrial policy worthy of Cameroon, and lend fresh impetus to our tourism policy through budgetary discipline and accelerating structural reforms to reduce unemployment to its bare minimum;
3. Improve teaching quantitatively and qualitatively to lead our youth on the path of modernity;
4. Improve living conditions by providing better healthcare, more water, electricity, and roads, amongst others. Projects in these areas shall be given priority;
5. Consolidate peace and stability in Cameroon for the people to play their part in realising major projects.

Elected after the presidential poll of 9 October 2011, the President of the Republic, true to his word, challenged Government to accomplish this far-reaching programme. You may be as-

king what has been done seven years later. This document seeks to answer that question. It provides a detail and objective review of Government's accomplishments over the past seven years in each of the five areas where the President committed himself. This way, Cameroonians can judge for themselves the President's actions during the seven-year term which is ending.

For us, the **President of the Republic has, to a large extent, fulfilled his promises**, despite a challenging national context worsened by external shocks which negatively affected economic activity and peace.

By informing the national and international public about the progress achieved on his agenda, the **President of the Republic is accepting to be assessed by observers and other critics who may want to do so.**

Furthermore, democracy demands that he account for his actions relative to the promises he made during the 9 October 2011 Presidential election campaign which led to his re-election.

H.E. Philemon YANG

Prime Minister, Head of Government



Introduction

This issue summarises Government's achievements during the last 2011-2018 seven-year term of the President of the Republic. Indeed, President BIYA was re-elected on the 9 October presidential election. In his manifesto, he highlighted five (5) priority areas :

1. Modernise Cameroon's democracy through the adoption of responsible behaviour which places the general interest above selfish interests;
2. Consolidate economic growth through a lofty agricultural programme, a huge energy programme, an industrial policy worthy of Cameroon, lend fresh impetus to our tourism policy through budgetary discipline and accelerate structural reforms to reduce unemployment to its bare minimum;
3. Improve teaching quantitatively and qualitatively to lead our youth on the path of modernity;
4. Improve living conditions by providing better health care, more water, electricity, and roads, amongst others. Projects in these areas shall be prioritized;

5. Consolidate peace and stability in Cameroon so that the people can play their part in realising major projects.

In his special statement during the Council of Ministers on 15 December 2011, following the establishment of a new Government on 9 December 2011, the President of the Republic instructed that his commitments to the Cameroonian people should be speedily and seamlessly actualized.

Apart from monitoring the implementation of these actions and periodically assessing them within organic frameworks (annual reports, roadmaps, Cabinet Meetings, etc), this issue reviews all the achievements of this seven-year term.

Though the five commitments mentioned above will be assessed, this issue focuses on three main areas:

- Greater political, institutional and diplomatic and security accomplishments;
- Greater infrastructural accomplishments;
- Greater social, educational, health and cultural accomplishments.

Each greater accomplishment is presented in a descriptive way, accompanied where possible by pictures, graphic illustrations or paintings. The choice of a descriptive approach was dictated by the desire for clarity and precision, thus stripping the document of extensive comments or analyses. The idea is to leave it to each reader or citizen to form an independent opinion on the action of the President of the Republic.

This truthful approach, which promotes the graphic arts, deliberately disregards the objective difficulties and internal/external crises Government had to grapple with during the seven-year period, and which in one way or another negatively affected the implementation of this programme.



Greater institutional,
political, diplomatic
and security
accomplishments



1- At institutional level

A. The quest for quality governance

Driven by the resolve to tackle the thorny issue of poor governance, Government led a number of initiatives over the last seven years to modernize State institutions, actively institute accountability and put in place mechanisms to improve public performance.

1- Modernise State institutions

Government embarked on major reforms to speed up the processing of files, which not only shortened the processing time, but also improved access to information and encouraged greater transparency.

The result has been the dematerialization of several processes, underpinned by the broad e-Government project with various annexes, matching the sectors of activity involved.

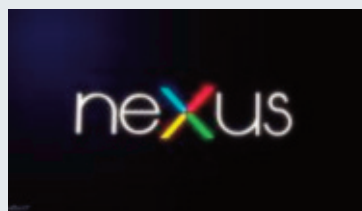
As part of the dematerialization of public procurements for example, the Cameroon online e-procurement system application is being tested at Ministry of Public Contracts.

Other cases in point are the NEXUS application at the Customs Services and the tele-declaration and tele-payment of taxes in the General Directorate of Taxes (DGI).

2- Strengthening the culture of accountability

The seven-year term was marked by a more vigorous fight against embezzlement of State funds, seen in a significant increase in the number of cases called before the Supreme State Audit's Budget and Financial Disciplinary Board.

In the same vein, the country finalized the reform of its criminal legislation, by enacting Law No. 2016/007 of 12 July 2016 to insti-



tute the Penal Code. The immediate objective of reducing the Special Criminal Tribunal referral amount from CFAF 100 million to CFAF 50 million to better punish embezzlement is also driven by this quest for quality governance.

3- Mechanisms to improve public administration performance

Since Fiscal Year 2013, Government resolved to move from a budget of resources to a budget of results by establishing programme budgeting.

Also, the State committed itself to the huge task of modernizing its staff management system by installing SIGIPES II, aimed at merging the ANTILOPE and SIGIPES I computer applications.

B. Strengthening the gender policy and improving the business environment

During the 2011-2018 seven-year term, Government worked to better mainstream gender in various socio-political spheres and to significantly improve the business environment so that our country can attract more foreign direct investment.

1- Improving gender policy

During the period in review, the number of women in high representational and political positions rose considerably. They are mainly seen in politics, especially their representation in Parliament.

Summary Table of Women's Representation in the Major Political Institutions and Upper Echelons of State Administration

Institutions/Administrations	2004 - 2011	2011 - 2018
SENATE	0	- 23 women elected - 04 women appointed
NATIONAL ASSEMBLY	11 women elected	- 54 women elected
CONSTITUTIONAL COUNCIL	0	- 1 woman
SUPREME COURT		- 2 women
GOVERNMENT		- 7 female ministers - 1 female Minister Delegate - 2 female Secretaries of State - 1 female Special Adviser
ELECAM		- 5 women
Secretaries-General of Ministries : Inspectors-General:	2 women	- 4 women - 10 women
General Managers and Deputy General Managers	4 female GMs	- 6 female GMs - 3 female DGMs
TERRITORIAL COMMAND		- 7 female Divisional Officers - 2 female Senior Divisional Officers
MILITARY, GENDARMERIE, AND NATIONAL SECURITY COMMAND		- 2 female Colonels - 5 female Commissioners of Police
COUNCILS		- 24 female Mayors



2- Improving the business climate

In this regard, Government action contributed to improve Cameroon's attractiveness and capital fully on foreign direct investment.

Much has been done to reduce the time needed to start a business. A One-Stop Shop was established and the Bank for Small and Medium Enterprises created to support local SMEs.

Furthermore, the institutional positioning of the Investment Promotion Agency has been enhanced since it is now attached to the Secretariat General of the Presidency of the Republic.

Cameroon also adopted a law to promote private investment in Cameroon.

Finally, the revision of the Mining Code marked Cameroon's commitment to sanitise the business environment in the mining sector.

In the same vein, Cameroon Business Forum (CBF), the ideal dialogue forum between Government and economic stakeholders of different sectors in our country, was set up.

C- Improving the judiciary system

During the 2011-2018 period, Government embarked on several institutional and normative reforms to modernize our judicial system. This is seen in the initiatives taken by Cameroonian authorities to improve conditions for the administration of justice.

1- Institutional and normative reforms

Institutional and normative reforms include:

- the reopening of the Common Law Department at the National School of Administration and Magistracy (ENAM) and a Common Law Section at the Supreme Court, thus concretizing the President's wish to provide an institutional response to the need to harmonize and consider our bi-jural system (Common law of Anglo-Saxon origin and civil law of French origin);
- the production of the English version of the OHADA Uniform Acts, enabling English-speaking lawyers to familiarize themselves with the provisions and procedures of business law;
- Administrative Courts going operational. Indeed, since 2012, Cameroon's



judicial map has been enriched by the administrative courts, the aim being to bring users closer to a jurisdiction previously centralized in Yaounde. Thanks to this reform, the 58 Divisions of Cameroon have been equipped with administrative courts.

2- Improving the conditions for justice to be rendered

Government also placed special emphasis on improving the working conditions of staff, and easing access to justice. This was seen in the construction of a modern complex housing the judicial services of Yaoundé, and courthouses in Mbouda, Nanga-Eboko and Mbalmayo.

The construction of courthouses in Monatele, Bangem, Yokadouma, Bengbis, and the Southern Court of Appeal in Ebolowa is also in the pipeline.



II- At the political domain

Several political reforms were undertaken in the course of the 2011-2018 seven-year period. This was underpinned by the desire to complete the institutional set-up provided for in the Constitution of 18 January 1996, the consolidation of democracy and political pluralism, and providing better working conditions to auxiliaries of the administration and local elected representatives.

A. Completing the establishment of political institutions provided for by the constitution and institutional reforms

1- Effective establishment of the SENATE

After the April 2013 election, Cameroon definitely entered bicameralism, with the effective establishment of the SENATE.

This political orientation reinforces and gives substance to the decentralized nature of the Republic of Cameroon. Indeed, the SENATE is the body that represents local councils and the regions. It has 100 members, 70 of whom are elected and 30 appointed by the Head of State.



2- Reform of the Economic and Social Council

During the June 2017 legislative session, the Economic and Social Council was given a new organic law that resized it, commensurate with contemporary issues and challenges.

Henceforth, its jurisdiction covers issues relating to the environment and sustainable development.

It nonetheless maintains its role as an advisory body that issues opinions, studies and reports. It now has 150 members.



3- Effective establishment of the Constitutional Council

Provided for under Article 46 of Law No. 96/06 of 18 January 1996 to amend the Constitution of 2 June 1972 (amended by Law No. 2008/001 of 14 April 2008), the Constitutional Council is the competent body in constitutional matters.

In particular, it rules on the constitutionality of laws and regulates the functioning of institutions. In addition, it ensures the regularity of presidential and parliamentary elections, as well as referenda, and proclaims the results of these elections.

It is composed of eleven (11) members appointed for a six-year term, possibly renewable.

Thanks to Decrees No. 2018/105 and 2018/106 of 7 February 2018 respectively appointing the members and the President of the Constitutional Council, the President of the Republic designated the eleven (11) members to oversee the fortunes of this important institution of the Republic.



4- Creation of the National Commission on the Promotion of Bilingualism and Multiculturalism

Created by Decree No. 2017/013 of 23 January 2017, this Commission is placed under the authority of the President of the Republic and comprises 15 members.

It is responsible for monitoring the implementation of the constitutional provisions making English and French the two official languages of equal value, particularly in their use in public services, parastatal bodies and any organization receiving State subsidies.



This Commission is one of the political responses to the demands that led to the social crisis in the North West and South West Regions.

B. Consolidating democracy and strengthening political pluralism

1- Organization of various elections (legislative, municipal and senatorial)

In a bid to consolidate our democratization process, various elections were organized in Cameroon during the 2011-2018 seven-year term.

These have, among other things, facilitated the renewal of political figures both at the level of councils and Parliament (NA and SENATE), thus contributing to consolidating our democracy and its associated practices.

Thus, in April 2013, Cameroon organized its first senatorial election, thus allowing the effective commissioning of the SENATE.

On 30 September 2013, our country organized the twin legislative and municipal elections, to provide all councils

across the national territory with executives and municipal councillors, and to elect the 180 members of the National Assembly.

2. Reform of the National Communication Council

By Decree No. 2012/038 of 23 January 2012, the National Communication Council was reorganized. It is now a regulatory and advisory body in the social communication sector and belongs to the category of independent administrative authorities.

As such, it regulates the socio-political space liberalized since the 1990 laws on social communication. The Council plays a dual educational and repressive role towards all audio-visual communication professionals.

In addition, Cameroon currently has about 300 commercial/community radio stations, and about thirty television channels. Furthermore, the media space has about 600 newspapers which contribute to greater freedom of speech, and the expression of individual and collective opinions.

3. Strengthening political pluralism

The seven-year term was also marked by actions to strengthen political pluralism, through the supervision of the activities of trade unions, political parties, and religious/faith-based organizations.

All these activities contribute to the expression of pluralism, tolerance and to the appeasement of the internal socio-political climate.

4. Improving working conditions of auxiliaries of the administration and local elected representatives

Several strong political decisions were taken by the Head of State during the 2011 - 2018 seven-year term to improve the working and living conditions of certain social categories. These include:

- **Monthly allowance for traditional rulers**

In accordance with Decree No. 2013/332 of 13 September 2013 amending and supplementing the provisions of Decree No. 77/245 of 15 July 1977 to organize traditional chiefdoms, traditional rulers are paid according to class.

Thus, a monthly amount of CFAF 200,000 is paid to first-class chiefs, CFAF 100,000 to second-class chiefs and CFAF 50,000 to third-class chiefs.

- **Remuneration of municipal magistrates**

The President of the Republic decided, by Decree No. 2015/405 of 16 September 2015, to grant remuneration to Government-Delegates, Mayors, and their Deputies, which varies according to the level of responsibility.

The monthly salary of the Government Delegate is set at CFAF 400,000; his deputies CFAF 200,000; Mayors CFAF 250,000; and deputy mayors CFAF 150,000.

These support measures aim to improve the living and working conditions of local elected representatives, thereby, strengthening local democracy.

5. Decentralization: Achievements and Prospects

The Constitution of 18 January 1996 makes Cameroon "a decentralized unitary State". Therefore, decentralization today is as an irreversible process, evidence by the significant progress and achievements recorded in its implementation, and the bright prospects it holds for Cameroonians.

i) Achievements of the decentralization process

These achievements have resulted in a firmer legal and institutional basis of decentralization, the completion of the first phase of transfer of powers to Councils, the financing and implementation of various municipal and inter-communal projects, the consolidation of grassroots democracy and better status of local elected representatives.

- **Strengthening the legal and institutional base of decentralization**

Our decentralization process is based on a

variety of regulations and a consistent institutional framework.

At the legal level, several laws and regulatory instruments were signed following the three founding laws on decentralization, enacted on 22 July 2004 (decentralization guidance law, law laying down rules applicable to Councils and law laying down rules applicable to Regions).

This normative corpus covers several areas: local taxation, the financial system of the Local Authorities, State-Councils-State-plan contracts, rules of town planning, territorial planning and the transfer of powers to Councils.

At the institutional level, various bodies were created and made operational during the last decade to support the decentralization process.

Thus, in addition to the Special Council Support Fund for Mutual Assistance (FEICOM) and the Local Government Training Centre (CEFAM), whose assistance in decentralization financing and training of municipal staff and local elected officials enable municipalities to better exercise the powers transferred to them and ensure better local governance, the following bodies have fully played their role in monitoring and evaluating the decentralization process since 2010, the date of the actual start of the transfer of powers to the councils:

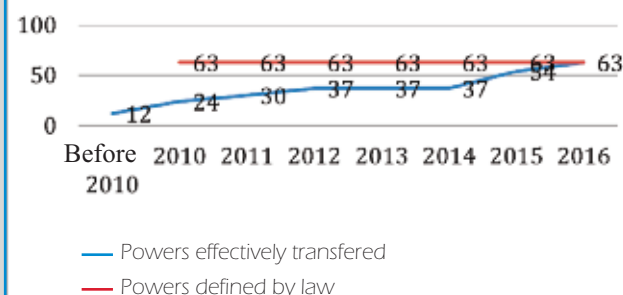
- the National Decentralization Board;
- the Inter-ministerial Committee for Local Services;
- the National Local Finance Committee;
- the Inter-ministerial Commission for Cooperation Decentralization.

- **Completion of the first phase of transfer of powers provided by law to Councils**

From 2010 to 2016, the State transferred to Councils all the 63 powers provided by Law No. 018/2004 to lay down the regimes applicable to Councils.

This was done through 35 decrees of the Prime Minister, Head of Government, transferring to Councils powers in fields such as basic education; drinking water supply; electrification of under-served areas; creation and maintenance of unclassified rural roads, as well as the construction and management of ferry bins; road tuning; the environment; the maintenance and management of the Centres for the Promotion of Women and the Family; promotion of agricultural production and rural development activities; the allocation of assistance to the poor and the needy; social reintegration, occupational integration and reintegration; promotion of pastoral and fish production activities; local organization of literary and artistic competitions; public health ; literacy; the rehabilitation and promotion of local museums; the creation and management of Socio-Cultural Centres and Public Reading Libraries; the construction and equipment of the Multifunctional Centres for the Promotion of Youth; trade; the organization and management of urban public transport; land development; sanitary control in manufacturing establishments, packaging, storage or distribution of food products, as well as solid and liquid waste treatment facilities produced by individuals or companies; the organization of holiday works, etc.

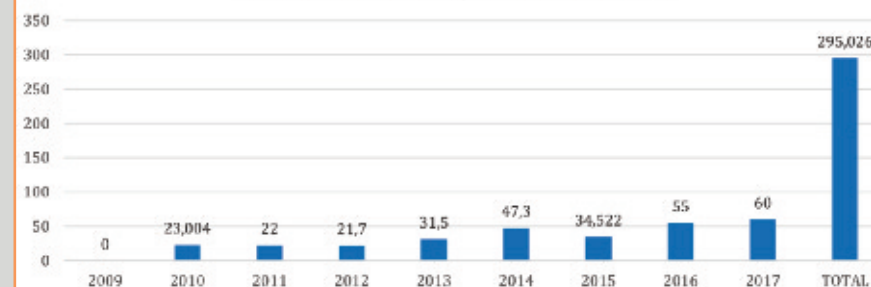
Evolution of the effective transfer of powers before and after 2010 up to 2016



Financing and implementation of municipal and inter-communal projects

Since 2010, council projects are financed by various sources: local taxation, credits transferred to Councils to support transferred powers, the General Decentralization Allocation and the interventions of FEICOM.

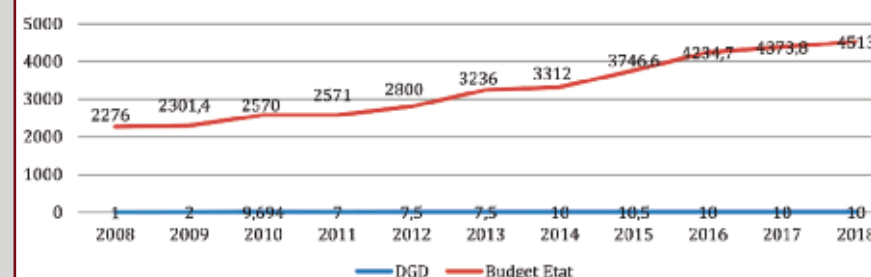
Evolution of the transfer of financial resources by Ministries (in billions of F CFA) from 2010 to 2016



* Resources from the General Decentralization Allocation

This allocation, which has increased steadily since 2008, has stabilized since 2016 at an annual amount of CFA F 10 billion, as shown in the chart below.

Evolution of the transfer of financial resources by Ministries (in billions of F CFA) from 2010 to 2016



* FEICOM support

The scale of this support can be analyzed in the table below, which shows that overall, FEICOM mobilized **CFA F 174 629 320 999 for municipal investments..**

Financial year	Projects financed	Tax resources mobilised
	Number	FEICOM resources transferred to council investments
2010	209	14 443 493 333
2011	336	21 598 000 000
2012	222	26 296 000 000
2013	85	25 260 223 842
2014	95	30 087 847 765
2015	270	20 548 026 191
2016	312	36 395 729 868
Total	1529	174 629 320 999

Source : Data from FEICOM annual reports for the period under review.

* Resources derived from local taxation

These constitute the most significant resource made available to Councils since the actual transfer of powers in 2010. The table below, which distinguishes between direct and equalization revenues, brings the total amount of revenues made available to Councils to CFA F 1 215 064 758 416.

Year	Local taxation	
	Direct Revenue from LAs	Equalization revenue
2010	8 168 673 130	37 006 157 062
2011	31 274 707 787	84 981 711 115
2012	51 701 791 202	75 450 193 917
2013	52 991 651 960	84 061 997 886
2014	49 344 042 119	101 278 751 469
2015	89 013 037 583	108 509 451 654
2016	90 203 342 165	106 872 637 911
2017	128 061 902 364	116 144 709 092
Total	500 759 148 310	714 305 610 106

* Resources allocated in support of transferred skills

Subject to refinement of Fiscal Years 2016 and 2017 data, the graph below shows the efforts made by Government to comply with the principle of concomitant transfer of powers and resources used in the exercise of those powers for the financial year n-1.

- **Strengthening local democracy and enhancing the status of local elected representatives**

Elections being the only way to nominate Municipal Councillors and Mayors, democracy has been consolidated at the grass-roots over the years, as confirmed by :

- the strong participation of the populations in municipal elections organized since the return to multiparty politics;;
- the significant renewal of the governing bodies of Councils at the end of elections;
- the representation of some twenty political parties in Municipal Councils currently.

Moreover, the President's decision in March 2017 to grant monthly allowances, from the State budget, to municipal magistrates, significantly raised the status of local elects.

In many of our councils, initiatives and innovative projects abound, supported by municipal magistrates fully assuming their responsibilities and contributing to improve the living conditions of the populations at the grassroots level.

ii) **Prospects for decentralization in Cameroon**

Actions are planned in the medium and long term to consolidate our decentralization process.

These actions include the adoption and implementation of the National Strategy for Decentralization, the strengthening of the municipal level for a harmonious and equitable development of the national territory and the beginning of the establishment of Regions, the second level of decentralization in our country.

- **adoption and implementation of the National Strategy for Decentralization**

Developed under the leadership of the Head of Government, this compass document was submitted for the approval of the Head of State. It will by nature, once adopted, bring the necessary visibility and coherence to the decentralization process.

Indeed, the latter clearly indicates the objectives to be achieved, the actions to be taken and actors involved in the implementation of decentralization for the next five years.

- **Reinforcement of the municipal level to promote a harmonious and equitable development of the national territory**

It will be done through :

- the finalization of the legal framework, with the adoption of certain draft texts subject to the approval of competent authorities. Some of these texts are intended to provide the Councils with qualified personnel, in order to lay the groundwork for a local public service;
- the confirmation of the administrative and financial autonomy of the Councils, which presupposes that adjustments will be made to the principle of single account, at the origin of Councils' heavy dependence on the Treasury, the creation of public tenders boards in all councils and a better consideration of the communal development plans in the choice of projects to be realized;
- increase of Public Treasury allocations to at least 5% of the State budget;
- the improvement of the equalization system;
- the strengthening of local governance, by multiplying audits of competent State services and persons.

- **Start of the establishment of Regions**

Although depending on the national political agenda, the establishment of Regions was contingent on the fulfilment of a number of legal, financial and fiscal prerequisites.

The fulfilment of these prerequisites, done for the most part, was assigned to a Working Group set up by the Head of Government with a view to making Regions go operational.

III- In diplomacy

During the 2011-2018 seven-year term, Cameroon's diplomatic action sought to bolster its influence via its diplomatic machinery and strengthen international solidarity.

A. **Diplomatic radiation and international projection of Cameroon**

1- **Visits to Cameroon of some top officials representing International Organizations**

During the period under review, Cameroon hosted distinguished guests, top officials of International Organizations, visiting Cameroon at the invitation of the President of the Republic, in order to examine some contemporary international issues.

The following personalities were hosted by Cameroon:

- **Mr Antonio GUTERRES**, United Nations Secretary-General on 29 September 2017,
- **Mr AKINWUMI ADESINA**, President of the African Development Bank Group, from 15 to 18 August 2017
- **Miss Patricia SCOTLAND**, Secretary-General of the Commonwealth, 18 - 22 December 2017.
- **Miss Christine LAGARDE**, Managing Director of the IMF, in January 2016, among others.

All these visits, which are to the credit of the Head of State, have helped to make our country a showcase of international and sub-regional diplomacy.



Mr Antonio GUTERRES



Mr AKINWUMI ADESINA



Miss Patricia SCOTLAND



Miss Christine LAGARDE

2- Cameroon's participation in some Summits and International Conferences

The seven-year term was also marked by the active participation of the Head of State at several important summits.

A case in point is the Summit for Peace and Security in Africa, held in Paris from 6 to 7 December 2013; the 5th African Union-European Union Summit held in Abidjan, Côte d'Ivoire on 29 and 30 November 2017.



3- Cameroon's stand on certain international issues and problems

Cameroon's voice was heard at a very high level to reaffirm its position on some contemporary international issues and challenges, such as the fight against international terrorism (N'djamena and Paris Summit on the fight against terrorism).

This stance was particularly manifested on issues related to the protection of the environment and the fight against global warming (Signature and ratification of the Paris Agreement on Climate Change, adopted in Paris in December 2015 during of the COP 21).

Finally, Cameroon has joined the community of nations to show its indignation on the issue of refugees and migratory flows.

On this last issue, Cameroon has stepped up its humanitarian action for refugees fleeing the atrocities committed by the terrorist sect Boko Haram and unrest in the Central African Republic.



4- Organization of International Summits and Conferences and Placement of Cameroonians in international institutions.

Cameroon has organized and hosted several international summits and fora:

- FODIAS, Economic Conference on investing in Cameroon, land of attractiveness, held in Yaoundé in February 2015;
- the extraordinary session of the Conference of Heads of State of the Peace and Security Council of Central Africa (COPAX), dedicated to the fight against the Boko-Haram sect, held in Yaoundé in June 2013;
- the first ever Summit of Heads of State and Government of ECCAS, ECOWAS and CGG on maritime security in the Gulf of Guinea.

Government action in diplomatic matters also resulted in the placement of Cameroonians in high political positions in international institutions, including the World Bank, the African Parliament and the Commonwealth. All these meetings and actions made it possible to appreciate the important role played by Cameroon on the international stage.



Mr Albert G. ZEUFACK
Chief Economist of the World Bank for Africa Region



Mme E. LIFAKA MONJOWA
Head of the Executive Committee of the prestigious Association of Commonwealth Parliamentarians



M. NKODO DANG Roger
President of the Pan-African Parliament



Mme Vera SONGWE
Executive Secretary of the United Nations Economic Commission for Africa



Mme Lucy ASUAGBOR
Commissioner of the African Commission for Human and People's Rights



Mme MENGUE NTYAM Suzanne
Judge at the African Court on Human and People's Rights



Mr Victor KISOB
Deputy Executive Director UN-Habitat

B. Demonstration of greater international solidarity

Cameroon has shown strong solidarity with nationals of countries facing hardship by receiving refugees and other vulnerable people and the various accompanying measures for their reintegration.

1- Cameroon's significant contribution to the management of refugees

The refugee issue is one of the major challenges of the century. Given the magnitude of this human tragedy, Cameroon has not shied away from the historic responsibility that challenges the collective conscience of States.

Indeed, our country, heir to a tradition of hospitality and solidarity, is a land of hospitality which, because of its stability, represents for the many populations in search of peace and security, a safe haven.

It is home to about 350,000 refugees of different nationalities.

To cope with this influx, Government has taken steps to provide these refugees with decent living conditions, such as creating several refugee camps in close collaboration with UNHCR to accommodate people in distress from neighbouring countries.

For example, the MINAWAO camp alone shelters more than 80,000 Nigerian refugees fleeing the abuses of the terrorist cult BOKO HARAM.



2- Various support measures for their reintegration

To cope with the refugee influx and improve their living conditions in Cameroon, the State opened refugee reception centres, a set of basic social services, in liaison with friendly countries, UNHCR and humanitarian organizations.

In this regard, the Government of Cameroon signed a health-related framework convention with UNHCR for the joint care of refugees in national hospitals.

As regards protection, measures were taken to issue secured identification

cards to persons eligible for refugee status.

Despite the huge financial burden that these represent, Cameroon has continued to increase its multi-faceted aid, both for the benefit of refugees and hundreds of thousands of the displaced.

All these mark its constant determination to provide people in distress with worthy hosting conditions and education for their children.

3- Creation of a multinational joint taskforce

This action is seen through joint military operations and intelligence and the sharing of sensitive information among 3 countries of the Lake Chad Basin, namely Cameroon, Chad and Nigeria, to more effectively combat the terrorist acts of the Boko-Haram sect.



IV- Regarding Security

Throughout the seven-year term, Government ensured the operational defence of the territory, through maintaining public order, and securing people and their property.

Given the various internal and external threats recorded during the seven-year period, the security machinery has been considerably strengthened and appropriate measures taken to provide an appropriate and effective response to the threats.

A. A better territorial combination of military command

The strengthening of the security machinery has resulted in greater efficiency of the defence and security forces in the fight against terrorism and armed gangs, mainly in the Far North, North, Adamawa, East, and more recently, North West and South West regions.

Indeed, in order to fight effectively against the incursions of the terrorist Boko-Haram sect, the President of the Republic modified the national defence system in force in the northern part in order to allow the units to increase their operational capacity in relation to the fight against terrorism.

Thus, the RMIA No. 3, which covered the 3 Northern Regions, was split into two entities, thanks to the Decree No. 2014/308 of 14 August 2014 to amend and supplement Decree No. 2001/180 of 25 July 2001 to reor-

ganize the Territorial Military Command. This reorganization gave birth to RMIA No. 4, whose command post is located in Maroua. This was followed by the recent creation of RMIA N°5, whose command post is in Bamenda.

In addition, the military and security machinery has been enriched by several motorized infantry battalions and new Gendarmerie regions.

Other significant actions were implemented by Government in 2017, with a view to preserving the territorial integrity of our country and consolidating social peace. These include:

- the contribution to the maintenance and restoration of law and order in

disturbed areas, through the deployment of several contingents of police officers;

- the reinforced security of some of our northern frontiers;
- the rehabilitation and/or construction of new police units and structures;

- completion of the construction of the gendarmerie stations of Sodikombo-Douala and Abang-Minko'o, as well as those of Nkolkondi-Yaoundé, Ebom-Yaoundé; Manguiers-Yaoundé, Minkoa-meyos-Yaoundé, Mombore and Gashiga in the Northern Region and Koza in the Far North Region.



B. Adapted and effective device for the protection of persons and property

Considerable efforts have been made to ensure the construction and rehabilitation of infrastructure for the Defence and Police Forces.

Indeed, the three-year emergency plan for the acceleration of economic growth, which the Head of State launched at the beginning of 2015, made it possible in his "security" section to endow certain cities with numerous gendarmerie and police posts; to create regional traffic companies, as well as police cycling units.

Some sensitive border areas have also been equipped with gendarmerie posts.

In the same vein, effective equipment to combat crime have been acquired.

Government's action has also materialized through the establishment of a fund to support the victims of catastrophes and natural disasters.





Greater economic
and infrastructural
accomplishments



I- At the Economic level

Thanks to his re-election in October 2011, the President of the Republic during his swearing-in at the National Assembly, placed his mandate under the sign of Greater Accomplishments, thus reinforcing the orientations of the Growth and Employment Strategy Paper (GESP), whose major projects is in line with this slogan.

Since 2011, Cameroon has recorded an increase in the economic growth of its relatively higher Gross Domestic Product (GDP).

Over the period covered, this average increase of at least 4.56 % between 2011 and 2017 more than offset the country's population growth rate of less than 3%.

Likewise, this growth in the real GDP growth rate essentially reflects Government's efforts to boost and diversify the economic sector and other sectors of the Cameroonian economy namely : export agriculture, building and public works, as well as trade and services.

Moreover, the quota of in-

flationary pressures, in accordance with the multilateral convergence criteria and within the Community threshold of 3%, is mainly explained by the implementation of the national strategy against the high cost of living as well as by the support measures taken by authorities.

This demand for the preservation of social peace has been supported, inter alia, by government decisions such as the freezing of the prices of petroleum products and electricity, the exemption from tax on basic commodities and the creation of periodic markets by the Authority for the Regulation of Supplies of Consumer Products (MIRAP).

At the end of the seven-year period of Greater Accomplishments, the resilience of Cameroon's economy should be lauded, especially as the international context has had a significant impact on the situation of public finance, due in part to many external shocks such as:

- the persistence of security threats by the Boko-

Haram terrorist sect and socio-political unrest in the Central African Republic ;

- social unrest in the North West and South West Regions ;
- low commodity prices.

The impact of these external shocks has led to a slowdown in economic activity from 4.5% in 2016 to 3.7% in 2017. However, the projections for 2018 suggest a certain improvement with a growth rate estimated at 4.2%.

In perspective, the gradual implementation of several major infrastructural projects, the foreshadowing of major second-generation projects, the launch of the Special Three Year "Youth Plan", the acceleration of works in readiness for AFCON 2019 and PLANUT, should further support domestic demand and the supply of certain factors of production, which are essential for enhancing competitiveness and accelerating economic growth in the medium and long term.

A. Major economic achievements during this seven-year mandate

1. In prudential budgetary, financial and macro management

a) AT THE BUDGETARY LEVEL

Impelled by the President of the Republic, Government undertook a vast State economic and financial management reform programme.

• MODERNIZATION AND PUBLIC FINANCE REFORM PLAN

The implementation of the programme budgeting implementation mechanism, established by Law No. 2007/006 of 26 December 2007 on the State Financial Regime, entered into force in the 2013 Finance Law of the State.

At the end of the first phase of appropriation of the public finance reform (2013-2015), six (06) guiding principles were identified and disseminated, among which:

- strengthening control and accountability mechanisms;
- increased accountability of programme managers;
- introduction of a management approach based on measurable results based on objectives and performance indicators;

- alignment of the Budget with national priorities recorded in the GESP

Subsequently, during the second phase of the so-called optimization reform, Government undertook and intends to continue implementing the main intervention areas of the second three-year term (2016-2018). These are the priority thrusts aimed at:

- the transposition of the CEMAC directives into the national legal order;
- Integration of public policies and performance, by matching Government action, including ministerial programmes on sector strategies;
- the evolution of budgeting and budget management following standardized procedures, optimized budget control and a rigorous schedule;
- the continuation of the accounting reform, by constituting a State balance sheet, in conformity with the rules of the three (03) accounts: budget, materials and costs analysis;
- the adaptation of budget, financial and accounting information systems, with the

main expected results, securing and tracking the mass of financial information, via optimization and interconnection of PROBMIS and CADRE applications;

- the implementation of the updated training and support strategy for administrations, with a view to strengthening the capacities of administrations, particularly LAs and PAEs;
- the steering and implementation of an appropriate communication strategy, strengthening under the authority of the PM/HG and MINFI, the powers and actions of all the stakeholders involved in the conduct of the Reform.

• IMF-SUPPORTED ECONOMIC RECOVERY PROGRAMME UNDER THE EXTENDED CREDIT FACILITY

Thanks to the diversity of its economy, its resilience to external shocks and its role as a driving force in the regional integration process, Cameroon submitted to the Technical and Financial Partners, a request for the restoration of the fiscal sustainability and external monetary aggregates of the sub region.



Also, in a spirit of regional solidarity and in line with the resolutions of the CEMAC Summit of Heads of State, Government requested and obtained on 26 June 2017 from the IMF Executive Board, a three-year agreement under the Extended Credit Facility (ECF).

The said Economic and Financial Programme is supported by the IMF up to CFAF 400 billion. It has a three- (3)-year operational objective of reducing the public accounts deficit by at least 1.5% of GDP per year.

In the same vein, Government concluded within the possibilities offered by the financial regime, with its main development partners (European Union, AfDB, World Bank, AFD), agreements for the establishment of direct budget support to the Treasury according to the schedule below:

- The World Bank : **CFA F 247 billion;**
- the European Union : **CFA F 66 Billion;**
- AfDB : **CFAF 377 billion;** and
- France : **CFA F 197 billion.**

In general terms, the IMF-supported Economic Recovery Programme, whose first review at the end of October

2017 was generally satisfactory, is based on three main pillars:

- Short-term fiscal consolidation to increase fiscal and external flexibility while protecting social spending (education, health, higher education, employment);
- structural reforms aimed at increasing non-oil revenue, improving the efficiency of public investment and the quality of the budget system, and (iii) mitigating risks arising from contingent liabilities;
- measures to accelerate economic diversification, in order to increase the resilience of the financial sector and to allow the private sector to take over from State intervention in a context of contrition of resources.

b) IN THE FINANCIAL AND MACRO PRUDENTIAL DOMAIN

The following actions were carried out :

- Measures to increase the resilience of the financial sector by increasing credit to SMEs and developing the national strategy for inclusive finance;
- The densification of the implementation of the banking network throughout the national territory;

- Developing a resolution plan for distressed banks;
- The development of an action plan of the various measures identified in the strategy to clear outstanding creditors;
- The start of the preparatory work for the establishment of the EMF risk centre (CREMF) ;
- The creation of the SME Promotion Agency;
- Promotion of innovative sources of financing the economy (leasing, factoring, letter of credit) ;
- The creation of the SME Promotion Agency to support project owners;
- The development of a restructuring plan for the CBC and a strategic plan for the development of the BC-PME;
- Streamlining and standardization procedures of the sub-regional financial market of BVMAC with the Douala Stock Exchange (DSX).

2. In planning and programming public investments

- a) IN TERMS OF PLANNING,** we can mention :
- updating the strategic framework of the Growth and Employment Strategy

Paper (GESP) in September 2017 should make it possible to intensify poverty reduction efforts and to better capitalize the investments made since 2010. This requirement is also aimed at ensuring the harmonious development of the private sector and to pursue the implementation of inclusive social policies (health, education, vocational training and social protection), while ensuring the efficient functioning of the administration);

- the ongoing drafting of a bill on planning and local programming, in order to capture in the preview of the projects of the PIB the needs expressed by councils in the Communal Development Plans (PCD);
- other specific actions were carried out with regard to the planning of regional and local development, the preparation of the 4th General Census of Population and Housing (RGPH), the control and enhancement of the potentialities of the territory and its borders.

b) IN TERMS OF PUBLIC INVESTMENT PROGRAMMING :

- The Public Investment Budget has continued to occupy an important part of the State Budget. In proportion, it went from

24.5 % in 2010 to 30.2 % in 2014 to reach 30.7 % in 2015, an increase of 0.5 % between 2014 and 2015. This upward trend in the share of investment expenditure in the State Budget is in compliance with key GESGP considerations in that the Government, in order to increase the overall investment rate of the Cameroonian economy has taken the option of reinforcing the place of capital expenditure in public expenditure. This can increase the infrastructural heritage essential to the deployment of private investment. Thus, the Public Investment Budget reached 36 % in 2016 and 36.3 % in 2017;

- a National Committee to monitor the financial execution of public investment was established, with a view to assess execution and propose measures to optimise the execution of the Public Investment Budget (PIB). This particularly involves reducing delays in starting Budget execution; improving optimal ownership of procedures by all actors, and strengthening support for all stakeholders involved in the execution of the Public Investment Budget.

- the optimisation of public expenditure was prescribed as a structural benchmark of the Economic and Financial Programme (EFP), supported by the Extended Credit Facility (ECF) through a better selection and programming of projects..

3. Regarding regional development

The national regional development policy builds on strategic planning documents such as Vision 2035, the GESGP, and law No.2011/008 of 6 May 2011 to lay down guidelines for sustainable development in the country.

To this effect, Government is elaborating: a national plan for the sustainable development of the country, 10 regional sustainable development plans which are components of the national plan, and a zoning plan for the national territory, which constitutes a coherence framework for the use of national land.

With regard to prospects, MINEPAT has initiated the process to evaluate and restructure certain development missions (MEAO, MADEN, MIDIMA, SOWEDA, MIDENO, on the instructions of the Head of State.



4. Enhancing the business climate

Launched in 2006 and effective since 2009, the Cameroon Business Forum (CBF), placed under the direct authority of the Prime Minister, Head of Government, has held 8 ordinary sessions, which have significantly contributed to improve dialogue between the State and private operators.

Laudable progress was made with the technical support of the International Finance Corporation (IFC). Government has undertaken to evaluate reforms carried out as part of the support Programme to improve the perception of the business climate. This will be manifested in the decision to continue the implementation of the road map proposed by the Doing Business Advisory Board team of the World Bank Group.



A total of 23 reforms in 9 major focus areas were identified in 2017, to enhance the perception of the business climate, namely : entrepreneurship; building permits; access to electricity; access to property; access to credit; payment of taxes; cross-border trade; contract execution and governance.

5. Agriculture, livestock and fisheries

Government also invested in the development and promotion of agro-pastoral and agro-industrial activities.

In agriculture, Government worked to boost the productivity and competitiveness of agricultural sectors, also promoting family small-holders alongside medium and large plantations.



Special attention was placed on developing sectors with high food security such as: rice, maize, cassava, potatoes, plantains, oil palms, onions, fruits and vegetables.

To implement the instructions of the Head of State on the promotion of youth agricultural entrepreneurship, some specific actions were carried out, notably :

- the implementation of a programme to promote youth agro-business;
- the consolidation of the young farmers' support programme;
- the transformation of education and training in the agricultural, livestock and fisheries sectors.

In the livestock and fisheries sectors, efforts involved improving the quality and quantity of pastoral, poultry and apianian production. Major results include the production of :

- 1 14 500 tons of meat (beef, chicken, pork or goat);
- 142 000 tons of milk ;
- 42 000 tons of table eggs ;
- 667 tons of honey ;
- 170 tons of beeswax.

Specifically concerning the health coverage of livestock and fight against zoonosis, be-

sides the planned programme, Government efforts focused on monitoring bird flu. Outbreaks were detected in the Centre, West, South and Adamawa regions.

In fisheries, Government undertook, through MINEPIA, to promote the programme to support the development of fisheries and fishing industries. Another project to promote youth aquaculture entrepreneurship is currently being implemented with IFAD.



B. Developing industrial production

The Cameroonian production sector intends to make a real shift to process more by establishing an Industrialisation Master Plan (IMP) on the instructions of the Head of State.

In this regard, Government action focused on promoting mining and geological resources, diversifying and improving competitiveness in the industrial sectors, and promoting technological inventions, innovations and industrial property assets.

To this effect, the following results were obtained:

- Establishment of frameworks to coordinate and monitor structural mining projects such as the MBA-LAM iron deposits or the MINI-MARTAP bauxite;

- monitoring of the Mining Sector Capacity Building Project (PREASEM);
- establishment of the KAELE Agri-food Industrial Complex;
- construction of a Metrology Laboratory;
- elaboration and implementation of the Emergency Industries Support Programme (PAIC);

- the total number of agreements signed with companies eligible for private investment incentives rose to 77 for an estimated volume of planned investments of CFAF 945 billion and more than 32,000 potential jobs.

- two new technology and innovation support centres at the Universities of Dschang and Ngaoundere;
- recording of 239 Cameroonian assets in 2016 at the African Intellectual Property Organization (OAPI), and issuance of 28 patents and support for 39 innovators.



C. Speeding up the implementation of the three-year emergency plan to accelerate economic growth (PLANUT)

The PLANUT, announced by the Head of State in his traditional end of year address to the nation in 2013, was adopted during a Council of Ministers held at Unity Palace on 9 December 2014.

This massive investment plan, supported by the banking sector, covers ten (10) focal sectors, namely: agriculture, livestock, urban development, housing, water, energy, health, security, roads and regional development.

(i) In agriculture,

Government made efforts to finalise preliminary design studies to construct the MAMFE, FOUMBOT, OBALA, NGONG, DIBOMBARI and GAZAWA supply markets. Nine contracts were signed worth a total of CFAF 264 million 374 thousand 518 to conduct studies for the construction of agro-poles to produce the following enterprises:

- Guinea sorrel of Figuil in the North Region;
- Irish potatoes of Santa in the North-West Region;
- cocoa of Bokito in the Centre Region;
- Arabica coffee of Bamenda in the North-West Region;

- Robusta coffee of Angossas in the East Region;
- Irish potatoes of Lebalembé in the South-West Region;
- cocoa of Meyomessala in the South Region;
- Robusta coffee of Melong in the Littoral Region;

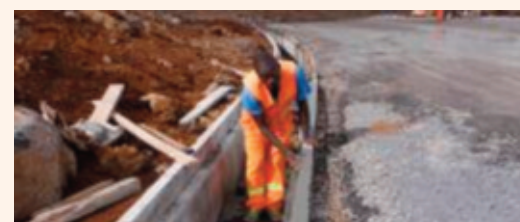
- palm oil of Kumba in the South-West Region.

(ii) Regarding livestock, the construction of the Ngaoundere industrial slaughterhouse and refrigerated warehouses in Yaounde, Kribi, Ebolowa and Ngaoundere is effective.



(iii) In urban development,

rehabilitation works for certain secondary access roads in Yaounde have been completed in the following neighbourhoods: Biyem-Assi, Mvog-Mbi, MvogAtangana- Mbala and Simbock.



In Douala, road rehabilitation works have been implemented in the following neighbourhoods: Youpwé, SODIKO, Bonabéri, Bépanda, Camp Yabassi et Mbangué.



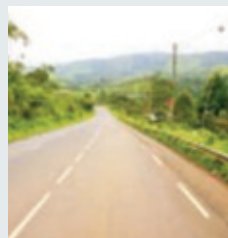
(iv) Under the housing component,

the overall implementation rate of the programme to construct 800 low-cost houses stands at 30%, with 75% in Ebolowa and 30% in Ngaoundere..



(v) In the road sector, construction works for the first five access roads have started on the following sections:

- **Maroua – Bogo,** 45 Kilomètres ;
- **Soa - Esse – Awae,** 72 Kilomètres ;
- **Kumba – Ekondo Titi,** over 60 Kilomètres
- **Douala – Bone-poupa et Bone-poupa – Yabassi,** 95 Kilomètres ;
- **Mandjou – Akokan et Akokan – Batouri,** 90 Kilomètres.



(vi) In the water sector,

construction works for 900 boreholes in 9 Regions are 83 % completed, making 640 already functional boreholes and 19 drinking water schemes constructed in the North-West Region.



(vii) In the energy sector, the development phase of the Bini à Warack hydroelectric plant is well underway with the finalisation of the report of the Commission for Identification and Assessment of Affected Properties. Studies on the construction of the electricity transmission line between Edea-Logbessou-Bekoko via Douala have been completed.

(viii) In Health, work to rehabilitate infrastructure and upgrade the technical equipment of the Yaoundé and Douala Referral Hospitals, and the Yaoundé University Teaching Hospital (CHU) is ongoing. Moreover, the construction of 8 referral hospitals is making progress on all selected sites.



(ix) Regarding territorial development, 77 thousand 301 hectares of irrigated areas, representing 64% of the 120 thousand envisaged, were identified and distributed as follows:

- 12 thousand 346 hectares being implemented in the Far-North Region;
- 48 thousand 518 hectares being contractualized in the Far-North;;
- 16 thousand 437 hectares including engineering studies already available, or 9 thousand 237 hectares in the North Region and 7 thousand 200 hectares in the Far-North Region



D. Launching and implementation of the three-year “special youth” plan

Government prefigured a certain number of measures aimed at reducing the rate of under-employment of youths, by elaborating the Three-year “Special Youth” Plan on the instructions of the Head of State on 10 February 2016.

About 2150 projects, among which 1845 micro-activities and 305 junior enterprises were identified worth a total of CFAF 3 332 316 607 to be distributed in the ten Regions. To date, over 160 000 youths have registered with the National Youth Observatory. Young mature project owners were directly financed thanks to the support of MINEPAT (support with tractors), MINADER (agricultural inputs) and MINEPIA (livestock inputs).

Public authorities also undertook, under the auspices of Ministry of Youth Affairs and Civic Education (MINJEC), National Employment Fund, PAJER-U and the Civic Service Agency for Participation in Development, various measures in the area of civic education, national integration, and the economic empowerment of youths.

There are plans to establish and open throughout the national territory, 963 local management structures for populations provided for by Decree No.2015/565 of 28 November 2012 to organise MINJEC.

E. Judicious management of debt policy

In Cameroon, the public debt-to-GDP ratio is 22.8%. This still leaves room for the financing of development infrastructure by borrowing.

This should adequately capture the debt-to-exports ratio, especially in terms of strengthening the production capacity of local processing industries.

In this regard, Government embarked on a set of measures to finance its development strategy, by adopting an ambitious but judicious debt policy.

As a follow-up, the National Public Debt Committee (NPDC) was established at the Ministry of Finance by Decree No.2008/2370/PM of 4 August 2008. The Committee's task is to coordinate

and monitor the implementation of the national public debt policy and public debt management, and to ensure that its implementation complies with development objectives and the State's financial capacity.

The operating conditions and procedures of the National Public Debt Committee were defined by Order No.00000224/MINFI of 7 April 2014.

The Committee's capacities were strengthened to consider all commitments made by the State, and the deferred liabilities incurred by public enterprises and Local Authorities.

Recently, Government has undertaken, as part of technical discussions with the IMF, a study to streamline

Committed Undisbursed Balances (CUB), which should help to neutralise or redirect those for immature projects. These balances are estimated at close to CFAF 1 000 billion. Similarly, there are plans to increase disbursements for projects whose economic profitability is higher than the cost of invested capital, so as to consolidate the effective implementation of a better mastery of budgetary deficit.

As for prospects, the following measures are envisaged, in accordance with the Debt Strategy elaborated by the Autonomous Sinking Fund (CAA), with regard to the objectives and conditions endorsed by the Economic and Financial Programme, and budgetary support. These involve:

- adjusting the budgetary policy to a debt accumulation rhythm that does not exceed thresholds in the reference scenario;
- increasingly resort to concessional borrowing;
- closely monitor the evolution of debt especially for projects financed using external resources;
- jointly re-evaluate Cameroon's score with regard to the indicators of the Country Profile Investment Assessment;
- jointly review hypotheses for the calculation of debt sustainability and liquidity indicators.

F. Fruitful and diversified international cooperation

For some years now, Government has been jointly implementing with its multilateral (IMF, World Bank, AfDB, etc.) and bilateral (French Development Agency, EXIMBANK-CHINA, GTZ, SNV, KOICA, CIDA, EIB, etc.) technical and financial partners, a number of major projects seeking to boost growth, create decent jobs and reduce poverty. This momentum has been driven by the soon-to-end Greater Accomplishments Programme of the presidential term, based on the Vision of an emerging Cameroon by 2035, and the GESF as reference framework for Government activity.

Furthermore, it is worth noting that the alignment of Official Development Assistance (ODA) and loan agreements mainly focuses on major projects and priority sectors.

In line with the Paris Declaration, Government considers that foreign aid should support the implementation of the GESF, by focusing on priority sectors listed in the strategy. As part of the implementation of its development strategy, Government mobilised significant external financing in 2011.

The execution of agreements signed in 2017 indicate commitments worth CFAF 1421,546 billion for a total number of 24 projects.

Regarding the sectoral distribution of resources mobilised, a massive allocation is reserved for infrastructure, followed by Governance, which involves enhancing the competitiveness of the economy and strategic management of the State.

At the regional and sub-regional levels, Cameroon has, during the seven-year term of Greater Accomplishments which ends in 2018, conducted many activities which eased the strengthening of the partnership between the Republic of Cameroon, the African Development Bank (AfDB) and the Development Bank of Central African States (BDEAC), and to contribute to consolidate regional and sub-regional integration.

As part of regional integration activities, two (2) major points were highlighted during the 2011-2017 period, namely : free movement of goods and persons within the CEMAC region and the implementation of the 1st Phase of

the CEMAC Regional Economic Programme - Cameroon Component.

Regarding the consolidation of sub-regional integration, the following measures were adopted :

- free movement of persons and goods within the CEMAC region: we note with satisfaction the decision recently taken by Heads of State in the sub-region to fully open their borders to their citizens. This progress results from steps taken towards the free movement of goods and persons in recent years by Cameroon, through the Minister in charge of integration;
- construction of border markets and establishment of development projects in border areas such as the programmes to develop the Bakassi Peninsula and the Lake Chad Basin;
- monitor the implementation of the Regional Economic Programme (REP) of the Central Africa Economic and Monetary Community (CEMAC) - Cameroon Component: first phase of the CEMAC Regional Economic Programme - Cameroon





Component (2011-2015): It should be noted that the National Unit in charge of monitoring the implementation of the PER/CEMAC in Cameroon was established by Order No.229/CAB/PM of 23 December 2011 and several workshops have been organised.

It emerges that out of 162 projects/activities included in the national programme of the PER/CEMAC, the implementation of 137 projects/activities has at least started, representing a total start-up rate of about 84.6%. Most of these pro-

jects are still being implemented and could be completed by 2020.

Regarding the consolidation of regional integration, the following activities were carried out: holding of joint bilateral cooperation commissions between Cameroon and certain countries, particularly Côte d'Ivoire, Senegal, Egypt, Nigeria, Tunisia, Congo, Equatorial Guinea, Gabon, etc.

As for monitoring the process to streamline Regional Economic Communities of Central Africa, as part of the implementation of the

mandate entrusted to it by the Heads of State and Governments of the Economic Community of Central African States, Cameroon has established: a Steering Committee, which has held three sessions to date, and designated the Technical Secretariat of the said Committee, which coordinates the streamlining process.

Regarding economic partnership agreements (EPAs) signed with the European Union, Cameroon's first trading partner, it is worth noting that with the transition to the second group of tariff elimination, opportunity costs linked to the effects of the mobilisation of custom revenue was evaluated at CFAF 1 700 000 000.

However, a study conducted by MINEPAT enabled a better perception of the net fiscal impact of the entry of capital goods in terms of their positive effects on the national economy. This in particular takes into account the positive provisions of the Agreement which provides for the neutralisation of the net fiscal impact as a revision clause of its legal mechanism.

II- At the infrastructural level

Since infrastructural development is an essential condition for emergence, Government has, on the instructions of the President of the Republic, undertaken, implemented and completed several infrastructural projects in the areas of: (i) energy production, (ii) potable water, (iii) sports facilities, (iv) transport, (v) urban mobility and housing, and (vi) telecommunications.

A. Improving energy supply

The development of energy production, which aims to support the industrial policy and sustainably satisfy household demands, gained momentum during the 2011-2018 seven-year period. Several projects have been implemented and completed, others are underway.

1. Completed projects

These involve the following major projects, whose implementation rate ranges between 90 % and 100 %.

a- Memve'ele Hydroelectric Dam

The Memve'ele hydroelectric dam is one of the major infrastructural projects implemented during the 2011-2018 seven-year period. It is located in Nyabizan, a small town in the Ma'an Sub-Division, Ntem Valley Division, South Region, 300 km from Yaounde.

With an estimated capacity of 211 MW, its provisional acceptance took place on 8 February 2018, following the partial watering of the dam on 15 August 2016.

The completion of works will enable this infrastructure to absorb the energy deficit on the Southern Interconnected Grid as a back-up to the Song Loulou obsolete dam.





b- Lom Pangar reservoir dam

This dam is on River Lom, north of Bertoua town in the East Region of Cameroon.

With a capacity of 30 MW, the Lom Pangar Dam will help to complete the regularisation of the Sanaga, to optimise the production of existing power plants, and create favourable conditions to promote the development of new downstream sites.

The Lom Pangar dam will increase the regulated flow of the Sanaga to over 1 000 m³/s upstream of the Song Loulou, to saturate the design flow and increase Edea's production during low-water levels. The two projects will generate a total production of 160 MW.

To date, 95% of the dam has been constructed.

d- Kribi gas plant

The Kribi gas plant is situated at Mpolongwe, about 9 km north-east of Kribi, with a total surface area of 16 ha. With an installed capacity of 216 MW and a transmission line of 225 Kv. It started producing in May 2013.

Extension works are underway and should increase the capacity of this infrastructure to 330 MW, thereby reducing the structural deficit of the country's energy supply..



e- Extension and modernisation of the SONARA Limbe refinery

The SONARA extension and modernisation works which started in 2010 are estimated at 90%. They aim to increase the processing capacity (from 2 000 000 to 3 500 000 tons per year), improve the structure's technology profile, and increase electricity production capacity from 9 to 16 MW.

f- Ndogpassi gas processing plant

The Logbaba-Ndog-Passi natural gas processing unit, which is the fruit of public-private partnership between the National Hydrocarbons Corporation (SNH) and Rodeo Development LTD, was inaugurated by the Head of State on 15 November 2013 in Douala. It supplies fuel to 28 industrial companies in the economic capital of Cameroon (Cameroon Brewery Company, Guinness Cameroon, Chococam, Cicam, EneoCameroon, etc.)

This plant represents a total investment of about CFAF 50 billion, which has created 100 direct jobs, with a daily production of about 1.4 million m³..



c- Mekin Hydroelectric Dam

The Mekin hydroelectric dam is situated over the river Dja in the Dja and Lobo Division, South Region. This dam falls in line with the implementation of the Electricity Sector Development Plan (PDSE 2035), particularly the development of the Southern Interconnected Grid, thanks to the development of mining projects and population increase.

The dam has an installed capacity of 15 MW with a transmission line of 110 KV.

The contract for the implementation of this project was signed on 25 October 2010 as an engineering procurement and construction (EPC) or turnkey project, with the China National Electric Engineering Corporation (CNEEC), for close to 25 billion CFA francs, co-financed by Cameroon to the tune of 15% and Eximbank of China, to the tune of 85%.

To date, the project has been completed.



g- Construction of the Mvomeka'a mini-solar power plant

This project falls in line with the vision to strengthen energy supply and sustainable development by using renewable energy. Construction works for the Mvomeka'a mini-solar plant have been completed and the plant was commissioned in August 2015.



2. Ongoing projects

a- Project for the electrification of 186 localities in the 10 Regions of Cameroon through solar energy

Government has allocated CFAF 16 billion for the implementation of this project, which kicked off in 2016.

In addition to the mini-solar plant inaugurated in Mvomeka'a in the South Region, the first photovoltaic power plant in Cameroon was inaugurated on 29 November 2016 in the Ngang locality, Mefou Afamba Division.



The project's first phase, involving 59 sites, shall benefit over 25 000 households and contribute to promote the use of energy in rural and inaccessible areas. Each locality shall have a production capacity of 12 MW. This is the first project of this scale to be carried out in Cameroon in the area of solar energy. It will enable the country to diversify its energy mix, with solar, wind and biomass currently representing barely 1% of total production.

The second phase of this project which started in 2017 will benefit 184 localities.

b- Construction of the Kribi hydrocarbons terminal

The overall implementation rate of this project stands at about 25 %.

c- Construction of a 1000 m³ cooking gas storage facility at Nsam, Yaoundé

The construction work is complete. The commissioning of the facility took place on the 25 November 2016.

d- Song Dong

This project aims to construct a 270 MW hy-

droelectric dam in Songdong, in the Sanaga Maritime Division, Littoral Region, for an estimated cost of CFAF 375 billion. It falls in line with the plan to develop the electricity sector.

Government signed a commercial contract on 19 January 2015 in Yaoundé, with Hydro China International, for the development of this project in the Centre Region. This dam will have a 270 MW hydroelectric plant and 75-km 225-KV double circuit transmission lines.

e- Installation of 270 solar lamps in 11 localities in the Centre and South and construction of mini-solar plants in 4 localities for a total capacity of 21.35 kw

Work is underway..

f- Electrification of 166 rural areas thanks to photovoltaic solar energy

- Work is underway with the recruitment of the control engineer (INTEGC SARL, BRETCAM SARL) in April 2017 ;
- 130 persons have been trained (Engineers, Technicians and Commercial Agents) in between March and April 2017;
- Solar power plants and distribution lines are being constructed in 166 sites ;

g- Electrification of at least 83 new localities in the 10 Regions

Electricity is already commercialized in 83 localities with 4 166 households already connected since April 2018. We have a realisation rate of 100 %.

h- Electrification of the entire territory

Work is underway, financed by REA/OFID.

3. Planned projects

a- Rehabilitation of the Songloulou hydroelectric plant

Government has committed to mobilise CFAF 11 billion to rehabilitate the Songloulou hydroelectric plant, the most important hydroelectric plant in Cameroon. Situated 150 km from Douala, this power plant has a capacity of 388 MW, for an average river flow of 2 100 m³/s and a storage capacity of 10 Mm³.

Inaugurated on 14 November 1981, the Songloulou hydroelectric plant has cracks due to the ageing of installation equipment and deterioration of the dam's retaining walls..

b- Upstream Natchtigal

The development protocol agreement related to the Upstream Natchtigal hydroelectric project, with a capacity of 420 MW, is being finalised, which will enable the launching of work.

Situated on the River Sanaga, 65 km from Yaoundé, this project involves the construction of roller-compacted concrete (RCC) dams, a power canal, a hydroelectric plant with seven (7) 60 MW generators and an energy transmission line to Yaoundé.

c- Construction of the Grand Eweng production

This dam christened "Grand Eweng" will cost

CFAF 1500 billion and generate 1800 megawatts of energy in Cameroon by 2025.

Situated on the River Sanaga close to the Kan locality in the Sanaga Maritime Division and Dibang in the Nyong-and-Ekelle Division, this project aims to construct the fourth largest dam in Africa by Hydromine, an American company, which intends to invest 3 billion dollars (CFAF 1500 billion) in the project.

According to the schedule of this American company, the Grand Eweng Dam could be completed by 2025. CFAF 14 billion has been allocated for feasibility studies and results are already available. There are plans to sign a contract in 2018 for the purchase of electricity from the 10 turbines of the plant's 180 MW and the final work will be handed over to the State of Cameroon after 30 years.

d- Menchum

Government has launched the construction of the Menchum hydroelectric dam, in the North-West Region of the country. With a production capacity of 72 MW, this dam will cost approximately CFAF 162.5 billion and will be constructed by CEW (the Chinese company constructing the Lom Pangar) following an agreement signed on 3 June 2013.

This project includes a power transmission line of



72 km between the localities of Wum and Bamenda.

To date, final design studies are almost complete, as well as the evaluation of property dispositions by construction works.

e- Construction of pipelines for petroleum products between Limbe-Douala-Edea-Yaoundé and Limbe-Bafoussam-Bamenda

This project has been undertaken through the construction of pipelines for the transmission of petroleum products between Limbe-Douala and Edea-Yaounde. To date, basic engineering studies have been completed as well as the first phase of final design studies and pre-qualification questionnaire.

The completion of financing and negotiation of agreements have been initiated.

f- Construction of a petroleum storage facility in Bakassi with a capacity of 15 000 m³ of liquid products, 6 000 m³ of diesel, 6 000 m³ of premium and 3 000 m³ of kerosene.

Feasibility studies for the project have been completed and pre-qualification questionnaires are underway. All the projects mentioned above, some of which have been completed and others underway, will help to absorb the electricity deficit observed throughout the national territory.



The projects undertaken by Government have enabled it to measure the gap to be filled to ensure the emergence of our country by 2035 and fulfil the will of the Head of State, who stated, on 15 November 2013 in Douala, just before cutting the symbolic ribbon to mark the official opening of the Logbaba-Ndogpassi natural gas processing unit, that “energy is the queen of the battle for development and progress. Together, we shall win this battle”.

The same holds for the reduction of the potable water deficit.

B. Strengthening potable water production infrastructure

With a view to increase the supply of potable water in urban and rural areas, aimed at sustainably satisfying the demands of companies and households, several projects have been implemented and others are underway.

1- Completed projects

a- Supply of potable water in Yaoundé from the Mefou

Work is 100% done and the treatment plant has been injecting 50,000 m³ of potable water per day into the network since 2015.

b- Supply of potable water in 4 towns: Sangmelima, Kribi, Bamenda and Bafoussam

90 % of the work has been completed in Sangmelima, 60% in Kribi, 55 % in Bamenda and 90% in Bafoussam..

c- Supply of potable water in Douala from the River Mungo in Yato

The first and second phases of works have been completed, which implies the potable water supply in the Douala network is supplemented by 150,000 m³/day.



2- Ongoing projects

a- Construction of 3,000 bore-holes in the Adamawa, Far-North and North

The first phase of this project which concerns the construction of 588 bore-holes began ten months ago and is on course. The realisation rate as of now is estimated at 30 %.



b- Continuing the implementation of the potable water supply project in Yaoundé, Edea, Bertoua, and Ngaoundere.

Work on lots 1 and 2 has been completed, it concerned the rehabilitation of the Mefou treatment and Nkolbison storage facilities and the renovation of pipelines to Yaoundé. Work is at 90 % realization. Work on the three other towns will begin soon.



c- Rehabilitating and strengthening potable water supply networks in Sangmelima and Ebolowa in the South Region

Work is underway and this rehabilitation will provide an additional 7 000 m³ of water per day.

d- Works to expand the Akomnyada plant

Work has been completed and the plant is injecting 55,000 m³ of water per day into the Yaoundé network since 2017.



e- Rehabilitating and strengthening drinking water supply networks in 52 centres

The first, second, third, fourth and fifth phases of this scheme which concern 32 localities have been completed. The C1 and C2 phases are underway.

f- Project to supply potable water in Mokolo and in the Minawao refugee camp in the Far-North

Work has been completed.

g- Construction of 900 boreholes and 19 potable water supply networks in the 10 Regions of the country

Work is almost completed and stands at 90 % with 700 boreholes and 19 potable water supply schemes operational.

h- Supply of potable water and sanitation within Rural areas

Project is completed with :

- 95 potable water supply systems in Four Regions (NW, SW, W, S) ;
- Construction of 326 modern toilets in public places and 1 332 pit toilets for individuals.

3- Planned projects

a- Supply of potable water in Yaoundé from the River Sanaga

To absorb the potable water production deficit which is evaluated at about 150 000 m³/day, the Government has initiated the project to strengthen the supply of potable water in Yaoundé and its environs from the River Sanaga in Batchenga, situated in the Lekie Division, Centre Region.

With a production capacity of 300,000 m³/day, this large-scale project is mainly financed by the People's Republic of China and monitored by a

C. Development of sports infrastructure

To increase sports infrastructure in general and ensure the organisation of the women's Africa Cup of Nations (AFCON) in 2016, and the men's Africa Cup of Nations in 2019 in particular, several sports infrastructure have been rehabilitated and constructed; others are being completed.

1- Completed projects

i. Limbe Omnisport stadium

The Limbe 20,000-capacity stadium was constructed in 2012 in the Ngeme neighbourhood along the SONARA road, about eight kilometres from the urban centre. The cost of work stands at about CFAF 17 billion.

This turnkey project constructed by China National Machinery and Equipment Import and Export Corporation (CMEC), is designed in such a way that spectators have no unplanned contact with athletes.

The stadium meets the new FIFA standards, notably: a natural grass pitch; a running track; access ways for the disabled and adapted toilettes; specific zones reserved for journalists, delegations and personalities, event organisers and athletes etc.

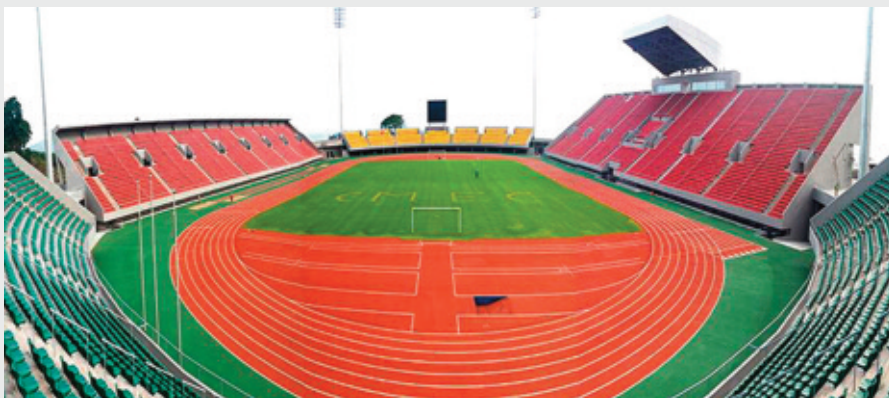
Steering Committee established by the Prime Minister, Head of Government.

Detail preliminary studies of the said project are being completed, preliminary work has been launched and the completion of financing should enable the start of works which will last at least 28 months. This means that by 1 January 2020, Yaoundé and its environs should receive from the Sanaga, a supplement of 300,000 m³ of water per day, extensible to 400,000 m³/day.

b- Construction of water supply systems in 30 secondary towns and/or 100 boreholes per Region

This project falls in line with the Three-year Emergency Plan. It shall benefit from a partial financing of CFAF 35 billion granted by ECOBANK.





ii. Stade Omnisport de Bafoussam

The Bafoussam 20,000-capacity Omnisport stadium was constructed in 2015 in Kouekong District, about sixteen kilometres from the urban centre.

This turnkey project constructed the China National Machinery and Equipment Import and Export Corporation (CMEC) was so designed that spectators have no unplanned contact with athletes.

Inaugurated on 30 April 2016, this stadium complies with FIFA standards and notably

has: a natural grass pitch; a running track; 28 exits; giant screens; access ways for the disabled and adapted toilettes; specific zones reserved for journalists, delegations and personalities, event organisers and athletes etc.



iii. Ahmadou Ahidjo Omnisport Stadium

Constructed in 1976, the 38,000 capacity Ahmadou Ahidjo Omnisport Stadium underwent internal and external rehabilitation for an estimated cost of CFAF 4 billion.

Thus, the stadium's capacity increased to 42,000 seats; with existing zones rehabilitated; the field and tribune repaired; new buildings constructed; all its electrical installations renewed; 2,000 parking places constructed; and a canopy constructed above the presidential tribune.



iv. 1 and 2 Annex Stadiums of the Yaoundé Omnisport Stadium

The annex stadiums of the Yaoundé Omnisport Stadium henceforth have the required play areas and stands of about 300 seats. They host first and second division championship matches in the Centre Region and the female football championship.

v. Yaoundé Military Stadium

Renovated to FIFA standards at total cost of CFAF 3,221,177,425, the Ngoa-Ekelle military stadium in Yaoundé is 100% rehabilitated, to especially serve as a training field during international competitions.

It has: a new pitch, 2 stands with 1 000 seats each, changing rooms behind stand A; shops constructed behind stand B; installation of electrical equipment and internet connection; a fence; parking places; and street lamps etc.



vii. Buea Municipal Stadium

The Molyko Stadium in Buea was rehabilitated to FIFA standards for CFA F 4,306,072,882.

Rehabilitation works, carried out by GRESCERAM, concerned earthwork on platforms (lanes, field, buildings), external rehabilitation, installation of external lighting system to light up the stadium's surroundings, construction of a borehole and sprinkler system, construction of stands with a capacity of 2000 seats with an enclosure wall, and changing rooms to enable players to dress before moving to the pitch.



viii. CDC Middle Farm Stadium in Limbe

The rehabilitation of this training stadium by the Chinese Tianyuan Construction Group, according to FIFA standards, was carried out as part of the national programme to develop sports infrastructure.

2- Ongoing projects

i. Construction of the Olembe sports complex

The Olembe sports complex which is expected to be delivered in 2018, has a stadium of a capacity of 60 000 seats which should host the AFCON 2019 matches.

The construction of this facility for a sum of CFAF 163 billion is co-financed by the Italian bank Intesa San Paolo and the Cameroonian State. The first contingent of pre-fabricated materials, 6500 tons, has arrived.



ii. Construction of the Japoma sports complex in Douala

Situated in the Douala 3 Municipality, the Japoma sports complex which covers about 48 hectares is being constructed by the Turkish company, Yenigün Construction Industry with its 650 employees.



It is expected to be delivered on 20 September 2018, especially with regard to the competition stadium with covered stands and terraces of a capacity of 50 000 seats and 2 training grounds of a capacity of 1000 seats each with uncovered terraces.

Moreover, this Complex whose construction is evaluated at CFAF 140 billion should have a covered gymnasium with a capacity of 2000 seats, an Olympic swimming pool with eight lanes covered with various pools of 1000 seats, 2 basketball courts, volleyball courts, 4 tennis courts and a 37000 m² parking area.

iii. Rehabilitation of the Douala Reunification Stadium

The Reunification Stadium which has a capacity of 40 000 places is being rehabilitated as part of financing worth CFAF 62.5 billion, obtained by the Government from the Standard Chartered Bank of London, to construct sports infrastructure in Cameroon, in view of AFCON 2019.

iv. Rehabilitation of the Mbappe Leppe Stadium in Douala

The rehabilitation of the Mbappe Leppe Stadium in Douala to international standards is ongoing by the French company Alcor Equipements. Work has resumed after a five-month interruption period.

This stadium which will serve as a training field will have a 4000-seat VIP stand, a natural grass pitch, modern changing rooms, electricity and drinking water supply.

v. Rehabilitation of the Roudé Adjia Stadium in Garoua

Rehabilitation works for the Roudé Adjia Omnisport Stadium in Garoua started on 1 January 2016. This stadium shall host AFCON 2019 matches.

The capacity of this stadium will therefore be increased from 15,000 to 20,000 seats, its turf pitch will be replaced by natural grass, and its irrigation and lighting system will be improved.

vi. Rehabilitation of the CENAJES Stadium in Garoua

The rehabilitation of the Garoua CENAJES stadium is underway, with a view to ensure compliance with international standards.

vii. Rehabilitation of the Bafoussam Tocket Stadium

The rehabilitation of this 30,000 capacity stadium is ongoing, for a total of CFAF one billion two hundred million



D- Improving road, air, maritime, and rail transport infrastructure and services

The movement of goods and persons remained high on Government's agenda during the completed seven-year term. Road transport services were improved, air transport was made more fluid with the contribution of the national airline company. Maritime transport experienced dramatic changes especially with the commissioning of the Kribi seaport and improvement of service quality at the Douala seaport. Rail transport became denser despite difficulties encountered following the Eseka train accident, for which appropriate solutions were found.

1- In the road transport sector

The road network was strengthened with the construction of 1430 km of paved roads, the rehabilitation of 940 km of paved roads, the rehabilitation of 6 major projects, the construction and rehabilitation of 1000 small projects and the purchase of 120 new civil engineering equipment.



The following major projects were completed:

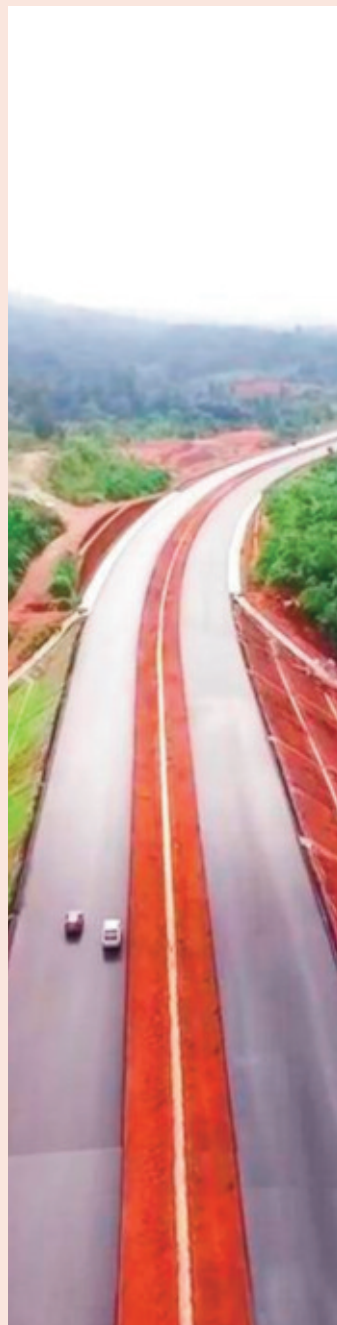
- construction of the Ayos-Abong-Mbang-Bonis road, which is 191 km long;
- construction of the Obala-Batchenga stretch (80 km) of the Obala-Batchenga-Nkolelssong-Bouam road;
- paving of the Bamenda – Enugu corridor, including 3 sections:
 - Bamenda-BachuoAkagbe – Mamfe-Ekok road (147 km);
 - Bamenda Batibo – Numba road (64 km);
 - Numba – BachuoAkagbe road (52 km);
- construction of the Foumban-Manki road (40 km);
- construction of the Zoetele-Nkolyop road (30 km);
- construction of the Garoua Boulai-Nandeke road (80 km)-Mbere-Ngaoundere (254 km for a total of CFAF 41,926,369,248);
- construction of east entrance to Douala (15.5 km);
- construction of the west entrance to Douala (13.09 km);
- construction of the Ndop-Kumbo (50.5 km);
- construction of the Djoum-Mintom (98.85 km);
- construction of the Kribi-Mboro road (38.5 km), access road for the deep sea port;
- construction of the Yaounde-Olama road.

At the level of engineering works, we can note, among others :

- the construction of the second bridge over the Wouri in Douala;
- the reconstruction of the MAYO BOULA à SALAK bridge;
- the construction of a new bridge over the LO-KOMO, Yokadouma–Moloundou road;
- the construction of a bridge over the river Makombe in Madip.

Other major large-scale road projects have started This specifically concern :

- the construction of the Douala-Yaounde motorway (196 km). Phase 1 of the said project (Yaoundé- Bot-Makak), 68.3 km long, is being constructed for a total of CFAF 345.8 billion;



- the construction of the Edea – Kribi, Lot 1: Kribi-Lolabe (43 km) for a total of CFAF 250 Billion Net of taxes;
- the construction of lot 2: Nkolssong-Nding (98 km) of the Obala-Batchenga-Nkolelssong –Bouam stretch;
- construction of lot 3 : Nding-Mbgaba (40 km) of the Obala-Batchenga-Nkolelssong-Bouam stretch ;
- the construction of the Mengong-Sangmelima road (74 km);
- the construction of the Sangmelima-Bikoula road (65 km) and bikoula-Djoum road (38 km);
- the construction of the Mintom-Lele road (67.5 km);
- the construction of the Lele-Ntam and Ntam-Mbalam road (53km);
- opening up agricultural basins in the West, Lot 1: Mbouda-Batcham-Baleveng, Balesing-Batcham and Mboud-Galim, Lot 2: Bangangte-Foumbot and Foumbot-Bamnjing-Galim;
- the construction of the Manki-Pont de la Mape road 925.8km);
- the construction of the Batchenga-Ntui-Makim-Yoko-Lena-Tibati road (6 lots with a linear total of 280.1 km)..



Concerning rehabilitated roads, we can note the following projects:

- Loum – Nkongsamba – Pont in the Nkam (68 km);
- certain sections of the Yaounde – Bafoussam – Bamenda road (102.4 km);
- Ngaoundere – Garoua (10 km of the cliff rehabilitated + 9 engineering structures widened);
- Ngaoundere – beginning of the cliff 25 km rehabilitated + maintenance of the fine section of the Garoua cliff);
- Fighil – Magada – Moutouroua (72 km);
- Yaounde – Mbalmayo – Ebolowa (65 km rehabilitated and 71 km maintained);
- rehabilitation of the Dja stretch (79 km).

The following rehabilitation projects are underway :

- Maroua-Mora (61.43 km)
- Mora-Dabanga-Kousseri (205 km)
- Yaounde-Ebebe-Kalong (63.75 km)
- Kalong-Tonga (67 km)
- Tonga-Bafoussam-Babadjou (110.24 km)
- Ring road lot 1: Kumbo-Nkambe-Ndu-Misaje, Lot 2: Misaje-Sabonguida-Nigeria Border, Lot 3: Nkor-Lassin-Kamala-Misaje, Lot 4: MisajeWei

2- In the air transport sector

Following the CAMAIR-Co inaugural flight on 26 March 2012, Government increased the national carrier's fleet by acquiring :

- 3 Chinese-made MA60 aircrafts;
- the acquisition of 2 Boeing 787 aircrafts for CAMAIR-CO is also underway.

- within the framework of its campaign slogan "Cameroon First" Camair-co has densified its domestic flight schedule by flying destinations such as Yaounde, Douala, Garoua, Maroua-Salak, Ngaoundéré, Bafoussam-Bamoungoum, and Bamenda.

At the infrastructural level,

Government launched the Airports Rehabilitation and Modernization Programme which resulted in the rehabilitation of the Maroua-Salak, Garoua, Douala, and Bafoussam airports. The Bafoussam airport thus received its inaugural flight on 14 October 2016.

Regarding airports,

- Government constructed security fences of the Yaounde-Nsimalen and Douala international airports, as part of the regional project for civil aviation security.
- Also, the runways of the Douala International airport were rehabilitated as part of its certification process.

Regarding CCAA,

- there has been the construction of an inspection and screening post at the Maroua-Salak airport, and the preparation of a luggage sorting area.
- Furthermore, there was the commissioning of three (3) automatic aeronautic weather stations in Maroua-Salak, Bamenda, and Bafoussam-Bamoungoum.

3- The Maritime Transport Sector

The development of port activity is a key component of Government's strategy. This is due to:

- the strategic position of Cameroon in the Gulf of Guinea, with direct access to the sea;
- the increasing reluctance of landlocked countries to use Cameroon as a transit ground for their goods.

Accordingly, Government has started modernizing the Douala seaport and developing other port infrastructures such as the Kribi deep-sea port, the Limbe deep-sea port, and the Garoua river port.

a- Modernization of the Douala Port

Several actions to modernize the Douala port were initiated by Government and the Directorate General of the Douala Port Authority (PAD), on the instructions of the President of the Republic.

These actions include: the improvement of the quality of services offered ; the acquisition of a dredge with a capacity of 2,500 m3 ; the implementation of a large-scale investment programme; the removal of wrecked ships ; the draping of piers, wharfs and docks ; the reconstruction of oil dolphin structures ; ensuring the physical security of the port of Douala/Bonaberi ; the provision of water supply ; the creation of roads to facilitate movement within the port ; the creation of a bypass area in the Douala port area ; the rehabilitation of the shipyard - Base Elf access road ; the construction of waiting areas for lorries and storage areas in the port area ; the arrival of new stilts ; electrification projects ; the construction of a barrier with a video surveillance system ; the modernization of the fishing port ; the modernization of the fruit terminal, etc.



In addition, PAD acquired a third gantry crane to increase vessel-handling speed. New rates were introduced in the port of Douala on 1 January 2018 in an effort to modernize the port and improve its competitiveness.

b- Construction of the Kribi Deep Seaport



Located in Lolabe in Kribi, the first phase of the Kribi Deep Seaport (PAK) project (container terminal and multi-purpose terminal) was received in April 2015. Its extension should last five (5) years with the addition of specific terminals for iron ore (2 million tonnes per year), aluminium (60 to 350,000 tonnes per year), hydrocarbons (335,000 tonnes per year), aluminium oxide, minerals, liquefied natural gas, etc.

The Kribi Deep Seaport is expected to become Cameroon's largest port due to its capacity and the diversity of its terminals. This will impact on industrialization and mining projects, as well as the import of raw materials for local industries.

Following the establishment of its managing bodies, the Kribi Deep Seaport has already received several ships, including those transporting its construction equipment.

c- Construction of the Limbe Deep Seaport

The Cameroon-Korea consortium of the Limbe Port Industrial Development Corporation (LIPID) and Afko is currently in the early phase of building the Limbe Deep Seaport. According to projections, this port will be specialized in the transportation of hydrocarbons and agricultural products.

The construction cost of this port is estimated at CFAF 400 billion. When completed, it shall be capable of accommodating vessels with a capacity of 30 thousand tonnes, this port will increase trade between Nigeria and Cameroon and boost traffic between West and Central Africa.

4- The Rail Transport Sector

In an effort to boost the rail transport sector which has not experienced significant development since the fall of the former REGIFER-CAM, Government adopted a National Railway Master Plan (PDFN) in 2012.

This plan includes 32 new railway lines. Of these lines, the following routes will be prioritized in the short and medium terms:

- Mbalam-Kribi (516 km) ;
- Edéa-Kribi (140 km) ;
- Douala-Limbe (72 km) ;
- Ngaoundere-Douala (907 km);
- Douala-WUM (350 km);
- Mbanga-Kumba (21,3 km) ;
- Ngaoundere-Kousseri (681,5 km);
- Bertoua-gamboula (182 km) ;
- Mora-Nigeria border (35 km) ;
- Bafoussam-Foumban (69 km) ;
- Bamenda-jakiri (75 km) ;
- Mintom-ngoyla (119km).

Detail studies on the Douala-Limbe and Edea-Lolabe, Kribi routes are being finalized. Meanwhile, discussions with the Republic of Chad are ongoing for the extension of the national rail network from Ngaoundere to Moundou.

Parallel to these development projects, the existing network is being upgraded and rehabilitated. The Batchenga-Ka'a section (175 km) was rehabilitated, as was the Douala-Yaounde line.

As concerns rolling stock, Government acquired 6 locomotives and 55 new passenger coaches. These acquisitions resulted in the commissioning of Intercity to facilitate the flow of traffic between Douala and Yaounde.

However, Government's efforts to improve the rail transport of passengers and goods were blighted significantly by the Eseka railway accident on 21 October 2016.

Since then, Government's priority has been to hand back control of rail transport to the State. All the victims of the accident received assistance, and the Head of State made a special allocation to supplement the compensation provided for by the regulations in force.

Furthermore, Government is actively working to procure new equipment for passenger transport, including 9 locomotives and 5 coaches.

Government also proceeded to revise CAM-RAIL's contracts due to its involvement in the Eseka rail accident, in order to ensure greater rail transport safety for citizens.

5- In the area of meteorology

Regarding the densification of the national meteorological network, there has been platform developments and the installation of 20 automatic meteorological stations which were a gift from Japan. Furthermore, other meteorological stations are being developed across the country (Banyo, Batouri, Yaounde, Bafia, etc).

Regarding the modernization of the system to collect and process meteorological data, the digitalization of meteorological archives is underway.

Other activities in the area of meteorology include the direct recruitment of 30 assistant technical agents of meteorology in 2013, and the hosting of the headquarters of the Application Centre for Weather Forecasts in Central Africa (CAPC-AC) in Douala.



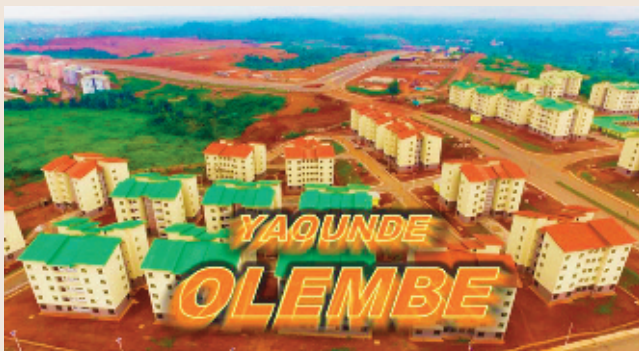
E- Quantitative and qualitative improvement of urban transportation and real estate infrastructures

Government's actions in this sector focused on improving the living standards of the population by opening up neighbourhoods, providing access to transportation and basic amenities, providing decent housing for the greatest number of people, and contributing to the integration of urban youth in need of help.

1- Improvement of Urban Roads

During the seven-year term, the following projects were either started or completed. They are :

- Development of the eastern entrance to the city of Douala (19.2 km, phase 1);
- Construction of the Yaounde-Nsimalen motorway ;
- Rehabilitation of roads in Buea ahead of the celebration of the fiftieth anniversary of Reunification;
- Rehabilitation and installation of public lights on 113.88 km of secondary roads in Yaounde and Douala;
- Construction of 17.4 km of access roads and 60,000 m² of parking lots and green areas around the Limbe Omnisport Stadium as a prelude to the 2016 Women's AFCON;
- Construction of 240 public lights and 60 boreholes, development of 17,362 m² of public places and squares in Bafoussam, Bertoua and Garoua;
- Completion of Ministerial Building No. 1;
- Construction of access roads and car parks around the new Olembe stadium in Yaoundé as a prelude to the AFCON 2019



2- Construction of Social Houses

A large-scale programme for the construction of 10,000 social houses was launched in the country's main cities. The programme involves:

- the construction of 4,500 houses in Douala;
- the construction of 4,500 houses in Yaounde;
- the construction of 50 houses in Kribi;
- the construction of 50 houses in Limbe;
- the construction of 50 houses in Edea;
- the construction of 150 houses equally distributed between the university towns of Dschang, Bangangte and Soa;
- the construction of 300 houses in six divisional headquarters.

To date, approximately 1,250 houses have been built, that is, 650 in Douala and 600 in Yaounde. 400 houses are being completed in Yaounde and Douala. Contracts have already been signed with interested citizens and construction works are ongoing on other sites.

F- Development of posts and telecommunications

In accordance with the Vision of the President of the Republic, Government's action in this key sector of the economy during the 2011-2018 term mainly focused on: promoting easy access to basic telecommunications for all citizens, setting up modern postal services and popularizing Information and Communication Technologies (ICTs) with a view to reducing the digital divide, building an information society, and developing the digital economy in a secure environment.

1- Revitalization and Modernization of the Postal Sector

Government set out to modernize the production equipment of the Cameroon Postal Services (CAMPOST) through the E-post project. This project facilitated the deployment of 710,258 km of optical fibre across the national territory to interconnect post offices and provide users with new services at appropriate quality levels.

In addition to innovative services such as e-commerce (the online management of parcel post), the E-post project helps to improve the security of postal services through a network of video surveillance, and foster the implementation of e-governance by hosting Government's applications.

2- Securing Electronic Communications Networks and Information Systems

A public key infrastructure has been created to secure telecommunications and protect users of electronic communications.

Thus far, the application enables :

- online payments (such as the One-stop Shop for External Trade Operations - GUCE);
- online public procurement with the Ministry of Public Contracts;
- company staff declarations and contributions to the National Social Insurance Fund.

3- Development of Electronic Communications Infrastructures

Government implemented a digital development policy by developing broadband infrastructures, thus guaranteeing broadband access throughout the country and very high-speed broadband access for some priority areas. This is to increase the use of digital technology by businesses and citizens and improve connectivity with countries in the Central African sub-region.

The major accomplishments in this area thus include :

- * **Improving access to the information highway by building landing points for submarine fibre optic cables:**

Submarine fibre optic cables are an essential resource for the provision of telecommunications services, especially Internet access.

Before 1 July 2015, Cameroon had only one submarine cable, the SAT3, which was commissioned in 2002. However, given that this cable can no longer keep up with the capacity needs and ambitions of Cameroon and the sub-region, Government has undertaken measures to diversify international broadband access and safeguard the SAT3 cable.

Negotiations with some multinationals are underway for the construction of landing



points for their submarine cables on the Atlantic coast of Cameroon, to substantially increase connectivity. This will increase internet connection rates and significantly reduce the cost of access to electronic communication services.

The arrival of these cables has also permitted Cameroon, through attractive interconnection prices paid by neighbouring countries, to generate significant income through the marketing of Internet and data traffic in the region. This ranks Cameroon second after Nigeria, in terms of international connectivity.

To date, a second cable, the WACS (West Africa Cable System of the MTN group), has been commissioned, with its landing point in Limbe in the South West Region. The installation works of the ACE (African Coast to Europe) and Main One cables are currently being completed. The landing points of both cables have already been constructed in Kribi. The construction of a submarine optical fibre cable connecting Cameroon to Brazil, initiated by CAMTEL in partnership with CHINA UNICOM for a total cost of 280 billion FCFA, is also being completed.

*** The expansion of the national fibre optics backbone, as part of**

4- Construction and equipment of community multipurpose telecentres.

Between 2011 and 2016, Government committed CFAF 2,791,338,216 to the construction and equipment of over 150 telecentres in 150 localities in the ten regions of the country. The purpose of these centres is to facilitate access to communication, IT and audio-visual services at affordable prices for populations in remote, rural and peri-urban areas.

the ongoing project to create a network which covers the whole national territory:

The President of the Republic authorized MINEPAT, by Decree No. 2014/476 of 2 December 2014, to sign a loan agreement of about CFAF 41,040 billion with EXIMBANK of China, to fund the National Fibre Optics Backbone Expansion Project. This project added 3,900 km of fibre optics to the 5,141 km linear line Cameroon received at the end of the first phase of the national backbone project in 2012. This linear line had resulted in the construction of a national backbone of 3,200 km of fibre optics linking the country's regions and Chad to the SAT 3 submarine fibre optics cable.

- The interconnection of regional headquarters and other fibre optics urban centres through the construction of metropolitan optical loops to facilitate Internet access for the population: Douala - 51 km, Yaounde - 60 km, Maroua - 37 km, Limbe - 36 km, Bafooussam - 17 km, Bamenda - 27 km, Bertoua - 14 km, Ngaoundere - 26 km, Garoua - 18 km, Ebolowa - 12 km);
- The rehabilitation of post offices, such as that of NKWEN-BAMENDA, whose rehabilitation cost was CFAF 300 million.



Major social, cultural, health, educational and sports accomplishments



Government paid special attention to the social contract entered into by President Paul BIYA and the Cameroonian people after the 2011 election. The Greater Accomplishments programme is the concretization of this contract.

As a matter of fact, the desired improvement in economic performance is, first and foremost, intended to ensure a fairer social redistribution of the benefits of growth. Thus, the intention is to create more wealth, more <decent jobs and provide more social infrastructure to reduce poverty and facilitate progress, in keeping with the Sustainable Development Goals.

Hence the shift from a means-

based budget to a budget based on objectives and results, and focused on the implementation of projects with high social impact.

Gradually, the Major Social and Cultural Accomplishments are being revealed and testify to the unshakable determination of public authorities to work towards all-round and inclusive development in Cameroon.

Projects undertaken by Government during this seven-year term (2011-2018) in the health, education, vocational training, sports infrastructure, arts, culture and tourism sectors have had a major economic and social impact.

These projects are the materia-

lization of the commitments made by the Head of State before the 2011 presidential elections and during the last seven years.

In fact, the fourth Cameroon Household Survey (ECAM-4) conducted in 2014 revealed that the poverty rate at 37.5% had dropped by 2.4 percentage points compared to 39.5% in 2007, and 40.2% in 2001. This development comes as a result of a real annual economic growth rate, although below GESP projections, of 4.7 % from 2010 to 2014.

However, the persistence of disparities in the redistribution of wealth explains the growing inequalities between the poor and the rich.

1. Health



A. Improving health care

In keeping with the guidelines of the Growth and Employment Strategy Paper, the Health Sector Strategy focused on the following priority areas: the health of mothers, children and teenagers; the fight against disease and health promotion; the development of health districts; the improvement of governance and of staff working conditions.

Thus, during the seven-year term, the health sector was enhanced through the construction and equipment of health facilities, with expertise and top-notch specialized platforms to administer quality health care to citizens.

This is the case with the Sangmelima Referral Hospital, CHRACER, the Yaounde Emergency Centre, the Douala Gynaeco-Obstetric and Paediatric Hospital, etc.



B. Strengthening the fight against disease

Generally, the prevention and fight against pandemics and endemic diseases continued during the seven-year term.

Government's target in 2017 was to reach a 90 % vaccination coverage rate against diphtheria, whooping cough, tetanus and hepatitis B. At the end of June 2017, this rate stood at 82 %.

In addition, in 2015, as part of the fight against malaria, Government acquired close to 12,653,657 long-lasting insecticide-treated mosquito nets (LLINs) to be distributed free of charge to all households in the country in three phases. Thus, 2,501,442 LLINs were distributed in the East, North-West, South and South-West Regions in 2015. The remainder was distributed in the other six regions over the first six months of 2016;

C. Government support to the under-privileged

The implementation of two fruitful partnerships was also recorded: MERCYSHIPS to provide care in 3,000 complex surgery cases between August 2017 and June 2018 aboard the hospital ship, and train 78 eye-care students; and ORBIS which provided eye-care to 235 patients aboard the flying eye hospital.



In addition to studies to achieve universal health insurance coverage, the implementation of the National Strategic Plan to fight against HIV/AIDS between 2014 and 2017 produced the following results :

- 224,843 people living with HIV were placed on antiretroviral treatment in June 2017, an 8% increase from January 2017;
- 19,937,082 condoms, 17,571,223 male and 2,365,859 female, were distributed.



II. Education and vocational training

From 2011 to 2018, education provision has greatly improved and is much more diverse. The main guideline in this domain is the professionalization of teaching with a view to greater employability of the products of our education system.

Given that human capital formation is a catalyst for wealth creation, Government made significant investments to develop and strengthen the different levels of education.

Thus, **CFAF1,201,248 billion** was invested in this sector during the seven-year term, as indicated in the table below.

YEAR	MINESUP	MINESEC	MINEFOP	MINEDUB
2013	32 265 000 000	182 155 000 000		142 078 000 000
2014	42 491 000 000	201 939 000 000		160 830 000 000
2015	48 201 000 000	220 171 000 000		171 118 000 000
Cumulative Total	122 957 000 000	604 265 000 000		474 026 000 000

A. Higher Education

In higher education, a significant number of qualitative and quantitative improvements were made. These were seen in the creation and construction of new universities and faculties, the professionalization of academic disciplines, and the introduction of digital technology.

To sum up, the following were created :

- the Universities of Maroua and Bamenda ;
- the Higher Teachers' Training College of Maroua ;
- the Higher Technical Teachers' Training College of Bamenda, Kumba and Ebolowa ;
- the Higher Teachers' Training College of Bertoua;
- the Faculty of Medicine and Biomedical Sciences of Garoua;
- The African Institute for Mathematical Sciences and the Cameroon-Congo Interstate University, both resulting from cooperation;



B. Secondary Education

In the domain of secondary education, the past seven years saw a significant increase in enrolment capacity through the creation, transformation and opening of new public schools.

In addition, Government took steps to support private entrepreneurs in the creation and organization of private colleges and high schools, to ensure education access for the greatest number and thus democratize access to knowledge.

Moreover, the State embarked on a major reform of the book policy to make lessons easier and effective and to reduce the educational burden on parents of schoolchildren

C. Vocational training

In vocational training, Government intensified its efforts to facilitate the professionalization of education and improve access of young people to training and employment.

Educational programmes, especially in technical education, are more diversified and modernized. The number of technical secondary and high schools, and their enrolments have also increased significantly. This has resulted to the transformation of some of these institutions into bilingual institutions.

In this vein, Institutes of Professional Excellence were constructed and equipped in Douala, Limbe and Sangmelima, while Sector-Based Vocational Training Centres were set up in Edea and Douala.

In addition, the Limbe Nautical Arts and Fisheries Institute and the Government Technical and Professional High School of Agriculture of Yabassi were constructed and equipped.



Alongside these, Government provided training for professionals who will be responsible for supervising, training and equipping the youth admitted to these technical schools.

Also, new teachers were trained and made available to these schools, notably through the opening of the Higher Technical Teachers' Training College of Bamenda, Kumba and Ebolowa and the support provided by the Government to private schools.

D. Basic Education

In basic education, free primary education for all children remains a key concern of public authorities. In order to achieve this Sustainable Development Goal (Goal 2), Government created new schools throughout the country and recruited close to 40,000 teachers.

Government also maintained its efforts towards improving learning conditions and student supervision at all levels of the national education system. This strategy will provide the necessary human capital for the labour needs of the socio-economic market.

A clear indication of Government's commitment to this sector is the budgetary allocation of CFAF 608.8 billion for 2017, an increase of 21.87% compared to 2016.

The completion of the reform of the education sector is underway, with the reform of the National Council for the Approval of Textbooks, the creation of a National Commission to monitor the implementation of the national policy on textbooks and other didactic materials, as well as the operationalization of the new education sector project with the World Bank.

III. Sports

In this regard, Cameroon distinguished itself by taking strong measures to ensure the performance of its athletes and promote the nation's international renown. Firstly, Government revised the legal framework relating to sports by reviewing the law on physical and sporting activities.

In the same vein, Government's actions mainly focused on the preparation for and organization of the women's AFCON in 2016 and the men's AFCON in 2019.

In his speech on the 10th of August 2017 on the occasion of the reception of Cameroonian Athletes returning from the Francopho-

nie Games, the Head of State himself took a firm commitment towards the organization and success of these projects: "Cameroon will be ready on the said-day."

The attribution of the organization of the 2019 Africa Cup of Nations, after the Cameroon 2016 AFCON, is a national cause which should rally all social actors to work towards meeting the requirements to accommodate in 2019, the switch from 16 to 24 participating countries, and above all, to offer the great family of football a beautiful African holiday in Cameroon.





Consequently, Government aligned itself with the Head of State's commitment and laid particular emphasis on the AFCON 2016 and 2019 Investment Programme. Thus, several major projects were launched in the cities of Yaounde, Douala, Garoua, Bafoussam, Buea and Limbe.

In addition to strengthening and diversifying sports infrastructures, new institutions were created and measures taken to improve sports governance in our country.

These efforts, combined with the resulting mobilization and emulation, are starting to pay off, especially in the performance of the different national teams.



A. The reinforcement of sports institutions and governance

With a view to ensure the professionalization of football, the National Football Academy (ANAFoot) was created on 25 September 2014, and was organized on 28 April 2016 by two presidential decrees.

The main mission of this institution is to detect pure talent in the country's 10 regions to prepare the upcoming generation and maintain the continental supremacy of the Indomitable Lions.

Furthermore, steps taken to reinforce sports governance include the launching of the Professional Women's Football League on 31 December 2016 in Bafoussam, inter alia. This action is attributable to the excellent performance of the Lionesses at the Women's AFCON the same year.

The creation of the Federation of School Sports and the National Federation of University Sports in 2012 also contributes to the improvement of sports governance in our country. In addition, Government welcomed the appointment of its citizens to senior-level positions in some international sports bodies.



This was the case of Mr. ISSA HAYATOU, Acting President of the International Federation of Football Association (FIFA) in 2015 and first African to occupy this prestigious position, and Mr. François MBASSI, elected President of the African NANBUDO and SAMBO Confederation.

B. Improvement of the performance of various national teams

Government's input in the sports sector resulted in the participation of Cameroonian athletes in several international competitions, across all categories, with commendable results. These victories include :

- the victory of the Indomitable Lions at the 2017 AFCON in Gabon;

- the position of African vice-champions won by the football Lionesses at the Women's AFCON in 2016;

- the outstanding victory of the Volleyball Lionesses at the 2017 African Volleyball Championship;

- the victory of the national SAMBO team, African champions in 2015, etc.



IV. Art and Culture

In creating a ministry entirely dedicated to arts and culture, Government fully recognized the stakes involved in this sector. Emphasis was placed on the promotion and protection of our cultural heritage through Law No. 2013/003 of 18 April 2013 governing cultural heritage.

In a bid to promote Cameroon's immense cultural potential, Government focused on three major aspects throughout the seven-year term: the organization of the culture sector, the development of cultural infrastructures, and cultural diplomacy.

A. The organization of the culture sector

This involved the creation of the Ministry of Arts and Culture by Decree No. 2012/381 of 14 September 2012, which now adds an artistic expression to culture, thus allowing national geniuses to express their talents.

This decree also provided for the creation of several organizations including the National Institute of Arts and Culture and the National Film Library.

The normative and legal architecture of copyright and neighbouring rights was reinforced through the enactment of the decree implementing Law No. 2000/11 of 19 December 2000 on Copyright and Neighbouring Rights (Decree No. 2015/3979/PM of 25 September 2015) and subsequent orders. This enabled the revival of the agency for the collective management of copyright and neighbouring rights in the music industry in 2017.



B. The development of cultural infrastructures

The State also invested in this sector through the construction and renovation of several structures. These include:

- the construction of the National Institute of Arts and Culture in Mbankomo;
- the renovation and reopening of the National Museum;

- the construction of the Reunification Monument in Buea;
- the ongoing construction of the Palace of Culture in Yaoundé;
- the renovation of the Yaoundé Contemporary Art Gallery;
- and the envisaged construction of four Houses of Culture.

C. Strengthening cultural diplomacy

During the seven-year term, our country distinguished itself through the organization of several festivals and high-level cultural meetings. Cameroon hosted :

- the Partners Forum of the regional project "Culture, Integration and Development" in November 2012;
- the Meeting of Ministers of Culture to validate the Regional Strategy for the Development of Cultural Policies and Industries in Central Africa in November 2013.

In an altogether different area, Cameroon has been confirmed as the ideal country to host the "Africa, Mother of Humanity" monument. This imposing 80-metre high monument will be raised in the seaside city of Kribi.

In 2013 and 2016, Yaoundé became the book and literature capital by offering national and international publishing companies the Yaoundé International Book Fair - SILYA.

Just like the National Festival of Arts and Culture - FENAC (2016), other events were organized to showcase the nation's cultural diversity. They include :

- the Music and Dance Heritage Festival - FESMUDAP (2017);
- the Arts and Archaeology Heritage Fair - SAPAR (2017);
- the High Level Regional Conference on "The Publishing Industry in Africa and its Role in Education and Economic Growth", held in Yaoundé in November 2017.



V. Tourism and Leisure

A. Hotel infrastructures

Ahead of sports competitions and international tournaments to be organized on its soil, such as the 2016 and 2019 football or volleyball AFCON tournaments, the Government of Cameroon embarked on the construction or renovation of several hotel infrastructures to ensure accommodation for all the delegations.

This enthusiasm echoes the will of President Paul BIYA to magnify and showcase the sense of hospitality of Cameroon and Cameroonians.

In his address to the Nation on 31 December 2017, the Head of State declared: "our country will host the large continental football family on the occasion of the Africa Cup of Nations. Beyond the purely sporting aspect, this will avail us an opportunity to offer our guests Cameroon's warm hospitality. I have no doubt that, like our athletes, our population will rise to the occasion and showcase Cameroon at its best. Our country will be

ready for this grand celebration of friendship. I have made a commitment to that end."

The chosen sites include :

- Yaounde - 12 functional reference hotels and 2 under construction;
- Garoua -5 functional hotels and three under construction;
- Bafoussam - 6 functional hotels and 3 undergoing extension or rehabilitation;
- Douala - 15 hotels, all functional;
- Buea and Limbe - 10 functional hotels and 1 undergoing rehabilitation.

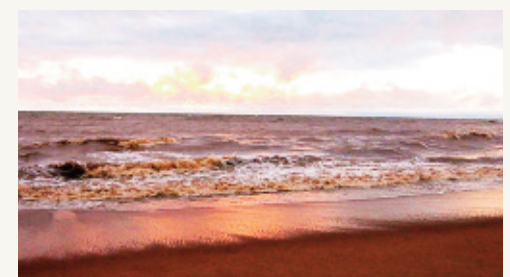
In order to coordinate the preparation and organization of this major event, a Central Organizing Committee was created. This committee is responsible for ensuring that the chosen sites are ready to host the said competitions.



B. Leisure facilities

With regard to leisure facilities and in addition to the hotels being prepared for upcoming sports events, other hotels exist in other cities and localities to meet the leisure and relaxation needs of tourists who choose Cameroon as a destination.

In addition, the Waza and Bouba-Ndjida National Parks, the Rumsiki Peaks, the Lobe Falls, the beaches in Kribi and Limbe, various green spaces and other attractions, etc. were developed or created during the seven-year term to provide recreation and relaxation for tourists.



Conclusion

A review of how the five commitments taken by the President of the Republic at the beginning of his now-ending seven-year, through the assessment of Government's major accomplishments presented above, clearly reveals that President Paul BIYA has lived up to his commitments. Cameroon in 2018 shows a marked improvement over the Cameroon of 2011.

At the institutional level, Cameroon now boasts of a Senate and a Constitutional Council. The decentralization process has been consolidated and governance is increasingly being dematerialized, thus reducing the risks and possibilities for corruption. Cameroon's defence and security forces have been modernized, and are better equipped and much more professional, as evidenced by the international invitations they have received in the context of peacekeeping operations.

In seven years, Cameroon has acquired modern energy, sports, road, sea, and air transport infrastructures. Eight of the ten regions can now be accessed by air. Higher education institutions and hospitals with state-of-the-art technical facilities are

operational throughout the country.

An extensive social housing construction plan is underway. Universal health insurance coverage is also being rolled out.

Added to these greater accomplishments are the positive effects of growth which has been maintained in spite of the internal and external difficulties the country has faced during this seven-year period.

The implementation of the Head of State's commitments cannot indeed be assessed without taking into account the unforeseen adverse effects of the attacks by the Boko Haram terrorist group in the Far-North Region, as well as the collateral damage caused by the spill-over of the Central African crisis which has put the East Region of Cameroon in jeopardy, and the exploitation of the Anglophone crisis for terrorist ends.

