



Groupement
des Entreprises
du Cameroun

ANALYSIS NOTE ON THE 2026 FINANCE ACT AND ITS PREPARATION AND IMPLEMENTATION CIRCULARS



The 2026 Finance Act comes at a time of cautious economic recovery, marked by growing pressure from debt servicing and the pursuit of the SND30 objectives. The preparation and implementation circulars reflect a desire to strengthen revenue mobilisation, better control expenditure and support domestic production, while maintaining macroeconomic balance

For businesses, this law presents both real opportunities and significant risks, mainly related to budget execution, tax pressure and the increasing rigidity of public spending.

2. Macroeconomic assumptions

Economic growth is projected at 4.3% in 2026, compared with 3.9% in 2025. It is expected to be driven mainly by energy, infrastructure and industrialisation. This assumption is broadly credible, provided that the planned public investments are actually made and there are no major shocks.

However, the economic impact of the post-election crisis of October-November 2025 has not been sufficiently taken into account, even though it affected the level of activity, corporate cash flow and tax revenues. This omission significantly increases the risk of overestimating growth, budgetary tensions, tax pressures on the formal sector and payment arrears.

The inflation target of 3% is consistent with Community commitments. However, businesses will remain exposed to imported inflation, high logistics costs and energy constraints until the structural reforms undertaken have a concrete and measurable impact on production costs.

The sharp increase in debt servicing, which rose by nearly **560 billion CFA francs** in one year, is a major constraint. It reduces the margins available to finance productive expenditure and could, in the medium term, negatively affect the business climate and the government's ability to support economic activity.

3. Fiscal policy

The 2026 Finance Act balances revenue and expenditure at CFAF 8,683 billion, up 13.2% compared to 2025, representing an increase of more than CFAF 1 trillion. This seemingly positive upward trend masks subtleties in the budget

structure and, more broadly, in the management of our country's public finances, the repercussions of which on the economy could prove disastrous.

Furthermore, this budget confirms an optimistic forecast that seems to deliberately ignore the successive adjustments made in recent years to the Finance Act during the financial year (budgetary collectives).

Since 2018, Cameroon has systematically made upward adjustments to the budget during the financial year. It may therefore seem curious that, year after year, the new forecasts do not take these recurring adjustments into account, instead systematically relying on the previous forecast. These budget forecasts, ranging from 10 to 15% each year since 2018, have created an environment of uncertainty for investors and economic actors, thereby compromising strategic planning and the execution of development projects.

Beyond the methodological aspect, a cross-cutting analysis of the budget lines reveals concerns that challenge the private sector regarding the conduct of fiscal policy and, therefore, economic policy.

➤ Fragile assumptions to justify the increase in domestic revenue

The budget forecasts an increase in revenue of CFAF 1,014 billion, including CFAF 256 billion in domestic taxes on goods and services. This forecast is implicitly based on the assumption of a significant improvement in corporate turnover and, by extension, domestic demand.

However, it seems to ignore negative signals, particularly the pessimism of economic operators regarding the development of their activities. This pessimism has turned into a wait-and-see attitude since the fourth quarter of 2025, due to the political context and the impact of the post-election crisis on businesses. Furthermore, the draft law does not send a sufficiently positive signal regarding support for purchasing power or the reduction of the informal sector.

Finally, the economic situation at the start of the first quarter, marked by tensions in the port sector, is another factor that points to modest performance for businesses.

There is therefore a risk that the reality of economic activity will not be consistent with these forecasts, leading instead to increased fiscal stress for formal players due to the downward rigidity of collection targets.

➤ **The increase in debt: the only basis for the increase in resources**

The real, and perhaps the only, source of increased resources in the 2026 budget is debt, which shows an increase of 762 billion CFA francs compared to the previous year, for a total amount of 2,996 billion. This exceptional increase is therefore not based on economic growth, but on massive borrowing. This does not seem to be justified by increased investment ambitions, but rather reflects a shortcoming in budget management (this is excessive, another expression must be found), which has been reported for years.

Contrary to the models presented retrospectively, these investments do not currently generate the tax revenues needed to repay the debt. With internal resources growing at a rate that is incompatible with the explosion in demand, debt has become the sole crutch for budgetary financing.

The share of internal revenue in total resources has fallen from 70.9% to 65.5%, while that of borrowing has risen from 29.1% to 34.5%. The budget deficit and its financing: the budgetary impasse on current operations.

At first glance, the logic of a balanced budget does not sufficiently highlight the budget deficit (1.7% of GDP in 2026 compared to 0.8% of GDP in 2025), and even less so its financing, which is mainly driven by debt. In fact, there is a negative gap between internal revenue and the government's current, even incompressible, expenditure.

Internal revenue includes, among other things, tax revenue (4,827 billion) and other public revenue (706 billion), for a total of 5,687 billion. At the same time, the government's current expenditure includes debt servicing (2,928 billion), personnel expenditure (1,623 billion), expenditure on goods and services (1,320 billion) and transfer expenditure, for a total of 6,652 billion. This results

in a financing requirement of nearly 1 trillion CFA francs before taking into account the public investment budget.

➤ **Debt management is becoming the budget priority, particularly at the expense of investment. New loans are being used to finance old ones.**

This budget structure has been in place for several years now and reflects our inability to finance the functioning of public institutions independently.

A reading of the budget clearly reveals the cause of this situation. Indeed, the item devoted to debt servicing (repayment of interest and principal) accounts for nearly 45% of current expenditure and alone absorbs 51% of internally collected revenue. In other words, more than half of our state's own revenue no longer contributes to improving the well-being of the population, but is used to honour our past financial commitments.

At the same time, public investment expenditure has fallen by 81.6 billion CFA francs. It now accounts for only 19% of the budget, compared with 23% in 2024. At the same time, debt servicing costs have jumped to 34% of total expenditure, up from 31% previously.

4. Governance, control and business climate

The 2026 Finance Act emphasises digitalisation, the use of artificial intelligence and the strengthening of tax and customs controls. These measures can improve transparency and reduce certain abusive practices. However, they also carry risks of arbitrariness and legal uncertainty if the rules of use are not clearly defined and followed.

The fight against informal channels and the strengthening of tax compliance requirements are steps in the right direction to restore fairer competition. Nevertheless, without simplifying procedures and reducing administrative delays, these measures could further penalise businesses in the formal sector.

The announced strengthening of public-private dialogue is positive, but its effectiveness will depend on the administration's ability to translate discussions into concrete and measurable decisions.

5. Taxation: broadening the tax base and pressure on the formal sector

The 2026 Finance Act introduces numerous measures to broaden the tax base, particularly in the digital, real estate, international transport and capital income sectors. While the objective of mobilising revenue is understandable, there is a risk of increasing the tax burden on formal businesses, as well as legal uncertainty linked to the complexity of the new provisions.

At the same time, several relief and incentive measures (youth employment, SMEs, social housing, economically depressed areas) represent real opportunities for businesses. However, their effectiveness will depend on the simplicity of the procedures and the stability of the measures over time.

The proliferation of reporting obligations, penalties and revenue security mechanisms increases compliance costs and the risk of litigation for businesses.

Finally, the Finance Act for the 2026 financial year amends 127 articles of the General Tax Code, more than double the number of amendments made by the 2025 Finance Act (which amended 57 articles). Beyond taxation in the strict sense, the 2026 Finance Act continues the trend begun in recent years in terms of non-tax revenues, with the introduction of more than 40 new fees and charges affecting some 15 ministries. This practice of massive annual changes to the tax and parafiscal corpus is creating growing legal uncertainty for economic operators.

The Cameroonian tax system is now characterised by increasing complexity, which complicates tax planning for businesses, increases compliance costs, multiplies areas of divergent interpretation and undermines the predictability that is essential for long-term investment. This situation calls for a structural response rather than constant adjustments.

This is why GECAM is renewing its proposal to undertake, within the framework of the work of the Standing Committee on Tax and Customs

Issues, a comprehensive and concerted overhaul of the General Tax Code with a view to a genuine comprehensive tax reform geared towards development taxation.

6. Customs and parafiscal charges: impacts on competitiveness

The implementation of the harmonised CEMAC-CEEAC Customs Code and the extension of exemptions on strategic equipment are important steps forward for competitiveness and investment. However, their success will depend on consistent application at borders and good information for operators.

Conversely, the proliferation of parafiscal taxes and administrative fees is a factor in increasing the cost of doing business, particularly for SMEs, and may reinforce incentives to operate informally.

Overall, the 2026 Finance Act offers real opportunities for domestic production and certain key sectors, but these opportunities remain heavily dependent on the quality of budget execution, fiscal stability and control of regulatory pressure.

The main areas for vigilance and action are:

- the defence of fiscal and regulatory stability;
- effective monitoring of public investment execution;
- effective monitoring of the clearance of government arrears to businesses;
- limiting fiscal and parafiscal pressure on the formal sector;
- simplifying procedures and reducing compliance costs;
- public-private dialogue geared towards concrete results.

These measures will protect the interests of our member companies while contributing to more inclusive and sustainable growth.

MACROECONOMIC FOCUS

No.	Assumption, orientation and measure	Assessment and recommendation
1	<p>The 2026 Finance Act targets economic growth of 4.3% in 2026 (compared with 3.9% in 2025), driven by energy, infrastructure and industrialisation (SND30, PIISAH).</p> <p><i>Source: Circulars on the preparation and implementation of the 2026 Finance Act</i></p>	<p>The growth assumption is credible if public investment is effectively implemented and there are no major shocks. However, the economic impact of the post-election crisis of October–November 2025 has not been sufficiently factored in, even though it affected economic activity, corporate cash flow and tax revenues. This omission increases the risk of overestimating growth, budgetary tensions, fiscal pressures and payment arrears.</p> <p>Recommendation:</p> <ul style="list-style-type: none"> • Explicitly incorporate the impact of the post-election crisis into projections, adopt a cautious scenario and ensure fiscal stability in order to preserve confidence and private investment. • Provide specific measures to curb the effects of the post-election crisis on businesses, including cash flow facilities, accelerated payment of arrears, temporary tax adjustments and targeted support for the most affected sectors, in order to preserve jobs and business continuity.
2	<p>Increase in the state budget of 13.2%, from CFAF 7,669.0 billion in 2025 to CFAF 8,984.0 billion in 2026, with real GDP growth limited to 4.3%.</p> <p><i>Source: LF2026</i></p>	<p>This development reflects an increased drain on GDP and poses a high risk of tax pressure concentrated on the formal sector. The persistent gap between budget growth and GDP growth weakens macroeconomic sustainability.</p> <p>Recommendation: Better align budgetary dynamics with real growth and broaden the tax base rather than increasing existing levies.</p>
3	<p>The state budget is heavily dependent on debt, with debt servicing accounting for nearly one-third of own revenues.</p> <p><i>Source: LF2026</i></p>	<p>Debt no longer fully plays its role as a lever for development and weighs on companies' cash flow through payment arrears and currency shortages. The risk of structural adjustment is high.</p> <p>Recommendation: Slow down the use of debt and redirect it towards investments with high economic returns.</p>
4	<p>The inflation target is 3% in 2026 (compared to 3.8% in 2025)</p> <p><i>Source: LF2026 implementation circulars</i></p>	<p>The target is consistent with EU commitments. However, imported inflation and logistics costs remain risk factors. The impact on businesses will remain negative if structural costs do not fall.</p> <p>Recommendation: Prioritise action on energy, transport and customs delays.</p>

No.	Assumption, orientation and measure	Assessment and recommendation
5	<p>Strengthen competitiveness by improving energy supply and facilitating trade.</p> <p><i>Source: LF2026 preparation circulars</i></p>	<p>The policy is favourable to domestic production. Companies will find opportunities here if the announced projects (commissioning of the Nachtigal dam and start-up of Kikot) produce concrete results. The risk is that the announcements will have no real impact.</p> <p>Recommendation: Public monitoring of results.</p>
6	<p>Priority given to road infrastructure with an allocation of 651.95 billion CFA francs (MINTP budget for 2026) and targets for asphaltting and maintaining the network.</p> <p><i>Source: LF2026</i></p>	<p>The focus on infrastructure is consistent with reducing production costs. However, the road maintenance budget model has shown its limitations and has not led to sustainable improvement.</p> <p>Recommendation: Change the paradigm by involving the private sector more, particularly through concessions and public-private partnerships.</p>
7	<p>Budget consolidation combined with support for private investment.</p> <p><i>Source: Circulars on the preparation and implementation of the 2026 Finance Act</i></p>	<p>The balance sought is relevant from a macroeconomic perspective. However, there is a risk of unfavourable arbitration for the private sector. The law could be an opportunity if private investment is protected.</p> <p>Recommendation: Protect expenditure that promotes production.</p>
8	<p>Significant increase in public debt servicing, from CFAF 2,369.7 billion in 2025 to CFAF 2,928.4 billion in 2026, i.e. an additional CFAF 558.7 billion.</p> <p><i>Source: LF2026</i></p>	<p>This development places a heavy strain on the budget. It reduces the margin for productive expenditure and may indirectly affect businesses.</p> <p>Recommendation: Maintain stimulus and investment spending and prioritise projects with high economic returns.</p>
9	<p>Establishment of public guarantees to facilitate private financing (the State is authorised to guarantee private loans up to 200 billion CFA francs)</p> <p><i>Source: LF2026</i></p>	<p>The measure promotes access to credit, particularly for SMEs. It represents an opportunity if projects are selected rigorously.</p> <p>Recommendation: Strengthen communication on this guarantee scheme, which is being renewed for the third consecutive year, and transparency.</p>

No.	Assumption, orientation and measure	Assessment and recommendation
10	<p>The 2026 Finance Act targets a budget deficit of 1.7% of GDP in 2026 (compared with 0.8% of GDP in 2025).</p> <p>Source: LF2026 implementation circulars</p>	<p>This reflects an expansionary fiscal policy stance aimed at post-election economic recovery. However, if growth falls short of forecasts, this level of deficit could lead to tax pressures and payment delays that would be detrimental to businesses.</p> <p>Recommendation: Ensure rigorous budget execution and fiscal stability.</p>

BUDGETARY AND FINANCIAL FOCUS

No.	Assumption, orientation and measure	Assessment and recommendation
11	<p>Broadening the tax base to increase revenue (corporate tax on non-resident digital companies, VAT on property developers, etc.).</p> <p>Source: LF2026</p>	<p>The objective of mobilising revenue is legitimate. However, there is a risk of overburdening the formal sector. This could undermine competitiveness.</p> <p>Recommendation: Focus primarily on the informal sector.</p>
12	<p>Increase in public investment expenditure from CFAF 1,852.1 billion in 2025 to CFAF 2,031.2 billion in 2026, i.e. an additional CFAF 174.2 billion.</p> <p>Source: LF2026</p>	<p>This approach is conducive to growth and business activity. The opportunity will depend on the actual rate of implementation. The risk is a delay in implementation.</p> <p>Recommendation: Speed up procedures.</p>
13	<p>Relative decrease in the share of investment in the budget from 24.2% in 2025 to 23.4% in 2026, i.e. 0.8 points less.</p> <p>Source: LF2026</p>	<p>This signal is unfavourable for medium-term growth. It reflects a priority given to fixed costs. The impact on businesses could be negative.</p> <p>Recommendation: Rebalance the budget in favour of investment.</p>
14	<p>Increase in operating expenditure. In absolute terms, this will rise by CFAF 832.9 billion, from CFAF 5,819.9 billion in 2025 to CFAF 6,652.8 billion in 2026. In relative terms, they will increase by 0.7 points, from 75.9% in 2025 to 76.6% in 2026.</p> <p>Source: LF2026</p>	<p>This development increases budgetary rigidity. Its effect on growth is limited. It may reduce future room for manoeuvre.</p> <p>Recommendation: Significantly reduce the weight of operating expenditure in the budget.</p>

No.	Assumption, orientation and measure	Assessment and recommendation
15	Gradual clearance of the State's arrears to businesses. <i>Source: LF2026</i>	The measure is positive for the cash flow of the companies concerned. Its impact will depend on how quickly it is implemented. The risk is excessive spreading. Recommendation: Develop and implement a clear and monitored timetable.
16	Contribution of autonomous public entities to the payment of their debts. <i>Source: Circulars preparing for the 2026 Finance Act</i>	The logic of accountability is relevant. However, it may create internal financial tensions. Suppliers could be affected. Recommendation: Provide for gradual support.

GOVERNANCE, FAIRNESS AND COMPETITION

No.	Hypothesis, direction and measure	Assessment and recommendation
17	Increased use of digital tools and artificial intelligence in financial administrations. <i>Source: LF2026 and LF2026 implementation circulars</i>	The measure aims to improve the transparency and effectiveness of controls. It can reduce certain discretionary practices if properly regulated. The risk is opaque or uncontrolled use of the tools. Recommendation: Ensure clear supervision and traceability of decisions.
18	Combating informal financial circuits and strengthening the traceability of transactions (strengthening ACF requirements, banning hawala, AI, real time, etc.) <i>Source: LF2026</i>	The aim is to strengthen fair competition and the security of flows. The measure is positive for businesses in the formal sector. The risk is circumvention if formal alternatives remain costly or slow. Recommendation: Simplify and secure formal channels.
19	Centralise and rationalise certain public resources and expenditure. <i>Source: LF2026 implementation circulars</i>	The measure improves budgetary transparency and governance. It can reduce overlaps and leaks. The risk is excessive recentralisation to the detriment of local efficiency. Recommendation: Preserve operational efficiency.

No.	Hypothesis, direction and measure	Assessment and recommendation
20	<p>Introduce or strengthen performance contracts for public bodies.</p> <p><i>Source: LF2026 implementation circulars</i></p>	<p>The objective is to improve the quality of public spending. The measure is relevant if the objectives are clear and monitored. The risk is that it will be applied formally without any real impact.</p> <p>Recommendation: Make resources conditional.</p>

COMPETITIVENESS AND PRODUCTION AXIS

No.	Assumption, direction and measure	Assessment and recommendation
21	<p>Strengthening the national energy supply to support production (Natchigal, Kikot, acquisition of ENEO, rehabilitation of SONARA, etc.).</p> <p><i>Source: LF2026 implementation circulars</i></p>	<p>The measure is fundamental to the competitiveness of businesses. It represents an opportunity if it results in an effective reduction in costs. The risk is a gap between the announced supply and actual access.</p> <p>Recommendation: Translate into availability in terms of quantity and quality and a reduction in energy prices</p>
22	<p>Promotion of public procurement geared towards local production.</p> <p><i>Source: LF2026 implementation circulars</i></p>	<p>The objective is to support national companies. The measure can stimulate activity if applied transparently. The risk is market concentration.</p> <p>Recommendation: Ensure access for SMEs.</p>
23	<p>Improvement of transport and logistics infrastructure.</p> <p><i>Source: LF2026 implementation circulars</i></p>	<p>The measure can reduce costs and delays for businesses. It promotes overall competitiveness. The risk is slow implementation.</p> <p>Recommendation: Prioritise projects according to their economic impact.</p>
24	<p>Sectoral support and incentives for local production.</p> <p><i>Source: LF2026 implementation circulars</i></p>	<p>The policy favours local processing. The risk is that support will be scattered without any lasting effect.</p> <p>Recommendation: Target and evaluate measures carefully.</p>

BUSINESS CLIMATE

No.	Assumption, focus and measure	Assessment and recommendation
25	<p>Strengthening public-private dialogue and consultation frameworks (strengthening the CBF, etc.)</p> <p><i>Source: LF2026 implementation circulars.</i></p>	<p>The measure promotes trust between the State and businesses. Its effectiveness will depend on the monitoring of commitments. The risk is that the dialogue will have no concrete effects.</p> <p>Recommendation: Translate decisions into concrete actions that have a significant and positive impact on the economy</p>
26	<p>Gradual settlement of the State's debts to businesses.</p> <p><i>Source: LF2026 implementation circulars.</i></p>	<p>The measure is positive for companies' cash flow. Its impact depends on how quickly it is implemented. The risk is excessive spreading.</p> <p>Recommendation: Develop and implement a credible timetable.</p>
27	<p>Support for employment and the formalisation of businesses (exemption from social security contributions, tax credit for training, 50 billion CFA francs for young people, HIMO approach, extension of the ACF, removal of taxpayers from the register, CGA, participation in the capital of SMEs, etc.).</p> <p><i>Source: LF2026 and LF2026 implementation circulars.</i></p>	<p>The objective is to broaden the productive base and formal employment. The measure can be positive if the incentives are simple. The risk is administrative complexity.</p> <p>Recommendation: Promote and strengthen the accessibility of the schemes.</p>
28	<p>Improve the predictability of the fiscal and regulatory framework.</p> <p><i>Source: LF (Amended Finance Acts)</i></p>	<p>Stability is essential for investment. Any uncertainty weighs on business decisions.</p> <p>Recommendation: Limit changes during the year.</p>

TAX FOCUS

No.	Assumption, approach and measure	Assessment and recommendation
SOCIO-ECONOMIC PROMOTION MEASURES		
29	<p>Tax incentives to promote the employment of young graduates.</p> <p><i>Source: LF2026 (Articles 105 and 105 bis)</i></p>	<p>The measure supports employment and reduces labour costs for businesses. It represents a real opportunity if the procedures for accessing it are simple and quick. The risk is that administrative complexity could limit its effective use.</p> <p>Recommendation: Simplify formalities and ensure the stability of the scheme over time.</p>
30	<p>Tax measures in favour of persons with disabilities.</p> <p><i>Source: LF2026 (Articles 124 quater, quinquies, sexies and nonies)</i></p>	<p>These provisions strengthen social equity and promote economic integration. Their budgetary impact remains under control, but their effectiveness depends on the clarity of the implementation mechanisms. There is a risk that businesses will not fully embrace them.</p> <p>Recommendation: Support the measure with clear communication and procedures.</p>
31	<p>Tax relief applicable to exceptional income.</p> <p><i>Source: LF2026 (Art. 65 bis)</i></p>	<p>The measure aims to reduce the effect of one-off tax burdens on certain taxpayers. It improves the fairness of the tax system. The risk is restrictive interpretation or litigation.</p> <p>Recommendation: Clarify the eligibility conditions.</p>
32	<p>Reduction in the withholding tax rate on rents</p> <p><i>Source: LF2026 (Article 87).</i></p>	<p>The measure aims to improve landlords' cash flow and reduce the immediate tax burden. It may promote tax compliance in the real estate sector.</p> <p>Recommendation: Ensure consistent application and monitor the actual impact on formalisation.</p>
33	<p>Decentralisation of the Quality Committee</p> <p><i>Source: LF2026 (Article L 28 bis).</i></p>	<p>The aim is to bring the tax authorities closer to taxpayers and reduce processing times. The measure may improve administrative efficiency. The risk is that implementation will be uneven across different regions.</p> <p>Recommendation: Define uniform procedures and clear standards.</p>

No.	Assumption, guidance and measure	Assessment and recommendation
MEASURES TO BROADEN THE TAX BASE		
34	<p>Taxation of non-resident digital companies on the basis of significant economic presence.</p> <p><i>Source: LF2026 (Art. 5 bis, 5 ter, 7 bis, 17 quater and 21(1-f), 23 bis)</i></p>	<p>The aim is to adapt taxation to the digital economy and broaden the tax base. The measure is relevant in principle, but its implementation remains complex due to the difficulties of traceability and collection from non- -resident operators. The risk is that the burden will fall indirectly on local partner companies or create legal uncertainty.</p> <p>Recommendation: Clarify the practical arrangements, avoid double taxation and ensure simple and predictable application.</p>
35	<p>Corporate income tax liability for foreign transport companies</p> <p><i>Source: LF2026 (Article 5 quater 1).</i></p>	<p>The measure aims to strengthen tax fairness between domestic and foreign operators. It legitimately broadens the tax base. The risk is that it will be difficult to collect and that the costs will be passed on to local companies.</p> <p>Recommendation: Ensure effective and coordinated implementation.</p>
36	<p>Extension of the scope of the IRCM to gains from the sale of shares</p> <p><i>Source: LF2026 (Article 42).</i></p>	<p>The measure aims to broaden the tax base and better capture financial income. It reinforces fairness between capital income and other taxable income. The risk is a deterrent effect on equity investments and the emerging capital market.</p> <p>Recommendation: Preserve the attractiveness of productive investment and avoid excessive taxation of financing transactions.</p>
37	<p>Extension of VAT to de facto property developers</p> <p><i>Source: LF2026 (Article 127 (5)).</i></p>	<p>The measure aims to correct situations of optimisation and strengthen tax fairness. However, it may increase the cost of real estate projects. The risk is a slowdown in activity in the sector.</p> <p>Recommendation: Clarify the definition of de facto developer and limit legal uncertainty.</p>
38	<p>Application of a reduced VAT rate of 10% to social housing acquisitions</p> <p><i>Source: LF2026 (Articles 128 (18) and 142 (1)).</i></p>	<p>The measure supports access to social housing and social housing investment. It represents an opportunity for developers and households. The risk is that eligible transactions may be incorrectly classified.</p> <p>Recommendation: Clarify the criteria and procedures.</p>

No.	Assumption, guidance and measure	Assessment and recommendation
39	<p>Increase in the property tax rate for assets worth more than 500 million CFA francs</p> <p><i>Source: LF2026 (Article C 53).</i></p>	<p>The measure aims to increase the contribution of high net worth individuals. It may strengthen tax fairness. The risk is under-reporting or circumvention.</p> <p>Recommendation: Improve the reliability of property tax bases and avoid penalising productive investment.</p>
MEASURES TO IMPROVE THE BUSINESS CLIMATE		
40	<p>Raising the threshold for deductibility of bad debts for microfinance</p> <p><i>Source: LF2026 (Article 7 (c)).</i></p>	<p>The measure strengthens the financial soundness of microfinance institutions. It may improve access to credit. The risk is misuse of the deductibility.</p> <p>Recommendation: Establish clear prudential oversight.</p>
41	<p>Clarification of the depreciation period for leased assets</p> <p><i>Source: LF2026 (Article 7 (d)).</i></p>	<p>The clarification improves legal certainty and tax predictability. It facilitates investment decisions.</p> <p>Recommendation: Harmonise tax practices.</p>
42	<p>Rationalisation of taxation applicable to private hire drivers.</p> <p><i>Source: LF2026 (Art. 58)</i></p>	<p>The provision allows for better consideration of the economic reality of the activity. It improves tax fairness and compliance. The risk is uneven application across platforms.</p> <p>Recommendation: Ensure uniform and controlled application.</p>
43	<p>Reduction in the withholding tax rate for taxpayers subject to the IGS (Reduction in the withholding tax rate to 2.2% for these taxpayers).</p> <p><i>Source: LF2026 (Art. 92)</i></p>	<p>The measure improves the cash flow of small taxpayers and promotes tax compliance. It provides an opportunity for formalisation. The risk is that undue deductions will continue.</p> <p>Recommendation: Ensure effective compliance with the new rate.</p>
44	<p>Confirmation of the IGS as the sole regime for small taxpayers.</p> <p><i>Source: LF2026 (Art. 93 ter)</i></p>	<p>The clarification enhances legal certainty and simplifies the tax system. It reduces the risk of double taxation. The risk is misunderstanding by taxpayers.</p> <p>Recommendation: Strengthen tax education to improve taxpayers' understanding and acceptance.</p>

No.	Assumption, guidance and measure	Assessment and recommendation
45	IRCM exemption on bonds issued by CEMAC member states. <i>Source: LF2026 (Art. 111)</i>	The measure promotes regional financial integration and diversification of savings. It has no direct negative impact on businesses. This provision is in line with regional harmonisation.
46	Modernisation of Approved Management Centres. <i>Source: LF2026 (Articles 118 and 119)</i>	The reform aims to improve support for small taxpayers and the quality of tax compliance. The risk is an increase in the cost of membership. Recommendation: Make the service improvement effective.
47	Tax incentives for economically depressed areas. <i>Source: LF2026 (Art. 121(1))</i>	The measure supports economic reconstruction and investment in crisis areas. It represents an opportunity for businesses. The risk is administrative burden. Recommendation: Accelerate implementation to ensure effectiveness.
48	Tax support for equity financing of SMEs. <i>Source: LF2026 (Art. 124 decies)</i>	The measure responds to a structural need for SME financing. Its impact will depend on its actual attractiveness to investors. Recommendation: Secure the mechanism and ensure its visibility.
49	Confirmation of the IGS's dischargeable nature and allocation mechanism. <i>Source: LF2026 (Art. C38 et seq.)</i>	The provision enhances legal certainty and reduces litigation. It promotes confidence among small operators. Recommendation: Ensure consistent application of the measure.
50	Renewal of the special tax settlement procedure. <i>Source: LF2026 (Article 26)</i>	The measure facilitates the regularisation of tax situations and recovery. It may improve the cash flow of the companies concerned. The risk is discretionary application. Recommendation: Define clear and transparent rules.

No.	Assumption, guidance and measure	Assessment and recommendation
MEASURES TO SECURE TAX REVENUES		
51	<p>Strengthening of tax obligations in the event of transfer or cessation of activities</p> <p><i>Source: LF2026 (Article 95 (1)).</i></p>	<p>The aim is to secure revenue collection and limit uncontrolled losses from the tax base. The measure improves compliance with reporting requirements. The risk is that it will increase formalities and closing deadlines for businesses.</p> <p>Recommendation: Simplify procedures and ensure deadlines are compatible with the reality of business.</p>
52	<p>Payability of the Annual Forestry Fee</p> <p><i>Source: LF2026 (Article 243).</i></p>	<p>The measure aims to secure revenue for the forestry sector. However, it may place a strain on operators' cash flow. The risk is increased financial pressure.</p> <p>Recommendation: Adapt payment terms to the realities of the sector.</p>
53	<p>Prohibition of hidden financing of economic operations</p> <p><i>Source: LF2026 (Article 13 e).</i></p>	<p>The provision aims to combat money laundering and informal channels. It promotes transparency and fair competition. The risk is excessive constraints on businesses in the event of limited access to formal payment channels.</p> <p>Recommendation: Accompany the measure with a strengthening of financial inclusion.</p>
54	<p>Taxation by assessment in the event of alteration of accounting records</p> <p><i>Source: LF2026 (Article L 30 bis).</i></p>	<p>The measure strengthens the fight against fraud and irregular accounting practices. It improves tax compliance. The risk is excessive or conflicting use.</p> <p>Recommendation: Strictly regulate the conditions of application.</p>
55	<p>Substitution of the tax base or grounds for taxation</p> <p><i>Source: LF2026 (Article L 125 quater).</i></p>	<p>The measure aims to secure collection and limit procedural irregularities. It may reduce certain disputes. The risk is legal uncertainty for taxpayers.</p> <p>Recommendation: Preserve the rights of defence and transparency.</p>

No.	Assumption, guidance and measure	Assessment and recommendation
MEASURES TO PROMOTE TAX COMPLIANCE		
56	Reorganisation of the conditions for granting «active taxpayer» status <i>Source: LF2026 (Article L 2 ter).</i>	The measure aims to better target tax benefits and combat inactive companies. It may improve the efficiency of the tax system. The risk is a restrictive interpretation that excludes companies in the start-up or restructuring phase. Recommendation: Define clear and proportionate criteria.
57	Introduction of a tax review report for certain categories of taxpayers <i>Source: LF2026 (Article L 6 quater).</i>	The measure aims to improve the quality of tax information and compliance. However, it may increase compliance costs. The risk is that it may discourage formal businesses. Recommendation: Target the measure and simplify the requirements.
58	Limitation on the deadline for amending statistical and tax returns <i>Source: LF2026 (Article L 34).</i>	The measure enhances legal certainty and reporting discipline. However, it may penalise companies in the event of errors made in good faith. Recommendation: Provide for regulated correction mechanisms.
59	Extension of the Tax Compliance Certificate (ACF) requirement to new transactions <i>Source: LF2026 (Article L 94 quater).</i>	The aim is to strengthen tax discipline and compliance. However, the measure may block certain transactions in the event of administrative delays. The risk is that formal businesses will be excessively penalised. Recommendation: Ensure short issuance times and rapid regularisation mechanisms.
MEASURES TO PROMOTE ECOLOGICAL TRANSITION		
60	Elimination of excise duties on less polluting vehicles <i>Source: LF2026 (Article 131 bis (1)).</i>	The measure supports the ecological transition and the renewal of the vehicle fleet. It can reduce costs for businesses and households. The risk is that the impact will be limited if supply remains insufficient. Recommendation: Accompany the measure with complementary incentive policies.

No.	Assumption, guidance and measure	Assessment and recommendation
61	Introduction of an environmental tax on products with a high ecological footprint <i>Source: LF2026 (Articles 228 septies to decies).</i>	The measure is part of a green taxation approach. However, it may increase production and import costs. There is a risk of a negative impact on competitiveness. Recommendation: Implement the measure gradually and provide for accompanying measures.
MEASURES TO PROMOTE IMPORT SUBSTITUTION		
62	Introduction of excise duties on imported empty domestic gas cylinders <i>Source: LF2026 (Article 142 (6-a)).</i>	The measure aims to encourage local recycling and equipment safety. However, it may increase costs for operators. There is a risk of price increases for households. Recommendation: Assess the social and economic impact.
63	Increase in excise duties on wine, champagne and spirits <i>Source: LF2026 (Article 142 (8)).</i>	The measure aims to increase tax revenue on specific products. It has a limited impact on most businesses. The risk is an increase in smuggling. Recommendation: Strengthen controls to support the measure.
SECTOR-SPECIFIC TAX MEASURES		
64	Introduction of a reduction in the Annual Forestry Fee (RFA). <i>Source: LF2026 (Article 25)</i>	The measure aims to support the competitiveness of the forestry sector. It may improve operators' cash flow. The risk is inconsistency with the increased enforceability of the RFA. Recommendation: Ensure the overall consistency of the system.

CUSTOMS AXIS

No.	Hypothesis, approach and measure	Assessment and recommendation
65	Implementation of the CEMAC-CEEAC Harmonised Customs Code and the Common External Tariff from 2026 onwards. <i>Source: LF2026 (Articles 21e and 22e)</i>	The aim is to harmonise practices and facilitate regional integration. This approach is positive for the predictability of foreign trade. The risk lies in uneven application at borders and insufficient dissemination of the new texts. Recommendation: Provide for an adaptation phase, ensure clear communication and support operators.

No.	Hypothesis, approach and measure	Assessment and recommendation
66	<p>Extension and expansion of customs exemptions on strategic equipment (renewable energy, health, bitumen, start-ups).</p> <p>Source: LF2026 (Articles 5e, 6e, 7e, 8e and 9e)</p>	<p>The measure supports productive investment and business competitiveness. It represents an opportunity if the exemptions are effectively applied. The risk is restrictive application or administrative delays.</p> <p>Recommendation: Ensure legal certainty and speedy procedures.</p>
67	<p>Strengthening of customs incentive schemes and support for import substitution.</p> <p>Source: LF2026 (Art. 142 6-a, Art. 142 (8))</p>	<p>The objective is to promote local processing and products made in Cameroon. The measure is conducive to industrialisation. The risk is excessive protection generating additional costs for companies dependent on imported inputs.</p> <p>Recommendation: Maintain a balance between protection and competitiveness.</p>
68	<p>Prohibition of informal financing of imports and combating compensation circuits.</p> <p>Source: LF2026 (Art. 13e)</p>	<p>The provision aims to secure revenue and strengthen financial traceability. It improves fair competition. The risk is pressure on importers' cash flow in the event of currency shortages.</p> <p>Recommendation: Accompany this measure with improved access to formal payment channels.</p>
69	<p>Penalties for failure to clear import declarations within the legal deadlines.</p> <p>Source: LF2026 (DI) (Art. 15e)</p>	<p>The measure strengthens the control of flows and foreign exchange discipline. However, the current deadlines do not always take into account the actual logistical constraints. There is a risk of unjustified penalties for operators acting in good faith.</p> <p>Recommendation: Provide for an extension or dematerialise extension requests.</p>
70	<p>Set-aside of customs duties and taxes by banks for importers deemed to be at risk.</p> <p>Source: LF2026 (Art. 17e)</p>	<p>The aim is to secure the collection of customs duties. However, the measure may tie up significant amounts of money and affect companies' cash flow. The risk is legal uncertainty linked to the risk criteria.</p> <p>Recommendation: Clearly define the criteria and provide a framework for them.</p>
71	<p>Strengthening of controls, penalties and use of artificial intelligence by customs.</p> <p>Source: LF2026 implementation circulars</p>	<p>Modernisation can improve efficiency and reduce fraud. It can also increase transparency if properly supervised. The risk is that its use may be perceived as arbitrary or excessive.</p> <p>Recommendation: Maintain a balance between control and trade facilitation.</p>

PARAFISCAL AXIS

No.	Hypothesis, guidance and measure	Assessment and recommendation
72	<p>Creation and adjustment of parafiscal taxes and administrative fees (technical visits, inspections, specialised technical services).</p> <p>Source: LF2026</p>	<p>The objective is to finance certain specific public services. However, the accumulation of levies increases costs and reduces the transparency of compliance costs. The risk is an increase in operating costs, particularly for SMEs, and an incentive to operate informally.</p> <p>Recommendation: Rationalise, cap and consolidate levies, while ensuring transparency on the trade-offs.</p>
73	<p>Increase the resources and scope of Special Allocation Accounts to finance targeted policies (reconstruction, employment, security, etc.).</p> <p>Source: LF2026</p>	<p>The measure can support national priorities and produce useful effects if projects are well executed. However, it can weaken overall budget visibility and increase the number of management pockets. The risk is overlap with the general budget and difficulty in assessing effectiveness.</p> <p>Recommendation: Publish implementation reports, assess impact and avoid multiple allocations.</p>
74	<p>Centralisation and improved traceability of non-tax revenues, with the aim of modernising and dematerialising payments.</p> <p>Source: LF2026</p>	<p>The policy is conducive to transparency and reducing leakage. However, implementation may encounter resistance and technical delays. The risk is incomplete application and the persistence of informal levies.</p> <p>Recommendation: Generalise dematerialisation, unify service desks and improve information for taxpayers.</p>
75	<p>Strengthen the performance and accountability of organisations and funds receiving allocated resources (performance contracts, objectives).</p> <p>Source: LF2026</p>	<p>The measure may improve the efficient use of resources. However, it remains dependent on the quality of monitoring and penalties for non-performance. The risk is a formal approach without real improvement.</p> <p>Recommendation: Set simple indicators, publish the results and make funding conditional on performance.</p>