



RECOMMENDATIONS BOOKLET

**REVITALIZING THE CAMEROONIAN ECONOMY IN THE CONTEXT OF PROFOUND
CHANGES IN THE GLOBAL ECONOMY : WHAT ARE THE KEYS?**

26 AND 27 FEBRUARY 2025 AT THE HILTON HOTEL YAOUNDÉ

Under the Chair of the Prime Minister, Head of Government
Organised by the Cameroon Business Consortium (Gecam)

Issues encountered	No.	RECOMMENDATIONS	FIELD/SECTOR	OFFICIAL	PERFORMANCE INDICATORS	LEAD-TIME	VERIFICATION SOURCE
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OPENING PANEL: Which Economic Policy Model should be used to build a fruitful deal to drive growth in the Cameroonian economy?

Careful monitoring of implementation of REC recommendations	R1 -	Establish by means of formal act from His Excellency the Prime Minister and Head of Government, a participatory or joint committee for the monitoring the above recommendations	Monitoring-Evaluation	PM			
The SND 30 implementation mechanism is not housed at a hierarchical level enabling to truly steer implementation or monitoring and evaluation. This limits its ability to mobilize the various players and ensure consistency. Practically, it is just a question of collecting data from the Ministries in order to draw up reports, but has no power to remove the constraints noted	R2 -	Provide the body coordinating the implementation of SND 30 with full powers and a hierarchical position enabling it to effectively steer implementation (a senior SPM official could chair the body). It is crucial to strengthen the SDN30 implementation mechanism making it a genuine steering and monitoring-evaluation tool.					
The goals and targets of the SND30 failed to take account the current economic context, yet it is crucial that the SND30 be regularly updated to the context to ensure its effectiveness and relevance	R3 -	Update the SND30, taking current economic dynamics into account in its assumptions;	Strategic planning	MINEPAT			

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Inconsistencies often noted in the activities carried out by various segments of the State, sometimes at odds with economic policy objectives, do not allow for efficient development	R4 -	Improve consistency between sectoral policies (in this case, set up a body empowered to invalidate contradictory acts with the strategy's objectives)	Strategic planning	SPM			
	R5 -	Set up a National Economic Policy Committee (CNPE). This would be a body for dialogue, collaboration and the search for synergies between the State and the private sector to forge agreements on the key economic policy reforms and measures aimed at high GDP	Strategic planning	SPM			
Distortions of competition, whether or not caused by the application of specific state legislation, result in significant loss of earnings for companies and a consequent drop in tax revenues, while at the same time slowing down the development of the economy, without any intervention by the National Competition Commission	R6 -	Turn the National Competition Commission into a genuine National Competition and Market Authority (ANCM). Its remit would be to clean up the goods and services markets and maintain healthy and fair competition. This would improve the usage rate of installed industrial capacity and reduce tax	Market regulation	SPM			
Consumer product supplies to markets need to be improved to reduce speculation and better control inflation	R7 -	Reform MIRAP to become a market information management entity (It would be responsible for compiling information on production and market needs. Supply would be for private entities)	Market regulation	SPM			
The attraction of FDI is very low and does not allow for large-scale projects that would truly jumpstart our economy	R8 -	Lobby to attract foreign capital in the major trading centres (Shanghai, Washington, Brussels, etc.)	Financing the economy	MINFI			

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Workshop 1: Agribusiness development. “Agricultural policy and import substitution: how to achieve a successful transformation? ”

Difficult access to financing for agricultural activities due in particular to the lack of tailored financial products slows down the growth of this sector, which remains far below Cameroon's real potential	R9 -	Improving the financing of the agriculture sector through: (i) promotion and implementation of financing mechanisms tailored to agro-pastoral activities, at bank level (ii) setting up an agricultural subsidy mechanism (particularly for mechanisation) along the lines of what is practised elsewhere (EU with the CAP, USA, Brazil, India, etc.) (iii) completing the project to create an agricultural bank	Financing agriculture	MINFI MINADER MINEPIA MINEPAT			
Insecurity of land tenure limits the scope for creating agro-industrial space. Similarly, the supply of integrated industrial sites is low or non-existent, resulting in uncompetitive the cost of setting up industries.	R10-	Speed-up land reform with a focus on agricultural and industrial land, to be specific: (i) setting up a programme to mobilise, develop and provide agricultural land; (ii) reforming and empowering MAGZI with an economic model based on offering turnkey agro-industrial sites and economic zones; (iii) creating ZESs to increase the density of processing; (vi) determining the cancellation of a land title based on the prior approval of a multi-sectoral body under the coordination of the SPM	Land	MINDCAF MINADER SPM			

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Production costs are very high due to the importation of all equipment and the low level of mechanisation/modernisation. In addition, because of imports, production delays are recurrent due to incidents in maritime transport	R11 -	Identify incentives to encourage the setting up of industrial production units for fertilisers, phytosanitary products and other plant material	Import-substitution	MINEPAT MINFI			
Poor use of local produce and post-harvest losses due to insufficient processing, are not conducive to the development of the agricultural sector	R12 -	Promote 'Made in Cameroon', particular by strengthening measures to support local processing and consumption sectors Streamline the implementation of the import-substitution policy, based on the quality and availability of local supply and more generally, ensure that all the relevant ministerial departments strive to result in a real substance	Strategic planning	SPM MINMIDT MINFI MINCOMMERCE			

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Workshop 2: Taxation and customs. "What coherence between economic policy and taxation policy"

The State's sustained rate of indebtedness combined with high tax expenditure is resulting in growing pressure on businesses to increase public revenue	R13 -	Improve debt and public expenditure management to be more efficient and effective so to reduce the negative impacts on the private sector, in particular through the creation of new taxes	Public finance management/ governance	MINFI			
<p>The investment incentive policy in the Republic of Cameroon provides too many advantages over a very long period to new investors, creating distortions of competition with existing companies.</p> <p>Furthermore, in ten years, according to the figures available, for CFAF 198 billion in tax and customs incentives granted, the wealth created would only be around CFAF 41 billion, or 0.0018% of GDP.</p>	R14 -	<p>Streamline and optimize fiscal and customs incentives to: avoid competitive distortions; protect public finances; ensure consistency between incentives and economic policy objectives;</p> <p>Complete in consultation with the private sector, the ongoing amendment process of the Law of 18 April 2013 on incentives for private investment, and focus the measures granted on focal sectors, while considering the inclusive development of the country's various regions.</p>	Taxation and customs policy	MINFI API			
Tax policy must continually be tailored to the economic and social context and to the challenges faced by businesses.	R15 -	Strengthen and perpetuate dialogue between taxation and customs administrations and the private sector, with RECs providing one of the best frameworks for this purpose	Public-private dialogue	MINFI DGI GECAM			

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Since the last tax reform of 20-years-old, it is essential to reconsider our tax system in order to broaden the tax base and create a more appropriate tax system able of driving real growth	R16-	Provide parliamentarians with the tools they need to measure the consistency between economic policy and taxation policy during the adoption of the Finance Act (Capacity building, setting up a framework for dialogue between the private sector and parliamentarians in particular)	Capacity building	MINFI/DGI GECAM			
	R17 -	Reconsider the determining system for the flat-rate minimum, whose current rate of 2.2% based on turnover is maladjusted. Confirm the abolition of the 5.5% withholding tax for companies subject to the IGS. These changes will broaden the tax base by attracting certain entities to the formal sector	Taxation and customs policy	MINFI/DGI			
	R18 -	Advocate to tax and customs authorities on the basis of studies by highlighting the potential costs or profits for the State	Taxation and customs policy	GECAM			

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Workshop 3: Energy and industry? "What energy policy for efficient industrial development?"

As several energy projects are currently being implemented, overall consistency is essential if they are to be effective.	R19 -	Ensure that current projects are completed by taking into account all their components (production, transport, distribution)					
	R20 -	Effectively implement a more competitive energy mix by developing more gas and solar energy to stabilise supply and reduce reliance on hydroelectricity	Expanding energy supply	MINEE			
Energy costs are significant part of company production costs, and rethinking pricing would enable greater productivity	R21 -	Review the pricing and the economic model to align energy costs to promote industrial	Factor costs	ARSEL			
There is a glaring shortfall in electricity distribution infrastructure investment, and yet this is essential to ensure that available capacity is covered.	R22 -	Speed-up payment of the public debt to ENEO to make it easier for the company to control its operations	Public finance management/ governance	MINEE MINFI			
The essential synergies of action between the Transmission Operator, producers and distributors are affected by the lack of involvement of the Transmission Operator	R23 -	Review the governance of SONATREL to improve energy transmission performance	Regulate the energy sector	MINEE SONTREL			

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Workshop 4: Governance. “The role of governance in the competitiveness of public firms”							
A widespread loss of value is noticed in nearly all sections of the population	R24 -	Incorporate respect for ethical values and the collective interest into basic education to combat practices such as corruption, which hinder development and competitiveness	Governance	SPM			
Administrative burdens cause inefficiency in the implementation of public policies	R25 -	Intensify the fight against corruption in the provision of public services, in particular by drawing up, adopting and strictly implementing a code of ethics for public personnel	Governance	MINFORPRA CONAC MINJUSTICE			
Ignorance of the rules of governance within companies in general and family businesses in particular impacts their performance and ultimately leads to their bankruptcy	R26-	Raise companies' awareness of the solutions proposed in the good governance code drawn up by GECAM with support of AFD-PROPARCO Group and encourage them to adopt the principles contained therein	Governance	GECAM			
	R27	Encourage businesses that meet the criteria to set up effective boards of directors made up of conscious members about the role they are playing in defining the company's strategy, need for competitiveness, stability, innovation and transparency in management, and who implement rules that govern the clearly distribution of powers within the company	Governance	GECAM			

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Workshop 5: Infrastructure development. “The need for heavy infrastructure investment to boost growth”

<p>The sustained deterioration of road and transport infrastructure is a real obstacle to development (Production areas are isolated, journey times on the various corridors are longer, fatal accidents).</p> <p>Road maintenance is carried out by several ministerial departments, which does not encourage consistency between activities</p> <p>CARPA's role is limited to deciding whether or not a project is eligible for PPP funding. As a hub receiving all projects, it could effectively detect any duplication or contradictions in the projects submitted for review</p>	R28 -	Set up an national road authority responsible for identifying, carrying out and ensuring the profitability of major road projects. It will ensure that the most cost-effective financing solutions are identified					
	R29 -	Implement an in-depth reform programme for CARPA to provide it with more substantial financial and human resources.	Financing infrastructures	MINFI CARPA			
	R30 -	Diversify and improve the infrastructure financing with innovative sources of financing based on local resources from CTDs and other private actors	Financing infrastructures	MINDEVEL FEICOM MINFI MINEPAT			

Workshop 6: Digital and innovation for business. "How can we catch up in the digital transformation of businesses and administrations? "

<p>Cameroon is lagging behind in digital development:</p> <ul style="list-style-type: none"> - Poor fibre optic coverage; - Regulation of electronic communications networks is inefficient; - Fixed-line telephony is disappearing without a real succession plan for business and organisational communications; - Governance of local interconnectivity not conducive to the emergence of independent local start-ups; - Low digitalization of businesses: Only 39% offer online services, 22% are satisfied with the Internet service they receive, 57% have an Internet security policy and 51% have a continuity plan in the event of a computer bug 	R31 -	Drawing up and implementing a National Digital Development Strategy (NDDS) in line with the SND30.	Strategic planning	MINPOSTEL			
	R32 -	Strengthen regulatory governance by creating a legal and technical framework for the effective implementation of regulatory texts, ensuring a fair and transparent application.	Governance	MINPOSTEL			
	R33 -	Implementation by CAMTEL of an interconnection offer aimed at licensed operators of FTTH Internet access services and voice access services on virtual fixed numbers, to strengthen the local digital ecosystem.	Improving the ICT services	MINPOSTEL			
	R34 -	Put in place a regulatory incentive-based framework to facilitate access by digital VSEs/SMEs to public contracts, particularly for innovative services not included in the Market price lists.	Regulation of the ICT sector	MINPOSTEL			
	R35 -	Set up a regulatory incentive-based framework for the creation of digital free zones, inspired by successful models in African countries such as Côte d'Ivoire, Gabon and Rwanda. The mission of these zones will be to finance and develop start-ups with major structuring projects, such as: Data centres, R&D centres, equipment manufacturing plants, software development, etc.	Regulation of the ICT sector	MINPOSTEL			

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Workshop 7: SME financing "What's wrong with SME financing? "

<p>99% of our economy is made up of small and medium-sized enterprises, yet their loss ratio remains very high. On average 70% of new SMEs are filing for bankruptcy after 3 years in business. This is due to:</p> <ul style="list-style-type: none"> - Inadequate taxation; - An oppressive informal sector, resulting in market distortions; - Lack of entrepreneurial training for promoters; - Unsuitable access to finance that does not meet the needs of SMEs; - Lack of collateral for promoters to obtain bank loans; - Lack of information on the financing tools put in place by the State, and on alternative methods of financing 	R36 -	Quickly and effectively set up a National Investment Bank and restructure the BCPME	Financing the economy	SPM			
	R37 -	Improve the financial education of SME managers, especially in the use of alternative financing, business plans preparation, financial and accounting management, the financing tools implemented by the government and technical and financial partners.	Financial and accounting education for SMEs	MINFI GECAM MINPMEESA			
	R38 -	Reduce information asymmetries by setting up platforms for dialogue and collaboration between SMEs, large companies and banks;	Financial and accounting education for SMEs	MINFI APECAM GECAM			
	R39 -	Set up guarantee funds to improve SMEs' access to funding;	SMEs' access to funding	MINFI			
	R40 -	Encourage banks to adapt their products and services to SMEs, at their different levels of operation and in their various sectors of activity;	SMEs' access to funding	MINFI APECAM			

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Workshop 8: Training and job readiness. “How to increase the employability of young people?”

More than 6,000 higher education students graduate each year for an employment rate of around 4%. The low employment rate implies that the diplomas are mismatched with market needs.	R 41 -	Align training programmes with market needs.	Training and job readiness	MINEFOP MINESUP			
The National Employment Fund, financed by the collection of employers' social contributions amounting to 1% of the employer's share, is resourced of about 45% of the amount actually deducted. This allocation does not allow it to effectively carry out its missions	R42 -	Strengthen the financial capacity of the National Employment Fund, enable it fully play its role as the employment of job seekers and in forecasting for the reduction of the unemployment rate		MINEFOP			
Vocational training remains the poor relation in our education system. The industrialization of a country takes into account the establishment of a professionalization policy (short-term training, work-study programme, professional internships) to promote the development of jobs used for Companies and industries.	R43 -	Develop and implement a national strategy for entrepreneurship education.	Training and job readiness	MINPMEESA MINESUP MINEFOP			
	R44 -	Promote short-term qualifications.	Training and job readiness	MINEFOP			
	R45 -	Strengthen incentives for recruitment and work placements.	Training and job readiness	MINTSS			
	R46 -	Integrate vocational training players into economic policies.	Training and job readiness	MINEPAT			

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