

"NO COUNTRY THAT WAITS" TURNING AMBITION INTO COMPETITIVENESS



SPECIAL REPORT

2nd Ordinary General Assembly of GECAM

NEWS

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Le Cameroun dispose d'atouts considérables : un secteur privé entreprenant, une position géographique stratégique, des ressources abondantes et une ambition clairement affirmée de transformation économique. Pourtant, dans un environnement international de plus en plus concurrentiel, ces atouts ne suffisent plus. Ils doivent désormais être accompagnés d'une capacité collective à décider rapidement, à mettre en œuvre efficacement les réformes et à créer les conditions d'une compétitivité durable. Cette conviction a largement animé les travaux et les échanges présentés dans cette édition de notre Bulletin.

Le message porté par le GECAM est sans équivoque. L'urgence n'est plus d'élaborer de nouvelles stratégies, mais d'exécuter celles qui existent déjà. Les entreprises camerounaises évoluent aujourd'hui dans un contexte marqué par un ralentissement de la croissance, des contraintes persistantes en matière d'énergie, de logistique, de financement et de sécurité juridique. Ces difficultés sont connues et documentées. Elles appellent désormais des réponses rapides, cohérentes et mesurables afin de restaurer pleinement la confiance des investisseurs et de renforcer l'attractivité de notre économie.

Cette exigence de compétitivité concerne également les entreprises elles-mêmes. Dans un contexte d'ouverture croissante des marchés, la qualité n'est plus une option mais une condition de survie. Comme le montre l'analyse consacrée au coût de la non-qualité, les défaillances techniques, organisationnelles ou managériales génèrent des coûts souvent invisibles mais considérables : perte de productivité, dégradation de l'image de marque, recul de la rentabilité et affaiblissement durable de la capacité d'investissement. Investir dans la prévention, la normalisation, la certification et l'amélioration continue constitue désormais l'un des meilleurs leviers de compétitivité pour les entreprises camerounaises.

L'amélioration du climat des affaires passe également par le renforcement de nos institutions. La signature de l'accord de coopération entre le Centre de Médiation et d'Arbitrage du GECAM (CMAG) et le Barreau du Cameroun illustre cette volonté commune de promouvoir une justice économique plus efficace, plus prévisible et davantage adaptée aux exigences du monde des affaires. En favorisant les modes alternatifs de règlement des différends, cette initiative contribue directement au renforcement de la sécurité juridique, facteur essentiel de confiance pour les investisseurs nationaux comme internationaux.

Cette même logique guide notre vision des partenariats internationaux. À l'occasion de l'EU-Cameroon Business Week, le GECAM a rappelé qu'un pays n'attire pas durablement les investissements par les seules promesses, mais par la qualité de son environnement économique. Les entreprises attendent des infrastructures performantes, une énergie fiable, une administration réactive et des règles stables. Elles souhaitent également développer avec leurs partenaires internationaux de véritables projets de co-investissement permettant de renforcer les capacités productives locales, de créer davantage de valeur ajoutée sur notre territoire et de favoriser des emplois durables.

Le GECAM continuera à jouer pleinement son rôle de force de proposition, de partenaire du dialogue public-privé et d'accompagnateur des entreprises. Les travaux de notre dernière Assemblée Générale ont confirmé notre détermination à poursuivre les réformes favorables à la compétitivité, à renforcer l'accompagnement des PME, à promouvoir un environnement des affaires plus performant et à préparer activement les prochaines Rencontres Économiques du Cameroun, qui placeront l'investissement au cœur des priorités nationales.

Plus que jamais, notre pays dispose des talents, des entrepreneurs et des opportunités nécessaires pour réussir sa transformation économique. La réussite de cette ambition dépendra de notre capacité collective à agir avec célérité, à renforcer la confiance entre les acteurs publics et privés et à faire de chaque réforme un résultat concret au service de la croissance, de l'emploi et de la prospérité.

Acting now to turn ambitions into results for a more competitive economy

Cameroon possesses considerable strengths: a proactive private sector, a strategic geographical location, abundant resources and a clearly stated ambition for economic transformation. However, in an increasingly competitive international environment, these strengths are no longer enough. They must now be accompanied by a collective capacity to make swift decisions, implement reforms effectively and create the conditions for sustainable competitiveness. This conviction has largely shaped the work and discussions presented in this edition of our Bulletin.

The message conveyed by GECAM is unequivocal. The urgent priority is no longer to devise new strategies, but to implement those that already exist. Cameroonian businesses are currently operating in an environment characterised by a slowdown in growth and persistent constraints relating to energy, logistics, financing and legal certainty. These difficulties are well known and well documented. They now call for swift, coherent and measurable responses in order to fully restore investor confidence and enhance the attractiveness of our economy.

This need for competitiveness also applies to the businesses themselves. Against a backdrop of increasingly open markets, quality is no longer an option but a prerequisite for survival. As the analysis on the cost of poor-quality shows, technical, organisational or managerial failings generate costs that are often invisible but considerable: loss of productivity, damage to brand image, a decline in profitability and a lasting weakening of investment capacity. Investing in prevention, standardisation, certification and continuous improvement is now one of the most effective ways for Cameroonian businesses to boost their competitiveness.

Improving the business climate also requires strengthening our institutions. The signing of the cooperation agreement between the GECAM Mediation and Arbitration Centre (CMAG) and the Cameroon Bar Association illustrates this shared commitment to promoting a more effective, predictable and business-friendly economic justice system. By promoting alternative dispute resolution methods, this initiative contributes directly to strengthening legal certainty, an essential factor in building confidence among both domestic and international investors.

This same rationale underpins our vision for international partnerships. During the EU-Cameroon Business Week, GECAM reiterated that a country cannot attract investment in the long term through promises alone, but rather through the quality of its economic environment. Businesses expect efficient infrastructure, a reliable energy supply, a responsive administration and stable regulations. They also wish to develop genuine co-investment projects with their international partners that will strengthen local productive capacity, create greater added value within our country and promote sustainable jobs.

GECAM will continue to play its full role as a source of proposals, a partner in public-private dialogue and a supporter of businesses. The proceedings of our most recent General Assembly confirmed our determination to pursue reforms that boost competitiveness, to strengthen support for SMEs, to promote a more effective business environment and to actively prepare for the forthcoming Cameroon Economic Meetings, which will place investment at the heart of national priorities.

More than ever, our country has the talent, the entrepreneurs and the opportunities needed to successfully achieve its economic transformation. The success of this ambition will depend on our collective ability to act swiftly, to strengthen trust between public and private sector stakeholders, and to ensure that every reform delivers tangible results that foster growth, employment and prosperity.

LE BULLETIN N°97

du Patronat

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ANNUAL GENERAL ASSEMBLY

Tuesday, 23th June 2026 - Douala, Head Office Building

SPEECH BY THE PRESIDENT OF GECAM

Mr Célestin TAWAMBA

Mr Vice-President of GECAM

Mr and Mrs, Chairpersons

Mr and Mrs, Managing Directors,

Dear Members,

Distinguished Guests,

Ladies and Gentlemen,

I take the floor this year in a world that is almost unrecognisable. A world where wars are multiplying and becoming commonplace, where the law of the jungle has relegated diplomacy to the background. A world where the major agreements that guaranteed a minimum of predictability have been shattered, giving way to force. None of this is unfamiliar to us: these disruptions are felt right through to our costs, our markets and our investment decisions. It is against this backdrop, and within a domestic environment that has itself been put to the test, that our Association has continued to move forward, and it is this progress that I have the honour of reporting to you.

Since our last Annual General Assembly, our Organisation has been strengthened by the arrival of new members.

- New companies,
- New entrepreneurs,
- New ambitions,
- New energy.

Given the particular circumstances our country is currently facing, their decision to join GECAM is no small matter, as joining an employers' organisation is not merely an administrative formality.

It is an act of trust...

- Trust in the private sector's ability to make its voice heard,

- Trust in the possibility of turning challenges into opportunities,
- Above all, trust in Cameroon's economic future.

I would therefore like to welcome them with particular warmth, and to sincerely tell them that their presence amongst us sends a strong signal.

Permit me also to extend our gratitude to the directors who have stepped down from their posts and left Cameroon. On behalf of GECAM, I commend their commitment and the quality of their contribution to our work. A special thought goes to Mr Amine Homman, former CEO of ENEO. We wish him plain success in his future endeavours.

At the same time, I would like to extend a warm welcome to the new directors joining us; these includes; Mr Wanda Matandela, CEO of MTN Cameroon. Your experience and fresh perspective will be invaluable assets in tackling the challenges that lie ahead.

The Executive Director will have the opportunity to provide a comprehensive overview of all the companies that have joined us when it takes the floor shortly.

I would also like to thank our institutional partners; our guests and all the business leaders present here today for their loyalty and trust.

Dear Members,

Ladies and Gentlemen,

It is because our Movement believes in its potential that it takes it upon itself to voice the concerns of those who create wealth.

It is because we believe in the future of this **country-continent** that we continue to call for the reforms that will enable its economy to realise its full potential.

Permit me to share with you a brief overview of economic developments.

At the international level:

According to the latest World Economic Outlook published by the International Monetary Fund in April 2026, the global economy stagnated in 2025, with a growth rate of 3.4 per cent in 2025, identical to that of 2024, despite an international environment still marked by geopolitical tensions, disruptions to supply chains, uncertainties in the commodities markets and the persistence of relatively restrictive financial conditions in several major economies.

In sub-Saharan Africa:

Sub-Saharan Africa continues to show remarkable resilience. According to the IMF, economic growth in the region would rise to 4.5 per cent in 2025, up from 4.2 per cent in 2024.

This performance confirms the potential of the African continent as well as the dynamism of several economies driven by domestic consumption, urbanisation, services and a gradual diversification of productive activities.

However, this regional momentum remains uneven across Africa's economic blocs.

With regard to CEMAC:

Economic growth in CEMAC is expected to slow to 2.6 per cent in 2025, down from 3.3 per cent in 2024, thereby consolidating its position as the world's slowest-growing economic zone, whilst growth in UEMOA is projected to reach 6.4 per cent, up from 6.3 per cent in 2024.

As for Cameroon, the 'country-continent':

Cameroon's economic growth has remained moderate, or even slightly down, at 3.1 per cent compared to 3.5 per cent in 2024; half that of Côte d'Ivoire

Cameroon nevertheless outperforms the CEMAC average, but remains below the average rate observed in sub-Saharan Africa (around 4 per cent) and is clearly too low to enable growth sufficient to achieve emerging market status by 2035.

Analysis of growth shows that this stagnation is mainly due to the ongoing decline in the oil sector. Indeed, the hydrocarbon extraction sector

is projected to contract by -6.9 per cent in 2025, following a decline of -9.7 per cent in 2024.

This reality is gradually confirming a significant shift in the structure of our economy: for several years now, the main driver of growth in Cameroon has been the non-oil sector.

With regard to the non-oil sector:

In the primary sector, growth is slowing sharply, falling from 3.6 per cent in 2024 to 1.7 per cent in 2025. This trend is mainly linked to the sharp deterioration in the industrial and export agriculture sector, where growth is falling from 8.7 per cent to -3.2 per cent.

his underperformance could be explained particularly by the decline in export volumes in certain sectors such as cotton, as well as the adverse weather conditions observed in certain production areas.

By contrast, certain sectors of the primary industry remain relatively resilient. Subsistence farming is growing slightly at 3.7 per cent, reflecting sustained domestic demand for food products. Livestock farming, hunting and fishing are also showing an improvement.

An analysis of the recent performance of Cameroon's main agricultural export sectors reveals contrasting trends during the 2024/2025 marketing year.

Whilst certain strategic cash crops, notably cocoa and coffee, continue to benefit from a favourable international environment characterised by rising prices, other sectors, such as cotton, are facing production constraints and a decline in their commercial performance.

At the same time, trends in imports of staple foodstuffs reflect the persistent challenges relating to food security and reducing dependence on external supplies.

Whilst the volume of cocoa marketed during the 2024/2025 marketing year stood at 309,518 tonnes – an unprecedented increase according to the CNCC – the quantity of raw cocoa exported fell by 9% compared with 2024, although the value of exports rose by 18%;

As for coffee, marketed production during the 2024/2025 season stood at 11,637 tonnes,

compared with 10,562 tonnes in the previous season, with the volume of raw coffee exported down by -2 per cent compared with the previous year and export values up by approximately +3.9 per cent;

As regards cotton, with actual seed cotton production during the 2024/2025 marketing year standing at 286,000 tonnes against a target of 400,000 tonnes, a fall of -24 per cent was recorded in the quantities exported in 2025 and - 29.8 per cent in export value;

At the same time, a 4.5 per cent increase in the quantities of maize imported and a 15.6 per cent decrease in the value of imports were recorded during the reference period.

Overall, these results reflect the relative resilience of Cameroon's agricultural sector in an international economic environment characterised by high volatility in commodity markets.

The rise in the value of cocoa and coffee exports, despite the decline in export volumes, demonstrates the favourable impact of world prices on export earnings and the sector's revenues.

Conversely, the poor performance of the cotton sector highlights the persistence of structural constraints affecting the competitiveness and productivity of certain industrial crops.

Furthermore, the rise in maize imports highlights the need to strengthen local production capacity in order to meet domestic demand in a sustainable manner.

These developments confirm the importance of accelerating the structural transformation of the agricultural sector by improving productivity, promoting the local processing of products and diversifying exports, in order to consolidate the sector's contribution to economic growth and the stability of Cameroon's external accounts.

- **With regard to the secondary sector:**

Growth is rising slightly from 1.7% to 2.0% but remains insufficient given the country's industrialisation needs.

The extractive industries continue to weigh negatively on economic activity, with a contraction of -6.3 per cent in 2025 following a decline of -9.1 per cent in 2024.

Other manufacturing industries are also slowing down, falling from 2.9 per cent to 2.2 per cent, reflecting persistent difficulties linked to energy costs, logistical constraints, access to finance and the overall competitiveness of our productive capacity.

However, some sectors are showing encouraging performance. The construction sector is growing at 4.8 per cent, compared with 4.3 per cent in 2024, driven in particular by public and private investment in infrastructure and property.

The water and sanitation sector also recorded strong growth of 6.4 per cent.

Whilst the agri-food industry is set to continue growing in 2025, this growth is slowing significantly, falling from 4.2 per cent in 2024 to 3.2 per cent in 2025. This decline warrants particular attention, given that this sector is one of the main drivers of local transformation, industrial value-added creation and import substitution.

This slowdown could be attributed, in particular, to difficulties in sourcing agricultural raw materials, rising production costs, energy constraints and increased logistics costs.

- **As for the tertiary sector:**

It remains the main driver of growth in Cameroon, with growth of 4.6 per cent in 2025 compared with 4.2 per cent in 2024.

Several sectors are showing remarkable dynamism:

- Transport is accelerating sharply to 4.2 per cent, reflecting the gradual intensification of trade
- The information and communications sector continue its strong expansion with growth of 9.3 per cent, driven by the increasing digitalisation of the economy and the growth in digital usage.
- Financial services remain among the most dynamic sectors, with growth of 9.7 per cent, supported in particular by the boom in digital financial services and mobile money.
- The hotel and catering sector also recorded a marked improvement to 6.3 per cent, reflecting urban dynamism and the gradual recovery of certain service activities.



Le respect de la parole donnée

Agréée par la CIMA le 20 septembre 2007, ASSURANCE ET REASSURANCE AFRICAINE (AREA) S.A est une compagnie autorisée à présenter les opérations d'assurance Incendie, Accidents, Risques Divers et Transports (I.A.R.D.T) sur toute l'étendue du territoire national et dans l'espace CIMA.

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With regard to public debt:

Public debt rose from 14,549 Mds to 15,416 Mds in one year, representing a 6 per cent increase in GDP, driven by external debt, which itself rose by 7.4 per cent; the issue of its sustainability warrants serious scrutiny.

Foreign direct investment remains below its potential, even as competition amongst African economies to attract international capital intensifies.

Some will see these figures as a collapse of our economy, whilst others, more optimistic, will point to progress that falls short of our potential.

Be that as it may, this situation is a collective challenge for us all,

For GECAM's role is not, and never will be, to applaud when all is well and to remain silent when difficulties arise.

Our responsibility is more demanding.

It consists of saying it like it is, objectively, with loyalty to the institutions of the Republic, but also with the honesty demanded by our duty to represent Cameroonian businesses.

Dear Members**Ladies and Gentlemen**

The past year has been marked by a particular political and institutional context, the consequences of which on the national economy we feel we cannot fail to mention.

In the wake of the presidential election and the swearing-in of the President of the Republic, the private sector harboured the legitimate hope that a new phase of public policy would begin.

Not merely a new administrative phase,

- But a new dynamic,
- a fresh impetus,
- an acceleration of the reforms that have been a waited for several years,
- A strong signal to investors, businesses and all the productive forces of our country.

Unfortunately, it must be acknowledged that this impetus is still slow to materialise...

Cameroon currently finds itself in a unique situation, characterised by a kind of wait-and-see attitude that is ultimately affecting the entire economy.

- Structural decisions are few and far between,
- Decisions take time,
- projects, where they exist, are progressing more slowly than they should,
- Government departments often prioritise caution over initiative, and businesses are operating in an environment where visibility is becoming increasingly difficult.

This situation is not without consequences for investor confidence or the morale of business leaders.

- We all know, including policy-makers,
- that the economy can never prosper in the long term whilst in a state of limbo,
- That investment requires predictability,
- That innovation requires boldness,
- that business needs confidence,
- And that growth requires a clearly defined direction. That the cost of inaction now exceeds that of taking action.

That is why GECAM reiterates its call for a vigorous revival of public policy, in line with the ambitions set out at the highest levels of government and with the legitimate expectations of economic stakeholders.

Ladies and gentlemen,**Dear Members,**

Our approach is neither political nor partisan...

Our choice is clear: it is that of the business community.

It stems from our responsibility as representatives of Cameroonian businesses.

- We are not calling for a change of personnel,
- We are calling for a change of direction.
- We are not necessarily calling for an institutional break,

- We are calling for a renewed mobilisation of all public resources in the service of economic development,

for Cameroon has considerable talent, entrepreneurs, resources and opportunities. Cameroon must not be treated as a testing ground.

Public policy must, however, create the conditions that allow these strengths to be fully realised.

Dear Members,

Ladies and Gentlemen,

If we emphasise this need to breathe new life into public action, it is because our collective experience teaches us a simple truth:

- Cameroon does not suffer from a lack of analysis;
- Cameroon suffers from a lack of implementation,
- The reports exist,
- The studies are there,
- Strategies exist,
- Plans are in place,
- and the recommendations are there.

For several decades, the same obstacles have been identified with remarkable consistency.

- We are aware of the shortcomings in our infrastructure; we are aware of the challenges relating to energy
- We are aware of the logistical constraints that weigh on the competitiveness of our businesses,
- We are aware of the difficulties in accessing water,
- We are aware of the red tape that slows down investment,
- We are aware of the constraints relating to the financing of SMEs and support for leading national companies,
- We are aware of the recurring concerns regarding taxation, parafiscal charges and the processing times for many procedures.

We know why the informal economy remains so pervasive;

The question, therefore, is no longer what needs to be done.

The real question now is;

- how to do it faster,
- how to do it better,
- and, above all, how to achieve measurable results.

The time for analysis must gradually give way to the time for action...

The time for intentions must give way to the time for achievements...

And the time for promises must become the time for results.

Ladies and gentlemen,

The past year has, in this regard, shown us that progress is possible when dialogue, method and determination come together.

Of course, I am thinking of the first Cameroon Economic Meetings, held in Yaoundé on 26 and 27 February 2025.

This major event brought together nearly 700 participants from the public sector, the private sector, academia, technical and financial partners, and the Cameroonian diaspora.

Beyond its organisational success, this meeting above all led to the formulation of nearly forty concrete recommendations aimed at sustainably improving the competitiveness of our economy.

For the first time in a long while, a collective exercise in strategic reflection has resulted in a structured follow-up mechanism coordinated by the Prime Minister's Office.

Admittedly, the results remain modest given the scale of the challenges.

But they demonstrate that an approach based on consultation, accountability and regular assessment of progress can produce tangible results.

Thus, the reform of the legal framework for investment incentives is now a reality.

Furthermore, permanent frameworks for dialogue between the private sector, the tax authorities and the customs authorities have been established.

These advances do not solve everything.

But they demonstrate that when the State and the private sector work together towards clearly defined objectives, obstacles can be overcome.

Dear Members,

It is precisely this results-oriented culture that we are calling for,

For, ultimately, the key question is not how many strategies we are capable of devising.

The key question is how many of them actually produce visible results for citizens and businesses.

In a world where economies are engaged in fierce competition to attract capital, talent and technology, the quality of governance has become a key factor in competitiveness.

- Investors look at infrastructure,
- they look at energy supply and its cost
- They look at taxation,
- But above all, they look at a country's ability to make decisions, to implement them and to honour its commitments. We invest in a country that takes the initiative, not one that waits.

It is in this area that a significant part of Cameroon's economic future will be decided.

And where GECAM will continue to make its contribution with responsibility, independence and patriotism.

Ladies and gentlemen,

Our demand for results is not an abstract concern...

- It is measured every day in the lives of our businesses...
- It is measured when a production unit has to slow down its operations, or even halt them, due to a lack of sufficient energy supply...
- It is measured when a haulier takes longer to deliver its goods due to the condition of certain roads or congestion at certain weighbridges...
- It is measured when a company postpones an investment, not for lack of ambition, but for lack of clarity...

- Finally, it is measured when job-creating projects are held up by decisions that are slow in coming.

Behind each of these situations, it is not just economic indicators that are at stake.

- These are jobs,
- Investments,
- It is tax revenue for the State,

These are opportunities for growth for our country.

Dear Members,

How can we fail to mention a few specific events that have marked the past year?

I am talking of the tensions surrounding the scanning of goods at the Port of Douala.

This situation gave rise to legitimate concerns amongst economic operators due to the disruption it caused to the supply chain and the additional costs it imposed on businesses.

Fortunately, thanks to the dialogue initiated between the various stakeholders, solutions were found.

This experience is worth reflecting on.

It demonstrates that no sustainable reform can be carried out without consultation with the economic actors who bear the consequences on a daily basis.

I am also thinking of the rationalisation of ENEO, which is undoubtedly one of the most significant economic developments of recent months.

Regardless of one's views on this decision, it serves as a reminder of a fundamental reality:

Energy remains one of the key determinants of our economy's competitiveness.

Our collective ambition cannot simply be to manage the difficulties facing the energy sector.

Our ambition must be to create the conditions for sustainable, reliable and competitive access to energy for both businesses and households.

For there can be no accelerated industrialisation, no structural transformation of our economy, nor any lasting appeal to investors without a robust response to the energy challenge.

Ladies and gentlemen,

Despite the challenges we have just outlined, we have good reason to remain deeply confident in our country's future.

- Confident in the ability of Cameroonian entrepreneurs to continue to invest, innovate and create value,
- Confident in the exceptional potential of our economy,
- Confident, finally, in our collective ability to rise to the challenges we face.

Cameroon has considerable resources...

Cameroon has a dynamic private sector...

Cameroon has a talented and ambitious young population...

All the ingredients for success are therefore in place.

Provided that we collectively know how to turn our

ambitions into action, our strategies into results and our potential into prosperity.

It is in this spirit that GECAM will continue its commitment to supporting businesses, public-private dialogue and the economic development of our country.

I would like to invite you now to the next edition of the Cameroon Economic Meetings, scheduled for the first quarter of 2027.

This second edition, to be held on 17 and 18 February 2027, will be dedicated to a key topic for the future of our economy and the '2035 Emergence' initiative: **FOREIGN DIRECT INVESTMENT**.

Because attractiveness cannot be imposed.

It is built.

And because Cameroon deserves to take its rightful place amongst the leading investment destinations on the African continent.

Thank you for your kind attention.



Stronger Together

10 RAISONS D'ADHÉRER AU GECAM

1. Faire partie d'un réseau, d'une force de progrès au service des entreprises et de l'économie.
2. Bénéficier d'un accompagnement en cas de litige ou différend avec l'Administration ou d'autres acteurs.
3. Bénéficier et participer à des actions collectives et concertées pour résoudre des difficultés ponctuelles ou structurantes de l'environnement des affaires au Cameroun.
4. Interagir avec vos pairs, clients, fournisseurs, partenaires pour élargir votre réseau d'affaires et de lobbying.
5. Bénéficier de services de pointe (information, formation, accompagnement, arbitrage...) développés depuis plus de 60 ans au profit des entreprises.
6. Partager vos idées et accéder à des solutions plus adaptées à vos attentes.
7. Unir vos capacités à la force des entreprises et des groupements membres afin d'améliorer les conditions d'activité et les performances.
8. Contribuer à une meilleure promotion du rôle du secteur privé dans le développement économique.
9. S'associer à l'initiative patronale privée nationale pour améliorer vos affaires et l'économie.
10. Participer à la promotion économique du Cameroun, en vous intégrant dans ce nouveau monde multipolaire.



2nd Ordinary General Assembly of GECAM : Business leaders rally to accelerate economic transformation

By André Dumas TSAMBOU, Research Officer for Competition and Competitiveness



The second Ordinary General Assembly of the Cameroon Business Organisation (GECAM) was held on the 23rd June 2026 in Douala in a particularly challenging national and international economic backdrop, chaired by Mr Célestin Tawamba. Covering a review of actions undertaken in 2025, strategic outlooks and a call for a more vigorous revival of public policy, this meeting reaffirmed GECAM's role as the main voice of Cameroon's private sector.

A clear-eyed view of the economic climate

In his annual report, the President of GECAM presented an unflinching assessment of the global and national economic environment. He pointed out that, despite a degree of resilience in sub-Saharan Africa, CEMAC remains the least dynamic region on the continent and that Cameroon's growth, estimated at 3.1 per cent in 2025, remains insufficient to support the ambition of becoming an emerging economy by 2035.

This underperformance is largely due to the decline in the oil sector, whilst the services sector continues to drive economic activity, thanks to telecommunications, financial services and tourism. Persistent difficulties in several agricultural sectors, rising public debt and structural shortcomings in the areas of energy, logistics, infrastructure and SME financing continue to weigh on business competitiveness.

In light of this situation, the President of GECAM has called for a new impetus in public policy. In his view, Cameroon now has sufficiently well-

documented assessments; the urgent priority is now their effective implementation. He therefore called for reforms to be accelerated in order to restore investor confidence and create a more favourable environment for private sector development.

REC 2025: a new impetus for public-private dialogue

One of the main points of satisfaction expressed during this General Assembly concerned the outcomes of the first Cameroon Economic Meetings (REC 2025). Held in February 2025 in Yaoundé. This event brought together nearly 700 participants from the public and private sectors and resulted in the formulation of about forty strategic recommendations.

The President of GECAM welcomed the establishment of a permanent monitoring mechanism coordinated by the Prime Minister's office, as well as several concrete advances, notably developments in the legal framework for investment incentives and the strengthening of dialogue with the tax and customs authorities.

Whilst reviewing several major issues of the year, notably the difficulties associated with the scanning of goods at the Port of Douala and the renationalisation of ENEO, he reiterated that the availability of a reliable energy supply remains the key driver of Cameroon's industrialisation and economic attractiveness. Participants have already been invited to the second edition of the Cameroon Economic Meetings, scheduled for February 2027, which will focus on foreign direct investment.

GECAM: increasingly active in supporting businesses

The Executive Director's presentation of the activity report highlighted the scale of the initiatives undertaken during the 2025 financial year. The Organisation welcomed 31 new members, thereby strengthening its representativeness. The governing bodies maintained a sustained pace of activity, holding ten meetings of the Board of Directors and playing a key role in economic diplomacy with national and international partners.

The seven technical committees organised 33 working sessions attended by nearly 600 participants. This work led to several significant advances, including the revision of the law on investment incentives, the adoption of the law on subcontracting, and improved access for SMEs to public procurement. GECAM also succeeded in having a large proportion of its proposals incorporated into the preliminary draft of the Labour Code.

At the same time, the range of services offered to businesses was expanded through the organisation of 38 training courses, the certification of SMEs, economic missions abroad and the development of new legal, tax and commercial support services. Despite a complex economic climate, the Organisation continued to implement its action plan whilst developing several unscheduled initiatives in response to the needs expressed by businesses.

Prudent financial management and challenges ahead

The Annual General Assembly also examined the management report and the financial statements for the 2025 financial year.

The accounts show a positive consolidated result, whilst highlighting several significant financial challenges. The rate of membership fee collection remains insufficient, despite a slight improvement, and accumulated receivables now constitute a major challenge to GECAM's long-term financial sustainability.

For the 2026 financial year, the Board of Directors presented a prudent budget based on several priorities: following up on the recommendations

from the 2025 REC, organising the 2027 REC, strengthening support for SMEs and micro-enterprises, improving the collection of membership fees, and continuing to advocate for a more competitive business environment. The Statutory Auditor, for his part, certified the accuracy of the financial statements whilst drawing attention to the need for a sustainable improvement in the level of membership contributions.

Fruitful discussions on businesses' concerns

The discussions enabled members to voice their concerns on several key issues: access to technical committees, commercial difficulties, the tax burden, the energy deficit, unfair competition, SME financing, strengthening commercial skills, and improving the services offered by the Group.

GECAM provided specific responses to these various concerns, highlighting the support mechanisms available, the advocacy work undertaken with public authorities, and the new facilities offered to member companies, particularly in terms of specialist advice, visa facilitation, commercial partnerships and support for micro-enterprises.

The discussions also highlighted a shared commitment to strengthening public-private dialogue in order to bring about a lasting improvement in the business climate and to support the competitiveness of the national economy.

Resolutions adopted unanimously

At the conclusion of the proceedings, members approved the financial statements for the 2025 financial year, endorsed the allocation of profits, and granted discharge to the Board of Directors, the Auditor and the President of GECAM for their management of the past financial year.

Above all, this General Assembly confirmed the determination of the Cameroon's business community to continue its commitment to the transformation of the national economy. Despite an environment characterised by numerous constraints, GECAM intends to continue to represent the views of businesses, promote constructive dialogue with the public authorities and support the reforms essential to strengthening Cameroon's competitiveness.

2^e Assemblée Générale Ordinaire du GECAM : Un patronat mobilisé pour accélérer la transformation économique

Par André dumas TSAMBOU

La deuxième Assemblée Générale Ordinaire du Groupement des Entreprises du Cameroun (GECAM) s'est tenue le 23 juin 2026 à Douala dans un contexte économique national et international particulièrement exigeant, sous la présidence de M. Célestin Tawamba. Entre bilan des actions menées en 2025, perspectives stratégiques et appel à une relance plus vigoureuse de l'action publique, cette rencontre a confirmé le rôle du GECAM comme principal porte-voix du secteur privé camerounais.

Une vision lucide de la conjoncture économique

Dans son rapport moral, le Président du GECAM a dressé un état des lieux sans complaisance de l'environnement économique mondial et national. Il a rappelé que, malgré une certaine résilience de l'Afrique subsaharienne, la CEMAC demeure la région la moins dynamique du continent et que la croissance du Cameroun, estimée à 3,1 % en 2025, reste insuffisante pour soutenir l'ambition d'émergence à l'horizon 2035.

Cette contre-performance s'explique notamment par le recul du secteur pétrolier, tandis que les services continuent de porter l'activité grâce aux télécommunications, aux services financiers et au tourisme. Les difficultés persistantes observées dans plusieurs filières agricoles, la progression de l'endettement public ainsi que les insuffisances structurelles en matière d'énergie, de logistique, d'infrastructures et de financement des PME continuent de peser sur la compétitivité des entreprises.

Face à cette situation, le Président du GECAM a lancé un appel à une nouvelle dynamique de l'action publique. Selon lui, le Cameroun dispose désormais de diagnostics suffisamment documentés ; l'urgence réside désormais dans leur mise en œuvre effective. Il a ainsi plaidé pour une accélération des réformes afin de restaurer la confiance des investisseurs et créer un environnement plus favorable au développement du secteur privé.

REC 2025 : une nouvelle dynamique du dialogue public-privé

L'une des principales satisfactions exprimées au cours de cette Assemblée Générale concerne les résultats des premières Rencontres Économiques du Cameroun (REC 2025). Organisé en février 2025 à Yaoundé, cet événement a réuni près de 700 participants issus des secteurs public et privé et permis de formuler une quarantaine de recommandations stratégiques.

Le Président du GECAM a salué la mise en place d'un mécanisme permanent de suivi coordonné par les services du Premier Ministre, ainsi que plusieurs avancées concrètes, notamment l'évolution du cadre légal des incitations à l'investissement et le renforcement du dialogue avec les administrations fiscale et douanière.

Tout en revenant sur plusieurs dossiers majeurs de l'année, notamment les difficultés liées au scanning des marchandises au Port de Douala et la renationalisation d'ENEO, il a rappelé que la disponibilité d'une énergie fiable demeure le principal levier de l'industrialisation et de l'attractivité économique du Cameroun. Les participants ont d'ores et déjà été conviés à la deuxième édition des Rencontres Économiques du Cameroun, prévue en février 2027, qui sera consacrée aux investissements directs étrangers.

Un GECAM toujours plus actif au service des entreprises

La présentation du rapport d'activités par la Directrice Exécutive a permis de mettre en lumière l'intensité des actions conduites au cours de l'exercice 2025. Le Groupement a enregistré l'adhésion de 31 nouveaux membres, renforçant ainsi sa représentativité. Les organes de gouvernance ont maintenu un rythme soutenu de fonctionnement avec dix sessions du Conseil d'Administration et une forte implication dans la diplomatie économique auprès des partenaires nationaux et internationaux.

Les sept commissions techniques ont organisé 33 sessions de travail ayant réuni près de 600 participants. Ces travaux ont débouché sur plusieurs avancées importantes, parmi lesquelles la révision de la loi sur les incitations à l'investissement, l'adoption de la loi sur la sous-traitance et l'amélioration de l'accès des PME à la commande publique. Le GECAM a également obtenu l'intégration d'une large partie de ses propositions dans l'avant-projet de Code du Travail.

L'offre de services destinée aux entreprises s'est parallèlement renforcée grâce à l'organisation de 38 formations, à la certification de PME, aux missions économiques à l'étranger ainsi qu'au développement de nouveaux services d'accompagnement juridique, fiscal et commercial. Malgré un contexte économique complexe, le Groupement a poursuivi la mise en œuvre de son plan d'action tout en développant plusieurs initiatives non programmées répondant aux besoins exprimés par les entreprises.

Une gestion financière prudente et des défis à relever

L'Assemblée Générale a également examiné le rapport de gestion et les états financiers de l'exercice 2025.

Les comptes font apparaître un résultat consolidé positif, tout en mettant en évidence plusieurs défis financiers importants. Le niveau de recouvrement des cotisations demeure insuffisant, malgré une légère amélioration, et les créances accumulées constituent désormais un enjeu majeur pour la pérennité financière du Groupement.

Pour l'exercice 2026, le Conseil d'Administration a présenté un budget prudent reposant sur plusieurs priorités : le suivi des recommandations issues des REC 2025, l'organisation des REC 2027, le renforcement de l'accompagnement des PME-TPE, l'amélioration du recouvrement des cotisations et la poursuite du plaidoyer en faveur d'un environnement des affaires plus compétitif. Le Commissaire aux comptes a, pour sa part, certifié la régularité des états financiers tout en attirant l'attention sur la nécessité d'améliorer durablement le niveau de contribution des membres.

Des échanges riches autour des préoccupations des entreprises

Les débats ont permis aux adhérents d'exprimer leurs préoccupations sur plusieurs sujets majeurs : accès aux commissions techniques, difficultés commerciales, pression fiscale, déficit énergétique, concurrence déloyale, financement des PME, renforcement des compétences commerciales ou encore amélioration des services proposés par le Groupement.

Le GECAM a apporté des réponses précises à ces différentes préoccupations en rappelant les dispositifs d'accompagnement disponibles, les actions de plaidoyer engagées auprès des pouvoirs publics ainsi que les nouvelles facilités offertes aux entreprises membres, notamment en matière de conseils spécialisés, de facilitation des visas, de partenariats commerciaux et de soutien aux très petites entreprises.

Les échanges ont également mis en évidence une volonté partagée de renforcer le dialogue public-privé afin d'améliorer durablement le climat des affaires et de soutenir la compétitivité du tissu économique national.

Des résolutions adoptées à l'unanimité

À l'issue des travaux, les membres ont approuvé les états financiers de l'exercice 2025, validé l'affectation du résultat, donné quitus au Conseil d'Administration, au Commissaire aux comptes ainsi qu'au Président du GECAM pour la gestion de l'exercice écoulé.

Cette Assemblée Générale aura surtout confirmé la volonté du patronat camerounais de poursuivre son engagement en faveur de la transformation de l'économie nationale. Malgré un environnement marqué par de nombreuses contraintes, le GECAM entend continuer à porter la voix des entreprises, promouvoir un dialogue constructif avec les pouvoirs publics et accompagner les réformes indispensables au renforcement de la compétitivité du Cameroun.

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'YOU DON'T INVEST IN A COUNTRY THAT WAITS'

From a wait-and-see approach to the urgency of action :
GECAM's plea to restore competitiveness and confidence

By Dr Linda BIKA, Research Officer for Made In Cameroon



At the Ordinary General Assembly of the Cameroon Business Organisation (GECAM) held on the 23rd June 2026 in Douala, President Célestin Tawamba delivered a speech on economic policy of paramount importance. Against a backdrop of international instability and in the face of mixed national indicators, the employers' message is unequivocal: economic sovereignty and our country's attractiveness cannot be decreed; they are built through swift decision-making and effective implementation. By stating that *'no one invests in a country that waits'*, GECAM offers a clear-sighted assessment of the business climate and sets out a roadmap for the necessary reforms.

I. Growth falling short of our ambitions for an emerging economy

A quantitative analysis of the national economic situation in 2025 reveals a worrying slowdown. Whilst sub-Saharan Africa is showing strong resilience, with average growth projected at 4.5 per cent by the IMF (2026), economic activity in Cameroon has slowed, standing at 3.1 per cent compared with 3.5 per cent in 2024 (INS, 2026). This rate is half that of Côte d'Ivoire and is insufficient to put our economy on a sustainable path towards the 'Emergence 2035' strategy.

This slowdown is mainly due to internal structural factors:

- **The post-oil transition is gathering pace:** the continuing contraction of the extractive sector (-6.9 per cent in 2025 following -9.7 per cent in 2024, according to INS (2026)) definitively establishes the non-oil sector as the main driver of our growth.

- **The primary sector is struggling:** Agricultural growth has collapsed, falling from 3.6 per cent in 2024 to 1.7 per cent in 2025, heavily penalised by the industrial export sectors (-3.2 per cent) (National Cocoa and Coffee Council, 2025), as is the case with cotton, where export volumes have fallen by 24 per cent.
- **A stifled agri-food industry:** Although at the heart of the SND30's import-substitution strategy, this sector slowed to 3.2 per cent in 2025 (compared with 4.2 per cent in 2024), a direct victim of energy costs, logistical barriers and rising input prices.

At the same time, public debt has exceeded 15.416 billion CFA francs (up 6 per cent according to the CAA in 2025), which restricts the government's fiscal space and necessitates prioritising the allocation of resources towards productive investment rather than administrative operations.

II. The economic cost of inaction: unpicking the 'wait-and-see' approach

The great paradox of our economy lies in the disconnect between the quality of the available analyses and the slowness of their implementation. *'Cameroon does not suffer from a lack of assessments, studies or strategies; it suffers from a chronic lack of execution'*.

The past year, although marked by significant institutional milestones, has seen a form of decision-making inaction take hold within the administrative apparatus. This inaction manifests itself in delayed decisions, slowed-down infrastructure projects and excessive caution on the part of public

administrations, to the detriment of private initiative.

For business leaders, time is a key financial factor. When visibility diminishes :

1. **Investment contracts:** Faced with regulatory, fiscal or energy-related uncertainty, businesses postpone their expansion plans.
2. **International capital flows towards more responsive markets:** In a highly competitive regional environment (such as the WAEMU zone, which is growing at 6.4 per cent) (BCEAO, 2025), Foreign Direct Investment (FDI) is directed towards economies that guarantee predictability, administrative efficiency and legal certainty.
3. **The cost of inaction is mounting:** whether it concerns the management of the energy sector following the renationalisation of ENEO or the optimisation of logistics flows at the Port of Douala, every day of delay in implementing reforms erodes the price competitiveness of our domestic industry.

The conclusion seems clear: the cost of inaction now far exceeds that of taking action.

III. A results-oriented culture as the sole guiding principle

Faced with these obstacles, the business community is not calling for a change of personnel, but for a genuine shift in approach. The success of the first *Cameroon Economic Meetings* (REC) in February 2025, which resulted in some forty concrete recommendations coordinated by the Prime Minister's Office, proves that structured public-private dialogue is effective. Tangible progress has been made, particularly regarding the reform



of investment incentives and the establishment of permanent channels of communication with the tax and customs authorities.

To consolidate these achievements and unlock the potential of businesses, GECAM recommends:

- Convert the recommendations arising from the RECs into decrees for immediate implementation.
- Ensure reliable, sustainable and competitively priced access to industrial electricity, which is a prerequisite for any local processing of raw materials (cocoa, coffee, timber).
- Reduce information asymmetries and revitalise guarantee funds to effectively channel capital to SMEs.

Focus on FDI by 2027

GECAM invites all economic and institutional stakeholders to the second edition of the *Cameroon Economic Meetings*, scheduled for 17 and 18 February 2027, which will focus on the crucial theme of **Foreign Direct Investment (FDI)**. Indeed, economic attractiveness is not an abstract concept. It is measured by a country's ability to make swift decisions, to implement its plans rigorously with, and to honour its commitments to its partners. For Cameroon to take its rightful place in Africa and achieve its objectives of industrial sovereignty, public policy must regain its momentum and responsiveness. For, as President Tawamba forcefully emphasised, our country is brimming with talent, energy and opportunities: it is up to us to transform this tremendous potential into tangible prosperity.



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Le coût caché de la non-qualité : un frein majeur à la compétitivité des entreprises

Par **André Dumas TSAMBOU**, Chargé d'Etudes, Pole Economique, GECAM



Résumé

Dans un contexte économique en pleine mutation, marqué par le démantèlement progressif des barrières tarifaires, la compétitivité des entreprises ne peut plus reposer seulement sur les avantages comparatifs primaires et des dispositifs protectionnistes. La non-qualité constitue un gouffre financier invisible non négligeable qui détruit la rentabilité et la compétitivité des entreprises africaines. Définie comme l'écart entre la norme attendue et la performance livrée, elle engendre des coûts directs visibles (rebuts, réclamations) et des coûts cachés (perte de productivité, dégradation de l'image de marque). Au Cameroun, ces défaillances sont aggravées par l'instabilité électrique, le manque de culture métrologique et la fragmentation des approvisionnements. Des cas réels dans l'agroalimentaire et la métallurgie démontrent que la non-qualité peut détruire jusqu'aux capitaux propres et exclure les entreprises des marchés structurants. Pour y faire face, ce travail préconise de substituer le curatif par le préventif en mettant en place une comptabilité analytique dédiée, en standardisant les processus selon les normes nationales, et en liant les fournisseurs par des chartes qualité strictes.

1. Introduction

Dans un contexte économique sous-régional et continental en pleine mutation, marqué par l'accélération de la Zone de Libre-Échange Continentale Africaine (ZLECAF) et le démantèlement progressif des barrières tarifaires, la compétitivité des entreprises ne peut plus reposer durablement sur les seuls avantages comparatifs

primaires ou sur des dispositifs protectionnistes. Mais la non-qualité qui pénalise la compétitivité en détruisant la rentabilité par des coûts cachés, en allongeant les délais de production et reproduction, et en ternissant l'image de marque. Cette non-qualité caractérise tout écart constaté entre la norme ou le niveau d'exigence attendu et le niveau de performance réellement livré (Sraidi et Bakour, 2023). Cet écart de performance a des implications économiques ou le Coût de la Non-Qualité (CNQ) qui représente un coût important pour les entreprises industrielles ou commerciales, organismes publics et institutions financières. Le coût de la non-qualité correspond ainsi à l'ensemble des ressources gaspillées (capital, main-d'œuvre), causées par une planification et des procédures de travail inefficaces et qui se traduisent par des effets visibles dans les états financiers, entraînant une diminution des bénéfices.

Un paradoxe demeure : bien que les entreprises soient conscientes de ces coûts, aucune comptabilité spécifique ne recense exclusivement les pertes dues à la mauvaise qualité. Chaque entreprise a tendance à masquer ses inefficacités, ce qui empêche une évaluation fiable des dommages réels. Pourtant, la prise de conscience augmente avec la mise en place des systèmes de gestion de la qualité dans certaines entreprises. La qualité d'un produit, d'un procédé ou d'un service ne relève pas d'une appréciation subjective ou d'une quête d'excellence purement théorique. Mais, elle s'articule autour de l'aptitude d'une offre à satisfaire de manière régulière les exigences explicites et implicites du donneur d'ordres ou du consommateur final, au coût de revient le plus juste.

Aux vues de ce qui précède, la littérature montre que le problème des coûts de la qualité est traité depuis 1950 sans qu'aucun modèle accepté ne permette de définir et de structurer une approche pour l'identification et le suivi des coûts de la qualité (Tayles & Woods, 1996 ; Ayuso, 2004). Ainsi, au fil du temps, de nombreux auteurs ont proposé différentes approches à cet égard, chacun avec un haut degré d'adéquation avec le contexte économique et les connaissances de l'époque où elle a été conçue, mais résultant en même temps des composants avec une valeur conceptuelle pérenne, valide et utilisée aujourd'hui.

Certes, un pluralisme d'approches et de théories a été mobilisé pour mieux appréhender le sujet dans sa globalité, mais il est important de sensibiliser les entreprises sur le coût de la non-qualité. L'objectif de cet article est d'alerter les opérateurs économiques sur un vecteur critique, mais souvent négligé d'érosion des marges et des parts de marché. Souvent perçue comme une exigence normative d'ordre technique ou un luxe réservé aux grandes entreprises et multinationales, la non-qualité s'analyse en réalité dans cet article comme un gouffre financier invisible qui grève la productivité opérationnelle et fragilise le positionnement des entreprises.

Ce présent travail traitera dans une première partie une revue de littérature des coûts de la non-qualité et dans une seconde l'analyse théorique des modèles des coûts de non-qualité.

2. Comprendre la non-qualité

L'enjeu des coûts de la qualité mis en évidence depuis les années 1990 a fait l'objet de nombreux travaux débats (Hamoudi, 2017 ; Hassan et al., 2012). Ces travaux analysent différents modèles de coûts de la qualité en montrant qu'une utilisation optimale des ressources favorise la qualité, réduit les coûts et améliore la productivité (Darkaoui et Azouzou, 2018). Ainsi, chaque gain réalisé sur le coût total de la qualité renforce la rentabilité.

1.1 Les coûts visibles de la non-qualité

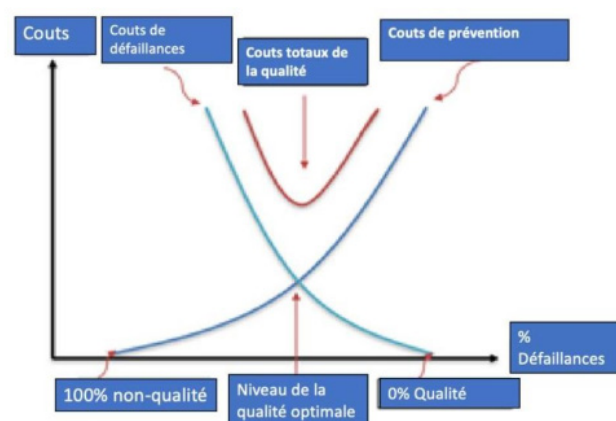
Coûts de non-conformité internes : ces coûts résultent des défaillances constatées avant la livraison du produit au client. Il s'agit notamment des coûts suivants des produits non conformes classés comme rebuts de production, rebuts de matières premières non conformes, les retouches

ou modifications, la vérification des produits en cours de production ou dans l'entrepôt de produits finis, le temps d'arrêt machine induite par des défaillances opératoires, les réparations de machines, etc.

Coûts de non-conformité externes : ces coûts surviennent après la réception du produit par le client et comprennent les coûts liés à la gestion des réclamations relatives à la qualité, gestion logistique des retours de marchandises défectueuses, les retards de paiement dû à la sous-traitance, la saturation du service après-vente, la gestion des audits spéciaux de vérification, l'application des pénalités contractuelles pour retard, etc.

Coûts de conformité : c'est l'ensemble des dépenses engagées par une entreprise pour garantir qu'un produit ou service répond aux normes, notamment les coûts de prévention et d'évaluation. Les coûts de prévention correspondent aux investissements visant à prévenir les défauts de qualité et les non-conformités avant que les produits n'atteignent le client. Ils comprennent la planification de la qualité, les revues de conception, le contrôle des processus, la formation, les audits qualité et les audits fournisseurs. Alors que les coûts d'évaluation comprennent les coûts liés à la détermination du degré de conformité aux exigences de qualité telles que les tests, les contrôles effectués pendant le processus de production, les inspections des composants à l'entrée du processus, les audits de qualité des produits, l'entretien des instruments de mesure, les tests de requalification requis par la norme et les exigences spécifiques des clients, la formation périodique à une production spécifique, etc.

Figure 1 : structure des coûts de la non-qualité



Source : Sraidi et Bakour, 2023

Les investissements dans les activités de prévention réduiront les coûts d'évaluation et optimisent les coûts de qualité. La figure 1 ci-dessous montre que les coûts de défaillances diminuent avec l'augmentation de la qualité, car les coûts sont réduits par des actions préventives et correctives. En minimisant les problèmes potentiels et en les maîtrisant, l'entreprise peut réduire les coûts liés aux problèmes internes et externes. Bien que l'assurance qualité engendre des coûts, il est important que ces coûts soient investis au bon endroit, notamment dans la prévention.

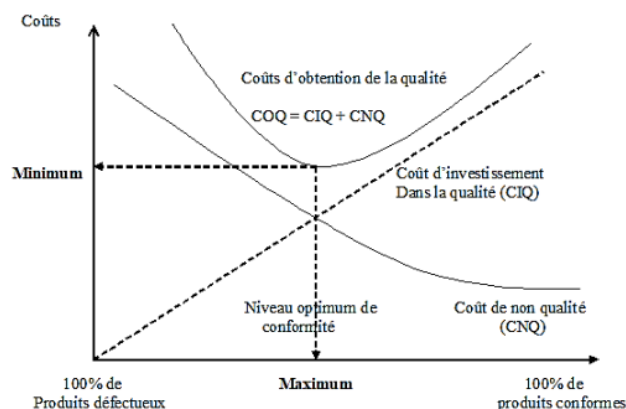
1.2 Les coûts invisibles de la non-qualité

Les coûts invisibles ou coûts cachés de la non-qualité correspondent aux dépenses indirectes et aux pertes de productivité engendrées par des produits ou services défectueux. Contrairement aux coûts visibles, ils sont souvent disséminés dans toute l'entreprise et échappent à la comptabilité traditionnelle. Il s'agit des différentes catégories suivantes :

- **La perte de productivité** : Temps perdu en réunions supplémentaires, surcharges de travail ou délais d'attente liés à la correction des erreurs.
- **L'impact commercial** : Baisse des ventes, perte de parts de marché, et pénalités de retard.
- **La dégradation de l'image de marque et de réputation** : Détérioration de la confiance client et coût d'acquisition de nouveaux clients pour compenser les désabonnements, perte définitive de clients excédés par l'irrégularité des livraisons, fuite de la demande locale vers des segments importés plus standardisés.
- **Le coût de l'opportunité** : Temps et ressources (énergie, personnel) mobilisées pour réparer des erreurs au lieu d'être investis dans le développement de nouveaux projets.
- **Désorganisation du Capital Humain** : Démotivation des opérateurs industriels confrontés à des processus instables, conflits récurrents entre les départements Production, Qualité et Force de vente.
- **Sur-consommation d'Actifs** : Surcharges financières liées à la surconsommation

d'intrants pour compenser les pertes en cours de chaîne, immobilisation excessive de stocks de sécurité.

Figure 2 : coût de la qualité



Ce graphique met en évidence l'interdépendance entre les différents investissements liés à la qualité. On observe d'une part que l'augmentation des dépenses en prévention et en détection accroît le niveau de qualité, réduisant ainsi le volume de produits défectueux. À l'inverse, la courbe du coût de non-qualité (défaillances internes et externes) démontre qu'un faible niveau de conformité engendre des coûts d'anomalies élevés. La synthèse de ces deux variables forme la courbe du coût d'obtention de la qualité (COQ) ; celle-ci atteint son point le plus bas au niveau de conformité optimal. Dès lors, toute action d'amélioration ciblant la réduction du COQ maximise mécaniquement la valeur ajoutée utile, générant ainsi des gains de performance et de rentabilité pour l'entreprise.

3. Les facteurs aggravants la non-qualité

En plus des facteurs de la non-qualité relative au processus de production de la part des entreprises, il y a les facteurs de risque liés à l'écosystème infrastructurel et structurel qui agissent comme des multiplicateurs de risques. Il s'agit de :

- **L'instabilité des facteurs de production** : Les ruptures d'approvisionnement électrique, les micro-coupures et les variations d'impédance perturbent de manière chronique les automates industriels et les chaînes de production. Sans un système rigoureux de management des processus capable de



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neutraliser ou d'isoler les séquences affectées, chaque rupture de charge engendre des défauts invisibles qui affectent l'intégrité finale des produits commercialisés.

- **La fragmentation des chaînes d'approvisionnement** : Une part significative des intrants (matières agricoles, emballages, composants secondaires) est achetée auprès de structures intermédiaires peu formalisées, sans cahiers des charges opposables. En l'absence de protocoles d'assurance-qualité lors de la réception des marchandises, l'entreprise intègre la non-qualité de son fournisseur au cœur même de son outil de production.
- **Le faible ancrage de la culture métrologique** : L'insuffisance de recours aux services métrologiques nationaux et aux laboratoires d'étalonnage agréés par l'Agence Norme et Qualité (ANOR) génère un flou technique préjudiciable. Des balances industrielles décalibrées, des capteurs de température approximatifs ou des manomètres défectueux conduisent à des dérives de fabrication massives, découvertes tardivement au stade de la distribution ou de la consommation.

4. Études de cas

Afin de matérialiser ces concepts, nous avons documenté d'une anonyme deux cas d'écoles réels, représentatifs des vulnérabilités de notre tissu économique.

Cas n° 1 : La transformation agroalimentaire des Filières Boissons et Jus naturel

Une PME implantée à Yaoundé a lancé une ligne de jus de fruits tropicaux pasteurisés conditionnés en bouteilles plastiques. Elle cible les enseignes de la grande distribution de Yaoundé, Douala et les marchés d'exportation de la sous-région en occurrence le Gabon et la Guinée Équatoriale. En raison d'un défaut de calibrage thermique de la pasteuriseuse accentuée par des chutes de tension récurrentes de l'électricité et de l'absence de contrôle d'étanchéité en fin de chaîne, environ 8 % des bouteilles d'un lot majeur présentaient un micro-défait de sertissage.

L'impact commercial fut dévastateur : après dix jours d'exposition au sein des supermarchés à Douala, Yaoundé et Libreville, l'élévation naturelle

de la température ambiante a déclenché une fermentation précoce, provoquant le bombement des capsules et l'explosion de plusieurs flacons en rayon. Face au risque de sécurité alimentaire, les directions d'achat ont ordonné le retour total de ces produits, tout en imposant le rappel à la charge du producteur de l'ensemble des stocks et appliqué des pénalités contractuelles. Le coût direct du sinistre a absorbé 42 % des capitaux propres de la PME, entraînant un repli forcé d'un marché désormais occupé par des jus importés.

Cas n° 2 : L'industrie des matériaux de construction (Tôles)

Une unité de profilage et de galvanisation basée dans la zone industrielle de Bonabéri (Douala) a choisi de réduire l'épaisseur de son revêtement de zinc protecteur en deçà des exigences techniques de la norme nationale applicable. L'objectif est non seulement de compresser ses coûts nominaux et s'aligner sur les tarifs très agressifs de l'économie informelle, mais aussi de maximiser ses profits. L'entreprise a omis d'intégrer des tests de brouillard salin au sein de son laboratoire interne.

Moins de 14 mois après l'intégration de ces tôles sur les chantiers de couverture de hangars industriels et de logements dans la ville de Douala, une corrosion précoce s'est manifestée sous l'effet combiné d'une forte pluviométrie et de la salinité atmosphérique. Les rapports des maîtres d'ouvrage ont mis en cause la qualité du matériau. L'entreprise s'est vue exclue des appels d'offres structurants de ces industries et a fait l'objet d'actions en responsabilité civile. Le gain marginal initial sur le coût du zinc a été effacé par une décote d'image radicale, confinant ses produits à des marchés informels à très faibles marges.

5. Effet des coûts de la non-qualité sur la compétitivité des entreprises

Le manque à gagner consécutif à une mauvaise maîtrise des processus altère de façon systémique trois leviers fondamentaux de la performance des entreprises.

La non-qualité engendre d'importants surcoûts qui empêchent l'entreprise de pratiquer des prix concurrentiels. Les défauts internes et les coûts de

garantie augmentent le coût de revient unitaire et grignotent considérablement les marges. Pour ainsi préserver rentabilité, l'entreprise est souvent obligée de maintenir des prix de vente élevés, la rendant vulnérable face à ses concurrents. Au-delà du prix, la non-qualité nuit aux autres critères décisifs pour remporter des parts de marché : les erreurs de production ou les reprises obligent l'entreprise à réorganiser son calendrier, causant des retards de livraison. De même, un produit

livré en retard pénalise l'expérience client. Alors que les dysfonctionnements récurrents ternissent la réputation de l'entreprise sur le marché. Ce qui entraîne une baisse de la fidélité des clients, une réduction de l'attractivité et une perte des contrats stratégiques au profit de concurrents plus fiables. Aussi, les ressources financières et humaines monopolisées par la correction des erreurs ne peuvent pas être allouées à des activités à forte valeur ajoutée.

Tableau 1 : effet des coûts de la non-qualité

Pilier de Compétitivité	Mécanisme de Dégradation par le Coût de la non-qualité	Impact économique
La Compétitivité-Prix	Le Coût de la non-qualité affecte le coût de revient unitaire de l'entreprise. Le temps de travail, l'énergie et la matière consommées pour produire un lot défectueux ou pour réaliser une retouche constituent des charges pures, sans contrepartie de valeur ajoutée commerciale.	L'entreprise subit un désavantage tarifaire structurel face aux produits importés, ou se voit contrainte de sacrifier sa marge nette.
La Compétitivité-Hors Prix	La variabilité des caractéristiques physiques du produit, les défauts d'aspect, la fragilité des emballages secondaires et le non-respect chronique des délais d'exécution détruisent la confiance des donneurs d'ordres nationaux et internationaux.	Incapacité flagrante à intégrer les réseaux de sous-traitance des multinationales ou à franchir les barrières techniques aux échanges aux frontières.
La Capacité d'Investissement	La trésorerie disponible est siphonnée par le financement des urgences opérationnelles, les pénalités commerciales, le service après-vente curatif et les surcoûts d'assurance.	Asphyxie financière des projets d'investissement et retard technologique accumulé par l'appareil productif.

6. conclusion et recommandations

L'éradication des coûts cachés de la non-qualité représente un gisement de rentabilité interne immédiat pour les entreprises. Loin d'être une contrainte budgétaire, l'investissement dans la maîtrise de la qualité, s'analyse comme un placement à haut rendement, capable de restaurer la profitabilité opérationnelle et de consolider la confiance des consommateurs.

À l'heure où les barrières douanières s'effacent avec l'entrée en vigueur de la ZLECAF, l'avantage compétitif ne se mesurera plus à la capacité d'obtenir des protections administratives, mais à

l'aptitude à aligner des produits irréprochables face aux meilleurs standards continentaux. Pour cela, il serait important pour les entreprises d'engager les éléments suivants pour rester compétitifs sur le marché :

- Établir une comptabilité analytique de la non-qualité : il est impératif d'intégrer au sein des tableaux de bord financiers une comptabilisation analytique des rebuts, des démarques, des heures de retouches et des avoirs clients. Ce coût global doit cesser d'être noyé dans les charges générales d'exploitation et devenir un indicateur clé de performance.

- Standardiser les processus et valoriser les démarches de certification conformes aux référentiels nationaux et internationaux : les entreprises doivent documenter leurs procédures opératoires standard et systématiser l'autocontrôle aux postes clés.
- Mettre l'accent sur la maintenance préventive et la formation des équipes : il convient de substituer à la maintenance de crise curative, une politique rigoureuse de maintenance préventive planifiée pour stabiliser les capacités de l'outil industriel.
- Déployer des chartes de partenariat Qualité-Fournisseurs : Les entreprises doivent co-développer des chartes de qualité avec leurs fournisseurs de matières premières, assorties d'audits périodiques.

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JODCE 2026 : GECAM at the heart of skills transformation for Cameroon's industry

By **Fernande AKOA**, Head of the Very Small Enterprises Monitoring Department



On 8 April 2026, GECAM's headquarters in Douala became the focal point for key players in Cameroon's professional ecosystem for the first edition of the Skills and Employability Day (JODCE).

A flagship initiative of GECAM's Social, Training and Employability Committee, this groundbreaking event held under the patronage of the Ministry of Employment and Vocational Training (MINEFOP) brought together nearly 70 participants to address a crucial issue: **'Human capital and competitiveness: Transforming skills for Cameroon's industry of tomorrow'**.

A structured discussion on the drivers of the future

To address the challenges facing national industry, the JODCE structured its work around two fundamental pillars:

- **The regulatory framework for curricula:** to ensure a better alignment between academic training and the real needs on the ground.
- **The recognition of talent through VAE (Validation of Acquired Experience):** to recognise and certify skills acquired in the workplace.

Through three expert panels, the discussions were enriched by high-level contributors, including PAD, Cadyst Group, the IUT, the MINEFOP, KMI International and the FNE. This public-private synergy enabled different perspectives to be brought together to sketch a picture of Cameroon's industry of the future.

Strategic recommendations for action

The discussions resulted in a clear roadmap for the private sector. Key recommendations include:

1. The modernisation of university technical facilities to ensure genuine technological immersion;
2. The ongoing adaptation of curricula to keep pace with changing industrial realities;
3. Strengthening critical digital and language skills, which are key to international engagement;
4. The active promotion of accreditation of prior learning (APL), identified as an essential driver of growth to harness local expertise;
5. Strategically guiding young people towards high-potential technical careers, which are all too often overlooked.

Convinced that human capital is the driving force behind our competitiveness, GECAM intends to turn these resolutions into concrete actions. A hand recommendation will very soon be made available to all members to guide internal initiatives.

Following the success of this first edition, GECAM and its organising committee are already hard at work preparing the second edition, with a view to ensuring the long-term future of this dialogue, which is essential to our development.

Focus: The Social, Training and Employability Committee

As an advisory and operational body of GECAM, the Social, Training and Employability Committee is tasked with structuring and driving forward the policy on human resources development and social dialogue within our organisation. Chaired by Mr Thierry OWONA (Director-General of IFM Institut Supérieur de Formation des Métiers), it acts as a driving force dedicated to enhancing human capital, a central pillar of member companies' performance.

The Committee's role:

- To advocate on behalf of the private sector to public authorities and decision-making bodies, in order to ensure that companies' concerns regarding training and social legislation are heard.
- To provide technical insight into social issues and developments in labour regulations, ensuring members have a better understanding of the legal framework.
- To actively monitor developments and maintain a constructive dialogue with institutional partners to defend the private sector's interests in the formulation of training policies.
- To design and lead high-impact initiatives, such as the JODCE, aimed at professionalising training pathways and improving the match between market needs and available skills.
- Create forums for business leaders to exchange views and share best practice on talent management and corporate culture.

The committee is open to all GECAM members and to non-members wishing to play an active role in discussions on the future of employment and the transformation of skills in Cameroon.



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The CMAG and the Cameroon Bar Association are pooling their expertise to promote a more effective economic justice system

Par Sylvia FOUDA, Secretary General, CMAG



GECAM's Mediation and Arbitration Centre (CMAG) and the Cameroon Bar Association have taken a further step towards strengthening alternative dispute resolution mechanisms. On April 11 2026, the two institutions signed a framework cooperation agreement, demonstrating their shared commitment to developing lasting cooperation for the benefit of legal professionals, businesses and, more broadly, the business climate.

Signed by the Chair of the CMAG Standing Committee and the President of the Cameroon Bar Association, this agreement reflects a shared vision: to promote a modern, efficient economic justice system tailored to the needs of an ever-changing business environment.

A strategic partnership

Businesses today face challenges that require dispute resolution mechanisms that are swift, confidential and secure. Arbitration and mediation fully meet these expectations by offering flexible, effective solutions tailored to the realities of the business world.

In this context, the collaboration between the CMAG, a leading institution in the field of mediation and arbitration in Cameroon, and the Cameroon Bar Association appears to be a natural development. Lawyers play a vital role in the prevention and resolution of disputes. Their involvement in promoting alternative dispute resolution methods is a key driver in encouraging businesses to adopt these approaches.

Developing skills and fostering a culture of ADR

The agreement provides for the implementation of joint initiatives aimed at building the capacity of legal practitioners and promoting alternative dispute resolution (ADR).

The two institutions therefore intend to organise training courses, seminars, conferences and workshops to encourage the sharing of experiences, the updating of knowledge and the dissemination of best practice in mediation and arbitration.

Beyond skills development, this cooperation will help raise awareness amongst businesses of the benefits of ADR, particularly in terms of speed, confidentiality, cost control and the preservation of business relationships.

A contribution to strengthening the business climate

Through this partnership, the CMAG and the Bar reaffirm their commitment to a more predictable and attractive legal environment for investors.

By enhancing the quality of dispute resolution services and encouraging the use of amicable settlements or arbitration, this collaboration directly contributes to improving legal certainty, an essential factor in business competitiveness.

This initiative is fully in line with GECAM's mission to promote a more efficient business environment and to provide economic operators with tools that meet international standards.

A forward-looking approach

The signing of this agreement marks the starting point for a partnership set to grow stronger through joint projects. It demonstrates the ability of Cameroon's legal institutions to pool their expertise to support changes in the economic landscape and meet the expectations of businesses.

By fostering synergies between lawyers and the CMAG, this partnership will help to consolidate the role of mediation and arbitration as the preferred means of preventing and resolving disputes, in the interests of a more effective, more accessible and resolutely forward-looking economic justice system.

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First Edition of the 'Excellence in Advocacy' Award Of The Mediation and Arbitration Centre of the Cameroon Business Organisation

By Sylvia FOUDA, Secretary-General, CMAG



As part of its efforts to promote alternative dispute resolution (ADR), GECAM's Mediation and Arbitration Centre (CMAG) organised the first edition of the competition entitled 'Excellence in Advocacy' on 5 June 2026.

This competition forms part of GECAM's strategic vision to strengthen legal certainty in business in Cameroon by encouraging the use of arbitration and mediation as effective tools for the prevention and resolution of commercial disputes.

Beyond its academic nature, this initiative also aims to contribute to the practical training of young legal professionals and to the development of local expertise in alternative dispute resolution.

I. Objectives of the competition

The competition had several specific objectives. These included :

- to promote alternative dispute resolution mechanisms, in particular arbitration and mediation;
- to strengthen young lawyers' skills in research, legal drafting and advocacy;
- encouraging a culture of dispute prevention in the business world;
- to bridge the gap between the academic and professional worlds;
- promote excellence and innovation in legal

practice.

These objectives reflect the CMAG's commitment to a modern, competitive legal environment that is suited to the demands of international trade.

II. Preparatory phase and selection

The preparatory phase of the competition saw a high level of participation, with eleven (11) teams from a variety of academic, voluntary and professional backgrounds taking part.

The participants worked on a practical case study addressing current and complex issues, notably the implementation of public-private partnerships (PPPs) and corporate disputes. As such, each team was required to draft a request for arbitration and a response, in accordance with the requirements of arbitration practice.

The submissions were marked anonymously by a panel of experts comprising Dr Moukete EKOUME and Mr Josué NDOKY DIKOUME, thereby ensuring the transparency and objectivity of the selection process.

Following this assessment, the four best teams were selected for the semi-finals.

III. Conduct of the semi-finals

The semi-finals took place in a rigorous and professional setting, enabling the candidates to demonstrate their skills in oral advocacy and legal argumentation.



The first semi-final pitted Les Arbitres en Herbe against AFG Peace Makers, judged by a panel comprising Dr Moukete EKOUEME (Chair), Ms Régine DOOH COLLINS and Mr Frédéric KENMOE.

The second semi-final saw Z & P Team take on AIEJ Cameroun, before a jury chaired by Mr Josué NDOKY DIKOUME, assisted by Ms Charline Patricia WANDJOU and Ms Lucie PEGNI.

These contests highlighted the teams' high level of preparation, both in terms of technical expertise and eloquence.

IV. Round table and strategic reflections

Alongside the deliberations, a round-table discussion was organised on the theme: 'Commercial arbitration: how can a culture of ADR be fostered within Cameroonian companies?'

Moderated by Ms Vanessa DE HAPPI, this session brought together several experts in the field. The discussions focused on :

- the economic cost of poorly managed commercial disputes;
- the practical arrangements for integrating arbitration into business management;
- the need to develop a national culture of alternative dispute resolution.

The discussions highlighted the strategic role of ADR in improving the business climate and securing investment.

In this regard, a key recommendation was made to GECAM, namely:

To advocate for the abolition of registration fees for arbitral awards, in order to enhance the attractiveness of arbitration in Cameroon.

V. Final and results

The jury for the final comprised Mr Jackson NGNIE KAMGA (Chair), Ms Caline Kamya Nkontchou, Mr Dominique Fousse, Mr Josué Ndoky Dikoume, Dr Moukete Ekoume, Mr Roland Abeng and Mr Kaldjob.

Following the oral arguments and deliberations, the **AIEJ Cameroon** team was declared the winner of this inaugural edition.

VI. Honours and awards

The competition saw the presentation of several

awards designed to recognise academic excellence, public speaking skills and the participants' commitment. Each prize was presented by a leading figure from the legal and institutional world, lending the ceremony a special sense of solemnity.

The awards were as follows:

- **Winner's Prize: AIEJ Cameroon**
Prize: 1,000,000 FCFA, a trophy, arbitration guides, free training, merchandise and certificates
Presented by: Mr Protais AYANGMA, Vice-President of GECAM
- **Second prize: AFG Peace Makers**
Prize: 500,000 FCFA, a trophy, free training and merchandise
Presented by: Mr Adamou SIDDIKI, GECAM Delegate for the North Region
- **Award for the best dissertation: AFG Peace Makers**
Prize: 300,000 FCFA and a trophy
Presented by: Ms Caline KAMYA NKONTCHOU
- **Prize for Best Oral Advocate: Ingrid KEMGUEFACK**
Prize: 200,000 CFA francs and a trophy
Presented by: Mr Jackson NGNIE KAMGA, President of the Bar
- **Third-place: Z & P Team**
Prize: 75,000 FCFA
Presented by: Mr Josué NDOKY DIKOUME
- **Fourth-place : Les Arbitres en Herbe**
Prize : 50,000 CFA francs
Presented by : Dr Moukete EKOUEME
- **Special Award for Commitment to the CMAG**
Winners: Dr Moukete EKOUEME and Mr Josué NDOKY DIKOUME
Prize: trophies
Presented by: Mr Jackson NGNIE KAMGA, President of the Bar
- **Leadership Award**
Winners: Mr Jackson NGNIE KAMGA and Ms MBONO (Executive Director of GECAM)
Prize: trophies
Presented by: Mr Protais AYANGMA, Vice-President of GECAM

- **Visionary Award**

Winner: *President of GECAM*

Prize: trophy

Presented by: *Mr Jackson NGNIE KAMGA,
President of the Bar*

VII. Closing Ceremony

The closing ceremony took place in a convivial yet solemn atmosphere. It featured:

- the presentation of certificates of attendance;
- the presentation of prizes to the winners;
- words of thanks to the judges, partners and organisers;
- an official family picture.



This event provided an opportunity to celebrate excellence and strengthen ties between the various stakeholders in the legal and economic spheres.

VIII. Overall assessment

The overall assessment of this first edition is very positive. The competition was characterised by:

- High-calibre participation ;
- a high standard of academic and practical rigour;
- genuine enthusiasm for the MARDs;
- Satisfactory organisation.

It has thus helped to raise the profile of the CMAG and position it as a key player in the promotion of alternative dispute resolution in Cameroon.

IX. Outlook and recommendations

In light of the success of this year's event, several prospects emerge:

- to institutionalise the competition on an annual basis;
- expand participation to the sub-regional level (OHADA area);
- strengthen partnerships with universities and businesses;
- develop further training programmes in arbitration and mediation.

It is also recommended that awareness-raising initiatives among businesses be continued in order to promote the systematic inclusion of arbitration mechanisms in commercial contracts.

XII. Conclusion

The first edition of the 'Excellence in Advocacy' competition represents a groundbreaking and innovative initiative for the development of business law in Cameroon.

By contributing to the training of young talent, the promotion of ADR and the improvement of the business legal environment, the CMAG reaffirms its role as a catalyst for the modernisation and professionalisation of this area of law.

Finally, our thanks go to all our partners:

- CAMEROON BUSINESS ASSOCIATION
- BLESSING PETROLEUM
- ZANGUE AND PARTNERS Law Firm
- AXA Insurance
- ABENG Law Firm
- NFM Practice
- DENTONS & KMN
- SCP CLOUD
- BITANGA AND PARTNERS

Beyond Investment Promises : GECAM President Calls for Structural Reforms to Unlock Cameroon's Growth Potential

By Sandra EYIKE, Head of Translations



"Investment is not attracted by promises. It is attracted by conditions." That was the unmistakable message delivered by the President of GECAM during the panel discussion on "Investment Climate and Business Environment" at the 2026 EU-Cameroon Business Week.

Addressing an audience of government officials, European Union representatives, development finance institutions and business leaders, the President departed from the conventional narrative that often celebrates macroeconomic resilience and long-term development ambitions. Instead, he brought the conversation back to what entrepreneurs experience every day: the realities of operating a business in an environment where structural constraints continue to limit productivity, investment and job creation.

His intervention was both a diagnosis and a call to action. While acknowledging Cameroon's long-term development aspirations under the National Development Strategy 2030 (NDS30), he argued that achieving those ambitions requires confronting today's economic realities with greater urgency.

Growth Must Be Measured Against National Needs

The President challenged the tendency to interpret current growth figures as evidence of economic success. Cameroon may be posting positive growth, he noted, but such figures remain insufficient when assessed against the country's demographic dynamics and development objectives.

The National Development Strategy projects average annual growth of around 8 percent to support industrialisation, employment creation and economic transformation. Yet current growth remains close to 3 percent, barely above population growth. Once demographic expansion is taken into account, the real economic gains available to improve living standards become marginal. This distinction, he argued, fundamentally changes the way growth should be interpreted.

"Three percent is not enough," he insisted. "It cannot solve unemployment. It cannot generate the level of wealth required to transform the economy."

The message was particularly directed at international partners who often commend African economies simply for maintaining positive growth rates. Such assessments, he suggested, risk overlooking the structural challenges that continue to constrain productive investment.

For Cameroon, the real benchmark is not whether growth is positive, but whether it is sufficient to finance industrial transformation, absorb a rapidly expanding labour force and improve competitiveness.

Energy: The Missing Foundation of Industrialisation

Among the structural bottlenecks highlighted during the discussion, none occupied a more central place than energy. Célestin TAWAMBA described electricity not merely as another infrastructure challenge but as the foundation upon which every industrial policy ultimately depends.

"No country can industrialise without energy," he stressed.

Without reliable electricity supplied in sufficient quantities and at competitive prices, manufacturing expansion remains constrained, production costs increase and private investment becomes less attractive. His remarks also reflected growing concern over the disconnect between infrastructure investment and operational outcomes.

Cameroon has invested significantly in hydroelectric dams and electricity infrastructure over recent years. Yet businesses continue to experience supply shortages and operational disruptions. The paradox, he observed, is difficult to ignore.

"The more we invest in dams, the less energy we seem to have."

Beyond energy, the President drew attention to several macroeconomic indicators that point to deeper structural weaknesses within the economy. He referred in particular to the continuous increase in domestic public debt, noting that its growth rate now exceeds that of the economy itself. Such trends, he argued, illustrate that Cameroon faces more than temporary economic pressures. They reveal structural imbalances that require structural reforms.

For businesses, these weaknesses translate into higher operating costs, delayed payments, reduced investment capacity and increased uncertainty. While many of these costs remain invisible in official statistics, they directly affect the competitiveness of firms and ultimately reduce the country's attractiveness to both domestic and foreign investors.

The President suggested that the private sector bears a significant portion of these hidden costs every day. Addressing them therefore requires more than policy declarations; it requires practical reforms capable of improving the business environment in measurable ways.

Rethinking the EU-Cameroon Investment Partnership

Perhaps the most significant aspect of the intervention concerned the future of economic cooperation between Cameroon and the European Union. Rather than focusing solely on increasing exports to European markets, the President proposed a different vision of partnership.

"What we need from Europe is genuine co-investment."

This statement reflects an important shift in perspective. Traditional development partnerships often concentrate on market access, financing mechanisms or technical assistance.

The President argued instead for deeper industrial partnerships where European investors collaborate directly with Cameroonian entrepreneurs to build productive capacity inside Cameroon. Such partnerships would allow domestic businesses to participate more actively in major investment projects rather than remaining spectators while foreign companies secure strategic opportunities.

He noted that large projects frequently arrive through government agreements, with foreign firms taking the lead while local businesses struggle to integrate into the value chain.

For GECAM, this model should evolve.

Cameroonian entrepreneurs possess local knowledge, market experience and long-term commitment to the country's development. European investors bring technology, capital, international networks and technical expertise. Together, these complementary strengths can generate more sustainable investment outcomes

than isolated interventions. Co-investment, therefore, becomes not simply a financing mechanism but a model for shared industrial development.

From Consultation to Decision

GECAM's President concluded with a personal reflection that resonated strongly throughout the room. Speaking not only as President of the Business Organisation but also as a Cameroonian industrialist who has invested in the country, he underscored the importance of decisive public action.

Investors, he argued, need a country capable of making decisions rather than postponing them.

Predictability, responsiveness and effective governance remain among the most valuable assets any investment destination can offer.

His final appeal was therefore directed equally to policymakers and development partners: accelerate reforms, strengthen collaboration with the private sector and transform investment commitments into concrete economic outcomes.

A Private Sector Agenda for Inclusive Growth

The intervention ultimately reinforced one of GECAM's longstanding positions: improving the business environment requires continuous dialogue between government, investors and the private sector, but dialogue must now produce measurable action. Cameroon's development ambitions are widely shared. Its entrepreneurial potential is well established. Its strategic partnerships continue to expand. The challenge is no longer identifying what needs to be done.

It is implementing reforms at the pace required by businesses and by a rapidly changing global economy. As discussions at the EU-Cameroon Business Week demonstrated, attracting investment is only the first step, the real measure of success lies in creating the conditions that allow investment to generate productive industries, quality jobs, competitive enterprises and sustained economic growth.

The President's intervention served as a timely reminder that the investment climate is ultimately judged not by policy documents or international rankings, but by the daily experience of those who invest, produce and create value.

GECAM FOCAL POINTS WITHIN PUBLIC ADMINISTRATIONS

As part of our ongoing efforts to improve the business environment and facilitate interaction between businesses and public administrations, we are stepping up our engagement with public administrations to establish channels that ensure businesses are listened to more attentively and that their concerns are addressed promptly on a daily basis.

Over the past few months, our Group has thus secured the designation of GECAM focal points within certain public administrations; these focal points are specifically tasked with expediting, reviewing, and ensuring the prompt resolution of businesses' daily concerns with these institutions.

We invite businesses to bring any requests they may have for these agencies to our attention and to report any difficulties encountered in implementing this new mechanism.

A dedicated team within our department remains available to businesses to monitor and ensure the processing of their requests with public administrations

Useful contacts :

- Email : gecam@legecam.cm; akamgaing@legecam.cm
- Phone : 242 233 001 / 696 232 765

POINTS FOCaux GECAM AU SEIN DES ADMINISTRATIONS PUBLIQUES

Dans le cadre de nos efforts continus pour améliorer l'environnement des affaires et faciliter l'interaction des Entreprises avec l'administration publique, nous multiplions les démarches auprès des Administrations publiques afin de trouver des passerelles pour une écoute plus attentive des Entreprises et la diligence dans le traitement de leurs préoccupations au quotidien.

Notre Groupement a ainsi obtenu de certaines Administrations publiques, au fil de ces derniers mois, la désignation en leur sein des points focaux GECAM qui sont chargés notamment de diligenter, examiner et assurer le traitement rapide des préoccupations quotidiennes des Entreprises auprès desdites Institutions

Nous invitons les Entreprises à nous saisir de toutes leurs éventuelles requêtes adressées à ces Administrations et à nous remonter tout éventuel désagrément rencontré dans la mise en œuvre de ce nouveau mécanisme.

Une équipe dédiée reste à la disposition des Entreprises dans nos services pour assurer le suivi et veiller au traitement de leurs requêtes auprès des Administrations publiques

Contacts utiles :

- Email : gecam@legecam.cm; akamgaing@legecam.cm
- Tél : 242 233 001 / 696 232 765



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Inside Front Cover (4th)	1,200,000 ○	1,100,000 x 2 ○	1,000,000 x 3 ○	900,000 x 4 ○
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GECAM is expanding its international reach through a strategic partnership with the BVMW.

By Espoir MBUNGU, Consultant



The Cameroon Business Organisation (GECAM) continues its strategy of expanding abroad by signing a memorandum of understanding (MoU) with the German Bundesverband mittelständische Wirtschaft (BVMW), Germany's largest association for small and medium-sized enterprises (SMEs). The partnership aims to promote investment, professional exchanges, high-level skills development, innovation, and commercial synergies between Cameroon and Germany. Beyond its institutional dimension, this MoU acts as a catalyst for the competitiveness of Cameroonian businesses, particularly SMEs.

In a changing global economy, internationalisation has become a key factor in competitiveness, requiring access to new markets, global partnerships, technological developments, and growing sustainability requirements. GECAM places international openness at the heart of its activities, and this cooperation with the BVMW reflects that vision, connecting Cameroon's business communities with Germany's within an environment conducive to business development.

I. An internationalisation strategy to support businesses

The partnership forms part of GECAM's policy of strengthening the presence of Cameroonian businesses within international economic networks. Representing a vast network of German SMEs, the BVMW is a key partner in building sustainable economic relations between the two countries. The MoU establishes a framework to organise trade missions, B2B meetings, business forums, technical seminars, and experience-sharing, while promoting economic information and best practice in strategic sectors such as industry, agribusiness, infrastructure, digital technologies, energy, and the green economy. The initiative reflects GECAM's ambition to help members achieve greater integration into regional and international value chains.

II. Objectives of the partnership

The MoU rests on several areas of cooperation. It aims to promote investment and business partnerships between Cameroonian and German companies through commercial, industrial, and technological ties; support internationalisation strategies by facilitating access to foreign markets and trade fairs; and develop training, capacity-building, and expertise-sharing programmes in management, governance, innovation, and digital transformation. It also provides for cooperation on technology transfer, energy transition, the green economy, and joint initiatives to promote private sector development.

III. Opportunities for Cameroonian SMEs

This framework offers significant prospects for SMEs, the backbone of the national economy. Through the BVMW network, GECAM members will be able to develop commercial and industrial partnerships, identify new markets, and access investment opportunities. The partnership will also facilitate knowledge and technology transfer in digitalisation, industry, energy efficiency, and modern management practices. Planned trade missions, business meetings, and training programmes will help business leaders build skills, expand professional networks, and improve competitiveness internationally.

The GECAM-BVMW partnership marks an important step in GECAM's international expansion strategy. By structuring cooperation between the Cameroonian and German private sectors, GECAM opens new prospects for investment, innovation, skills development, and business partnerships, offering member companies, especially SMEs, a concrete opportunity to strengthen competitiveness and gain access to new markets and German expertise.



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QUALITY POLICY

QUALITY POLICY

Reference : DG-PO-MO1-01

Version / Creation Date : 10/December 2019

Version / modif Date : 14/Oct. 2025

Page 1 sur 1



Our mission is to **sustainably develop the cotton sector in Cameroon by supporting producers and locally processing seed cotton into semi-finished products** (fiber, cottonseed meal, seeds) and finished products (refined oil, textiles), in service of the national economy and rural communities.

Since 2019, SODECOTON has committed to a participatory approach of continuous improvement of its overall performance, based on a Quality Management System (QMS), in order to better meet the expectations of its stakeholders. **Through controlling its processes and enhancing its performance, the objective is to support producers to achieve an increase of approximately 33% in seed cotton production by 2029.**



Our Quality Policy, aligned with our strategic directions, is based on the following pillars:

- **Improving efficiency and performance**
 - Control our costs and manage risks to remain competitive.
 - Optimize processes as a major lever for value creation.
 - Leverage data through the upgrade of the information system and internal digital transformation.
- **Stakeholder satisfaction**
 - Identify and analyze the explicit and implicit expectations of clients and partners.
 - Strictly and continuously comply with applicable regulations.
- **Skills development**
 - Identify, develop, and maintain key personnel skills and technical know-how.
- **Integration of Corporate Social Responsibility (CSR)**
 - Consider social responsibility as a strategic lever in all company activities.
 - Embed CSR principles into daily practices and relationships with stakeholders.
 - Communicate CSR commitments and results transparently, consistently, and periodically.



Management and its partners will monitor objectives and key issues and promote a risk-based approach to ensure continuous improvement.



The General Management commits to providing all necessary resources and to considering the requirements of interested parties in developing this policy. To this end, General Management calls on all employees to fully engage by adhering to internal provisions.

This policy shall be reviewed as needed during management reviews.

CERTIFIED
ISO 9001



Fait à Garoua, le

08 FEB 2026

Le Directeur Général,

MHAMADOU BAYERO

Développons durablement le septentrion

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