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PLANNING AND REGIONAL
DEVELOPMENT**

CAMEROUN VISION 2035

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ACRONYMS

AGOA	African Growth Opportunity Act
AU	African Union
BOO	Build-Own-Operate
BOT	Build-Own-Transfer
CFA F	Franc of the Financial Community of Africa
CIG	Common Initiative Group
CSO	Civil Society Organisation
DPPS	Forecast and Strategic Planning Division
EPA	Economic Partnership Agreement
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HIPC	Heavily-indebted Poor Countries Initiative
ICTs	Information and Communication Technologies
MDGs	Millennium Development Goals
MINEPAT	Ministry of Economy, Planning and Regional Development
MINESUP	Ministry of Higher Education
MINFI	Ministry of Finance
MINPLAPDAT	Ministry of Planning, Development Programming and Regional Development
MINPMEESA	Ministry of Small and Medium sized Enterprises, Social Economy and Handicrafts
NEPAD	New Economic Partnership for Africa's Development
NIS	National Institute of Statistics
ODA	Official Development Assistance
PPP	Public/Private Partnership
PRSP	Poverty Reduction Strategy Paper
SME	Small and Medium Enterprise
SMI	Small and Medium Industry

EXECUTIVE SUMMARY

The normative approach was used for the “formulation of Cameroon’s bold Vision for long-term development”. The process aims to position the PRSP under review in the long term. The idea is to match the new PRSP’s strategies with the real aspirations of Cameroonians over a long period of time with a view to foresee structural changes in society. These changes are evidenced in five factors which at the same time account for the formulation of the long-term Vision and pose as challenges to the process. After reviewing these factors, the document addresses the formulation of the vision, its implementation strategies, as well as related threats, risks and obstacles.

1. Stakes

The first challenge is to consolidate democracy and enhance national unity. Cameroon is an ethnic and linguistic mosaic with other divergent factors such as religion, politics, corporation, etc. Building a Nation –State out of such diversity is often hampered by some centrifugal forces and tendencies towards identity confinement. Despite the progress made so far, the consolidation of achievements in the areas of national integration, peace, justice, social cohesion and democratization continue to be a challenge. At the political level in particular, consolidating the democratization process implies the existence of a constitutional State, promotion and respect for individual and collective freedoms, power separation, the emergence of a strong and accountable civil society and participation of all Cameroonians in public affairs management.

Economic growth and employment constitute another challenge. Despite the gradual recovery from the devaluation of the CFA franc in 1994, Cameroon’s growth is still to find its strength in terms of its inner dynamics and the expected impact on the living conditions of the population. An analysis of the country’s growth factors reveals that more than 50 per cent of its economy depends on Household and Sole Proprietor Businesses which constitute a sector comprising mostly informal units (notably agriculture and trade) with no guarantee of sustainable growth due to their generally fluctuating performances. Cameroon has been unable to develop a competitive industrial sector especially because of its poor performance in the global economy and lack of an operational potential at the domestic level. This problem is also compounded by distribution of the wealth generated. As a matter of fact, dividends on share capital continue to have an edge over salaries and other social contributions. There is hence a general outcry for strong growth with an equitable distribution of its fallouts.

The third challenge is socio-demographic. Population explosion in Cameroon has led to an increase in the number of dependent people (young and old), and changed the density of settlements. There is need for more infrastructure and social services to match the increasing numbers of young people, especially in the education and health sectors. The youth provide an important manpower not absorbable into the formal economic sector and thus turn to the informal sector for poorly paid jobs not matching their professional skills. The Vision has as challenge to make the population of Cameroon a driving force of its development through controlled population growth, human capital formation and a longer life expectancy.

Urban development, regional development and environmental protection represent the fourth challenge. If current trends persist, over 75 per cent of Cameroon’s population will in the next 25-30 years live in urban areas. If pre-emptive action is not taken, the problems resulting from rapid and uncontrolled urban expansion already plaguing Douala and Yaounde might spread like wildfire. For the Vision, the issue at stake is how to plan the all-so-important development of towns and cities which are major consumption centres and a gold mine for industrial development factors. This challenge is an addition to that of environmental protection. In view of the many constraints Cameroon must grapple with in this regard and the threats posed by climate change, the challenge

faced is that of development that takes into account biological balances, guaranteeing the possibility of future generations to meet their needs.

The last challenge is governance. Governance means efficient and effective use of the country's potential as well as human, material and financial resources for its development. Cameroon needs to overcome this challenge to be well integrated into the global economy.

2. The Vision and its objectives

Cameroon's Vision for the next 25-30 years is as follows: "**CAMEROON: AN EMERGING, DEMOCRATIC AND UNITED COUNTRY IN DIVERSITY**". The Vision hinges on the results of past studies, identification of the population's needs, aspirations and the ambitions of politicians. In particular, the Vision synchronises the aspirations and hopes of various actors as follows:

- a united and indivisible nation enjoying peace and security;
- a true, strong and fair democracy;
- a decentralized administration at the service of development;
- a prosperous economy with good infrastructure;
- an economy based on sub-regional, regional and global integration;
- controlled population growth;
- a nation that promotes gender parity in electoral processes, equality in elective positions and equality in professional settings;
- a socially and economically empowered woman;
- a stable and harmonious family;
- access to basic and quality social services by all;
- independence and accessibility of the judiciary;
- minimal poverty, illiteracy and social exclusion rates;
- an attractive Cameroonian culture united in diversity, and assertive at the international level;
- low unemployment and underemployment rates;
- well-trained youth exalting merit and country's expertise;
- a fair distribution of resources between urban and rural areas, and between the various regions of the country.

The overall objective of the Vision is to make Cameroon an emerging country over the next 25-30 years which is the period required to move from one generation to another. The Vision also has medium-term objectives, notably: (i) poverty alleviation; (ii) becoming a middle income country, (iii) becoming a newly industrialised country and (iv) consolidating democracy and national unity while respecting the country's diversity.

Poverty alleviation implies bringing poverty to minimal levels that can be tolerated at the social level notably by ensuring strong, sustained and job-generating growth on the one hand and by increasing, extending and improving social services, including health, education, housing, training, water, electricity, roads, etc. on the other hand. The status of middle income country will concretize the objective of doubling at least the average income to ensure that Cameroon progresses from a low income to a middle income country by enhancing growth to a two-digit level by 2017 and maintaining this level for a number of years. At the industrial level, Cameroon's ambition is to transform from a primary phase to a secondary import substitution phase with the manufacturing industry accounting for more than 23 per cent of the GDP, as against the current 11 per cent and a secondary sector as a whole (including extractive industries) accounting for 40 per cent of the GDP. When Cameroon becomes an

emerging country, which is the final phase, its economy will be mainstreamed into the global economy in terms of trade (substantial exports) and finance (opening of local financial markets to foreign investments).

Unity and democracy to be enhanced and consolidated in Cameroon result from awareness and a sound analysis of the country's history and that of other peoples worldwide. The Vision of a united and indivisible nation is founded on the preservation of peace and national solidarity. National unity should be a permanent and ambitious goal and a process bringing together the various components of society (regions, provinces, ethnic groups, cultures, generations, sex, social, intellectual, civil and military classes, corporations, opinions and religions, etc.). The foundations of peace and democracy are freedom, equality and the sovereignty of the people of Cameroon.

These medium-term goals are translated into sector objectives underpinned by a set of specific and targeted indicators. Targets were set based on the experience of countries having succeeded in their quest for emergence.

At the macro-economic level, the Vision highlights the need to accelerate growth by stepping up forest, agro-pastoral and fishing activities and ensuring an industrial technological advancement with emphasis on the processing of local commodities. The Vision also envisages changing the structure of the economy; from a primary sector economy (agriculture and extraction) and informal tertiary activities, to a more powerful secondary sector, and an intensive primary sector, a professional, specialized tertiary sector which creates decent jobs. For this goal to be achieved, the Vision advocates the stepping up of investments as growth engine. The development of industries and an ambitious trade policy should gradually lead to a change of the foreign trade pattern towards a more vigorous integration in world and regional transactions.

At the social and demographic level, the objectives are to make the people the main actors of their development through a bold policy on decent job creation, to raise average life expectancy by improving on the living conditions of the population through the broadening of supply and development of quality of social services, to control population growth taking into account economic growth requirements, to narrow the gap between the rich and poor, between men and women with a greater distribution of the fallouts of economic growth, and to enhance national solidarity and empowerment of the underprivileged.

In the rural sector, agricultural revolution is envisaged. It should allow for an increase in productivity with the intensification of activities and the change of agricultural holdings scales.

In the industrial sector, the Vision intends to retain industrial development as the country's development engine. The objectives of the Vision at this level are to create a competitive manufacturing sector that can generate resources, sustain growth, employment, exports, and ensure integration into the global economy. Industrial development will depend on the development of infrastructure, reduction of factor costs and promotion of new funding methods.

3. Implementation strategies

To achieve the expected results, overall implementation strategies are considered. In terms of programming in phases, emphasis will first be laid on the setting of milestones for strong growth thanks to increased investments in infrastructure and rapid modernisation of production. The process should go along with an improvement of the business climate and governance, as well as a renewed determination to factor in employment in the growth process. Secondly, the government will look for ways and means to maintain growth at high levels, to achieve Millennium Development Goals no matter how late and to ensure that the population is entirely mobilized in the

fight against climate change effects. The third step will coincide with the time when Cameroon becomes an emerging country, open to the outward world and relying on its production and export pattern that is essentially based on industries. The country will hence enjoy quality growth, based on the gains of the first phases, driven by intense regional and international exchange thanks to a favourable financial system that can mobilize domestic and foreign funding indispensable for sustaining consumption and investment demands.

These phases will be underpinned by an ambitious industrialization strategy, a strategy of national integration and the advancement of democracy, a private-sector promotion strategy, a good governance and management strategy with blueprint for a resource allocation strategy, a strategy for sub-regional, regional and international integration, a strategy for partnership and development assistance, and a development funding strategy.

4. Threats, risks and obstacles

Achieving such ambitions and objectives requires mastery of some institutional, political, sociological and international factors that constitute threats, risks and obstacles to the Vision.

At the political and institutional level, such factors include political transitions, participation of men and women of various social segments, social justice, management of the dual Anglophone-francophone heritage, and balance of power. At the sociological level, behaviours that stem from sociological fragmentation should be redressed. At the international level, there is globalization with its series of constraints which should be foreseen.

GOVERNMENT'S DECLARATION

In cooperation with civil society, the private sector and development partners, the government undertook the formulation of the country's long-term Vision for the next 25-30 years. The process points to a major overhaul in the economic history of our country over the past twenty years.

Cameroon witnessed two decades of steady growth with real growth rates that stood at 7 per cent. This was until 1985. The main missions were performed by the government even in productive sectors and the economy was underpinned by five-year plans which guided short and medium-term development based on long-term prospects.

When the economic crisis broke out in 1985, the government embarked on an economic revival process with donor assistance. As a matter of fact, the government carried out some stabilization and structural adjustment programmes which led to the discontinuation of medium and long-term initiatives. Cameroon therefore went through a long period of readjustment with successive reforms. The satisfactory implementation of these reforms led to the attainment of the completion point of the Heavily Indebted Poor Country Initiative (HIPC) in 2006 which enabled a significant cancellation of the country's debt.

However, growth recovery on the heels of devaluation was not strong enough to reduce poverty in the short term. It was proven that the presence of numerous reference frameworks guiding economic action in the country function without a common and coherent vision. This is one of the major loopholes of the national economic policy. The result is a series of dysfunctions, followed by the lack of rational arbitration in programme selection, imbalanced regional development, significant reduction in public investment and poor capacity to own tools for evaluation, coordination and refocus of external financial package.

In order to consolidate the economic revival process launched ten years ago and sustain it, Cameroon is compelled to reconsider its development process notably by mainstreaming it into a broader and overarching policy framework. Hence the need to formulate a forward-looking Vision which is a prerequisite for the country's long-term development strategy. A common Vision for Cameroon's development was ushered in following an all-inclusive process that brought together all the forces of the Nation and that hinges on the Head of State's Greater Achievements policy, structural studies on the system, the people's expectations and government commitments vis-à-vis its international partners.

The Vision is a response to real aspirations of Cameroonians over a given period long enough to foresee structural adjustments. The Vision is faced with four major challenges: economic growth which is stagnating, increased population growth, rapid urbanization and poor governance. The challenges helped to spell out sector objectives and specific indicators based on the experience of four countries that had an economic pattern similar to Cameroon in a certain period, namely Indonesia, Malaysia, Morocco and Tunisia.

The Vision that ensued has as main objective to make Cameroon an emerging country by 2035, specific objectives being to:

1. eradicate poverty by reducing it to less than 10 per cent thanks to accelerated and job-generating growth, as well as a bold policy on income redistribution by increasing, extending and improving social services, including health, education, training, water, electricity, roads, etc., and equal access to such services;

2. become a middle income country in order to increase the average income by consolidating, over a long period, growth rate which should reach 10 per cent between 2015 and 2020, thanks to increased diversification of economic activities;
3. become a newly industrialized country, which is a phase when Cameroon will transform from a primary phase to a secondary import substitution phase with the manufacturing industry accounting for more than 23 per cent of the GDP;
4. become an emerging country, which is the phase when its economy will be mainstreamed into the global economy in terms of trade (substantial exports) and finance (opening of local financial markets to foreign investments).

The Vision is built on a reference framework anchored on the four pillars below:

- **At the macro-economic level:** there is need to accelerate growth by stepping up investment in infrastructure and modernising production while maintaining macroeconomic stability. This will go a long way to address energy crisis that currently inhibits growth. Besides, efforts to be made alongside such initiative in order to ensure considerable improvement of the business climate and governance will facilitate the mobilization of domestic and external financing which is indispensable for development.

- **At the sector level:** in order to address food crisis and make Cameroon the breadbasket of the Central Africa region, there is need to intensify forest, agro-pastoral and fishing activities and restructure the rural world for more professionalism, with dominance of large and medium-scale undertakings. Development of mining operations should firstly concern foreign direct investors and allow for the acquisition of new technologies here and there. The development of industries and a bold trade policy will result in the dominance of the secondary sector, with an intensive primary sector and a professional, specialized and job-generating tertiary sector. This should go along side a change in the foreign trade pattern with a more active integration in the central African Sub region and in global exchange.

- **At the social and demographic level,** the objectives are to make the people the main actors of their development through a bold policy on decent job creation, to raise average life expectancy by improving on the living conditions of the population through broadening of supply and development of quality of social services, control population growth taking into account economic growth requirements, narrow the gaps between the rich and poor, between men and women by improving the distribution of the fallouts of economic growth, and enhance national solidarity, empowerment and the social protection of the underprivileged.

- **Regarding regional development,** the issue at stake is how to control space, protect the environment and control the impact of climate change which is already visible. There is also the need to promote full operation of regional and local development, but this should be as a supplement to government actions, to foresee and plan the all-so-important development of towns which are major consumption and production centres, and a gold mine for industrial development factors.

These pillars will be underpinned by an ambitious industrialization strategy, a private-sector promotion strategy, a good governance strategy with blueprint for a resource allocation strategy, a strategy for sub-regional, regional and international integration, a strategy for partnership and development assistance.

Achieving such a Vision requires mastery of some threats, risks and obstacles such as political transitions, social stability, regional heterogeneity concerning development and the negative effects of globalization.

To render the Vision operational, the Paris Declaration has been used as guideline. It requires that every country spells out its own development policy freely, donors interventions only coming to back their initiatives in a coordinated and efficient manner. In this regard, all operations in the chain, including diagnosis, strategic guidelines, planning, programming, execution and monitoring/evaluation should be jointly conducted in a concerted manner.

The Vision is therefore a reference framework that should guide sector and regional policies, national strategies, development plans and cooperation.

**Prime Minister and Head of Government
YANG Philemon**

INTRODUCTION

Rationale of the vision

Growth recovery on the heels of the devaluation of the CFA franc in 1994 was not strong enough to ensure sustainability and it is still to find its strength to achieve the MDGs. Cameroon's economy presents some weaknesses due to the presence of many reference frameworks underpinning its economic action. There is no common and coherent vision in such frameworks. Yet, such a vision should have well defined stakes, a shared algorithm and an overall strategy. As a result, there are significant dysfunctions, followed by poor rationalisation in the selection of programmes, imbalances in regional development, highly reduced public investment impact as well as low ownership of tools for evaluation, coordination and reorientation of foreign financial package.

In order to consolidate the economic revival process launched ten years ago and sustain it, Cameroon is compelled to reconsider its development process notably by mainstreaming it into a broader and overarching policy framework. Hence the need to formulate a forward-looking Vision which is a prerequisite for the country's long-term development strategy.

The forward-looking development Vision provides for an organised future over a given period. But this does not mean the future is being anticipated as it is difficult to predict. Its formulation, far from being a mere projection of trends, takes into account the achievements and potentialities, moulds them in challenges and aspirations to chart the desired future. The whole process is about building or picturing the best possible future by setting development goals likely to meet the expectations of the population and the challenges of leaders.

Concerning Cameroon, the long-term development vision is what Cameroonians and their leaders expect for themselves and for generations to come after a period of 25-30 years. The focus has been on how to meet the deep aspirations of Cameroonians and their leaders using a strategic, logical and coherent framework. A consensus has also been reached for a minimum of shared values and common goals.

The 25-30 year period corresponds to the time when Cameroon's population will double. Besides demographic considerations, other factors have been taken into account to determine the period. For instance, there was much concern about having an appropriate period to mainstream structural adjustment. It is also the time needed to move from one generation to another.

The formulated Vision goes beyond a simple technical action to reflect the firm resolve of Cameroonian leaders. The vision is a bet on the future, a future for which objectives were set and strategies adopted accordingly. Forging a better future for Cameroonians will depend on their ability to assert their identity and condition, instead of just waiting passively.

The process was launched by the Ministry of Economy, Planning and Regional Development (MINEPAT), project initiator. A dual approach was adopted which included normative considerations based on ambitions nursed by the leaders, international commitments and synoptic development of countries with economic patterns similar to Cameroon's, and an exploratory approach based on structural studies of the system, people's and development actors expectations.

The Vision has been developed and adopted through an all-inclusive stakeholder consultative process. It was based on existing institutional organs. Validation and adoption were made progressively starting from a restrictive technical staff to enlarged ownership.

Preparation process

The process of formulation of the long-term development Vision officially kicked off in early 2006 with the organization of a training seminar on the formulation of the vision. The seminar was organized for about twenty staff of the then Ministry of Planning, Development Programming and Regional Development (MINPLAPDAT). The training was moderated by experts of Institut des Futurs Africains (IFA).

Two approaches are necessary to brainstorm on a long-term development in a country. They include an exploratory approach and a normative approach. The normative approach, which is akin to long-term planning, means that one should set long-term objectives from the outset and translate them into strategies, and then into programmes and projects based on a prior diagnosis. The exploratory approach consists in formulating the long-term development vision of a country following a development of several feasible scenarios; the Vision in this case emerges from the most feasible scenario desired for a country¹.

Cameroon's vision is a product of the two approaches, with a predominance of normative aspects which are less consuming in terms of time, staff, equipment and funds. This approach was anchored on three steps.

1. Establishing an information base

It is the step that helps provide information on the system. It includes (i) past studies; (ii) collection and analysis of the population's expectations and; (iii) analysis of stakeholder choices. The summary document resulting from past studies analyses the Cameroonian system from six major perspectives: Institutions, and social and cultural diversity; macroeconomic trends; Social development; Rural development and the environment; Industry, Trade, Services, Infrastructure and Technological development; Cooperation and commerce.

The background paper summarizes the needs and expectations of Cameroonians. This document is the result of informed readings from reference documents which helped to identify (i) the needs of the population as they were expressed, (ii) directives expected from the government.

Analysis of stakeholder choices which was based on MACTOR² method helped to enrich the information base with an analysis of focus points, areas of competence, attitudes as regards Cameroon's development and power relations between internal and external stakeholders of the system.

2. Exploring alternative scenarios and formalising future projects of stakeholders

The exercise focuses on (i) identification of issues and key factors, (ii) structural analysis of such issues and, (iii) development of general and contrasted alternative scenarios for the country's potential future. The brief exercise was carried out based on Michel Godet's method, known as MICMAC³ method. In terms of normative approach, three general scenarios were selected to proceed with the operation in a more realistic context taking into account relevant hypotheses of status quo, deterioration or improvement.

¹ According to the IFA that provides support to African countries in this process, the development of a vision based on the exploratory approach requires at least 18 months

² Actor, Objectives, Power relations Method (MACTOR)

³ This method allows for the description of a system through a matrix that links all its components (see Michel Godet (1997): Manuel de Prospective Stratégique. Volume 2- Dunod or visit www.cnam.fr/lipsor for details.

3- Determining the Vision

The previous steps led to a bold Vision as follows:

- (i) the Vision was formulated as a response to the challenges identified in past studies, to meet the expectations and needs of the population and policy ambitions for the Cameroonian people. The Vision projects Cameroon as a country that is restructuring, recovering and emerging for the next 25-30 years.
- (ii) general and sector objectives of Cameroon's long-term Vision are built from the characteristics of emerging countries and are based on international commitments made by Cameroon (MDGs, NEPAD, etc.). These features were chosen following some key indicators calculated based on a sample of four countries, including Tunisia, Indonesia, Morocco and Malaysia. The set of indicators selected to illustrate the objectives was analysed to set medium-term targets.
- (iii) strategies to render the vision operational were developed based on the challenges, essential stakes that ensue and following strategies implemented in reference emerging countries. They also took into account the country's potentials and its overarching factors as evidenced in the retrospective analysis.
- (iv) after a summary structural analysis and exploration of scenarios made through the normative approach which led to the development of scenarios, it was important to draw up a list of factors likely to hamper the achievement of the vision's objectives. Such factors which include uncertainties and risks were analysed following four areas namely: (i) institutional and political level, (ii) sociological and social level, (iii) economic level, and (iv) international level.

Validation and adoption process

It was an all-inclusive stakeholder process, as government, the private sector, civil society and development partners were all involved. Validation and adoption were considered as two distinct steps.

As concerns validation:

- ✓ the draft document prepared by the Forecast and Strategic Planning Division (DPPS) of the Ministry of Economy, Planning and Regional Development (MINEPAT) was examined during a workshop which aimed at finalizing the document;
- ✓ the document produced at the end of this meeting was forwarded to ministries, State universities, civil society organisations and the private sector to request their inputs and remarks, to improve on the quality of the document. The document was also posted online at www.minepat.cm.org, and published in the print media. People interested in national development issues were also urged to examine the document and make proposals;
- ✓ inputs from ministries, CSOs, the private sector and consulting firms and other relevant sources were reviewed by an ad hoc Technical Board made of about fifteen members under the coordination of the Secretary General of MINEPAT. The Board which amended the draft document was made up of the academia and representatives of a few ministries, including MINESUP, MINFI and MINPMEESA. The group regularly prepared minutes which were forwarded to the minister of Economy, Planning and Regional Development, who in turn made recommendations to be factored into the document.
- ✓ The improved document, a brainchild of the Technical Working Group, was then submitted for examination and national approval at a consultation workshop where the nation's socio-political shades of opinion were represented. It was presented to technical and financial partners during a special meeting at which these partners made remarks and renewed their commitment to work with Cameroon in the implementation of its Vision.

- ✓ The remarks and recommendations made during the consultations were taken into account by the ad hoc Technical Working Group to improve the document's analysis and presentation in certain aspects by resorting sometimes to other experts.

With regard to adoption:

- ✓ the Prime Minister and Head of Government who had already instructed MINEPAT to accelerate the formulation of a long-term strategic development vision to sustain the strategic vision of development assistance partnership has been informed regularly on the state and progress of the project, notably as concerns the proceedings of the joint committee charged with evaluation of development assistance partnerships and those of monthly meetings of the Inter-ministerial Committee charged with supervising the implementation of the PRSP ;
- ✓ the document validated at the national level was examined by the inter-ministerial Committee charged with supervising the implementation of the PRSP and adopted by this body during its XX X X session. The Prime Minister, Head of Government's Declaration annexed to this document focuses on this adoption.

The document is as a reference consensual document that sets out Cameroon's long-term development guidelines to ensure greater visibility of development policies and strategies. It inspires and positions the PRSP under review. Long-term development objectives and strategies to achieve them will be disseminated in the form of key and outstanding themes to ensure the population's commitment to the common ideal.

Indeed, the formulated Vision portrays a country of full achievement for each and all. It helps to reject fate and acquire a stimulating dream that is exalting enough to mobilize Cameroonians and their partners.

PART ONE. DEVELOPMENT CONTEXT

This introductory part has two goals. Firstly, there is a background to how Cameroon's system has evolved followed by a presentation of over-arching factors. Part one also deals with the challenges, the stakes and raison d'être of such a Vision for the development of Cameroon.

I.1 CONTEXT OF THE VISION

The overarching factors that underpinned Cameroon's development since independence can be understood from three perspectives, namely (i) economic and social, (ii) human and cultural, and (iii) political and administrative.

I.1.1 Economic and social perspective

Since independence, economic policy has depended on political vision, thus representing the other side of the coin. Later, concerns of rapid nation-building had as corollary a state-controlled economy. The objectives here were to ensure that the country was less dependent by substituting imports through domestic production and striving for food self-sufficiency and stopping the country becoming a consumer economy.

The main objective of the first four five-year development plans (1961-1980) was to double per capita income in 20 years. This was achieved. In 1980, new objectives were set out in the long term, precisely for the year 2000, among which diversification of production, ensuring endogenous development and facilitating access to basic amenities for all (health, potable water and electricity for all, free and compulsory primary education for all children below 14 years, etc.).

Unfortunately, the fifth plan (1981-1985) was the last to be implemented. The onset of economic crisis in 1986, the drop in overall income that ensued and the urgent need for renewed macro-economic stability compelled the government to suspend the fifth plan and discontinue the preparation of the five-year plans. The government therefore went for structural adjustment programmes with assistance from the international financial community. Henceforth, the State acted as regulator while the strategic role of growth was conferred on the private sector.

A range of revival programmes and the currency adjustment in January 1994 led to growth resuming though the results were insignificant regarding impact on the living conditions of Cameroonians. A large chunk of the population (39.9% of which 55% of women) still live below the poverty line, underemployment continues to be widespread and significant disparities still exist with regard to access to quality social services, especially to the detriment of the rural areas, the youth, women and the other vulnerable⁴ segments of the population. Budgetary resources generated by growth were mostly used in servicing the country's foreign debt. Cameroon's eligibility for the HIPC initiative in May 2000, attainment of the decision point in October of the same year and the completion point in April 2006 allowed for significant debt-relief resources earmarked for poverty alleviation. However, the growth rate continued to be low though not very different from that of the population.

The main cause of this is Cameroon's poor integration into the global economy. In fact, like other countries on the African continent, Cameroon is incapable of promoting local industry because of competition from foreign industries whose earlier existence have comparative advantages difficult to reverse. The country's production is limited to commodities, including oil, minerals, perennial crops, etc, and activities with very high transportation costs when it comes to importation (cement factory, breweries, bakeries, etc) and small industries with low economies of scale and end-of-branch activities (repairs, trade, public works and civil engineering, etc.).

I.1.2 Human and cultural perspective

⁴ According to national terminology, vulnerability refers to the poor living conditions of an individual, group, family or community: (i) inability to meet personal basic needs or those of dependents; (ii) victim of exclusion or of a negative and/or demeaning perception; (iii) living under conditions on the fringe of laid down or recognized standards. In Cameroon, these are children in difficult condition, social misfits, people with disabilities, the seriously sick, disadvantaged segments of the population including pygmies, bororos.

The social and demographic pattern of Cameroon is typical of developing countries. As a matter of fact, it is characterized by a massive population growth with very high growth rates and a significantly young population. Over the past few decades, Cameroon's population had a growth rate of 2.8 per cent per year with the population below 24 years of age accounting for more than half of this population. This situation has been the cause of rapid and uncontrolled urbanization, a very strong pressure on social facilities and on the job market.

Significant progress was made through strategies implemented by the government with the view of meeting the needs of the population, particularly in the education and health sectors. However, the long period of recession weakened operational capacities as evidenced in the drop in human capital, the collapse of the social sector, constant disparities, and considerable impoverishment of the country and finally, the drop in life expectancy.

1.1.3 Political and administrative perspective

Cameroon was built on communities which, despite their unquestionable anthropological identity and cultural proximity, had never functioned as a clear-cut entity. Cameroon is sociologically much diversified, with many ethnic, religious, regional and linguistic groups. This heterogeneity was compounded by colonization through three distinct administrative systems, namely the German, British, and French.

The Government strove to build a Unitary State out of such heterogeneity. Unfortunately, incompatibility between State and the local sociology was a real obstacle to the achievement of this goal. Such a sociological outward expression is typical of a State whose mode of functioning, profile of employees and ideology neither reflect the general configuration of the country, nor exhibit a synthesis of an endogenous organization nor the sum of beliefs and local mental schemes. It is characterized by: (i) the partition of the society into two; (ii) difficulties in the democratic process; (iii) difficulties in achieving an independent judiciary system and; (iv) difficulties in implementing regional planning.

At the operational level, many capacity weaknesses prevented Cameroon's optimization of its abilities and potentialities to find appropriate solutions and get organized accordingly. Outstanding among these difficulties are: (i) mimicry; (ii) large numbers of executives and structures; (iii) weak response capacity of the socio-political system; (iv) inertia in the public service and; (v) corruption and deviant behaviours.

I.2 DEVELOPMENT CHALLENGES

The process of formulation of a long term development Vision is justified by a number of reasons. In fact, attaining growth rates sufficient enough to reduce poverty will be possible only if some big challenges are overcome, including national unity, democratization, demography control, urban and regional development and good governance.

1.2.1 National unity and democratization challenge

Cameroon has been a State in the making for over a century and independent in the 1960s. The quest for national unity has always been a major cause for concern for the government. The numerous centres of influence more or less autonomous added to considerable sociological diversity in the country seem to represent a potential danger to the building of the young Nation. There has been particular determination in the building of the Nation-State in spite of unrest and instability that characterised the world history. Over the years, Cameroonians

skilfully succeeded in ensuring original cohabitation between the English-speaking and French-speaking systems and adjusting to local realities. Unity and cohesion gained momentum thereby conferring on the country the image of a haven of peace in a turbulent continent. All this has been possible thanks to history, common legislation and institutions, as well as the will to live together and build a nation.

Yet, despite this laudable move, the country is still fragile as evidenced by some events that occurred in the past years. Following the adoption of laws on freedom of association, the country recorded a number of significant divergences as seen in the violent representation of remote identities as well as outbreak of tensed or even irredentist conflicts. Moreover, in spite of significant progress made, the democratic process is still facing difficulties, not least of which is the crisis of participation of women and youths.

One of the major challenges is therefore to consolidate national unity and democracy in peace and respect for the rule of law. This implies the existence of a constitutional State, promotion and respect for individual and collective freedoms, power separation, and the emergence of a strong and accountable civil society on the one hand, and the existence of a pro-active and strong State, capable of containing centrifugal forces and enhancing national solidarity on the other hand. The challenge implies participatory and decentralized management of public affairs with the involvement of all Cameroonians, as well as significant reduction of social, cultural and political disparities.

1.2.2 Demographic challenge

The population of Cameroon has been growing by 2.8 per cent per year, with the population doubling over 25 years. Such growth led to significant changes in the population pattern. The percentage of people below 20 years of age rose from below 45 per cent to close to 50 per cent between 1992 and 2004. The median age dropped by about two (2) years, increasing the number of dependent youth. In addition, immigration is increasing steadily. Political and economic refugees from neighbouring countries continue to flock into the country, in search of a climate of peace and security for some and for market outlets and better employment opportunities for others.

It is true that a large population is a key factor to development. But in a context of low productivity, increased population particularly increased number of dependent people (youths, the elderly, the needy including refugees), exerts heavy pressure on social services (education, health, etc.), physical infrastructure and the environment. Reducing such pressure requires significant levies on the productive sector which limits its expansion.

Addressing population challenges within the Vision does not target a drop in the birth rate but the objective is to enable the population to move from its status of a potential resource to that of a real resource for the development of the country through human capital formation. Moreover, this challenge involves the need to work for peace, stability and economic prosperity throughout the Central Africa sub-region.

1.2.3 Economic growth and employment challenge

After independence, Cameroon focused its economic development policy on the implementation of five-year plans. The plans were satisfactorily implemented thanks to a conducive international environment. As a result, per capita income doubled between 1960 and 1980, the living conditions of the population were significantly improved and several infrastructure were developed which are considered the basis of economic activities and social promotion. The economic crisis that broke out in the mid 80s gave a severe blow to such potentials. The incidence of this crisis is still visible. In order to resolve the crisis, the government, with assistance from its

partners, undertook a series of reforms the results of which can be seen at the macroeconomic level with the improvement of budgetary discipline, control of inflation and economic diversification.

At the social level, numerous efforts made resulted in the reduction of poverty trends. However, positive growth rates recorded over the past ten years (about 3.5 per cent per year) did not allow for a move towards the attainment of MDGs with a population growth of 2.8 per cent. During this period, the country even recorded a 3.5 per cent growth rate below the average 5.8 per cent recorded in other Sub-Saharan African countries. Moreover, growth rates in terms of employment were very low thereby aggravating under-employment and unemployment.

The profound causes of such mitigated performances can be understood from two perspectives, notably the pattern of production and wealth distribution. The production system was constantly subject to numerous problems, including low productivity which is a characteristic of the whole production system, problems of governance both public and corporate, ill-equipped human resources, low innovation capacity, inadequate support infrastructure and many other factors. In addition, in the distribution of added value, the share that goes to shareholders and business owners in the structured sector gradually had leverage on that of workers'. This instead led to the expansion of the informal sector (subsistence farming, trade and petty services) and increase job insecurity. One of the major consequences is that the industrial sector is weak yet it must face foreign competition brought in by globalization.

At the economic level, the challenge is to enable the informal sector change to a structured sector, by ensuring significant development of the production sector in general and the industrial sector in particular. The challenge is also to ensure that services become an effective tool for industrialization and decent job generation for the large portion of the work force.

1.2.4 Urban and regional development challenge, and environmental protection

As mentioned in the previous sections, increased population growth exerts heavy pressure on basic social services, physical infrastructure and on the environment. In order to solve this problem which is more crucial in urban areas, the government has set up structures specialized in the development of housing, roads and other networks. Regional development policy led to important achievements, including: (i) construction of roads linking most average towns as well as opening up of landlocked areas, (ii) setting up of basic social amenities (education, water supply, electricity, hospitals and health centres, telecommunications and trade centres); and (iii) border areas development.

Unfortunately, the economic crisis rapidly brought these achievements to a slowdown. Urbanization plans no longer operate, thereby provoking uncontrolled urbanization. Towns are faced with serious problems, namely congestion of linear networks (water, electricity, roads), poor sanitation and degradation of the environment, squatter settlement, crime wave, prostitution, dislocation of family structures and social relations, unemployment and insecurity.

The challenge of urban and regional development is to set up a national integrated economic space. The objective here is not only to control urban development and make towns production and consumption centres indispensable for the takeoff of the industrial sector, but also to promote the emergence of peripheral towns, development of average and secondary towns that can structure economic activities in urban areas and contribute to the development of nearby rural areas.

Another challenge is that of environmental protection. In fact, various experiences and some developments call henceforth for consideration of the environment as one of the main concerns in development processes. Drawing

from the simple observation that anybody who takes to wanton exploitation of his resources in the short term causes them to disappear and will thus cause these resources go extinct in the long run, environmental issues today centre around the need to reconcile the exigencies of economic development and maintenance of biological balances. In the context of awareness by humanity of the important role played by the humankind, the environment henceforth offers opportunities for cooperation and development of regional and international synergies.

In view of the many constraints Cameroon is already facing in this respect (pollution of surface water, ground water, soils, and air, degradation of some environmental resources, build-up of solid waste, drainage problems in towns and cities, floods, volcanism, landslides and rock fall, toxic fumes, desert encroachment,...) and threats posed by climate change (rise in sea level, disruption of the seasons, floods, increase in vulnerability,...), hence the challenge lies in achieving development while maintaining biological balances and guaranteeing the possibility for future generations to meet their needs. This challenge is specific in that it generally addresses the issue of ecological interdependence of the human community as a whole, notably regarding the protection of the ozone layer.

1.2.5 Governance challenge

Cameroon's administration has evolved from a budding administration in 1960 to a developed administration and is present nationwide as can be seen through its infrastructure and administrative, social and economic services. Spurred by the desire to build a Nation, public governance has allowed for the emergence of a strong public service which helped to set solid bases for economic and social development over the first three decades of independence.

However, the system presents a number of shortcomings that stem from its mode of construction and to lapses in its self-regulatory mechanisms. The system is trapped by its practices and lacks the capacity to response and to anticipate. There are also lapses in monitoring/evaluation which prevent it from adapting to the requirements of modern management and to permanent global changes. On the administrative front, shortcomings can be seen through the recruitment method and devolution of positions, carelessness of State employees, indifference vis-à-vis public property, corruption and misappropriation of skills, mix-up of roles, inertia, cumbersome procedures, multiplication and compartmentalization of institutions, irrational choices in public resource allocation.

At the economic level, governance issues negatively contributed to make Cameroon a country where investment risk is high. The country is even less attractive due to its poor rating at the international level, lack of incentive frameworks, compounded with inadequate technology. In the private sector, governance problems can be seen through wrong investment choices, problems of inheritance, mistrust of the State, poor transparency in publication of accounts and balance sheet of activities, dominance of the principle of remote affinity in recruitment and corporation methods, lack of the capacity to join in view of the realization of substantial investments.

As a gamut of interrelated rules and procedures governing the way the State runs, the balance of power, transparency, accountability, and the involvement of all the citizens in the management of public affairs, the challenge of governance lies in overcoming all these hurdles. The idea is to make the system more flexible and proactive, reducing corruption and the many administrative bottlenecks, clearing disparities between the different social groups, restoring the country's image and credibility in the eyes of partners and adapting technology to the local environment. The objective is to chart action in new schemes such as forecast, digital governance and decentralization pursuant to the principle of subsidiarity.

I.3. DEVELOPMENT STAKES

I.3.1 Human capital formation

If current trends in population growth persist, Cameroon will have a population of 40 million inhabitants in 2035 with a large number of youth. This population could be an important asset if only it is well trained, well-fed and in good health otherwise, it can become a burden.

Therefore the stake in terms of human capital formation is to ensure that the population is in good health, is properly educated, skilled and professionally qualified on the one hand, and to facilitate its insertion on the job market and avert brain drain. As concerns education, there is need to (i) ensure universal access to education, apprenticeship and vocational training; (ii) enhance internal efficiency and improve regulation of the whole education system (primary, secondary and higher education); (iii) enhance the value and relevance of vocational training given the requirements of the job market.

I.3.2 Wealth distribution

Concentration of wealth can be seen through significant gaps between the well-to-do and the poorest people. Geographically, it is seen through the tendency of concentration of activities, income and population in some areas with a comparative advantage. It also results in the phenomenon of exclusion of vulnerable and marginalized groups, including women, old and young people, and disabled.

Such gaps pose as a threat to social cohesion, the stake is to ensure fair distribution of growth fallouts without curbing energies and implementing the country's regional development policy which should take into account potential gains in the short, medium or long term and the need for equitable participation of all regions in the country's development process.

I.3.3 Space control

The tendency for a developing Cameroon will be to structure itself around a few poles that will pool the bulk of activities. Such imbalance will be perceived at three levels: (i) between towns and villages (the former having basic facilities while the villages lack them); (ii) between regions for economic, demographic, geographic and political reasons; (iii) between central regions and border areas as the latter are poorly integrated in national networks or are turned to satellite towns for neighbouring powers. This situation is likely to worsen with ecological threats caused by the degradation of environmental resources, various types of pollution, climate change and the other environmental threats whose effects can already be felt.

The stake here is to ensure harmonious, fair and equitable development of regions on the one hand, and ensure consistency with imperatives of economic efficiency which favour endeavours that are most economically profitable.

I.3.4 Insertion into global economy and attraction of foreign direct investments

In a context where developed countries, given their competitive industries, have taken control of the most productive segments of major international production sectors, thereby leaving minor economies with primary and secondary activities, FDI are oriented and limited to exploitation of commodities for western industries and services which are branches of multinationals.

The stake is to capture capital to develop a secondary sector that aims to meet the demand of the local market and enhance exports of manufactured goods with high growth potentials.

1.3.5 Political participation

The political process and the recent electoral operations seem to leave a good number of people indifferent. The mistrust is evidenced in low participation rates in elections, a total lack of interest by some social categories including the youth, and few women in positions. All these factors are such as to undermine the legitimacy of elected leaders and to encourage acts somewhat incompatible with the peace necessary for economic and social progress.

The stake here is to reverse this trend and to get rid of such an imitative and superficial democracy and change to a real democracy where every citizen participates and chooses according to the way he perceives the world including his interests. The stake points to the need for political formation and the capacity building of chief actors including civil society.

PART TWO. FORMULATION OF THE VISION

Part two presents the Vision of the Nation over the next 25-30 years, formulated according to the population's aspirations, policy ambitions, commitments made vis-à-vis the international community and past studies conducted. It also presents general and sector objectives that ensue, followed by a set of indicators with targets.

II.1 SCENARIOS

A summary of past studies helped to bring out four projected themes which were used to develop scenarios. They include: integration and cohabitation of various sociological elements; global and African geo-political context; new bases of governance; and economic and social development.

There are uncertainties about each theme. In this regard, a number of assumptions were made which led to the development of several scenarios; only three were selected.

II.1.1 Forward-looking themes/assumptions

Theme 1: Integration and cohabitation of various sociological elements

Cameroon is built out of many sociological groups. If poorly controlled, such diversity can lead to the country's disintegration; however it can also be a source of wealth and innovative dynamism. On this matter, there are uncertainties about the future of such identity dynamics and features, social cohesion, national solidarity, promotion of human rights and gender, balanced regional development, progress of justice, nature and role of the State, future of the democratic process, security issues, emergence and development of centrifugal forces, etc.

Theme 2: The global and African geo-political context

Cameroon's political, social and economic development depends on how global and African geo-politics evolves. Cameroon has very little room for manoeuvre with regard to international institutions and superpowers such as France, the United Kingdom, Germany, USA, China, Japan, etc. In such a context, Cameroon's progress is related to that of the world at large. Hence, the need to mainstream such context in national strategies. Ignoring such strategies will bring about greater uncertainties relating to the future of the regional and sub-regional integration process, the leadership conquest between Europe, USA and Asia, increasing power of multinationals and emergence of institutions as new authority poles.

Theme 3: New bases of governance

Governance has become a permanent quest in Cameroon given the prevailing situation in government services where results-based management has been relegated to the background. Such quest concerns political governance, administrative governance and economic and corporate governance. The aim is to introduce stringent and transparent results-based management which requires leadership qualities, accountability and permanent quest for efficiency likely to renew opportunities and optimize resource allocation, free energies and ensure fair redistribution of wealth. The issue here is to examine pattern and type of democracy, participation, transparency and, above all, corruption which can undermine any development endeavour in the country and become a major obstacle to peace and stability in the country.

Theme 4: Economic and social development

Having a small-size economy and with current performances below acceptable levels, coupled with its extroverted and marginalized nature, Cameroon should tap its potential and use opportunities brought in by international cooperation to find resources necessary for a successful economic recovery and consolidation of social progress. Economic takeoff and social advancement have been hampered by great uncertainties relating to economic and social policy efficiency, level of technology, structure of external trade, Research &

Development, coverage in terms of services and social and economic infrastructure, human capital formation, space control, development funding, currency control, etc.

II.1.2 Reference scenario: Cameroon's emergence and influence

Three scenarios were selected following an analysis of forward-looking themes. The first theme is: **the takeoff of Africa in miniature**. This scenario pictures bright prospects. The system functions thanks to dynamism. Cameroon made a breakthrough and achieved national unity. Building of the Nation is completed, democracy is consolidated; the State is strong and the judiciary is independent. Cameroon's economy is thriving; regional and sub-regional integration is effective. Poverty has been reduced to the minimum and all disparities have been eliminated.

II.1.3 Alternative scenarios

Two other scenarios were retained alongside the reference scenario:

a) A standstill scenario: Cameroon, a hobble giant

It is a scenario where the country has still not succeeded in clearing the main social, economic, political and cultural obstacles. Cameroon is still unable to use its many resources for full-scale development; there are still many disparities. However, the country relies on this potential to preserve its identity which is being threatened by globalization. Its position in the ratings of various economic, social and human values remains identical. At the political level, there are constant lapses, and its institutions lack efficiency.

b) Inertia and disintegration: Cameroon in disarray

This is the disaster scenario. On the brink of total collapse, and having failed in overcoming major challenges, Cameroon is completely on the fringes of global development. The social system is disintegrating while major stabilizing forces are greatly affected. Citizens' behaviours and social relations are no longer governed by ethics. Cameroonians no longer have self-confidence nor do they trust their leaders. The economic system is disintegrated and there is widespread poverty, very high unemployment rates, hyperinflation, and very low purchasing power. The State's authority is weakening while there is the emergence of illegal authority poles backed by underworld armed groups. National unity is jeopardized by identity confinements based on remote solidarity. Cameroon is losing ground considerably on the continent and international arena and is increasingly receiving assistance, sometimes considered as disguised forms of interference.

II.2 THE VISION

Cameroon's long-term development vision by 2035 is as follows: **CAMEROON, AN EMERGING, DEMOCRATIC AND UNITED COUNTRY IN DIVERSITY**. The vision results from the above-mentioned scenario 1 and its components are expounded below.

An emerging country. Cameroon is in an era of sustainable economic and social development with a strong, diversified and competitive economy. The manufacturing industry is predominant (in the GDP and exports); its integration into the world economy is effective, poverty is minimal, disparities are eliminated and the country is ranked among middle-income countries thanks to its per capita income.

A democratic country. The country's institutions are stable and separation of power is real. The judiciary is independent thanks to improved legislation adapted to local values and to the economic context. The Cameroonian State is strong, law-governed, and a driving force of economic and social development; and its authority is founded on popular legitimacy of its elected leaders and preference to merit in the choice of its rulers. Individual and collective freedoms are respected. Administration is decentralized, well equipped with motivated and skilled human resources. Participation of all segments of the population is effective.

A country united in its diversity. National unity and integration are a reality with due respect for differences and identities. Values such as patriotism, merit, respect for authority, peace, solidarity, integrity, hard work and pride are measuring rods of individual and collective behaviours. The functioning of society rests on consultation, dialogue, tolerance, mutual respect and recourse to mediation and justice. Persons and property are protected countrywide and individual and collective rights are both respected. All forms of discrimination have been eliminated and groups that are at present being marginalized are involved during consultations.

The vision so formulated summarises expectations and ambitions expressed by the various actors as follows:

- ✓ a united and indivisible nation enjoying peace and security;
- ✓ a true, strong and unquestionable democracy;
- ✓ a decentralized administration at the service of development;
- ✓ a prosperous economy endowed with efficient infrastructure;
- ✓ an economy based on sub-regional, regional and global integration;
- ✓ controlled population growth;
- ✓ a nation that promotes gender parity in electoral processes, equality in elective positions and equality in professional settings;
- ✓ a socially and economically empowered woman;
- ✓ a stable and harmonious family;
- ✓ access to basic and quality social services by all;
- ✓ independence and accessibility of the judiciary;
- ✓ minimal poverty, illiteracy and social exclusion rates;
- ✓ an attractive Cameroonian culture united in diversity, and assertive at the international level;
- ✓ low unemployment and underemployment rates;
- ✓ well-trained youth exalting merit and country's expertise;
- ✓ fair distribution of resources between urban and rural areas, and between the various regions of the country.

II.3 GENERAL OBJECTIVES

The determination to become an emerging country calls for a number of key objectives, namely:

- (i) reducing poverty to socially acceptable levels ;
- (ii) becoming a middle-income country;
- (iii) becoming a newly industrialized country;
- (iv) consolidating democracy and enhancing national unity.

II.3.1 Reducing poverty to minimal levels

In 2001, the income poverty rate stood at 40.2 per cent. In implementing the PRSP, the overall aim was to reach an average growth rate of 7 per cent in order to halve poverty which could help bring poverty rates down to 20-25 per cent in 2015. Reforms under the PRSP targeted promotion of the private sector, rational distribution of expenditure, well-oriented policies and consolidation of governance.

However, growth is taking place at a snail pace as compared to projections in the PRSP macroeconomic framing thereby jeopardizing the achievement of this objective by 2015. From 2001 to 2007, poverty rates were virtually stable.

Eradicating poverty will consist in bringing it down to a minimal and socially acceptable level, i.e below 10 per cent. More specifically, this implies going beyond growth and employment policies by extending and ensuring greater access to good quality social services such as healthcare, education, training and other infrastructure (energy, roads, potable water, etc.) and working for the elimination of disparities.

II.3.2 Becoming a middle-income country

According to the World Bank's 2007 rating (atlas⁵ method), middle-income countries are those with a per capita income between USD 3 706 and 11 455 (2007 figure). The World Bank's ranking also includes the following three groups:

1. low-income countries: Less than or equal to USD 935. They are in all 49 countries, with over 30 from Africa.
2. lower-middle income countries: USD 936 to 3705. They are in all 54 with less than ten from Africa including Cameroon (USD 1050 per capita in 2007).
3. middle-income countries: USD 3706 to 11455. These countries total 41 including 7 African countries (Botswana, Gabon, Mauritius, Seychelles, Libya, South Africa).
4. high-income countries: more than USD 11455. These countries total 56. Two African countries are included in the list, including Equatorial Guinea.

The ambition to become a middle-income country is based on the need for the country to consolidate and accelerate economic growth with emphasis on its primary assets (agriculture, mining, etc) and equal distribution of income.

⁵ The Atlas method is a conversion factor used by the World Bank to reduce the incidence of exchange rate fluctuations on national income comparisons between countries. For a given year, such factor represents the average exchange rate (or conversion factor retained) for the year concerned and exchange rates of the previous two years, taking into account inflation differentials between the said country and the USA, Japan, United Kingdom and the Euro zone.

II.3.3 Becoming a newly industrialized country

A newly industrialized country (NIC) is principally characterized by a fast pace development of the manufacturing sector, and harmonious development of the service sector (trade, transport and tourism).

In view of becoming a newly industrialised country, Cameroon's Vision retains the following specific objectives: achieving quality growth with large diversification of sources of growth, increased integration of various sector of activity, considerable increase of the volume of goods derived from the manufacturing industry in the GDP and exports, developing services notably financing services likely to mobilize financial resources necessary to increase local demand in broad terms and investment capital in particular.

II.3.4 Consolidating democracy and enhancing national unity

Consolidating democracy implies guaranteeing freedom of expression, stability of institutions, existence of opposition, and operational and reliable statutory institutions. It also refers to the promotion of a strong State, with a sound administration and legal system and whose actions are governed by the principles of law enacted and enforced everywhere and for everybody. Another objective here is to seek participation and representation of all segments of society (mainly women in elective posts).

The vision of unity refers to unification and mobilization of the various sociological, religious, linguistic, corporate, etc. components of society around common ideals.

Cameroon's ambition is to consolidate peace, freedom, the judiciary, social progress and national solidarity. The feeling of belonging to the same nation must be reflected in individual and collective freedoms.

II.4 SPECIFIC OBJECTIVES

This part of the document breaks down the general objectives developed above into specific macro-economic, socio-demographic and sector objectives.

II.4.1 Macro-economic objectives

Objectives at the macro-economic level are to provide Cameroon with an economic structure that goes with emerging nations as far as productivity, production structures and employment, investment, technology and commercial transactions are concerned. More specifically, the objective is to achieve the following goals:

1. Maintaining macroeconomic stability framework

Over the past years, Cameroon succeeded in restoring its main macroeconomic forces notably public finance; thanks to substantial efforts made by its population. In Africa, it was proven that countries with significant budget deficit are facing constant internal crises (such as irregular pluviometry, armed conflicts) as well as external crises (for instance volatility in global commodity markets).

One of the main objectives of the Vision is to render Cameroon less vulnerable to internal and external crises. In this light, specific policies implemented are aimed at maintaining macroeconomic framework stability on a permanent basis. More specifically, such policies shall consist in: (i) ensuring public finance and external debt sustainability; (ii) addressing inflationary strains which have been recently prompted by increase in oil price and low food production

rates; (ii) controlling imbalances of the balance of payments; (iv) monitoring, more than ever before, fluctuations in the real effective exchange rate of our currency and also international competitiveness of the country's economy which is jeopardized by the appreciation of our currency currently pegged to the Euro.

2. Increasing economic productivity

The main crises that currently affect Cameroon's economy (food crisis, energy crisis, growth crisis, employment crisis, etc.) are a perfect illustration of the ills that plague this economy, notably: (i) low overall productivity of the entire production system; (ii) high investment costs in the secondary sector; (iii) low level of integration of industries in other sectors. Difficulties in accessing to branches and sector of activities with large economies of scale are such that private savings are preferably geared towards small-scale activities in sectors such as subsistence agriculture, minor service and commerce.

As an emerging nation, Cameroon has been able to redeploy its efforts in dynamic sectors and upgrade its enterprises thus improving overall productivity. Widespread training of human resources will have increased productivity in rural areas in particular and brought sustainable solutions to food crisis, thanks to increase in size of farms, mechanisation, the use of high productivity seeds and phytosanitary products.

3. Upgrading the processing sector

Cameroon's production chain includes on the one hand, activities of the first end of the chain such as agriculture and the extractive sector, and on the other hand, last-end of chain activities including trade and services. The intermediate level that deals with the industrial sector and is a growth catalyst is almost absent.

As an emerging nation Cameroon has succeeded in suppressing all obstacles to industrialization. An industrial fabric has been established and is providing the whole economy with the production means for its growth, notably by promptly adding value to research results. Now that the option is to constantly consolidate the industrial fabric and ensure greater integration of various sectors of activity, the country henceforth has an economic base that can dampen all internal and external shocks easily.

4. Promoting decent jobs

The informal sector accounts for 80-90 per cent of employment in Cameroon. These informal activities include small-scale farmers who use crude techniques on limited land surfaces and, a tertiary sector with less qualified labour or people involved in activities having nothing to do with their qualifications.

The status of an emerging nation will present a different picture: jobs will be decent while the tailoring of training to employment will be ensured. Implementation of the master plan on SMEs development is the base of such process, with a priority place given to small and medium enterprise in the national job generation strategy. An overall incentive framework will be set up for job creation and will avert marginal forms of labour. Apprenticeship and professional insertion system has been redesigned and rendered more operational and the expansion of the social security system will consolidate workers' confidence in the future of their country. Moreover, specific actions are such as to correct the many disparities that are a blow particularly to women, the youth, marginalized segments of the population and the other vulnerable groups.

5. Increasing the volume of investment considerably

The low investment level (17.4 percent of the GDP) is a major obstacle to growth and the country's development in

the long term. Both public and private investments are concerned and this does not allow the country to benefit from its known assets.

The status of emerging Cameroon will present a more attractive country which succeeds in fostering its strategic position as a commercial hub in the Gulf of Guinea, open to the world and linked to Africa as a whole. Meanwhile, the country will step up investment in the energy and water sectors and thus reduce the gaps on a sustainable basis in the sector; also Cameroon will judiciously earmark huge sums of money to densify and modernize roads, bridges, ports and airports, railways and telecommunications networks, ICTs, electric inter-connexions and pipelines. To emulate such investment undertaken by the government, the private sector will also strive to modernise its production system thereby bringing its overall investment rate close to 30 per cent.

6. Collecting savings, financing growth and development

The low investment level portrays the difficulties the country has to mobilize domestic and external savings. This is attributable to: (i) insignificant public investments; (ii) low level of mobilization and poor use of local savings; (iii) and lack of national capacity to attract Foreign Direct Investments.

An emerging Cameroon is mainly marked by a very dynamic and diversified financial system capable of collecting scattered households savings effectively and preferably channelling them towards high-yield sectors. A financial partnership and particularly favourable institutional framework to attract foreign capital. Mastery of public expenditure is better reflected in public investment whose volume and quality improve considerably.

7. Changing the structure of foreign exchange and expanding markets

Imports concern almost all consumer products, whereas exports are limited to oil products which account for more than half of such exports and to a few cash crops. This structure makes imports less flexible and export revenue too volatile, leading to the high level of dependency on international market conditions.

As an emerging nation, the foreign balance of trade on manufactured goods is more favourable and their large export quantities give them great flexibility. Natural products are still explored and exploited, although economic prospects are more focused on international production sectors and the control of productive segments in which the country asserts some kind of regional, and even global hegemony.

8. Promoting changes and professionalization of services

The service sector is very important in the national economy as it accounted for close to 40 per cent of the GDP over the past years thus contributing to more than 60 per cent of its growth.⁶ The sector provides for 33 per cent of jobs most of which are unfortunately found in the informal sector. With such a structure, the service sector can not develop itself on a sustainable basis as this obeys more to market needs rather than development prospects likely to bring the productivity of its branches of activity (notably trade, transport, telecommunications, financial services and real estate, and administration) to levels that can sustain economic competitiveness.

An emerging Cameroon is marked by a service sector with an important place in the structured system, with the standards of scale economies, more consistent with other sectors in the production system and outward-looking, notably with financial transactions and tourism.

⁶ Source: NIS, National Accounts

II.4.2 Social and demographic objectives

1. Making the population a real development factor

The youth population is very important and forms a large portion of the working population, thus jeopardising savings and productive investment capacities. If well trained, the youth can be a great source of hope.

In terms of vision, this population has a high level training which allows for skilled labour that generates significant per capita income. Population growth is under control and the situation is more a kind of population growth compatible with economic growth, and thus ensuring coherence between the population and development. All forms of discrimination have been eliminated, particularly those against women, the youth, marginalized segments of the population and the other vulnerable groups.

2. Extending wealth distribution

Infrastructure and social amenities are accessible with same quality delivered to all Cameroonians nationwide. Thanks to an expanded social security, a dynamic policy of income redistribution and promotion of vulnerable population, the quality of life is improved and life expectancy is increased.

II.4.3 Sector objectives

1. Infrastructure

Infrastructure facilitates activity, increases the volume of production and boosts social progress. Yet, it is backward and a large portion of the population can not have access to such infrastructure.

In implementing the Vision, the development of infrastructure is closely linked with economic objectives thus contributing effectively in the emergence of a national integrated economic space and making Cameroon the main commercial hub in Central Africa. Efforts will be made to earmark continuous and huge investments for maintenance, rehabilitation and densification of communication, energy and telecommunications infrastructure and for the improvement of governance and management capacity of institutions in the sector. By 2035, all the delays are caught up with, economic actors have access to quality infrastructure, and the sector is the main job provider, and the system is capable of generating supply which meets demand. Funding to be mobilised for this catch-up may also come from the private sector, based on a well negotiated partnership.

2. Rural development

The rural world since independence plays a key role in the nation's economy. The golden age of the 1970s relied on the dynamism of cash crops (coffee, cocoa, banana, tea, cotton...) and high prices on the global markets. Nearly 75 percent of the overall Cameroonian population lives in rural areas, and it is this portion of the population that provides foodstuff to urban areas.

But the agricultural sector is facing serious difficulties: problems of land ownership, access to water, and funding; dominance of family holdings characterised by their small size, low productivity, crude farming techniques, crop association and heavy post-harvest losses, poor extension of research results.

In terms of Vision, these shortcomings have been addressed to a large extent. The rural sector is definitely turned towards intensification of forest, agro-pastoral and fishing activities; the immediate effect being a leap

towards productivity. The sector is dominated by large and medium-scale farms using huge production facilities especially with appropriate machinery, irrigation and inputs. Thanks to various incentives, small peasants settled into cooperatives and other forms of effective professional organisations likely to help them to access inputs, agricultural research results, credit and marketing of their products. Employment is basically a result of graduate training programmes, and peasants or farmers are young forward-looking professional farm operators and not mere subsistence farmers.

3. Industries and services

In Cameroon, the industry sector is at present limited to a few industries namely, the processing of primary products, finishings operations, and small-scale processing. Moreover, large units generally look like small technological enclaves with almost no operational relationship with their neighbours.

An emerging Cameroon will overcome these hitches which do not allow for the development of an industrial core, and succeed in establishing itself in some sectors . Its industry therefore shows:

(i) improved performance based on a largely endogenous technology; (ii) diversified activities forming a network of intense internal exchanges; (iii) Stiff competition related to the special intensity of sectors according to their comparative competitiveness with the outside world.

In the area of services, keen attention will be placed on tourism promotion. Cameroon's huge tourist potentials will be developed and the country will become a real tourist destination to increase tourism contribution in the country's economy. Emphasis will be laid particularly on the establishment of an institutional and regulatory framework conducive to tourism promotion on the one hand, and improvement of the quality of tourist provision. This will be done through: (i) enhanced knowledge of tourist areas; (ii) upgrading of tourist sites and areas; (iii) development of tourist sites and (iv) promotion of Cameroon as destination.

The quality of financial services will also be developed to ensure that banks become effective support and advisory structures to corporations. Moreover, they will have to ensure a better coverage nationwide and develop their financing innovation capacity to propose effective products and services adapted to the local economic and social environment.

Linking general with sector objectives is summarised in the table below.

Tableau : Des objectifs généraux aux objectifs sectoriels

OBJECTIFS GENERAUX	OBJECTIFS SPECIFIQUES
<p>1- Eradicating poverty:</p> <p>By bringing it to minimal levels that are tolerable at the social level, i.e income poverty below 10 per cent</p>	<ul style="list-style-type: none"> - making the population a real factor of development; - promoting the generation of a critical mass of decent jobs; - reducing the gap between the rich and the poor, and all forms of disparities through an improved redistribution system; - improving supply and ensuring access to health services for the majority; - improving social protection and security; - increasing supply, quality and training-matching - promoting equitable access to education and vocational training for men and women, and boys and girls.
<p>2- Becoming a middle-income country</p> <p>With average per capita income above USD 3900 (2007 figure) through strong and sustainable growth with improved distribution of fallouts</p>	<ul style="list-style-type: none"> - improving economic productivity, notably by intensifying forest, agro-pastoral and fishing activities, mining, etc. - intensifying investments in infrastructure and productive sectors; - maintaining macro-economic stability; - promoting changes and professionalization of services; - promoting, extending and making use of research results
<p>3 Reaching the status of a newly industrialized country : by increasing industries in the economic pattern (notably in GDP and exports)</p>	<ul style="list-style-type: none"> - developing a sound, competitive and diversified manufacturing sector likely to change foreign trade pattern (exports and imports) - collecting savings, financing growth and development - changing foreign exchange pattern and expanding markets - getting absorbed in the international financial sphere and improving banking intermediation
<p>4 Consolidating national unity and democracy</p> <p>By promoting peace, freedom, justice, social progress and national solidarity</p>	<ul style="list-style-type: none"> - consolidating national solidarity - consolidating the State as the guarantor of public interest - promoting the rule of law and the reliability of the judicial system - ensuring greater participation of the population - consolidating social freedoms (expression, association, etc.) - enhancing the security of persons and goods - strengthening decentralization and local development

II.5 TARGETS OF THE VISION OBJECTIVES

The above-mentioned general and sector objectives resulted in the identification and selection of a number of indicators. The targets were identified from a sample of countries whose current characteristics correspond to those fixed as targets in 25-35 years. This section presents targets selected for the major indicators per field of activity.

Box: Selection of countries of reference

Target identification was based on the experience of four countries, including: Indonesia, Malaysia, Morocco, Tunisia. Representing certain regions of the world, these countries have varied natural and human potentials. Until the early 1980s they went through a revolution similar to that of Cameroon. The present demarcation occurred over the last twenty-five years.

The criteria used in this selection had to do with natural potentials, the level of industrial and human development, and the similarity of their productive systems with those of Cameroon at one point in time. The scope and pace of the economic trend in these countries can very well serve as a reference for Cameroon's takeoff.

They present a number of characteristics at the socio-economic level.

- ✓ At the social level, countries in the sample are characterised by a "rich" population (per capita income above \$1,000) living longer and with high concentration in urban areas. The impact of poverty is marginal, and prevention against epidemics and access to social services are widespread. Social sectors (education and health) benefit more from subsidies in order to apply development on the human person. In spite of the social background, the population is less dynamic and increases less rapidly than the wealth generated.
- ✓ These countries distinguish themselves by the high density of their communication and telecommunications infrastructure. Two-third of their road networks are most of the time in good state and, generally, one inhabitant on two has a fixed telephone line.
- ✓ At the economic level, production is dominated by the tertiary sector, while direct exploitation activities of natural resources (primary sector) are more confined. They represent less than 15 per cent of the GDP and barely employ one quarter of the population. The level of capital intensity (measured by the rate of agricultural mechanisation) of these activities is very high. The secondary sector, that takes advantage of the reduction of primary activities, is more considerable and its production is based on the exploitation of energy, of which natural gas is the most important resource.

II.5.1 Economy: Achieving two-digit growth rates

- ◆ **Economic growth.** Realizing the vision requires good economic performance with growth rates that will have to go far beyond the 7 percent required to halve poverty, in line with the MDGs. Supported by a generally high productivity, the economy should gradually increase growth as from 2010 to achieve rates that stand above 9-10 percent from 2015-2025. The end-of-period growth rate (by 2035) is estimated at slightly over 9 percent. Cameroon could therefore substantially increase its per capita income level, which could rise from \$983 to \$3800 by the end of the vision period. If growth does not speed up by 2015, the two-digit rates will only be envisaged by 2027.
- ◆ **Production sector structure.** The performance of the manufacturing sector is expected to record an unprecedented growth from the current 10 per cent to 23 per cent of the Growth Domestic Product. Although the primary sector will continue to grow thanks to substantial productivity gains from

mechanisation and intensified activities, its contribution will decrease from 44 per cent to 15 per cent due to the boom noticed in the secondary sector.

- ◆ **Investment and technological development** are crucial factors for any structural change in the economy as described in the previous paragraph. The development of these two factors requires an annual 1.3 investment growth in the GDP in order to sustain two-digit growth rates. The investment rate would therefore rise from its current 17.4 per cent to 30.3 per cent in 2025 before falling back to and stabilizing between 25 per cent and 29 per cent by 2035.
- ◆ **Agricultural mechanisation.** The above-mentioned investment rate and increased industrialization of the economy will help improve the level of agricultural mechanisation in order to back up the transition from an extensive to an intensive, modern and mechanised agriculture. The mechanisation rate will be multiplied by 90 in 2025 (from 0.84 tractors per 100 ha of cultivated land to 0.75 tractors per ha) to reach approximately 1.2 tractors per ha in 2035.
- ◆ **Foreign trade sector structure.** Specific objectives include an increase in the quantity of manufactured products in exports and the concurrent reduction of oil products and agricultural produce. The contribution of forest, agro-pastoral and fishing produce to exports would then drop from 20.5 per cent to less than 10 per cent in 2035 to the advantage of manufactured products.

II.5.2 Education and training

Cameroon will have to enhance education and the training of human resources in the fields of health, science and technology, among others. The objective will be, notably in the health sector to evolve from 7 medical doctors for every 100,000 people to 70 medical doctors for every 100,000 people. Similar initiatives should be taken as concerns teachers training in all cycles and training of engineers (ICT, civil engineering, petrochemistry, mining, process engineering, agronomy, animal industries, etc).

In order to improve youth employability, it is urgent to increase in secondary school and higher education, the rate of students enrolled in scientific and technological courses notably from the current 5 per cent to 30 per cent by 2035. To achieve such ambition, bold actions should be taken to ensure early guidance and counselling of children, and use new techniques for knowledge communication as well as further training.

II.5.3 Population and living conditions

- ◆ **The population growth** rate which currently stands at 2.8 percent will reduce to 2 percent and even lesser by 2035 as a result of increased acquisition of family planning methods by the population. Although the experience of countries in the sample suggests the application of a general policy to control population growth, it is also true that social development usually goes along with a drop in birth rate. Cameroon will therefore consider variables on girl child education and women emancipation and allow adjustments that should be done without official policy on birth control.
- ◆ **Life expectancy in Cameroon** by 2035 should stand at 70 years up from the current 50 years. This will mean reducing the overall mortality rate. The issue of maternal mortality should be closely monitored to bring it down to less than 200 deaths for every 1,000 live births as against the current 669. Mastering fertility also implies reducing death risk among the child population. Progress should also be made as far as immunization coverage, reproductive health, HIV/AIDS control and fight against diarrheic

diseases are concerned notably by extending potable water provision to all Cameroonians especially in rural areas. The immunization coverage rate will be raised from 75 percent to 95 percent.

II.5.4 Infrastructure

- ◆ **Length of paved roads.** The objective is to increase the length of tarred roads, making an increase from the current 10 percent to 32 percent by the end of the vision period. The ambitious nature of the goal pursued reveals that special focus should be laid on the development of infrastructure as indispensable industrialization catalysts.
- ◆ **Digital access index.** It measures the overall capacity of people to access and use information and communication technologies (a synthesis of eight variables grouped in five categories). In 2002, this index was 0.16 for Cameroon; which ranked the country in the last category, that is a country with low access. In the next 25-30 years, the target will be to move to the category of average access with a digital access index between 0.4 and 0.5. As concerns the telephone, the objective is to multiply by five the number of telephone lines and increase mobile telephone network coverage.
- ◆ **Access to potable water.** The rate of access to potable water should be increased from 50 percent to 75 percent. This will require huge investments in order to curb existing quality deficiencies and improve storage and treatment capacities. Priority should be given to the realisation of water supply networks which will go along with the construction of wells and boreholes.
- ◆ **As concerns energy,** the objective is to double energy production, thus increasing the GDP unit from the current 27.7 percent to 45 percent by the end of the vision period. The major medium-term targets are: 33.5 percent in 2015; 40 percent in 2025 and 45 percent in 2035. Hydroelectricity and gas will be used in particular as main sources of power production.
- ◆ **House quality.** The objective here is to considerably reduce the number of urban households living in precarious houses; the rate shall be reduced from 76.4 per cent to 20 per cent by the Vision period. This will require huge investments in order to increase the provision of decent houses for the great majority.

TARGETS SUMMARY TABLE PER INDICATOR

N°	Indicateur	Moyenne 2005-2007	2010	2015	2020	2025	2030	2035
1	Poverty incidence rate (%)	39,9	38,0	31,0	23,0	17,0	13,0	10,0
2	Life expectancy at birth	50	51,0	55,0	58,0	62,0	66,0	71,5
3	Population growth rate (%)	2,6	2,6	2,5	2,4	2,3	2,2	2,1
Human capital formation								
4	Primary school completion rate (% of corresponding age group)	58,8	63,2	78	95	99	100	100
5	Rate of students enrolled in scientific and technical courses in secondary school (%)	10	11	13,4	16,4	20,1	24,5	30
6	Rate of students enrolled in scientific and technical courses in university (%)	5	5,5	7,7	10,8	15,2	21,4	30
Infrastructure and growth								
7	Percentage of tarred road network (%)	10	12	15	17	22	27	32
8	Energy consumption per GDP unit (%)	27,7	30,0	33,5	35,0	40,0	43,0	45,0
9	Digital access index	0,16	0,17	0,21	0,26	0,32	0,39	0,47
10	Number of fixed telephone lines and mobile telephone subscribers for every 100 people	10,3	15,1	25,9	40,5	51,2	59,7	67,8
11	Urbanization rate	55	55,6	56,6	57,3	58,2	59,1	59,8
12	Per capita income atlas method (\$US 2007 figure)	983,3	1173,7	1 560,3	2 009,1	2512,3	3 033,2	3 800
13	Growth rate (%)	2,7	4,2	7,1	10,3	10,5	11,2	9,9
GDP structure								
14	Primary sector	44,0	41,8	33,2	26,4	21,0	16,7	13,3
15	Secondary sector	18,5	19,1	25,9	30,9	34,5	36,8	38,2
16	Tertiary sector	37,5	39,1	40,9	42,6	44,5	46,5	48,5
Employment distribution								
17	Primary sector	55,7	49,3	43,7	38,7	34,3	30,4	26,9
18	Secondary sector	14,1	15,8	17,8	20,0	22,4	25,2	28,3
19	Tertiary sector	30,2	32,2	34,4	36,7	39,2	41,8	44,6
20	Investment rate (%)	17,4	19,2	22,1	25,1	30,5	29,3	29,5
21	Manufacturing added value in GDP (%)	9,8	14,1	15,6	17,7	20,4	22,3	22,8
22	Agricultural mechanisation (number of tractors per 100 square km of arable land)	1	1,5	4,5	17,1	30	45	116,5
Exports sector structure								
23	Agricultural produce	20,5	17,1	12,7	12,2	10,8	10,3	9,8
24	Oil	50,7	41,7	49,7	36,1	27,0	20,4	21,9
25	Manufactured products	5,7	6,3	13,7	30,6	48,1	54,5	60,1
26	Others	23,2	34,9	23,9	22,1	17,2	18,8	12,8
Imports sector structure								
27	Agricultural produce	2	3,7	3,3	3,2	2,9	2,5	2,3
28	Oil (energy)	26	25,0	23,3	19,6	18,1	17,2	16,3
29	Manufacturing products	53	55,2	59,5	66,5	71,2	70,1	69,8
30	Others	19	16,1	13,9	10,7	7,8	12,1	11,6
31	GDP-based exports (%)	21,7	26,1	30,6	35,8	42,0	49,2	57,7

N.B : This table is typical of the normative approach adopted, and it gives a picture of an emerging Cameroon in 25-30 years

CAMEROON VISION 2035: TENTATIVE STAGES FOR IMPLEMENTATION

Challenges	Phase one: 2010-2019	Phase two: 2020-2027	Phase three: 2028-2035
	<p>Overall objective: modernising the economy and accelerating growth</p>	<p>Overall objective: becoming a middle-income country (per capita income between \$ 3706 and 11 455, 2007 value)</p>	<p>Overall objective: becoming a newly industrialised and emerging country (with the secondary sector accounting for more than 40 per cent of the GDP)</p>
	<p>Specific objectives:</p> <ol style="list-style-type: none"> 1. increasing Cameroon's overall economic productivity significantly so as to address urgent sector crises (food and energy crises, financial crisis, employment crisis) 2. raising the investment rate significantly so as to attain a two-digit economic growth 3. bringing the poverty rate to less than 25 per cent 4. improving the business climate, as well as public and corporate governance 	<p>Specific objectives:</p> <ol style="list-style-type: none"> 1. consolidating growth and ensuring its sustainability 2. extending income redistribution 3. intensifying environmental protection and climate change control 	<p>Specific objectives:</p> <ol style="list-style-type: none"> 1. ensuring quality growth 2. bringing the manufacturing value added close to 25 per cent of the GDP and manufactured products value to more than 50 per cent of exports 3. strengthening exchange and outward-looking policies 4. bringing the minimal poverty rate to less than 10 per cent while raising life expectancy at birth to more than 60 years
ECONOMIC GROWTH	<p>PILLAR I: Increasing productivity and accelerating growth</p> <ol style="list-style-type: none"> 1.1 Increasing investment in infrastructure (energy, roads & bridges, ports, telecommunications, water) 1.2 Modernising the production system <ul style="list-style-type: none"> • setting the milestones for intensive agriculture (in broad terms) (intensifying agricultural research and development,...) • revamping commodities and market niches • developing extractive industries (bauxite, iron ore, nickel, cobalt) • upgrading enterprises and fostering the integrated development of production sectors • implementing specific competitiveness programmes for some sectors (Timber, ICT, tourism) 1.3 Enhancing human resource investment efficiency <ul style="list-style-type: none"> • adjusting the education and health maps (notably efficient breakdown of investments) • developing technical and technological education branches • upgrading education and training programmes • drawing up reference investment programmes 1.4 Mobilising funds and putting the financial system at the service of development <ul style="list-style-type: none"> • Promoting Foreign Direct Investments (FDI) 	<p>PILLAR I: Maintaining strong growth and diversifying economic activities</p> <ol style="list-style-type: none"> 1.1 Developing new infrastructure <ul style="list-style-type: none"> • Notably technology-intensive infrastructure: railways, telecommunications • making Cameroon a transport hub in Central Africa: with highways, airports, ports, oil and gas pipelines, electric inter-connections, etc, • strengthening regional communication and telecommunication infrastructure 1.2 Intensifying farm mechanization and developing irrigation <ul style="list-style-type: none"> • boosting the development of small and large-scale farms • intensifying irrigation, notably in the northern region • building the financing capacity of the rural world 1.3 Intensifying industrial processing of local products, notably through: <ul style="list-style-type: none"> • agro-industries • aluminium and steel industries • building industry • oil-derived product industries 1.4 Building the capacity of the education, training and research system to: <ul style="list-style-type: none"> • produce a critical mass of semi-skilled workers and 	<p>PILLAR I: Increasing growth and economic industrialisation</p> <ol style="list-style-type: none"> 1.1 Increasing infrastructure in order to consolidate Cameroon's role as regional transport hub 1.2 Strengthening the integration of the country's economic base <ul style="list-style-type: none"> • vertical integration of sectors • horizontal integration of branches 1.3 Pursuing regional economic integration <ul style="list-style-type: none"> • improving the efficiency of the single market in Central Africa • increasing the volume of manufactured products in exports to Central Africa • contributing to the strengthening of institutions and mechanisms of convergence and integration in Africa (economic and monetary integration) • strengthening regional solidarity 1.4 Strengthening and diversifying international exchanges <ul style="list-style-type: none"> • intensifying commodity trade • intensifying service trade, notably tourism 1.5 Strengthening human resources <ul style="list-style-type: none"> • diversifying research institutions

Challenges	Phase one: 2010-2019	Phase two: 2020-2027	Phase three: 2028-2035
	<ul style="list-style-type: none"> • widening the tax base with an even, fair and equitable tax system • establishing proximity banks and specialized financial institutions for an efficient mobilization of national savings • developing an appropriate framework for the financing of the rural sector • developing an appropriate framework for the financing of SMEs • devising an appropriate strategy to capitalize on the resources of the diaspora • controlling and containing currency appreciation <p>1.5 Consolidating regional integration and diversifying exchange</p> <ul style="list-style-type: none"> • concluding and implementing a comprehensive and balanced regional EPA • ensuring the establishment of a common market in Central Africa • making sound use of the Trade Assistance Initiative, notably opportunities brought in by the AGOA • building economic partnerships with Nigeria • developing exchange with emerging countries, notably Brazil, China, India, Korea 	<p>second-line managers</p> <ul style="list-style-type: none"> • foster the emergence of the knowledge economy <p>1.5 Increasing the share of non-oil exports</p> <ul style="list-style-type: none"> • prospecting export markets • promoting national private investments in export sectors • promoting FDI in non-oil sectors • controlling distribution channels • increasing the control of standardisation <p>1.6 Accelerating financial market development</p> <p>1.7 Strengthening regional integration and international insertion</p> <ul style="list-style-type: none"> • developing new partnership forms 	<p>1.6 Strengthening the capacity of the financial system to mobilize external resources indispensable for the funding of overall domestic demand , namely investments</p>
<p>DEMOGRAPHY AND SOCIAL DEVELOPMENT</p>	<p>PILLAR 2: Promoting employment and increasing income</p> <p>2.1 Addressing SMEs problems within the framework of the job creation strategy: realizing the SMEs development master plan (facilitating the establishment of SMEs, <i>FSD/PME, FAGACE</i>, etc.)</p> <p>2.2 Providing incentives for job creation</p> <ul style="list-style-type: none"> • providing employment-friendly administrative and fiscal incentives • Rendering the labour-intensive strategy (<i>HIMO</i>) operational • redesigning the apprenticeship and insertion system • Rationalizing and refocusing specific programmes on job creation (women, the youth and disabled) <p>2.3 Reviving income policies and redistribution</p>	<p>PILLAR 2: Extending income redistribution policy and strengthening regional development</p> <p>2.1 Strengthening SMIs/SMEs development</p> <p>2.2 Maintaining incentives for decent job creation</p> <p>2.3 Increasing social infrastructure</p> <p>2.4 Expanding the social security system</p> <p>2.5 Strengthening mechanisms for the fight against social exclusion</p>	<p>PILLAR 2: Consolidating income redistribution and social inclusion</p> <p>2.1 Consolidating SMIs/SMEs development</p> <p>2.2 Consolidating incentives for decent job creation</p> <p>2.3 Strengthening redistribution mechanisms</p> <p>2.4 Expanding and consolidating social security and protection</p> <p>2.5 Pursuing the fight against social exclusion and strengthening gender equality</p>

Challenges	Phase one: 2010-2019	Phase two: 2020-2027	Phase three: 2028-2035
	<p>mechanisms</p> <ul style="list-style-type: none"> reviving the management of the guaranteed minimum wage, and the overall wage scale readjusting the wage grid for technical professions <p>2.4 Strengthening social development</p> <ul style="list-style-type: none"> Improving access to quality social services nationwide Promoting the management, social inclusion and integration of women, the youth and vulnerable in economic channels 		
URBAN DEVELOPMENT, REGIONAL DEVELOPMENT AND ENVIRONMENTAL PROTECTION	<p>2.5 Developing a legal and regulatory framework for regional development (national and regional schemes on regional development, equipment standards, and land use plans, etc.)</p> <p>2.6 Initiating major programmes on housing improvement in view of controlling urban development</p> <p>2.7 Realizing border areas development programmes (including border markets)</p> <p>2.8 Drafting and starting implementation of a major policy for environmental protection and the fight against the harmful effects of climate change.</p>	<p>2.6 Developing a controlled urban development policy (metropolitan areas, new towns, secondary towns)</p> <p>2.7 Promoting complementarity and solidarity between big towns, average towns and villages</p> <p>2.8 Strengthening the bases for a territory-focused development (development poles)</p> <p>2.9 Stepping up the fight against the effects of climate change</p> <ul style="list-style-type: none"> Protecting and ensuring the sustainable management of forest ecosystems; Fighting desert encroachment; Promoting regional projects: the Niger Basin, the Lake Chad Basin 	<p>2.6 Consolidating production and consumption in growth poles for significant contribution to the development of neighbourhoods</p> <p>2.7 Consolidating urban development control</p>
GOVERNANCE	<p>Pillar 3: Promoting a sound business climate, good governance and strengthening the strategic management of the country</p> <p>3.1 Good governance and business climate</p> <ul style="list-style-type: none"> consolidating macroeconomic environment stability ensuring public debt sustainability intensifying anti-corruption drive providing for the country's new tax regime improving the functioning of the judicial system strengthening the security of people and goods nationwide 	<p>Pillar 3: Consolidating the business climate and governance, protecting the environment and intensifying climate change control</p> <p>3.1 Consolidating governance and the business climate</p> <ul style="list-style-type: none"> Strengthening the mechanism for FDI attraction Ensuring macro-economic environment stability Improving the State's capacity to foresee economic trends and structural changes (economic intelligence and technological monitoring) Strengthening result-based management principles Restoring Cameroon's image and credibility 	<p>Pillar 3: Maintaining the business climate and governance, furthering decentralization</p> <p>3.1 Maintaining governance</p> <ul style="list-style-type: none"> Promoting vote holders' merit and accountability Expanding the judicial system notably as concerns commercial law <p>3.2 Furthering decentralization</p> <ul style="list-style-type: none"> Building the capacity of local authorities and government devolved services <p>3.3 Strengthening the business climate</p>

Challenges	Phase one: 2010-2019	Phase two: 2020-2027	Phase three: 2028-2035
	<ul style="list-style-type: none"> • Strengthening corporate governance (account publication, protection of minority shareholders, etc.) <p>3.2 Strategic management of the country</p> <ul style="list-style-type: none"> • finalizing the public service reform (career profile, duty post profile, individual awards, etc.) • finalizing the public finance reform • strengthening strategic planning • strengthening economic regulatory mechanisms • strengthening Public/Private Partnerships • strengthening the protection of the national economic space (against fraud, smuggling, etc.) • strengthening the implementation of decentralization 	<ul style="list-style-type: none"> • furthering decentralization (extending the application of the principle of subsidiarity) 	<ul style="list-style-type: none"> • Maintaining Cameroon's image and credibility
<p>NATIONAL UNITY AND DEMOCRATIZATION</p>	<p>Pillar 4: Consolidating national integration and the democratic process</p> <p>4.1 Enhancing solidarity and national unity</p> <ul style="list-style-type: none"> • intensifying sensitization and the fight against identity confinement • promoting the development of Cameroon's culture as a whole • introducing national languages in school curricula • ensuring equitable representation of all segments of society • strengthening solidarity in the decentralization process <p>4.2 Consolidating the democratic process</p> <ul style="list-style-type: none"> • increasing transparency in the electoral process, and institution's credibility • ensuring and strengthening the respect of individual and association freedoms • promoting the development of civil society • promoting a high turnout in elections • strengthening the State's authority and credibility of the judicial system • promoting gender parity in the electoral process 		

PART THREE: VISION IMPLEMENTATION STRATEGIES

This part deals with general strategies to be considered in the achievement of the formulated Vision. In fact, it goes beyond simple strategies as it suggests core guidelines for some major aspects of economic, social and cultural development which make the bold Vision a realistic endeavour, and serve as guide to the various general and sector strategies to be implemented. Such strategies are a response to the challenges and stakes mentioned in the previous sections and function along side. The strategies identified to face such challenges include: (i) national integration; (ii) regional development, urbanization and sustainable development; (III) industrialization; (iv) governance; (v) regional cooperation and insertion in the international sphere; (vi) the economic role of the State and partnership.

The table below shows the links between strategies and challenges:

Challenges \ STRATEGY	National unity and democratization	Demography	Economic growth	Urban development, regional development ...	Governance
National integration					
Regional development and environmental protection					
Industrialisation					
Regional cooperation and insertion in international sphere					
Governance					
Role of the State and partnership strategy					

	Insignificant
	Quite significant
	Very significant

The monitoring/evaluation of all these strategies will operate through monitoring/evaluation mechanisms introduced for lower scale planning frameworks (national development strategy, sector strategies,...). There are also appropriate mechanisms for the implementation of policies as well as special mechanisms for the evaluation of results. As such a balance sheet will be prepared at the end of each phase to assess the results achieved and found new guidelines for the strategies. The tools lay special emphasis on the participatory of the different activities.

III.1 STRATEGY FOR NATIONAL INTEGRATION AND CONSOLIDATION OF DEMOCRACY

Cameroon's development calls for effective mobilization of all energies within a context of harmonious cohabitation. It therefore requires enhancement of national integration and consolidation of the democratic process.

III.1.1 National Integration

Unity and cohesion are rooted both in the natural feeling of any group sharing geographical links and in objective elements that nurture the willingness of living together and overcoming together all adversities, and of successfully carrying out a widely shared vision of society. It is all about sharing and enjoying natural and built identity values. This requires every citizen to mobilize for a better and fruitful meeting with others. Several pillars will be translated into operational strategies in view of national integration.

- national integration and mobilisation ;
- promotion of common values;
- participation of all social classes/groups in the decision-making process;
- fight against centrifugal forces;
- solidarity and equitable distribution of wealth ;
- balanced and harmonious regional development;
- civic mobilisation and moral rearmament;
- social communication.

1. National integration and mobilization: it is about making Cameroonians rise above their primary identities to be involved in the construction of a society likely to face globalisation with its many challenges. The various initiatives in that vein should focus on "*inculturation*" and open-mindedness as a springboard of development. Systematic promotion of individual merit as catalyst of social progress will contribute to the promotion of the feeling of equal opportunities to all with no distinction. Furthermore, integration should find an important stimulus in economic development in general, and in communication and telecommunications infrastructure development in particular, through the promotion of exchange and marriage of cultures.

2. Promotion of common values: it will consist in explaining these values, distinguishing them from negative values, and using them as nation-building blocks. Cameroonians will have to appropriate their own values to identify themselves with these, and remain open to other values in order to enrich each other. The issue of values showcases the need to renew the relationship between the individual, the community and the State in such a way as to guarantee, on a permanent basis, the convergence of their respective areas of interest. The promotion of a range of cardinal values is relevant to this renewal. The values are:

- Patriotism: enshrined in the country's motto, it is the basis of relationship between the individual, the community and the State within a firm conviction of belonging and unflinching commitment to respecting and defending common interests;
- The cult of merit: this should be instituted as a catalyst to initiative and hard work and included as one of the varied and shared rules and criteria;
- Solidarity: according to the principle of progressive contribution, it should make it possible for disparities to disappear and social cohesion to be enhanced.

One of the pillars of this strategy will be the preservation of national identity notably by promoting national cultural heritage and introducing arts and national languages in school curricula. The strategy will also build on the re-acquisition of the common history.

3. Effective and efficient participation of all groups: participation of the entire population is the key to successfully carry out a vision of society. More than ever before, the population will be involved in public affairs management in order to guarantee ownership and convergence of development actions for the welfare of all. This means lifting economic, sociological, social, political and cultural barriers likely to hamper effective participation of a given individual or a given social category in the building of the nation. In this light, strategies envisaged include promotion of partnerships between the State, the private sector and civil society and involvement of fringe groups (fringe population) or usually marginalized (women, children, the disabled, the elderly, etc).

4. The fight against centrifugal forces: it is about discouraging and eradicating primary loyalties from various origins (ethnic, religious, linguistic, etc.) that are clearly contrary to the law and cohabitation. Besides there is need to constantly have an eye on groupings likely to ignite tensions and cast doubt on national unity.

5. Solidarity and equitable distribution of wealth: While rewarding people through merit, the principle of progressive contribution to collective charges must guide the preparation of development policies. The main aspects underlying this principle will be a balanced, inter-dependent and sustainable development through a coherent regional development strategy. The regional development strategy will not only ensure equitable and harmonious allocation of resources, but also help to build an integrated economic and social space through the development of a chain of inter-dependence and solidarity between regions and between urban development poles. Moreover, the fight against social discriminations will be intensified and the vulnerable approach mainstreamed in all development policies in order to permanently rehabilitate vulnerable segments of the population or the marginalized in terms of growth.

6. Social mobilization and moral rearmament: It is all about ensuring mobilization of the main social stakeholders and their commitment to the vision. To this effect, community life that allows for the intermingling of people, the cross-fertilization of ideas, and the pooling of material and financial resources must be encouraged, while avoiding possible bigoted and regionalist drifts. Participation in the civil service, the promotion of common initiatives, and the association of entrepreneurs must be restored and developed.

7. Social communication: national integration strategies should include a strong and effective communication component. In terms of communication, the objective will be to (i) build the capacity of the media so that they can inform and become a decision aid instrument (notably by setting up a survey institute); (ii) develop and assist the private media (capacity building, regulation and financing); (iii) ensure integral media coverage nationwide. Moreover, dialogue, debates and expression forum will be encouraged to promote exchange and debate of ideas. Special emphasis should be placed on social dialogue to ensure the inclusion of all development actors in decision-making and consultation forums.

III.1.2 Consolidation of the democratic process

Consolidation of democracy implies harmonious development of the State, political parties and civil society based on the rules of the game at national level. Consolidating the democratic process requires an improvement of electoral processes, increased participation and a set of actions focused on education, training (widespread literacy, civic education, capacity building of civil society, the population and actors in political and social life) as well as sensitization.

Enhancement of transparency in electoral operations will be targeted through effective application of adopted laws and regulations, implementation of decentralisation, strengthening of the bodies charged with organizing elections, and effective separation of the three wings of power.

For the democratic process, participation is a requirement not only for credibility and legitimacy of elected officials but also for the success of their projects. Actions will be taken to improve the level of participation of all Cameroonians of voting age in electoral operations. Such actions will include the issue of the voting of Cameroonians living abroad in order to enable every citizen to participate in and contribute to the democratic process. A major component of the consolidation of the democratic process is women empowerment in electoral processes

Another important aspect of the strategy to consolidate the democratic process is promotion and modernisation of the judiciary. An effective democracy implies: (i) promotion of the rule of law; (ii) respect of human rights; (iii) accessible justice; (iv) fight against impunity and corruption. The rule of law is the essence of a credible and equitable judicial system that is independent and transparent, competent and accessible. The institution of a rule of law begins with the respect of the rules and regulations prescribed to establish relations between individuals and the various segments of the nation. Such respect begins with that of the fundamental law. By making law the main instrument for regulation and socio-political organisation, the rule of law makes the respect of legality a prerequisite for the principle of legitimacy. This is proof of the increasing role of courts in the country, effective independence of the judiciary and a guarantee for the respect of human rights.

Respect for human rights is the other face of the rule of law and seems to be the ultimate base for judicial organisation. Nationwide, the rule of law has to ensure for all citizens and foreigners the judicial, administrative, political, economic and social guarantees necessary for the effective enjoyment of their rights. Beside such guarantees, the promotion of human rights requires enlightened citizenship through sensitization and mass education. This entails popularising statutory instruments by translating them into national languages, publishing explanatory documents targeting rural communities, and including human rights education in school curricula.

Corruption is henceforth a major illustration of social malfunctioning. Anti-corruption drive will therefore be intensified. The strategy to be developed in order to curb this evil revolves around the promotion of the traditional values of integrity, probity and merit, reinforcement of punishment for economic crimes, adaptation of legislation and streamlining procedures which are the sources of functional corruption.

Effective decentralization will also contribute to the promotion and establishment of democracy. It will be an opportunity to reconcile the State with the population and the local sociology while avoiding possible cases of abuse (emergence of several sources of power, local baronies...). This reconciliation should hinge on the promotion of appropriate instruments such as State/Regional and Local Council agreements.

III.2 URBAN AND REGIONAL DEVELOPMENT STRATEGY, AND ENVIRONMENTAL PROTECTION

Regional development is a cross-sector issue. Territory-oriented development aims to create an integrated national economic space managed on a sustainable basis to make Cameroon a wonderful place and a commercial hub in Central Africa. Regional development will be built around the following themes: regional and local development, sustainable development and protection of the environment, institution of the principle of

subsidiarity under decentralization and the establishment of a contract mechanism for joint management of the space by the State and regional and local authorities.

Territory-oriented development will be mainly guided by the promotion of growth and development poles that can serve as engines for the development of regions. With the different functions of space, such poles will position themselves on other regions around the concepts of interdependence and solidarity notably between major cities, secondary towns and country sides.

Regional development will also build on local organization of employment areas through the promotion of social dynamics and other diverse forms of development of local potentials. Without prejudice to the role of the State in its capacity as guarantor of territorial equity and major national guidelines, partnership development contracts will be instituted between the State and regions, the State and councils, Regions and councils. Such contracts will spell out the role of the State and local and regional authorities in the implementation of regional and local development plans, as well as their contribution to sustainable development, environmental and ecosystems protection and the control of the impact of climate change.

Such spatialization of development policies will be backed by a legal and regulatory framework for regional development (orientation law, development master scheme, setting up of a regional development observatory).

As regards urban development, the overall guideline will be to bring urban development under control and improve the surroundings and living conditions of urban communities with a view to increasing the competitiveness and the economic, social and environmental efficiency of Cameroonian towns and cities.

These gains are obtainable if (i) the occupation of urban space and human settlements in the suburbs and inner city space is rationalized; (ii) housing and the living conditions of the large majority of people are improved, especially with regard to access to basic services and public urban transport; (iii) intra-urban transport is made more affordable both for the transporters and for users; (iv) the qualitative and quantitative supply of private sector urban services, notably in construction, transport and drainage is increased; (v) urban management is improved through a more appropriate assignment of responsibilities and resources, notably financial resources, between the State, Regional and Local Councils and civil society, .

Concerning the environment, the strategy envisaged will focus basically on environmental protection, the sustainable management of resources and stepping up efforts to fight climate change and its harmful effects. It will consist in: (i) improved clean power supply to boost economic growth and stem the tide of climate change, notably by diversifying energy sources (wind, nuclear, bio-fuel, solar...), and replacing fossil fuels by clean energy supplies; (ii) enhancing the protection potential from the harmful effects of climate change, particularly by promoting sustainable development and management projects of natural resources, approving funding mechanisms provided for by the Kyoto protocol (MDP, REDD, etc.); (iii) developing strategies aimed at reducing various forms of pollution (soil, water, air,...); (iv) improving drainage and solid waste management systems; (v) the protection and sustainable management of ecosystems (soil, sub-soil, water, fauna, flora, marine and coastal ecosystems, forests ...); (vi) improving disaster communication, information, warning and management mechanisms.

An important aspect of the environmental protection strategy will be the development of partnerships at the regional and international level because protecting the environment basically calls for human solidarity since the global community is ecologically interdependent.

III.3 INDUSTRIALIZATION STRATEGY

Cameroon's ambition to become an emerging country implies that the country attains the status of Newly Industrialised Country (NIC). To achieve this, manufacturing production must represent 23 to 24 per cent of the GDP (see Targets of the vision) while the volume of exported manufactured goods must be more significant than primary products in the external exchange pattern. As the base and corner stone of Cameroon's long term development vision, industrialization will be built on three core pillars namely, (i) promotion of the manufacturing sector; (ii) development of infrastructure; (iii) human capital formation.

III.3.1 Promotion of the manufacturing sector

In the medium term, the industrial strategy will focus on industrialization through the promotion of exports by processing and adding value to commodities. To this effect, strategies will aim to improve corporate competitiveness and promote densification of the national fabric of enterprises. For this purpose, the development of the industry sector shall be built on the six core areas below:

- agricultural revolution;
- development of extractive industries;
- promotion of SMEs/SMLs and upgrading of enterprises;
- competitiveness of growth buoyant and job generating sectors;
- improvement of the business climate;
- development of research, innovation and technical standardization.

1. Agricultural revolution

Industrialization is about freeing production potentials of the rural sector to ensure substantial supply of industries in agricultural commodities and ensure food self-sufficiency on one hand, and to free the abundant workforce that currently go into subsistence activities on the other hand. The main objective is to improve productivity by promoting medium-scale undertakings. The agricultural revolution will also help to create a middle class necessary for the boosting of domestic demand. Such agricultural revolution will be supported by appropriate policies on:

- land ownership (land reform, land settlement, modernisation of land registry, modernisation of land tenure and state property, land zoning, etc.);
- development of agricultural mechanization and irrigation;
- provision of affordable agricultural inputs in terms of quality and quantity;
- Effective organization of marketing channels;
- Development of processing plants for forest, agro-pastoral and fishing produce;
- Funding of the sector (establishment of appropriate financing institutions).

2. Development of extractive industries: Cameroon is endowed with numerous natural resources which unlike oil are poorly exploited to date. To accelerate industrialization, Cameroon intends to intensify exploration and exploitation of such resources by attracting FDI in those capital and technology-intensive activities. Priority will be given first to hydrocarbon sectors (oil and gas), and other sectors such as bauxite, alumina, aluminum, iron-steel, and nickel-cobalt; ongoing activities in these sectors will soon be translated into major overarching projects.

3. Promotion of SMEs/SMLs and upgrading of enterprises: the promotion of SMEs/SMLs and overall upgrading of enterprises will be the core pillar of the policy on modernisation of the production system, reactivation and

revitalization of the private sector and decent job creation. Upgrading of, grouping and development of SMEs/SMIs will hence constitute the second component of any major PPP-related project. It will include contract commitments to ensure the participation of local enterprises (basically SMEs/SMIs) in the execution of the project to at least one third of the overall investment cost, as well as special provisions and specific support as the case may be. This includes among others, assistance to SMEs/SMIs in their efforts to build their management and technological capacities, establishment of an organised network of SMEs/SMIs (promotion of clusters), establishment of a structure that guarantees financing credits. Such specific supports will be strengthened by the adoption of measures pertaining to the development of an environment conducive to SMEs/SMIs development such as the institution of sub-contracting.

4. Competitiveness of growth buoyant and job generating sectors: in addition to the above-mentioned policy on promotion and overall upgrading of SMEs, the government intends, in conjunction with the private sector and development partners, to develop specific competitiveness programmes for growth buoyant and job generating sectors which present comparative advantages to the country. Emphasis shall be laid first on the timber industry, tourist sector and ICTs. Other sectors will be integrated, depending on the opportunities, in this special competitiveness programme notably agro-industries, textile, leather, building materials industries, etc.

To achieve the objectives set out in the industrialization strategy, the promotion of industrial projects will depend on: (i) improvement of Cameroon's ability to attract more FDI; (ii) promotion of instruments of national savings mobilization and channelling such savings into the financing of industries as a whole and SMEs/SMIs in particular; (iii) securing investments; (iv) control of overall industrial and environmental hazards.

5. Improvement of the business climate: this is the major objective of the governance strategy. It includes several features related to the role of the State (guideline, partnership, security, economic governance, freedom, etc.), the judicial system (credibility, promptness, accessibility and specialization), administrative procedures and costs of creation and closure of an enterprise (number of procedures, duration, charges, ease in granting licenses, etc); taxation; recruitment and lay-offs; procedures and costs of transfer of ownership; funding facility (access to credit), investors protection; import/export-related procedures and costs. Other factors that enable the country to attract FDI depend on the availability of infrastructure and support services (communication, telecommunications, energy, etc.) and the country's human capital.

6. Development of research, innovation and technical standardization: emphasis will be laid on the development and mastery of science and techniques in the industrial area. In the medium and long terms, efforts will be made to: (i) encourage transfer of technologies and use of research results by enterprises; (ii) promote, assist in and boost research & development in the country by developing research institutes, encouraging enterprises to increasingly innovate and establishing strong partnerships between research centres and enterprises; (iii) promote the use of local material; (iv) develop and apply an appropriate technical regulation.

Moreover, actions are envisaged to encourage and sensitize enterprises on standardization and quality control, as well as the establishment of a national product approval and certification system.

III.3.2 Development of industrialization infrastructure

Cameroon's industrialization calls for huge and durable investments in the development of infrastructure namely communication and energy infrastructure.

A. Development of communication and telecommunications infrastructure

Like most infrastructure, communication infrastructure (roads, bridges, ports, railways, rail stations, etc.) and telecommunications infrastructure constitute physical aid to production, as well as wealth and job creation.

under industrial takeoff, communication infrastructure will help to open up landlocked industrial regions, supply plants with commodities (basically mining resources), transportation of produce to domestic and foreign markets, and transport of persons so as to reduce exploitation costs and improve the competitiveness of national enterprises and country's ability to attract FDI. Strategies will thus hinge on: (i) strengthening of programmes on maintenance and rehabilitation of infrastructure; (ii) extension and densification of infrastructure, land, rail, inland, maritime and air transport networks; (iii) sector governance and capacity building.

In the area of roads, the main objective targeted by the vision is to increase the percentage of tarred road network, from the present 10 per cent to more than 30 per cent (See Targets of the Vision). In the area of railway infrastructure, the objective in the short and medium term is to improve the state of the existing railway network. In the long term, the objective will be to build a new railway network in line with modern standards; the network will be electrified and will effectively contribute to the development of extractive industries, integration of the national economic space and regional integration process. As concerns Cameroon's sea frontage, it will be all about getting the best of its strategic geographic position by developing and modernising all ports and building a coherent and integrated system likely to strengthen the country's attraction. In this line, the Kribi and Limbe deep sea ports will be constructed while the Douala port will be modernised and its reception capacity increased.

The strategy for the development of transport infrastructure will hinge on:

- La mise en place d'un cadre institutionnel et stratégique approprié ;
- the establishment of an appropriate institutional and strategic framework;
- the promotion and adaptation of transport provision (transport means, services and systems) notably by mainstreaming environmental concerns;
- improvement of connections between the various transport means;
- promotion of appropriate technologies and use of local material;
- development of the Public/Private partnership approach;
- intensification of partnerships with private national and foreign investors.

In the area of telecommunications, the objective is to improve digital access through appropriate strategies in terms of network development, ownership and dissemination of ICTs. It will be about relying on the contribution of telecommunications services to sustainably back the country's industrial takeoff . Strategic guidelines will mainly focus on:

- la mise en place d'un cadre institutionnel et stratégique approprié ;
- the establishment of an appropriate institutional and strategic framework;
- the development and establishment of a legal and regulatory framework that underpins e-commerce; it shall draw from the good practices of developed countries notably in the areas of taxation, information and contracts;
- liberalization of ICTs and strengthening of competition in the sector;
- development of appropriate infrastructure in terms of network speed, connectivity, security of transactions;
- development of a software industry, and remote processing centres;
- regulation capacity building ;
- adoption of incentives to boost the development of entrepreneurship in ICTs;
- development of a critical mass of skills through relevant vocational training to ensure that the country masters technologies used in the sector.

B. Development of energy infrastructure

Cameroon's energy production presents a contrastive situation. There is an unstable and unequal supply on the one hand, and increased demand on the other hand. Industrial development recommended by the vision calls for adequate energy production and distribution, which is an input common to all enterprises and a key factor for the functioning of the economy and improvement of the living conditions of the population. Redressing energy shortage will thus hinge on the following three pillars: (i) increase of electricity production basically by adding value to the country's hydro-electric and gas potentials; (ii) intensification of exploration, and development of oil resources; (iii) development of alternative energies; and (iv) extension and modernisation of transport and distribution facilities and equipment. Moreover, the energy sector will be one of the major areas of implementation of PPP.

1. Developing the big hydroelectric and gas potential: Cameroon is endowed with enormous resources for hydroelectric development. Its hydroelectric potential found mainly in the Sanaga basin and that can be exploited economically is estimated at around 20,000 MW, representing more than 115 billion KWh. Cameroon could have a yearly production if such resources are added value. The development of hydro-electric production depends on the execution of major projects such as construction of dams and power plants. Some of these projects have already been identified under the Electricity Sector Development Plan namely the Lom Pangar dam project, the Nachtigal, Song Ndong, Song Mbengue, Kikot projects, among others in the Sanaga basin, development of the Memve'ele power plant over the Ntem basin, development of the Bini hydro-electric plant at Warak to increase capacity of the north hydro-electric network, etc. Actions to rehabilitate and strengthen existing production and transport facilities will be pursued in order to improve domestic electricity supply and benefit from the development of inter-connections to curb or improve trade flow with neighbouring countries. As concerns gas with the huge reserves discovered in Kribi, Doula and Rio del Rey basins, the implementation of the strategic gas development plan will build first on the use of gas for electricity production notably through the execution of the Kribi gas-fired plant project and conversion of some heavy fuel oil-fired plants to gas-fired plants. Other gas applications will be developed. In the long run, Cameroon will have to diversify sources of electricity production by making available a thermal capacity (gas and heavy fuel oil) accounting for about one third of overall electricity production capacity.

2. Intensifying exploration and developing oil resources: Cameroon's known reserves are modest in absolute terms and as compared to other neighbouring countries of the west, north and south borders. The strategy to develop oil resources thus consist in: (i) curbing the downward trends and above all preventing the discontinuation of crude oil production, by intensifying oil exploration thanks to the new oil code which is now available, and by constantly exploiting marginal fields; (ii) developing the processing of oil produce, by building refining capacities and wisely giving support to the establishment of industries specialized in oil by-products.

3. Developing alternative energies: hydro-electric production in large plants will go along with the development of small power plants and other types of energy notably renewable energies such as solar and wind energies which constitute considerable potentials for Cameroon. In this regard, incentives should be taken notably for the supply of remote rural and border areas with energy.

4. Extending and modernising transport and distribution facilities and networks: improvement of energy supply will be underpinned by a transport and distribution network development strategy which will help to supply quality and affordable energy to enterprises and households nationwide. Related policies will focus on rehabilitation and extension of the transport network, implementation of the ambitious programme for new customers, adoption of a

moderated price policy and in broader terms, of a friendly regulatory and legislative framework as well as promotion of safety measures.

III.3.3 Social development

In the context of industrialization, the social development strategy will aim to develop human capital and improve human development. It will help bring up indicators of life expectancy at birth, health, education, employment and participation in social life.

The social development strategy will thus build on: (i) improvement of social security system by gradually expanding its social hazards coverage and equally extending it to all segments of the population, while constantly preserving the financial equilibrium of the system to ensure the durability of its gains; (ii) improved performance of the education system by improving education provision in quality and quantity through facilitating access and ensuring the quality of primary education for the poor segments of the population, professionalization of education and its adaptation to employment needs; (iii) improvement of health services provision; (iv) promoting a solidarity economy, notably through mutual assistance and cooperative societies in all sectors (health, agriculture, housing ...); (v) strengthening the social role of women, marginal and marginalized groups; and ensuring their financial empowerment; (vi) implementation of a bold policy to back decent jobs creation which calls for the improvement of the mechanism of vocational insertion and revision of the apprenticeship system.

In addition, strengthening of human resources will call for particular emphasis on technical and vocational training. To this end, the development of specialized training schools and modern vocational centres will be strengthened. Emphasis will equally be laid on partnership with the professional setting and students guidance, in particular for young girls in scientific and technical classes.

III.4 REGIONAL AND INTERNATIONAL INTEGRATION STRATEGY

Since independence, Cameroon systematically went for an open diplomacy and an outward economic and technical cooperation. The country is developing a foreign policy that builds on the following guidelines: (i) non-interference in the internal affairs of other Nations; (ii) pacific coexistence and use of legal means instead of force in the event of conflict; (iii) on-going commitment to pursue sub-regional and regional integration and insertion into the international sphere. Globalization being an irreversible reality, the strategy for regional integration and insertion into the international sphere will require mobilization and participation of all stakeholders, including civil society, the diaspora and the entire population to work along side the government, as well as consolidated diplomacy.

III.4.1 Regional integration strategy

Since independence, the sub-regional and regional integration strategy has always been the core area of Cameroon's foreign policy. In the vision, this option is justified by the need to build a homogeneous and organised block to take, in cooperation with brother countries, the development bet and address integration challenges in the global sphere. Under industrial takeoff, the objective is to create a single sub-regional market to better stand external shocks, take advantage from scale economies in order to intensify intra-regional exchange, benefit from local specialization and carry out joint projects thus avoiding useless spending and unnecessary

repetitions. Regional integration is therefore a strategy chosen by Cameroon for its successful integration into the global economy through deployment of a proactive strategy aimed at revitalizing and consolidating a homogeneous and structured economic space likely to contribute in increasing national prosperity by speeding up regional growth

The regional integration strategy will focus on strengthening and rationalization of institutions and mechanisms of convergence and integration (political, economic and monetary) in Africa, starting with Central Africa, and the extension of the regional integration process to a wider range, including the ECCA and Angola. At the social and economic level, the strategy will focus on the establishment of a single and integrated economic space through the elimination of all barriers to intra-regional exchange in view of encouraging the movement of people, particularly intra-regional migration, the development of integration infrastructure, the establishment of common policies in the main areas of the economic and social life to avoid distortions and imbalances that can cause havoc to regional cohesion, the densification and development of regions with high agricultural potential in line with the needs evidenced in the regional demand for food crops, the re-launching of integration-oriented projects in labour-intensive and added value sectors, consultation and even pooling of means to protect common interests on the international front (EPA, WTO, UN, etc.) and the consolidation and renewal of sub-regional and regional solidarity. Another major aspect of the regional integration strategy will be the development of regional infrastructure projects, whether it be communication, telecommunication or energy infrastructure.

The Congo basin where the sub-region is located is the second largest primary tropical massif in the world after the Amazon. Being a source of subsistence for tens of millions of people and having a particularly rich biodiversity in terms of the ability to transform greenhouse gases and reduce climate change, particular emphasis will be laid on the conservation and sustainable management of this ecosystem following guidelines mutually agreed upon at the sub regional level.

Finally, Cameroon will seek to expand regional economic cooperation by extending to Nigeria with whom it shares a common border of over 1000 Km, given the size of this market and the possibility of domestic agricultural products to be exported to this country. The trade flows between the two countries is significant: in 2005, 27 percent of Cameroon's imports were Nigerian, excluding recognized but poorly evaluated informal flows, making Nigeria the leading exporter to Cameroon ahead of France. An asymmetry of these flows shows that Cameroon has a huge potential market that could be developed through exports in cereals, farm produce and food products, as well as in electricity because of its vast hydroelectric potential.

For this, Cameroon will continue to promote good neighbourliness and a brotherly approach to conflict resolution through negotiation and arbitration with this country. It will accelerate the construction of the Bamenda-Enugu road financed by the ADB and Japan, the Mamfe-Numba stretch of which is already completed the construction of a single border checkpoint to facilitate transit between the two countries and the revitalization of the Great Cameroon - Nigeria Joint Commission which has as theme the movement of persons and goods.

III.4.2 International integration strategy

The strategy for insertion in the international sphere aims to take the challenge of anticipation and adjustment to geo-political and strategic changes that occur in the world on one hand, and to take great advantage of globalization and the series of risk factors and uncertainties for the future that go with it. Cameroon's economic development can no longer be differentiated with that of the rest of the world; thus there is need to anticipate its positioning in the economic battle between the three main economic poles of the world, namely North America,

Europe and South-East Asia while taking into account the ever growing emergence of new countries in the world economic and diplomatic arena.

The strategy for international insertion will thus be underpinned by pillars that constitute the basis for diplomacy and external relations in an increasingly multi-polar world to help the country take advantage of its strategic position in the Gulf of Guinea and its role of relay point between Nigeria and the Central Africa region in the geo-strategic positioning of industrial powers around the Gulf of Guinea

III.5 GOVERNMENT’S ROLE IN THE ECONOMY AND PARTNERSHIP STRATEGY

The development policy spelled out in the Vision will be implemented in a context of assertion of the strategic role of the State and mobilization of various partnerships notably with the local private sector, civil society and international technical and financial partners.

III.5.1 Government’s role in the economy

Under the Vision, and besides its regalian missions in the areas of sovereignty, security and welfare State, the role of the State on the economic front will be that of a **“strategic and action-oriented State”**. Based on the lessons learnt from recent developments in ideologies where the myth of powerful market is gradually being dispelled thus giving way to an optimal combination of interventionism and liberalism, and given the opening of borders, technological advancement, close mixing of economies, the population that is increasingly having an influence on how it is being administered, the new paradigm of the State will be translated into three pillars: (i) strategic planning; (ii) regulation and; (iii) proportioned and targeted interventionism.

1. Strategic development planning: under strategic planning conducted following a participatory approach, the State will spell out general economic guidelines that will guide government economic policy and its components in the budgetary, fiscal, monetary, financial, trade areas, and in each sector of activity. It is about channelling energies, guiding investmetns, allowing for positive anticipation in the medium and long term through an integrated and coherent approach towards the achievement of the objectives of the long term development vision.

2. Economic regulation: at this stage, the State will have to design, implement and monitor the institutional system as well as the legal and regulatory framework that control actions of all operators; such action falling within the scope of competition, standards, labour organization, foregin trade facilities, etc. in order to guarantee the smooth functioning of the economic system.

3. Support and intervention: State supports which are adjusted to each specific context will aim to assist the private sector under a fruitful partnership. Such supports will consist in redressing all obstacles at the operational level with: (i) direct financial supports through subsidies or indirect supports by offering a guarantee to financial partners; (ii) technical supervision and assistance; (iii) support to promotions notably through the organization of trade fairs; and (iv) economic and social information. Government action will also focus on direct participation in production depending on circumstances notably, in partnership with the national and foreign private sector (acquisition of shareholding in overarching investments).

The new paradigm of the State will require modernizing and updating mechanisms, instruments and operational capacities of public administrations. The emergence of a flexible, responsive and opportunistic State implies the strengthening of institutions, existence of incentive frameworks and mechanisms in the public service which will

promote competition in terms of access to duty posts, rewarding people through merit, competence and efficiency, encourage initiative and participation.

III.5.2 Public and private partnership

Partnership with both the domestic and foreign private sector is one of the major elements of the economic role of the government as recommended in the long term development vision. On the domestic front, a key reform was undertaken as concerns the legislative framework. The PPP is currently governed by a legal framework that builds on law No 2006/012 of 29 December 2006 to set the general partnership contract regime. Many high-level consultation frameworks are available to involve the private sector in the spelling out and implementation of a national development policy.

Promotion of the private sector will build on the promotion of appropriate forms of PPP such as management contracts, joint ventures, leasing operations, concessions, leasings, BOT contracts, or BOO contracts in order to arouse national and foreign private investors' interest in the execution and/or management of industrial and infrastructure projects.

Under the vision, this dimension of partnership will be built around three pillars as follows: (i) consultation and dialogue; (ii) promotion of enterprises notably SMEs/SMLs; (iii) participation in strategic sectors and major overarching projects.

1. Consultation and dialogue: there will be effective establishment and functioning of consultation frameworks between the State and the private sector. This will help build a structured and fruitful cooperation. Efficiency of such frameworks will be strengthened notably by monitoring the effective implementation of recommendations. The private sector, which is the growth engine will be associated in economic options and guidelines for a better ownership and synergy which are indispensable for the achievement of the objectives of the long term development vision.

2. Promotion of enterprises notably SMEs/SMLs:: Promoting SMEs/SMLs is particularly aimed at:

- making denser the network of national enterprises, inter alia, by promoting the transition to the formal sector of informal units, so as to curb under-employment, improve economic growth and the living standards of the population;
- improving their competitiveness so they can cope with globalization and international competition.
- Such support will focus on: (i) regulatory and institutional instruments conducive to the emergence and development of enterprises (implementation of the investment charter and sector codes, streamlining of procedures, setting up of institutions and appropriate means of financing , institution of sub-contracting, development of infrastructure, standards and quality assurance, etc.); (ii) operational supports in terms of subsidies and technical assistance (entrepreneurship promotional actions, acquisition of technologies, upgrading, etc.) And; (iii) the policy of contributing in the funding of SMEs/SMLs (facilitation of cooperation between credit institutions and SMEs/SMLs, promotion of appropriate funding structures, promotion of new financing methods - leasing, venture capital, mutual bond, substantive guarantee, regional funding bodies -).

3. Participation in strategic sectors and major overarching projects: given the numerous needs in the country notably in terms of transport, energy, housing, education, health and tourism infrastructure, and with the high costs of investments to be realized in such areas, the third pillar in the PPP partnership will be built on the acquisition by the government of shareholdings in strategic sectors and major overarching projects.

III.5.3 Partnership with civil society

As a strategic partner of the State, civil society will be mobilized in pursuance of its four missions: (i) the provision of social services for poverty alleviation and social advancement of marginalized groups notably, (ii) the structure responsible for safeguarding and promoting the national cultural heritage, common values, the fighting against cases of abuse, (iii) a combination of participation and social mobilization for the integration of productive forces and democratization in the context of decentralization, (iv) watchdog activity for the defence of human rights in general, including those of workers, women, children, minority groups, etc..

Promotion mechanisms will focus on the strengthening of the participatory approach, consultation, promotion of a framework for the expression of associations' freedoms, social dialogue, citizen participation and design of policies and development plans, participatory budgeting, tracking of public expenditure, citizen monitoring of public service delivery, etc. Partnership with civil society thus falls in line with the pro-active approach translated by poles of creativity which help social actors to develop a development-oriented education spirit and training to a responsible citizenship. By getting involved in social and political mediation, civil society participates in the management of risks and obstacles mentioned in the next sections.

III.5.4 Partnership with technical and financial partners

In a context characterized by opening-up and increased integration of the entire human community, the international partnership strategy will aim at ensuring effective insertion of Cameroon in the global sphere. The strategy is a must as it will help tackle global challenges in conjunction with the entire community. Under the vision, the strategy for partnership with technical and financial partners will focus on two pillars: (i) improvement of aid efficiency and existing development cooperation relations; (ii) diversification and development of new forms of partnerships. In broad terms, it will be all about revising, enlarging and improving the nature and scope of contribution of foreign partners in the national development process.

1. Improvement of aid efficiency: it implies broadening the conceptual framework of development partnership, going beyond aid to integrate the whole set of international flows notably FDI, trade, international financial transactions and manpower. Moreover, some challenges will be taken including ownership, alignment, harmonization, mutual responsibility, results-based management and participation which are key criteria for partnership efficiency.

2. Diversification of partnership: it will require the enlargement of international partnership to new actors such as emerging countries (Brazil and South-East Asian countries including China, India, South Korea, etc.) and the Islamic World. Diversification will also call for the exploration of new forms of cooperation such as decentralized cooperation, fair trade, etc.

III.6 GOOD GOVERNANCE STRATEGY

Enhancement of governance which is indispensable for backing development strategies aims to enable Cameroon to have, more than ever, a responsible, dynamic, pro-active leadership, constantly anticipating cyclical and structural conditions, and putting in place, at all levels of responsibility, performance-oriented management principles. Cameroon will then become a country where investment risk is very low, thus improving its attractiveness. The strategy will build on the following pillars:

1. Intensification of anti-corruption drive: here, Cameroon will have to reinforce its established policy of preventing and fighting this ill. This reinforcement should be associated with a number of actions such as implementation of performance-oriented management mechanisms allowing for the promotion of merit, results and accountability of voteholders. Sensitization actions will first target students and then extend to all stakeholders.

2. Improving the judicial system: it will aim at increasing the staff strength, create new courts, adjust mechanisms and procedures to the sociological context to enable fast-paced file processing, the issuance of verdicts and execution of court decisions. It should also concern new fields such as arbitration, which is becoming the favourite mode of settling disputes in international business circles.

3. Democratic culture: Consolidating the democratic culture will at first be achieved through the effective establishment of institutional bodies and adoption of more reliable, operational and transparent regulatory mechanisms which will gradually allow for better participation of various stakeholders in electoral processes, and an improvement on the quality of political debates.

4. Decentralization: Decentralization is provided for by the 1996 Constitution. Its effective implementation will mobilise energies at the local level and ensure greater proximity between political choices and operational decisions. Given the results expected from the current decentralization process, a new step may be taken in the course of the vision through an expansion of the application of the principle of subsidiarity. It is however important to intensify capacity-building actions for local governments and devolved government services in order to give this policy the best chances of success.

5. Strengthening of the State operational capacities: it will focus on strategic development management as well as on tools and instruments to run the process, administrative mechanisms and procedures, reform of the modes of recruitment and management of human resources, reform of government financial engineering, introduction of results-based management principle to provide the State with appropriate means and capacities to enable it play its role in the new framework devised in the Vision.

6. Corporate governance: at the time when the damaging effects of corruption in business climate and corporate competitiveness are being overemphasized, there is need to review the role of enterprises and take incentive actions to encourage them to get set to fight and alleviate this blight. It will also be necessary to ensure the quality and effective application of accounting standards and ensure that Cameroonian enterprises apply the principle of transparency and publish their accounts.

PART FOUR. FINANCING THE VISION

Financing is a key issue. Devising a coherent and realistic financing strategy is essential to suppress the numerous obstacles related thereto. It is particularly important in a global context marked by rapid ideological changes, rampant instability on institutions and constant changes in financing mechanisms. Moreover, global trade which is a result of globalization leads to erratic economic changes (commodity prices, regulation of exchange, migration policies, etc).

IV.1 POTENTIAL RESOURCES

Realising the vision will require exploration and mobilization of all resources to ensure that Cameroon is less vulnerable to internal and external shocks. Indeed, there are varied sources of financing with special features that are typical to each institutional actor, prominent among which are: the State, the private sector and households.

1. For the State: for the State, the main sources of financing include tax and non tax-revenue, investment income, public loans on national and international markets, and Official Development Assistance (loans and grants). Another source of financing for local government is the ever expanding decentralized cooperation.

2. For the private sector: for the private sector, potential resources include corporate savings, bank financing, national, regional and international financial markets, households' and joint-ventures' (FDI) savings.

3. For households: the main sources of financing here include earned income, social security benefits, money transfers from the diaspora, financial income and loans from the financial sector.

4. For civil society⁷: civil society is an essential part of social life. Its potential resources are membership fees, transfers from the State, from private companies or from international institutions.

Among potential resources, emphasis will be laid on national savings (public and private) which currently stands at 15 per cent. More specifically, public savings which is a powerful economic policy tool, through its recycling into productive investments will witness an upward trend thanks to the execution of mining projects in the days to come. The government will derive considerable royalties in the process. As concerns transfers from the ever-expanding diaspora, they will increase in volume especially with the development of ICTs and issuance of *intangible currency*.

Supports under the partnership framework will highly depend on international commitments, vigour and performance of diplomacy and cooperation, as well as contextual events such as economic, political and social crises. The evolution of FDI which constitute a driving force for economic growth both in terms of capital inflow and transfer of technology; and access to export markets will essentially depend on the country's overall attraction. Such characteristics will underpin modalities for the mobilization of each type of resource.

IV.2 RESOURCE MOBILIZATION

Mobilization mechanisms will be adjusted to the peculiarities of each financing source and institutional actor.

IV.2.1 Mobilization strategies for the State

⁷ The institutional sector (as defined in the National Accounts) non-profit institutions serving households are included. Formerly called private administrations, they include the agents who provide non-market services. There are associations, most sports clubs, political parties, trade unions, religious organizations...

Exceptionally for the State, effective mobilization of resources will be built on: (i) an appropriate tax policy; (ii) an appropriate strategy for the increase of non tax revenue; (iii) a bold but prudent debt policy; (iv) improvement of FDI attraction; and (v) enlarged and improved partnership for ODA.

1. Tax policy: tax policy which is a clear feature of national solidarity will obey to the progressive principle, thereby ensuring the contribution of every citizen according to his income. (Those who have received more from nature or from the community contribute more to sustaining the latter). It will mainly build on the broadening of the tax base thanks to a flexible, fair and equitable taxation system which does not hamper the development of the production sector and the well-being of households, yet enables the State to fulfil its missions.

2. Non tax revenue: to increase non tax revenue (royalties, annuities, land tax), the State will strive to develop soil and subsoil resources.

3. Debt policy: under the debt policy, preference will be given to national savings and loans on national and regional markets. There will be some prudence as concerns the external debt. As a matter of fact, systematic analysis will be made of the debt sustainability before any new considerable loan is contracted. Even though financial markets provide considerable financing opportunities, the high cost of credit, and the dependence that may follow an important debt package calls for prudence. The governance strategy, consolidation of the democratic process, development of exports capacities will help improve access to such markets because such loans can have a significant spill-over effect if they are well mastered.

4. Foreign direct investment attraction: Real opportunities for attracting FDI still exist in spite of the international financial crisis. Foreign partners are still willing to invest in Cameroon because of its social and political stability, geo-strategic position in the Gulf of Guinea and the crucial structural reforms that led to the attainment of the completion point of the HIPC initiative. Several investors from various countries have already expressed interest in investing in Cameroon in diverse sectors such as agro-industry, industry, mine, and the rural sector. Improving the country's attraction will thus be a permanent quest, the main pillars being improvement of infrastructure, effective PPP, enhancement of governance, the judicial system and the security of goods and persons.

In addition, acceleration of sub-regional integration will help harness the numerous opportunities that the country has. They include the implementation of regional projects such as "la Transafricaine" or TransAfrica, international roads, and electric inter-connections. The proximity of the huge Nigerian market is an important opportunity which can be seized for starting up industries in Cameroon.

5. Official development assistance (ODA): what ever the form it takes, ODA has always contributed to the financing of the country's economy and development notably in social sectors, and in the execution of major infrastructure projects. For this specific type of resource, emphasis will be laid on the increase of partners along with the exploration of new forms of partnership on one hand, and the improvement of aid efficiency pursuant to the Paris Declaration on other hand.

IV.2.2 Mobilization strategies for the private sector and households

A sound mobilization of sources of financing for the private sector and households calls for a preliminary improvement of potential financing in terms of quality and quantity. The strategy highlights in particular, the issue of corporate productivity and banking system in terms of national coverage, as well as diversification and relevance of financial services provided. The strategy to be implemented for the mobilization of national savings

will consist in improving its modes of collection and rendering it more profitable. The strategy builds on three pillars namely, promotion of proximity banks, local financial markets and specialized financial institutions. Improved corporate governance will help channel such savings into productive investments.

1. Proximity banks: Access to an organised financial sector for small savers is limited owing to the fact that banks are located in major urban areas and terms for the opening of an account are prohibitive. Such factors allow for the development of an informal finance system which though having nationwide coverage presents considerable shortcomings such as lack of professionalism, short lifespan, lack of transparency in management, excessive concentration on the same market segments leading to negative competition and poor channelling of financial flows. The strategy will aim at supervising through an appropriate institutional mechanism and distributing market segments so as to expand the geographical and sector base of their activities. The system will thus be supervised by umbrella institutions in order to: (i) form cooperatives that can collect resources from organised business groups (CIG, cooperatives, etc.) and; (ii) supervise the mutual assistance associations that are present in government services and other sectors.

2. Local financial markets: the national stock exchange is central to attract private foreign capital; it helps to collect long-term savings then channel it directly into the financing of medium and long term investments. Besides, it helps enterprises to consolidate their equity capital by encouraging the public to save, which protects them from the lack of flexibility of traditional banks. The strategy for the mobilization of this source of financing will be extended to sub-regional markets. It will rely on development financing institutions.

3. Specialized financial institutions: there is need to either create or foster parallel or supporting institutions given the magnitude of the credit sector, diversification of socio-professional categories in need of financing, and the need to develop increasingly innovative techniques. The financing strategy will thus lean on the establishment of new specialized institutions such as:

- a national credit charged with managing government external loans and granting loans at the local level on behalf of the State;
- a national fund for government markets whose role is to take action in the financing of public contracts;
- deposit and consignment office: under construction.

4. Resources from the diaspora: transfers from the diaspors represent the second source of foreign currency for developing countries, after exports and far above FDI flows and the total amount of ODA⁸. In Cameroon, though statistics are not available, the volume of resources from the diaspora can be measured by comparison. For instance, funds transferred from France to Morocco totalled 9 per cent of Morocco's GDP, representing 7½ times the amount of ODA. Meanwhile, Senegal received 19 per cent of its GDP, Mali 11 per cent of GDP and 80 per cent of ODA, and Comoros island 24 per cent of GDP. However, such funds are unpredictable in terms of volume and consistency which affects the beneficiary economy; hence the need to channel such financial flows into national savings.

The strategy will therefore build on: (i) the creation of a permanent dialogue framework between the government and the marketing diaspora; (ii) establishment of a specialized institution for the diaspors; (iii) efficient management of the issue of dual nationality; (iv) a campaign to strengthen patriotism of Cameroonians in the diaspora; (v) a diplomacy of supervision and protection of the diaspors: statistics, information, consular supports; (vi) improvement of banking systems to facilitate fund transfers and credit grants and; (vi) possibility of opening treasury bonds subscription.

⁸ Based on results of studies jointly conducted by the African Development Bank (ADB) and the French ministry of the Economy and Finance in 2005 and 2006

IV.3 REFERENCE FRAMEWORK FOR THE USE OF RESOURCES

IV.3.1 Overall issue of resource use

Achievement of the objectives set out in Cameroon's development vision depends on effective implementation of investment programmes and projects that will ensue. In implementing such programmes, a medium term operational tool will be used as reference framework for government policy.

This tool must help Cameroon to have a sound mastery of its priorities; it must also ensure that it is owned by all stakeholders. All development actions will converge around such a tool which enables coordination of all resources. To this end, the reference framework will be a national development strategy which is: (i) owned and shared by all national stakeholders; (ii) realistic notably in terms of potential financing and; (iii) binding for all development actors.

It is under this framework that the State will recall, during each period, its role of strategic guidance which will be divided into sector and thematic strategies to be implemented under the State's budget.

IV.3.2 Rationalizing public resource allocation

Rationalization of allocations will hinge on a programming of actions and optimum allocation of budgetary resources in the medium term (3 to 5 years). At the central level, it will be about making the most comprehensive and sound estimate of budgetary resources expected and allocating budgetary resources in an optimal manner, in accordance with the priorities of the period and following criteria such as visibility and relevance clearly set out.

At the ministerial level, resources will be allocated in priority to projects retained in the strategy following a budget-programme approach. Budgeting must be pegged to the first year of budgetary programming in the medium term, so that public authorities gradually boost economic operators' actions.

Rationalization of resource allocation also depends on the establishment of an effective monitoring/evaluation framework which gives room for an overhaul of activities and helps to prevent discontinuation of government action. Monitoring/evaluation will be concretised with the preparation of execution reports on budget and evaluation of programmes and strategies at the end of the financial year by ministries or implementing agencies. In such reports, emphasis will be laid on the gaps in planning, programming, budgeting, commitment and effective realization following the results-based management approach.

PART FIVE.

THREATS, RISK FACTORS AND OBSTACLES

he objective of becoming an emerging and democratic nation, united in diversity in 25-30 years is subject to a number of risks and uncertainties likely to hinder its accomplishment. They may be uncertain situations, foreseeable or unforeseeable dangers, risky bets or other obstacles.

V.1 AT THE INSTITUTIONAL AND POLITICAL LEVEL

The levers of a democratic and modern State to which Cameroonians aspire are: enhancing the achievements of good governance, decentralization, free and transparent elections, reducing insecurity, equity and the fair distribution of the fruits of growth.

The challenge of democratization for which Cameroon has taken a few bold steps continues to be a basic cause for concern. Several factors can shatter the few achievements recorded.

The issue of political transition. Since Independence, there has been only one political transition in Cameroon at the helm of the State, which took place peacefully and in an exceptional manner. Pursuant to the Constitution, future transitions will come through elections. Possible drifts and the challenge of results in Cameroon each time an election has been organized is not to be overlooked. During the process of political transition, there is the risk of instability likely to undermine the continuation of institutions of the Republic. It could turn out as a critical point for the democratic process and development.

Managing the dual Anglophone-Francophone heritage. Unlike the other inert forms of administrative segmentation, the existence of an Anglophone community and a Francophone community is an important aspect in administrative organization. It gives Cameroon a hybrid nature. This duality is palpable in a permanent endeavour to adjust institutions and distribute the State's high-level duty positions to the system's two components. This situation gives rise to structures that are quite particular, and whose originality is such as to undermine stability. Cases in point are calls for independence, which are minor but sporadic and periodic. Any inappropriate management of this duality might hinder the attainment of the Vision⁹.

Independence of the judiciary. In the present context where the President of the Republic appoints magistrates and presides at the Higher Judicial Council, it is difficult to reconcile the population's desire of independent justice accessible by all with the current administrative setting. In fact, magistrates are a corps in the Civil Service to which recruitment is based on the same canons as the other civil servants and state employees. They do not issue from the popular will, and thus lack the legitimacy enjoyed by Members of Parliament and the President of the Republic who are elected.

As in certain countries, two different ways which are somewhat complementary are possible: namely the election of judges, or the jury system in which judicial and legal officers simply play the role of expert or moderator of debates. Taking into account economic costs and the sociology, as well as citizens' poor knowledge of legal practice which has overshadowed traditional law; introducing these methods in Cameroon seems difficult. The glaring conflict between operational needs and the exigencies of democracy might also threaten the vision from the standpoint of separation of power.

Social justice. Exigencies of equality and equity are generally incompatible. Positive discrimination leads to placing on the advantage one or several given communities, penalized by retardation or a particular weakness, which might prevent them from competing under the same conditions as the others. In a country that is sociologically segmented, positive discrimination is aimed at inhibiting the centrifugal drives of communities that would, on the pretext of low representation, make claims and protest, thus bringing about civil disorders. This

⁹ The political instability due to language differences in an old democracy like Belgium is a perfect case in point.

principle is unanimously accepted in its general formulation, but in practice usually gives room for different interpretations since it practically runs contrary to the principle of equality and to the exigencies of performance.

A key for dynamic distribution between the two exigencies is imperative in the long term: a fraction should respect the principle of justice, another that of equity, with the latter thinning down in the course of time following a formula agreed upon. If not, there will be a high risk of witnessing repeated irredentist claims that could hamper the smooth progress of the country toward achieving its long term goal.

Participation. In Cameroon, the administrative hegemony of French and English whose command requires school attendance poses as an obstacle to the participation of all social groups in the management of public affairs. This in fact has divided the population into two groups: the first, which is the majority but has a low literacy rate, is excluded from the spheres of decision-making and from debates on major issues; the second is the intellectual class that is open to the world, takes part in public debate and monopolizes decision-making and power. This has led to a dual society which has brought about serious discontinuity in the nation, thus sapping the latter's huge cognitive capacity. It is the very expression of the outward State's sociological nature; hence the difficulties of a political expression originating from its ethnic substratum because choices referred to as democratic lack something essential: the individuality of the voter and choice based on political programmes.

Since participation has become one of the key factors of success in any development initiative, Cameroon's development vision can be realized only on the basis of how the whole population will be associated in management schemes. Therefore there is need to implement strategies for the development of Cameroonian languages; to confer to them a dignified status, then provide structures and even peri-administrations that will use them and enable the entire population to participate in debates on development.

Regarding women specifically, the adoption of constitutional or legislative provisions for the participation of women, the establishment of structures working for the rights and advancing the cause of women, and political party support to the women empowerment policy are necessary.

Decentralization: following the adoption and enactment of law No 96/06 of 18 January 1996 pertaining to the amendment of the 2nd June 1972 Constitution, the Republic of Cameroon became a united and decentralized State. Under such administrative organisation, regional authorities which include regions and councils are conferred administrative and financial autonomy for the management of local and regional affairs, the mission being to promote economic, social, cultural development as well as health, education and sports in their various jurisdictions. As such, there are more than one challenge involved in the issue of decentralization namely, local development, governance and population participation, the power of local elected officials, etc.

- Local development challenge is linked to regional development challenge which poses the problem of differentiated mobilization of space and realization of an integrated economic territory.
- Participation challenge, as mentioned above calls for the management of national languages, social mobilization and the role of civil society (see partnership strategy) alongside the State.
- Democratization challenge in relation to decentralization refers to the power of local elected officials which should be reinforced. This will bring in changes in management methods and power distribution at the national level. Though decentralization brings power closer to the citizens, and thus enables them to be involved in debates, it is however a cause of aggravation of identity confinement, imbalances and disintegration, and challenge on the country's unity.

V.2 AT THE SOCIOLOGICAL AND SOCIAL LEVEL

Many factors originating from sociology pose a threat to national cohesion and to the country's economic development. Others include unexpected incidence of economic development with serious developments in some countries.

V.2.1 At the sociological level

Sociological fragmentation. With the big sociological diversity that characterizes Cameroon poor handling of sociological forces can provoke such drifts as political tension, increase in irredentist drifts and the development of networks of allegiance. The latter are notably sects and tribal lobby groups engendering such ills as nepotism, tribalism, *clientelism* and can be a hindrance to the smooth functioning of the system. In order to considerably reduce this risk which is already pointing on the horizon, there is a need for systematic vigilance.

Family logic as against the logic of economic efficiency. Ethnic, tribal and family ties regularly run into the management of public affairs, and sometimes to the detriment of efficiency and good performance. Relationships bring about inefficiency and inertia. This trend is noticeable both in the public and private sector where appointments and even transfers increasingly go against the quest for results and preservation of national integrity. The much needed dynamics for achievement of the ambitious goals of this Vision would seriously be undermined if there is no change.

The spirit of common initiative and co-ownership. The conditions necessary for generating major activities likely to benefit economies of scale are a spirit of enterprise and that of partnership. In Cameroon, business corporations often overshadow family enterprises, thus considerably reducing possibilities for optimum mobilization of savings. In the absence of a real spirit of partnership, the bulk of small savers invest in individual or family micro-projects which form the informal sector. It is in this sector that small enterprises are born and die following a cycle with a short-term frequency. In addition, informal activities are not monitored by the State. They weaken formal economic structures and cause a sharp drop in the economy's productivity. The absence of partnership reflexes in an economy is compounded by poor knowledge of and the lack of legislation that encourages co-ownership.

Role of the diaspora: Cameroon is also affected by the problem of migrations which are quite rampant in the present times. As the country plays host to foreign residents, it faces a reverse trend as many Cameroonians go abroad. If statistics on the situation of the phenomenon are not available, it is clear that it concerns a good number of working people and students. France plays host to 30 000 immigrants of Cameroon origin or with Cameroonian nationality; this figure does not include children of Cameroonians born in France.

In the present context, the diaspora constitutes a huge potential source of financing which should not be ignored. In some cases, money transfers from migrants exceed by far the package of Official Development Assistance (ODA) and the volume of FDI. Besides such transfers, the diaspora can play several other roles. As a matter of fact:

- on the economic front, it can serve as a relay to the promotion of national production and thus to the conquest of external markets;
- in the area of cooperation, it can play the role of elite likely to participate in national capacity building on new themes and international negotiations;
- on the political front, it can serve as relay to improve Cameroon's image; as its positions are usually seriously considered by foreign powers.

If emigration can thus be part of a fruitful exchange framework, for Cameroon, it rather looks like brain drain which seriously hamper development ambitions because it deprives the country of part of its human capital for which the country invested huge sums of money in terms of training. Besides, mobilizing the diaspora presents a number of constraints including the issue of participation in electoral processes (vote of Cameroonians living abroad) and dual nationality.

V.2.2 At the social level

The history of capitalism reveals that this economic model which is based on merit and individualism always gave room for social tensions and disasters, the two ineluctable and disagreeable aspects of this issue; the other being industrial takeoff. Serious inequalities are seen constantly in some societies yet considered developed:

Development of shanty towns: precarious dwelling areas where prevail a number of blights such as promiscuity, poor sanitation, delinquency, insecurity among others sprout beside tower buildings and luxurious neighbourhoods.

Increase number of marginalized people: the increase in the number of people or groups which willingly or not, find themselves excluded from economic channels either temporally or on a permanent basis is often due to the hard conditions of the market economy and the lack of efficiency of social regulatory measures.

Economic immigration: the promotion of a real self-sustained development process generally modifies the economic pattern of neighbouring countries by osmosis, diffusion, and imitation, thereby restructuring their external flows. Thus, a 10 per cent growth rate in the specific case of Cameroon will imply the capture and a decline of weaker economies, a curve in import flows of western countries to the benefit of Cameroon. The immediate effect will be massive immigration of neighbouring populations who failing to mainstream themselves in the drained economies of their countries, will rush to the new “eldorado” in the same way they are being attracted to Europe and South Africa today. If such immigrant flow is poorly managed, there will be a slowdown in growth, increased social demand, development of a Lumpenproletariat and aggravation of above mentioned risks factors. Risks of social tensions, aggravation of integration and insecurity problems are to be added.

Over-exploitation of natural resources and environmental costs: the exploitation of natural resources (mines, oil, hydrography, forest, wildlife, etc) is usually considered the base of economic takeoff for countries like Cameroon that are endowed with many of such resources. This feeling always tends to overshadow the quest for a more effective production, leading to over-exploitation and almost to the depletion of such resources which are mostly non renewable. The issue is even more relevant in the present context where ecological stakes are taking root as a result of the visible threats of climate change. Cameroon, which is partly located in the Sahel area, is already experiencing the harmful effects of desert encroachment, increased temperatures, irregular seasons, etc.

V.3 AT THE ECONOMIC LEVEL

Two major obstacles have been identified at the economic level: currency issues and climate change.

V.3.1 Currency issues

Cameroon and other countries from the franc zone use the CFA franc which has been pegged to the euro since 1 January 1999 at fixed¹⁰ rates. Central banks of these groups are linked to the French Treasury through the operations account which is a technique for collective administration of the currencies of countries concerned. Pegging the CFA franc to the euro ensures fixed rates which prevent drifts and ensure international credibility. Yet there are two big obstacles:

- first, it prevents Cameroon from having a monetary policy which is an important economic management tool; this is a major barrier to own a bold development strategy;
- the pegging of the CFA franc to the euro, which showed up as a currency that is almost inflexible, led to constant raise in the CFA, a slowdown in exports and ever increasing rise in import prices which is a heavy drain on national economy's competitiveness

Maintaining such links between the euro and the CFA franc will be in the long term mainstreamed in the general regional integration and insertion in international sphere issues. Indeed, to ensure monetary integration in Africa, three financial institutions¹¹ will be set up. The objective here is to have a common currency on the continent by 2020. Moreover, the issue is a core priority of Economic Partnership Agreements (EPA), though it is not explicitly stated.

However hypothetical it may be, owning a common currency in Africa in the coming years should be mentioned as an obstacle. In any case, it confirms the clear and definite choice by Cameroonian authorities to give preference to trans-national currencies rather than a local currency.

V.3.2 Climate change and other environmental threats

How can we meet the needs of the present without compromising the ability of future generations to meet their own needs? Regional development calls for a broad vision of the well-being of men, long term projection of the consequences of current activities, total involvement of all actors; it is also an appeal to the entire humanity for the conservation of the common global heritage. The quest for sustainable development will also imply curbing threats such as climate change and loss of ecosystems, in conjunction with the global community.

The phenomenon of climate change observed worldwide over the past few years is of paramount importance as it causes considerable ecological, economic and social damages on the people. Such a phenomenon has as effects depletion of water reserves due to changes in the water cycle, degradation of rivers and streams, increase in the number and/or intensity of storm events, continued and constant periods of low rainfalls and rise in temperatures. Desert encroachment in the northern region of Cameroon is already causing damages and is hampering social development in the region.

In addition, Cameroon will have to devise appropriate strategies to address other threats such as deforestation, biodiversity loss, air and ocean pollution, storage of household refuse, industrial disasters, oil slicks, degradation of water resources, soil degradation, volcanic activity, poison gas emanations, landslides, rock slides and floods.

V.5 AT THE GLOBAL LEVEL

There are three major obstacles to be retained from the world context:

¹⁰ 1 euro = CFA F 655.95

¹¹ The Central Bank of Africa (CBA) will be established in Nigeria, the African Investment Bank (AIB) in Libya, and the African Monetary Fund (AMF) in Cameroon. The creation of these three institutions was provided for by article 19 of the constituent instrument of the AU adopted in July 2000, and the AU strategic plan in 2004.

Globalization. Economies have been merging rapidly through interconnections and single markets over the past few years. Globalization has been the result of policies of trade liberalization, increased commercial and financial transactions, and the development of information and communication technologies. Despite the benefits accruing from the move toward economic uniformity, Cameroon is still not taking advantage at its best. On the contrary, the trend has brought about many contingencies which are risk factors and a source of uncertainties about the future. They are:

- The erratic, rapid and complex trends on the international scene. They are a real obstacle to forecasts and have harmful effects on Cameroon's socio-economic fabric. Oil prices fluctuate with political contingencies in the Middle East, and agricultural produce or related transactions depend on changes in political alliances. These are factors that make the world economic situation highly volatile, and positively, but very often negatively affect Cameroon, making it impossible to design programmes with certainty.
- The domination of international firms. The extroversion of weak economies is compounded by globalization. Instead of encouraging effective transfer of technology, multinationals are profit-making entities: carrying out minimum investment, increasing their profits, immediately repatriating profit, putting political pressures, etc.
- Negative cultural influences. Mass communication channels are flooding our markets with standard products. Cultural imperialism, despondency, colonization of minds under the pretext of globalization are gaining ground. This unprecedented hegemony, in scope and depth, is a threat to cultural identity, or to the identity of the peoples of our country, whereas history teaches that there can be no sustainable development of a country or people without its culture at the very basis of such. Defence, the preservation of cultural diversity is central to development. It calls for attentive vigilance to preserve national identity in the broadest sense of the word.

The influence of transnational actors in national policy: In the current context of globalization, the way global society is managed is significantly influenced by international institutions which are becoming increasingly pervasive: the World Bank, IMF, WTO, UN, FIFA, OHADA, etc. These institutions of which Cameroon is a member enact rules generally underpinned by conditionalities applicable to all members. Like the other countries, Cameroon may suffer under these conditionalities, sometimes undermining its vital interests.

APPENDICES

Appendix 1: Selected variables and indicators

Selection criteria:

- Summary indicators ()
- Give priority to qualitative indicators (weight, rate, proportion,...) to the detriment of quantity indicators to eliminate the aspect of size and emphasize that of pattern.
- Ensure sector representation (cover all the sectors)

List of selected variables

Domain 1: Macro economy

1. GDP/capita
2. GDP growth rate
3. Investment rate
4. Activity rate (working population over total population)/Unemployment rate
5. GDP sector pattern (primary, secondary and tertiary shares)
6. Exports pattern (primary, secondary and tertiary shares)
7. Imports pattern (primary, secondary and tertiary shares)
8. Nature of trade balance (deficit (-1) or surplus (+1))
9. Inflation rate
10. Nature of budget balance (deficit (-1) or surplus ((+1))
11. Pattern of State revenue (taxes, oil revenue, non-tax revenue, grants, ...)
12. Pattern of State expenditure (taxes, oil revenue, non-tax revenue, grants,...)
13. Speed of currency circulation
14. Opening rate ((Exports-Imports)/GDP)
15. Economy penetration rate (Exports/Imports)
16. Labour pattern (primary, secondary and tertiary share)
17. Pattern of remuneration of factors of production, sharing of Value Added (taxes, salaries, dividends)
18. Rate of agricultural mechanization (Number of tractors per hectare of cultivated land)
19. Proportion of arable land cultivated
20. Share of public spending allocated to development research

Domain 2: Socio demography

1. Life expectancy at birth
2. Population growth rate

3. Urbanization rate (Urban population/total population)
4. Vaccination coverage
5. Health expenditure in percentage of GDP
6. Education expenditure in percentage of GDP
7. Poverty rate
8. Primary school completion rate (% of corresponding age group)
9. Rate of students enrolled in scientific and technical courses in secondary schools
10. Rate of students enrolled in scientific and technical courses in university

Domain 3: Infrastructure

1. Stretch of tarred road network
2. Proportion of population having access to electricity
3. Proportion of population having access to safe water
4. Pattern of energy production (proportions of hydroelectricity, thermal energy and gas)
5. Density of railway network (length of network on surface area)
6. Number of fixed telephone lines per 1000 inhabitants
7. Number of passengers travelling by air.
- 1-

Appendix 2: Trend of some indicators in reference emerging countries (Morocco, Tunisia, Indonesia, Malaysia)

	years	1960	1975	1985	1990	1995	2000	2003
GDP per capita (in \$2000)	Morocco	590,5	810,7	994,4	1 111,2	1 060,1	1 161,3	1 277,9
	Tunisia	0,0	1 132,2	1 460,4	1 502,9	1 655,3	2 035,7	2 214,5
	Indonesia	178,6	275,8	431,8	557,4	752,6	728,2	781,3
	Malaysia	784,5	1 377,6	2 081,2	2 497,5	3 468,0	3 881,4	4 011,4

	years	1960	1975	1985	1990	1995	2000	2003
GDP growth rate	Morocco	0,00	7,56	6,33	4,03	-6,58	0,96	5,24
	Tunisia	0,00	7,16	5,65	7,95	2,32	4,67	5,57
	Indonesia	0,00	6,18	3,48	9,00	8,40	4,92	4,10
	Malaysia	0,00	0,80	-1,12	9,01	9,83	8,86	5,31

	years	1960	1975	1985	1990	1995	2000	2003
Commercial balance (in millions)	Morocco	170	-1 478	-427	-460	-1 222	-2 085	-3 660
	Tunisia	0	-705	-1 259	-1 109	-692	-687	-819
	Indonesia	-926	-3 538	-3 485	-19 526	-36 343	16 130	32 970
	Malaysia	6 407	10 420	-2 409	3 765	34	14 210	15 945
	years	121	1 722	1 606	3 087	-2 198	18 020	19 240

	years	1960	1975	1985	1990	1995	2000	2003
Economy penetration rate	Morocco	109,64	62,89	91,36	93,72	87,41	83,37	76,20
	Tunisia		73,53	72,42	82,55	90,62	92,60	92,04
	Indonesia	374,71	187,59	90,59	112,39	100,06	128,27	130,25
	Malaysia	103,63	127,06	109,69	109,66	97,11	119,10	119,99

	years	1962	1972	1982	1990	1997	2002	2003
Life expectancy at birth	Morocco	47,92	52,91	59,51	63,48	66,61	68,35	68,59
	Tunisia	49,59	55,59	63,67	70,31	71,90	73,00	73,16
	Indonesia	42,53	49,22	56,21	61,71	65,11	66,65	66,89
	Malaysia	55,76	63,01	67,95	70,51	71,89	72,79	72,99

	years	1960	1975	1985	1990	1995	2000	2003
Demographic growth rate	Morocco	0,00	2,35	2,18	2,04	1,76	1,64	1,58
	Tunisia	0,00	2,11	3,05	2,43	1,60	1,13	1,16
	Indonesia	0,00	2,36	1,83	1,79	1,41	1,32	1,34
	Malaysia	0,00	2,35	2,76	2,97	2,49	2,44	1,91

Appendix 3: Empirical Industrial Development Stages

Industrial Development stages	1 Exportation of primary goods	2 First import-substitution	3 First export-substitution	4 Second import-substitution	5 Second export-substitution
Structure commerce / production	2				
a) Raw materials	Exportations	Exportations	Reduced Exportations	Importations	Importations
b) Light manufactured products	Importations	Substitution with Domestic goods	Exportations (substitution of raw materials)	Exportations	(Exportations)
c) Heavy manufactured products	Importations	Importations	Importations	Substitution with domestic goods	Exportations (substitution of light manufactured products)
Measure : « Manufacturing share /GDP »	...< 11%	11 % <...< 17%	17 % <...< 23%	23 % <...< 24%	24 % <...
Comments		The importation of light manufactured products is substituted with local production	The exportation of raw materials is substituted with light manufactured products	The country has few raw materials and import them consequently. It substitutes the importation of heavy manufactured goods with local production. The mains exported products are heavy manufactured goods.	The country substitutes the exportation of light industrial product with heavy industrial products.