

-----  
DECREE NO 2025/03044 /PM OF 29 DEC 2025 TO LAY DOWN PROCEDURES FOR  
THE ELABORATION AND VALIDATION OF STRATEGIC PLANNING  
DOCUMENTS

**THE PRIME MINISTER, HEAD OF GOVERNMENT**

- Mindful of the Constitution;
- Mindful of the Law No. 2011/008 of 6 May 2011 to lay down guidelines for Territorial Planning and Sustainable Development in Cameroon;
- Mindful of the Law No. 2018/011 of 11 July 2018 to lay down the Cameroon Code of Transparency and Good Governance in Public Finance Management;
- Mindful of the Law No. 2018/012 of 11 July 2018 relating to Fiscal Regime of the State and other Public Entities;
- Mindful of the Law No. 2019/024 of 24 December 2019 to institute the General Code of Regional and Local Authorities;
- Mindful of the Decree No. 2008/220 of 4 July 2008 to organise the Ministry of the Economy, Planning and Regional Development (MINEPAT);
- Mindful of the Decree No. 2011/408 of 9 December 2011 to organise of the Government, as amended and supplemented by Decree No. 2018/190 of 2 March 2018;
- Mindful of the Decree No. 2019/001 of 4 January 2019 to appoint a Prime Minister, Head of Government;
- Mindful of the Decree No. 2021/1521/PM of 23 March 2021 on the creation, organisation and functioning of the National Committee for Monitoring/Evaluation of the Implementation of the National Development Strategy 2020-2030;

**HEREBY DECREES AS FOLLOWS:**

**CHAPTER I:**

**GENERAL PROVISIONS**

**SECTION I:**

**PURPOSE AND SCOPE**

**ARTICLE 1.-** (1) This Decree sets out the rules governing the procedures for elaborating and validating strategic planning documents.

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES  
COPIE CERTIFIÉE CONFORME

(2) As such, it recall the:

- guiding principles for the elaboration of strategic planning documents;
- steps and strategic planning documents;
- actors involved in the planning process, their role and level of involvement;
- mechanism for the execution and monitoring and evaluation of development policies and strategies.

**ARTICLE 2.- (1)** Any strategic planning process begins with a prospective analysis.

**(2)** The elaboration of a strategic planning document includes the following main steps :

- the preparation of the planning process;
- the elaboration of the inventory and diagnosis;
- the formulation of strategic options;
- the analysis of risk and mitigation mechanisms;
- the modalities of funding, steering and monitoring-evaluation.

**ARTICLE 3.-** This decree applies to all public administrations, public establishments, Regional and Local Authorities.

## **SECTION II:** **DEFINITIONS**

**ARTICLE 4 .-** Under this Decree, the following definitions shall apply:

- **Current activity:** A current activity refers to a set of tasks related to the functional routine of a structure or an administration. It allows the regular operation of services, without the objective of structural transformation or sustainable value creation. It is not transformative in nature and allows for the maintenance or upkeep of existing structures and/or the provision of standard services to users.

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES

COPIE CERTIFIÉE CONFORME

- **Land use planning and sustainable development:** Implementation of physical planning aimed at optimising assets and/or correcting natural disparities or those related to development, by seeking a judicious distribution, balanced and as well as integration of people, production activities, infrastructure and equipment throughout the territory, while preserving for future generations the available resources as well as the quality and diversity of natural environments;
- **Planning-Programming-Budgeting, Monitoring and Evaluation (PPBM) Chain:** A succession of activities that starts: (1) the definition of priorities and objectives accompanied by measurement indicators and their translation into implementation programmes and actions (Planning), (2) the breakdown of programmes and actions into activities according to their execution schedules (Programming), (3) then the allocation of foreseeable resources to programmed activities (budgeting), (4) and then the implementation and monitoring/evaluation of the achievement of the objectives set (Monitoring/Evaluation), and (5) the feedback for taking into account the monitoring and evaluation results in the definition of the new planning cycle.
- **Evaluation:** A systematic and objective assessment, at a given period of its cycle, of the conception, implementation and results of a policy, strategy, programme or action. Evaluation may take place before, during or after the implementation of a policy, programme or project.
- **Results-Based Management (RBM):** It is a management approach that considers strategies, people, processes, and measures to improve decision-making, transparency, and accountability. It is based on the results chain, which is a series of cause-and-effect relationships that lead from inputs/activities to effects and impacts. A result is defined as a measurable change driven by a cause and effect relationship.
- **Transformative Initiative:** A set of measures/reforms/interventions aimed at inducing pro-fund, structuring and sustainable changes to produce systemic change, improve the functioning of a system or correct imbalances.
- **Regional and local planning:** This is a process that consists of promoting and organising development at the regional and council levels, in coherence with the overall strategic planning framework. It is defined as the construction of a common vision concerted between the actors concerned with a view to defining and achieving common development objectives in the given time and space.

SERVICES DU PREMIER MINISTRE  
 Secrétariat général  
 DIRECTION DES AFFAIRES ADMINISTRATIVES  
 ET DES REQUÊTES

  
 COPIE CERTIFIÉE CONFORME

- **Strategic planning:** This is a set of choices that an entity gives itself for its structural transformation. It aims to promote qualitative leaps by bringing about a transformation in day-to-day management through projects and reforms. It focuses on the medium to long term and drives proactive development across the entire structure or organisation.
- **Guiding principle:** This is a cardinal value that must prevail throughout the implementation of a public policy. It serves as a reference framework to guide strategic choices and ensure the coherence of interventions.
- **Budget programme:** A coherent set of measures and actions under the same management unit, the implementation of which aims to achieve public policy objectives with performance indicators and clearly identified financial resources.
- **Development programme:** A coherent set of actions, projects or interventions structured over time aimed at solving a specific problem and oriented towards the achievement of a strategic objective.
- **Project :** Temporary initiative, leading to the realisation of a unique product, result or service
- **Public investment project:** A temporary initiative set up by the State or a public entity to create and deliver an asset or fixed asset with a duration of one year or more, taking into account constraints such as time, cost and quality.
- **Prospective:** An exercise that allows you to explore possible futures and to project yourself by building a vision, that is to say, a voluntarist, ambitious and shared representation of the future of a nation, a territory or an organization. Prospective makes it possible to anticipate structural changes in the national and international economic environment
- **Development strategy:** Optimal articulation of human, material, financial, organizational and informational resources for the achievement of a coherent set of objectives aimed at solving specific problems identified while taking into account the internal and external environment. A development strategy includes transformative initiatives, that is transformative reforms and projects. It is produced following a strategic planning exercise.
- **Monitoring:** Continuous process of systematic collection, processing, analysis, use and communication of information relating to the implementation of a policy, programme, measure or action. It makes it possible to measure the progress of the interventions carried out in relation to the expected results, to identify the difficulties encountered and to propose solutions to achieve the objectives set.

**SECTION III:**  
**GUIDING PRINCIPLES FOR ELABORATION OF STRATEGIC PLANNING DOCUMENTS**

**ARTICLE 5 : (1)** The preparation of Strategic planning documents is guided by the following principles:

- Results-oriented planning ;
- Participation and inclusiveness;
- Strategic alignment;
- Realism and feasibility;
- flexibility and adaptability;
- internal and external coherence;
- Sustainability.

(2) Results-oriented, planning aims for measurable and concrete objectives, with clear performance indicators;

(3) Participation and inclusiveness in the strategic planning process involves all key actors (decision-makers, technicians, civil society, private sector) to ensure ownership and legitimacy;

(4) Strategic alignment is consistent with embedding strategic planning documents in national visions and regional and international commitments;

(5) Realism and feasibility goals must be ambitious but achievable, considering resources, context and capabilities;

(6) flexibility and adaptability provides for adjustment mechanisms in the face of changes;

(7) internal and external coherence, ensures alignment between priorities, objectives, programmes and resources, and ensuring complementarity with other policies and plans;

(8) Sustainability integrates the social, economic and environmental dimensions for sustainable development.

**ARTICLE 6 .-** The documents resulting from the strategic planning exercise and the tools of sustainable land use planning must be complementary, integrated and coherent.

**ARTICLE 7.-** Any strategic reflection of national scope that should lead to the development of a strategic planning document is the subject of a concept note that must be sent to the Ministry in charge of planning for opinion.

**ARTICLE 8.-** Strategic planning is carried out in accordance with the legislative and regulatory framework for decentralization.

**ARTICLE 9.- (1)** Strategic planning is the first link in the Planning-Programming-Budgeting-Monitoring/Evaluation chain.

**(2)** It constitutes the basis on which the programming, budgeting and monitoring/evaluation documents of the State, the Regional and Local Authorities and other public entities are developed.

## CHAPTER II:

### STRATEGIC PLANNING DOCUMENTS

**ARTICLE 10 :** The strategic planning documents are: financing, management and monitoring and evaluation.

- **At the national level:**
  - the National Development Vision;
  - the National Development Strategy;
- **At the sectoral level:**
  - sectoral strategies;

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES

  
COPIE CERTIFIÉE CONFORME

- **At the transversal level:**
  - thematic strategies;
  - policy documents;
  - development plans;
- **At the ministerial level:**
  - Strategic Performance Frameworks ;
- **At the level of public establishments and corporations:**
  - strategic plans ;
- **At regional and local level:**
  - regional development plans;
  - council development plans.

## SECTION I:

### OF THE NATIONAL VISION OF DEVELOPMENT

**ARTICLE 11.- (1)** The national vision of development is an exploratory tool that allows, over a long-term horizon, to identify the aspirations of the populations, to present the scenario that could lead to the desired situation and to establish alternative scenarios;

**(2)** It indicates the major economic, socio-demographic, cultural and institutional changes to achieve the desired future;

**(3)** It is based beforehand on the realization of prospective studies that determine possible and achievable futures, to guide strategic development planning.

**ARTICLE 12 .-** The National Development Vision is operationalised in several phases broken down into national development strategies or plans.

SERVICES DU PREMIER MINISTRE  
 SECRETARIAT GENERAL  
 DIRECTION DES AFFAIRES ADMINISTRATIVES  
 ET DES REQUETES  
 MF  
 COPIE CERTIFIEE CONFORME

**ARTICLE 13 .-** (1) The formulation of the National Development Vision is led by the Ministry in charge of planning, in consultation with the various stakeholders;

(2) The process of formulating the National Development Vision shall begin no later than three (03) years before the expiry of the current document.

**ARTICLE 14 .-** The National Vision of Development Vision shall be approved by the President of the Republic, through the diligence of the Prime Minister, Head of Government.

**ARTICLE 15.-** (1) The monitoring and evaluation of the implementation of the National Development Vision is carried out by the Ministry in charge of planning, in collaboration with the administrations and organisations concerned;

(2) A strategic monitoring system is set up by the Ministry in charge of planning to ensure the follow-up of the Development Vision and its implementation;

(3) At the end of each phase of implementation of the National Vision, a report presenting the level of achievement of the set forth objectives is prepared and submitted to the President of the Republic, at the request of the Prime Minister, Head of Government.

## **SECTION II:**

### **OF THE NATIONAL DEVELOPMENT STRATEGY**

**ARTICLE 16 .-** (1) The national development strategy operationalises the national vision of long-term development over a period of ten (10) years;

(2) It constitutes the sole reference framework for public action in the field of strategic planning for development.

**ARTICLE 17 .-** (1) The work on the elaboration of the national development strategy is carried out under the leadership of the Ministry in charge of planning, which sets up a framework process;

(2) The process of drawing up the national development strategy shall begin no later than two (02) years before the expiry of the current document;

(3) At each stage of the process of drawing up the national development strategy, the Minister in charge of planning sends a progress report to the Prime Minister, Head of Government.

**ARTICLE 18** : The process of drawing up a national development strategy requires the:

- evaluation of the development policies carried out during the implementation of the strategy;
- prospective and strategic studies;
- participatory consultations;
- high-level consultations on the options of the national development strategy;
- a multi-year macroeconomic and budgetary framework over the period under consideration.

**ARTICLE 19** .- The validation process of the national development strategy consists of several phases:

- the technical validation conducted by the Minister in charge of planning, in conjunction with the sectoral administrations;
- the validation by the President of the Republic, at the diligence of the Prime Minister, Head of Government.

**ARTICLE 20** .- The national development strategy is implemented through reforms, sectoral strategies, specific plans, the programmes of public administrations and enterprises as well as planning documents drawn up at the regional and local levels.

**ARTICLE 21** .- (1) The national development strategy is the subject of an annual report and a mid-term evaluation report on its implementation;

(2) These reports are a consolidation of the sectoral reports.

### **SECTION III:**

#### **SECTORAL STRATEGIES, THEMATIC STRATEGIES, POLICY PAPERS AND DEVELOPMENT PLANS**

**ARTICLE 22** .- Sectoral strategies, thematic strategies, policy documents and development plans are variations of the orientations of the national development strategy in axes, actions, measures and reforms accompanied by performance measurement indicators.

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES  
COPIE CERTIFIÉE CONFORME

**ARTICLE 23 .-** (1) A sector strategy covers a well-defined development sector;

(2) The implementation horizon of the sectoral strategies is ten (10) years;

(3) The sectoral strategies are developed within the framework of the Sectoral Sub-Commissions of the National Committee for Monitoring/Evaluation of the Implementation of the National Development Strategy;

(4) The sectoral strategies are validated during a session of the National Committee for the Monitoring/Evaluation of the Implementation of the National Development Strategy.

**ARTICLE 24.-** (1) A thematic strategy or policy document may address a sector-specific issue or a cross-sectoral issue;

(2) The implementation horizon of the thematic strategies and policy papers is five (05) years

**ARTICLE 25.-** (1) A development plan is a strategic planning document that translates a development policy into objectives, programmes and concrete actions organised in time and space with the means defined to achieve them;

(2) The implementation horizon of the development plans is five (05) years.

**ARTICLE 26.-** (1) The initiative to develop a thematic strategy, policy document or development plan must be approved by the Ministry in charge of planning;

(2) Thematic strategies, policy documents and development plans are drawn up by the administrations concerned, under the coordination of the Sectoral Sub-Commission and the technical supervision of the Ministry in charge of planning;

(3) They are validated by the Sectoral Sub-Committees concerned.

**ARTICLE 27 .-** Sector strategies, thematic strategies, policy papers and development plans are subject to an annual review of their implementation.

## SECTION IV:

### STRATEGIC PERFORMANCE FRAMEWORKS (SPFs)

**ARTICLE 28 .-** (1) The Strategic Performance Framework is a strategic planning tool that sets and defines the reference framework within which the action of a ministerial department or an institution must be carried out. It is aligned with the horizon of the national development strategy or plan;

(2) The Strategic Performance Framework serves as a strategy with a ministerial scope. To this end, it lists the strategic orientations that concern or fall under the administration, including those of the attached or sub-supervisory structures. The Strategic Performance Framework also lists the transformative initiatives within the ministerial perimeter, all of which are consolidated in a roadmap, for annual monitoring of their milestones;

(3) The Strategic Performance Framework is reviewed every three (03) years;

(4) At the operational level, the Strategic Performance Framework defines programmes and actions with objectives and performance monitoring indicators. It formulates, where appropriate, guidelines on the modalities of taking charge of strategic initiatives;

(5) Programmes and actions are defined in such a way as to correspond to the logic of structural transformation within the administration concerned.

**ARTICLE 29 :** (1) The elaboration of the Strategic Performance Framework is carried out, under the coordination of the manager in charge of planning, with the technical support of the Ministry in charge of planning;

(2) The Strategic Performance Framework is sent to the Ministry in charge of planning for assent, after technical validation by the PPBM Internal Management Committee;

(3) The Strategic Performance Framework contributes mainly to the development of the Medium-Term Expenditure Framework.

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES

COPIE CERTIFIÉE CONFORME

**SECTION V:**  
**STRATEGIC PLANS**

**ARTICLE 30** : (1) A strategic plan (SP) is a strategic planning document that sets and defines the reference framework within which the action of a public institution or corporation must take place;

(2) The strategic plans are aligned with the orientations of the strategic performance framework of the supervisory or attached administration, the sectoral strategy and the national development strategy;

(3) They aim to transform the day-to-day management of the public establishment or corporation through projects and reforms;

(4) They set out the objectives pursued, the strategic axes, as well as the sub-programmes to be implemented over a period of five (05) years;

**ARTICLE 31**.- (1) The strategic plan is sent to the Ministry in charge of planning for no objection before its validation by the Board of Directors with regard to public establishments;

(2) Strategic plans are subject to an annual review of their implementation.

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES  
*mg*  
COPIE CERTIFIÉE CONFORME

## SECTION VI:

### REGIONAL DEVELOPMENT PLANS AND COUNCIL DEVELOPMENT PLANS

**ARTICLE 32.-** The main instruments that make up the strategic planning framework at the regional and local levels are: (i) the Regional Development Plan and (ii) the Council Development Plan.

**ARTICLE 33.-** For the operationalisation of the national development strategy, each Region develops and implements, in a participatory manner, its Regional Development Plan and each Council develops and implements its Council Development Plan.

**ARTICLE 34.- (1)** The regional development plan and the council development plan define the priorities and objectives of strategic development, considering national and sectoral orientations. They identify all the projects to be carried out within a defined reference period;

(2) It leads to regional or council programmes and projects that take into account the aspirations of the communities, the specific needs of certain categories of the population, in particular socially vulnerable persons and the potentials of the Region or Council concerned;

(3) The Regional Development Plan and the Council Development Plan are adopted by the deliberative body in accordance with the provisions of the General Code of RLAs.

**ARTICLE 35.- (1)** With the support of the devolved services of the Ministry in charge of planning and the Ministry in charge of decentralisation, it is drawn up each year at the regional and council level, an annual monitoring report on the implementation of the Regional Development Plan and the Council Development Plan;

(2) The annual reports are sent to the Ministry in charge of planning and the Ministry in charge of decentralization.

## CHAPTER III:

### STEERING AND MONITORING AND EVALUATION OF ELABORATING AND VALIDATING STRATEGIC PLANNING DOCUMENTS.

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES  
COPIE CERTIFIÉE CONFORME

## SECTION I: THE STEERING COMMITTEE

**ARTICLE 36.-** At the national level, the coordination of elaborating and validating strategic planning documents is ensured by the Ministry in charge of planning.

**ARTICLE 37.-** At the sectoral level, the supervision of elaborating and validating strategic planning documents activities is coordinated by the Sectoral Sub-Commissions.

**ARTICLE 38.-** At the ministerial level, the supervision of elaborating and validating strategic planning documents activities is ensured by the official in charge of planning.

**ARTICLE 39.-** At the level of an establishment or a public corporation, the supervision and monitoring of elaborating and validating strategic planning documents activities is ensured by the manager in charge of planning.

**ARTICLE 40.-** At the regional and local level, regional councils and communal councils provide the framework for of elaborating and validating strategic planning documents activities. They can request technical support from the Ministry in charge of planning.

## SECTION II:

### OF MONITORING-EVALUATION

**ARTICLE 41.-** The National Committee for Monitoring and Evaluation of the National Development Strategy is responsible for conducting the monitoring and evaluation of the implementation of the national development strategy, sectoral strategies and thematic strategies.

**ARTICLE 42.-** At the sectoral level, the monitoring of elaborating and validating strategic planning documents activities is carried out by the Sectoral Sub-Commissions.

**ARTICLE 43.-** At the ministerial level, the monitoring of elaborating and validating strategic planning documents activities is carried out by the internal management committees of the Planning-Programming-Budgeting-Monitoring/Evaluation chain(PPBM).

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES  
WJ  
COPIE CERTIFIÉE CONFORME

**ARTICLE 44.-** At the level of an institution or a public company, the monitoring of elaborating and validating strategic planning documents activities is carried out by the internal management committees of the Planning-Programming-Budgeting-Monitoring/Evaluation chain(PPBM).

**ARTICLE 45.-**at the regional and local levels, regional council et mayor councils follow the process of elaborating and validating strategic planning documents.

**ARTICLE 46.-** In the first quarter of each year, each public administration organizes, under the coordination of the person in charge of planning, a Strategic Planning Review.

**ARTICLE 47.- (1)** The Strategic Planning Review concerns the Ministry, the structures under supervision and attached, and any other key stakeholders.

**(2)** Its objectives are:

- review topics of strategic interest, including policies, strategies, statistical surveys, international commitments, and the international economy;
- to examine the status of the strategic indicators of the ministerial perimeter identified in the framework of the Strategic Performance Framework;
- assess the status of implementation of programmes, flagship projects and transformative initiatives within the ministerial perimeter and update the ministerial's Strategic Roadmap;
- prepare for the Ministry's participation in joint sector reviews including development partners, the private sector, civil society; and other key stakeholders;
- explore new funding opportunities .

**ARTICLE 48.- (1)** The Internal Management Committee of the Planning-Programming-Budgeting-Monitoring/Evaluation Chain (PPBM) is required to meet in session for the Review.

**(2)** The review is sanctioned by a report accompanied by an updated strategic roadmap. The said report is transmitted to the Ministry in charge of Planning for the preparation of joint sector reviews and budget programming exercises.

**ARTICLE 49.-** (1) Each public administration, public establishment, public corporation or regional and local authority defines, in consultation with the ministry in charge of planning, the development indicators in line with the objectives of its strategic performance framework.

(2) Development indicators are quantitative or qualitative measures to assess the extent to which the objectives set for a transformative programme, project or initiative have been achieved.

(3) Development indicators must be specific, measurable, achievable, realistic and time-bound.

(4) The internal PPBM chain management committee is responsible for validating and regularly updating the indicators.

(5) The programme and action managers ensure the reliable and systematic collection of the data necessary to feed the indicators.

**ARTICLE 50.-** (1) A dashboard is elaborated and updated in each administration to consolidate and present performance indicators.

(2) Dashboards should be updated regularly, and integrated as inputs into strategic planning reviews.

(3) The results of the dashboards are consolidated at the level of each administration and transmitted to the Ministry in charge of planning.

**ARTICLE 51.-**The Ministry in charge of planning is setting up a system for reporting and centralizing development indicators.

#### **CHAPITRE IV**

#### **MISCELLANEOUS AND FINAL PROVISIONS**

**ARTICLE 52.-** Any programme, project and transformative initiative, to be financed by the State budget, in own resources or under external financing, must be the subject of an alignment report with the national development strategy, submitted to MINEPAT by the initiating administration at the beginning of the process, subject to the cases of force majeure provided for by the regulations.

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES  
COPIE CERTIFIÉE CONFORME

**ARTICLE 53.-** The Minister in charge of planning, the heads of ministerial departments, the heads of public administrations and institutions, the heads of attached and supervised bodies, the heads of the management bodies of public establishments and enterprises, the heads of public of the executives of the Regional and Local Authorities, are each in his or her capacity responsible for the application of this decree.

**ARTICLE 54.-** This decree makes the Methodological Guide for Strategic Planning and the Guide for the Evaluation of Public Policies, which are an integral part of it, enforceable.

**ARTICLE 55.-** All previous provisions contrary to this decree are repealed.

**ARTICLE 56.-** This decree shall be registered, published under the emergency procedure, and then inserted in the Official Journal in French and English./-

Yaounde on, 29 DEC 2025

**THE PRIME MINISTER,  
HEAD OF GOVERNMENT,**

SERVICES DU PREMIER MINISTRE  
SECRETARIAT GÉNÉRAL  
DIRECTION DES AFFAIRES ADMINISTRATIVES  
ET DES REQUÊTES  
COPIE CERTIFIÉE CONFORME

