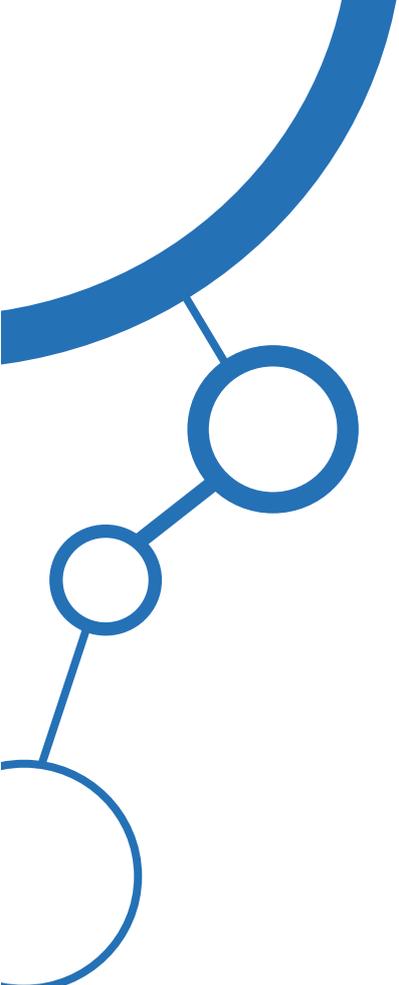




# CONSTANT MOBILISATION



CAMEROON - EUROPEAN UNION COOPERATION

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# **CONSTANT MOBILISATION**

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**ANNUAL REPORT**

2020



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*The content of this publication is the sole responsibility of the Support Unit to the EDF National Authorising Officer and can, under no circumstances, be considered as reflecting the opinion of the European Union*

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# Glossary

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## **11<sup>th</sup> EDF**

Eleventh multi-annual financial protocol of the ACP-EU cooperation, within which the resources of the European Development Fund (EDF) allocated for the development of ACP States are programmed for the period 2014-2020.

## **The Cotonou Agreement**

Agreement governing the current ACP-EU partnership. This agreement that was signed in Cotonou on 23 June 2000, was later revised in Luxembourg on 25 June 2005 and in Ouagadougou on 22 June 2010, will end in November 2021.

## **Economic Partnership Agreement**

Trade agreement aimed at developing free trade with the European Union. The Cameroon-EU bilateral EPA entered into force in August 2016 and its implementation aims to eliminate 80% of customs duties on European products over a period of 15 years.

## **OACPS**

Organization of African, Caribbean and Pacific States (OACPS). This is the new name for the African, Caribbean and Pacific Group of States (ACP) formerly established under the Georgetown Agreement of 1975. The ACP Group officially became the OACPS on 5 April 2020, following the entry into force of the revised Georgetown Agreement, which was approved by the Heads of State and Government. It is still made up of 79 countries including 48 from Africa, 16 from the Caribbean and 15 from the Pacific, all signatories of the Cotonou Agreement.

## **ACP-EU**

Multilateral cooperation governed by the Cotonou Agreement, on which the Cameroon-EU bilateral partnership is based.

## **The Ambassador, Head of the EU Delegation**

Diplomatic personality at the head of the National Representation (Delegation) of the European Union. With the National Authorising Officer, he is co-actor for the implementation of the EDF resources.

## **EU Sector Budget Support (EU-SBS)**

Procedure of intervention of the EU based on the payment to the Public Treasury of resources allocated for the implementation of development programmes / projects, mutually agreed upon with the Government.

## **Blending**

Mechanism for mobilising additional external funding, by mixing EU grants with loans from other financial institutions and development organizations.

## **Support Unit to the EDF National Authorising Officer**

Technical and operational structure placed under the direct authority of the EDF National Authorising Officer, whose mission is to assist and support him in the mobilisation and optimal, efficient and effective management of the resources stemming from the European Cooperation.

## **Global Value Chain**

All the productive activities carried out by companies in different geographical locations around the world to bring a product or service from the design stage to the production stage and delivery to the final consumer.

## **ACP Ministerial Council**

Decision-making and guidance body bringing together the ACP Ministers of the member States. The Council meets twice a year: in a joint session with the EU in May / June and in an ACP budget session in November / December.

## **Sector Reform Contract:**

Financing agreement attached to the Sector Budget Support granted by the EU for the promotion of sustainable and inclusive development in the rural sector. This operation, which was initially envisaged for the period 2017-2019, was extended until 2021.

## **CAON's performance contract**

Contractual document binding CAON to the performance objectives and commitments towards the EDF National Authorising Officer for the period 2017-2021. It was revised in 2020.

## **Financing agreement**

Jointly signed cooperation document materialising the EU funding agreement for the implementation of a development project/programme agreed upon with the Government.

## **Programme estimate**

Document setting out the necessary material and human resources, the budget as well as the technical and administrative terms and conditions of implementation of a financing agreement for a given period.

## **Partnership dialogue**

Information exchange process and joint monitoring activities of the partnership.

## **Structured Political Dialogue**

Bilateral dialogue forum established by Article 8 of the Cotonou Agreement for the joint monitoring of the whole European cooperation process.

### **Structured Economic Dialogue**

Newly agreed dialogue forum at national level aimed at strengthening the supervision and monitoring of Cameroon-EU cooperation, specifically targeting the economic and commercial sphere. The major priorities of national economic policy and the new privileged thematic orientations of European cooperation in the area of investment and trade militated in favour of the establishment of this forum.

### **ECHO**

Directorate-General for European Civil Protection and Humanitarian Aid Operations. DG ECHO develops and implements the policy of the European Commission in the fields of humanitarian aid and civil protection.

### **Commitments**

Resources allocated within the framework of a financing agreement, which will be disbursed for the execution of the said agreement.

### **Technical Cooperation Facility (TCF)**

Instrument in the form of an agreement, dedicated to the funding of complementary and cross-cutting interventions of the European cooperation. The current TCF, which is designed as a Single Programme Estimate, covers the period 2017-2021 and is jointly financed by Cameroon and the European Union to the tune of ten (10) million euros.

### **European Development Fund (EDF)**

This is the main European instrument for programming development finance under the ACP-EU cooperation.

### **NDICI**

Neighbourhood, development and international cooperation instrument. This instrument is expected to replace the EDF in the next EU development intervention programme (2021-2027).

### **EDF National Authorising Officer (EDF-NAO)**

The national authority in charge of implementing the EDF resources, in the person of the Minister of the Economy, Planning and Regional Development (MINEPAT) who represents Cameroon in all ACP and ACP-EU cooperation activities.

### **PAGODA**

Method of indirect management of programmes or projects by which the European Union confers the budgetary execution tasks to third-party countries, to international organizations or to the development agencies of the member States of the EU or to other organizations.

### **EU External Investment Plan (EIP)**

The External Investment Plan (EIP) of the European Union

offers an attractive and different framework for stimulating private investments that is more conducive than the current practices, for fostering sustainable and inclusive growth and creating decent jobs. It rests on three interdependent pillars; the European Fund for Sustainable Development, Technical Assistance and the investment climate.

### **Post-Cotonou**

Future horizon of the ACP-EU partnership that will set in at the end of the Cotonou Agreement in 2021. Negotiations for a new partnership agreement started in late 2018 and ended in 2020.

### **2021-2027 programming**

Negotiation process aimed at determining the EU's post-11<sup>th</sup> EDF multi-annual development financial protocol.

### **National Indicative Programme (NIP)**

Framework document for bilateral cooperation with the EU, establishing the budget allocation for the country and the focal sectors for the corresponding period of intervention of the EDF.

### **Regional Indicative Programme (PIR)**

Framework document for EU cooperation at regional level.

### **SND30**

The National Development Strategy for the 2020-2030 period. This is the new reference document of the national development policy, adopted in November 2020, and which will replace the Growth and Employment Strategy Paper (GESP) which has reached the end of its decade of implementation (2010-2020).

### **ACP Summit**

Meeting of the Heads of State and Government of member countries of the ACP Group of States that gives the broad guidelines for the functioning of the ACP and the partnership policy with the EU.

### **European grants**

Direct donations granted to various State or non-State actors, to promote an EU policy objective via an action (action grant) or the payment of the operating costs of an organization (operating grant).

### **TradeCom II**

ACP trade capacity building programme. The aim of the Programme is to strengthen the capacity of ACP countries to formulate and implement appropriate trade policies. It is also aimed at enabling ACP countries to participate effectively in international trade negotiations and at strengthening the competitiveness of the private sector, by supporting trade facilitation and promotion.



# Abbreviations

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**AAFD** : French Development Agency

**EPA** : Economic Partnership Agreement

**AfDB** : African Development Bank

**EIB** : European Investment Bank

**BUNEC** : National Civil Status Registration Office

**CAON-FED** : Support Unit to the EDF National Authorising Officer

**EC** : European Commission

**FA** : Financing agreement

**ECCAS** : Economic Community of Central African States

**CEMAC** : Central African Economic and Monetary Community

**NCHRF** : National Commission on Human Rights and Freedoms

**COFIL / CER-AC** : Steering Committee for the Rationalisation of Regional Economic Communities in Central Africa

**CSMO-APEB** : Committee for the Monitoring of the Implementation of the Cameroon-European Union Bilateral Economic Partnership Agreement

**DACC** : Competitiveness Support Facility for Cameroon

**DEVCO** : European Commission Directorate General for Development and Cooperation

**EUD** : European Union Delegation

**ECOFAC** : Support Programme for the Preservation of Biodiversity and Fragile Ecosystems in Central Africa

**EIFORCES** : International School of Security Forces

**EDF** : European Development Fund

**FEICOM** : Special Council Support Fund for Mutual Assistance

**GIZ** : German Agency for International Cooperation and Development

**NFI** : Net Fiscal Impact (relating to the Cameroon-European Union Economic Partnership Agreement)

**NIS** : National Institute of Statistics

**MINADER** : Ministry of Agriculture and Rural Development

**MINCOMMERCE** : Ministry of Trade

**MINDLEVEL** : Ministry of Decentralisation and Local Development

**MINEPAT** : Ministry of the Economy, Planning and Regional Development

**MINEPIA** : Ministry of Livestock, Fisheries and Animal Industries

**MINFI** : Ministry of Finance

**MINFOF** : Ministry of Forestry and Wildlife

**MINHDU** : Ministry of Housing and Urban Development

**MINIMIDT** : Ministry of Industries, Mines and Technological Development

**MINPMEESA** : Ministry of Small and Medium-Sized Enterprises, Social Economy and Handicrafts

**MINREX** : Ministry of External Relations

**MINTP** : Ministry of Public Works

**UNODC** : United Nations Office on Drugs and Crime

**CSO** : Civil Society Organization

**PAIRIAC** : Support Programme for Regional Integration and Investment in Central Africa

**PAGIRN** : Support Programme for Regional and National Infrastructure Governance in Central Africa

**PAMFOR** : EU Programme to improve governance in forest areas

**PERACE** : Rural Electrification and Energy Access Project in Cameroon

**NIP** : National Indicative Programme

**RIP** : Regional Indicative Programme

**PNDP-FED** : National Community-driven Development Programme-EDF

**PROCIVIS** : Active Citizenship Strengthening Programme

**PRODESV** : Secondary Cities Economic and Social Development Programme

**SIGIF** : Computerised Forest Information Management System

**SODECOTON** : Cameroon Cotton Development Corporation

**PMO** : Prime Minister's Office

**PMU** : Project Management Unit

**EU** : European Union

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# Foreword by the EDF National Authorising Officer



## ***Alamine OUSMANE MEY***

Minister of Economy, Planning and  
Regional Development (MINEPAT),  
EDF National Authorising Officer

## **Development mobilisation**

Cameroon's national development policy has been enriched with a new strategy that was adopted in 2020 ; the 2020-2030 National Development Strategy (NDS30). The aim of the NDS30 is to bring about the structural transformation of the economy by making fundamental changes in the economic and social structures with a view to promoting an endogenous and inclusive development while preserving the chances of future generations. This new reference framework for development action over the next decade sets out the country's internal and international commitments in the economic, social and environmental arenas, with a view to achieving emergence by 2035. The participatory process which governed the development of this strategy involved the consultation of the Technical and Financial Partners, including the European Union.

Indeed for Cameroon, the EU remains a long-standing privileged partner that has always stood alongside the Government in its efforts to develop the nation. The nature, quality and volume of its interventions have made of the EU a leading partner, whose support has remained constant for several decades.

In the aftermath of this historic tradition of beneficial partnership, the year 2020 was particularly marked, in the light of the prompt mobilisation of the EU to support the national response plan to the corona virus pandemic, from the early hours of the battle waged by the government. As part of this mobilisation, the EU proceeded to the early disbursement and without prior compliance with the attached conditions, of part of the budget support planned for 2020, clearly showing its willingness to assist Cameroon in the face of this unprecedented crisis.

Just like this circumstantial mobilisation, the current overall status of the cooperation presents positive evolutionary dynamics, at various points:

- The active portfolio of European cooperation stands at about EUR 726.4 million (or CFA 476.50 billion francs) including the envelopes of the European Investment Bank (EIB) and humanitarian assistance (ECHO). The cooperation with the EU is multisectoral, diversified and dynamic;

- Cameroon is well positioned on the EDF regional and continental instruments, with a commitment of 25% of the RIP of the 11<sup>th</sup> EDF for Central Africa in its favour;
- The country is among the top beneficiaries of the resources earmarked in the development cooperation instrument, from its thematic and geographic viewpoints;
- The successful closure of the 10th EDF programmes, characterised by a considerable reduction in ineligible expenditures;
- The total (100%) envelope of the NIP of the 11<sup>th</sup> EDF has been committed;
- The active joint monitoring of sector reforms, following the EU Sector Budget Support, whose implementation dialogue is producing satisfactory results as the operations are realised;
- The ongoing dialogue on the implementation of the EPA.

Cameroon's socio-economic development outlook indicates developments that shall certainly be impacted by the health crisis related to the Corona virus pandemic. Strengthening the partnership with the expected contributions is one of the support levers on which the Government is relying to rise up to the development challenge in spite of this crisis, following the guidelines set for the implementation of the NDS30.

The European Union is surely one of the key stakeholders of this partnership, and the present context of redefining the legal and institutional framework of our trade is an opportunity to relaunch this cooperation with more vigour with a view to achieving more for the development of Cameroon.

Following the political consensus of December 2020 on the text of the new OACPS-EU Partnership Agreement drawn up at the end of the Post-Cotonou negotiations, the forthcoming adoption of this text by the plenipotentiaries of OACPS and of the EU will pave the way for a new decade of partnership whose architecture is characterised by significant changes in the institutions and cooperation instruments for both parties.

Furthermore, as the 11th EDF is rounding up in 2021, the 2021-2027 programming process of the European development financing is already being set in motion.

The intense and constructive dialogue going on within the national territory and at Brussels on these two important subject matters including the Post-Cotonou and the post-11th EDF, reveals the shared and firm commitment of the parties involved to pursue and strengthen the partnership dynamics.

The Government is equally committed to leave no stone unturned to optimally capitalise the European interventions in favour of the inclusive and sustainable development of our country.

This annual report gives me the wonderful opportunity to sincerely thank all my colleagues in the Government for their personal involvement in this strategic partnership. Similarly, I congratulate all the national institutional, public and private actors and the civil society for their constant commitment to this exemplary cooperation which affects all social strata.

On behalf of the Government of the Republic of Cameroon, we extend our deep appreciation and gratitude to the EU for its constant support to our development efforts.

I also seize this opportunity, in a personal capacity, to particularly appreciate the spirit of openness and mutual understanding that prevailed during the three years of fruitful collaboration with Ambassador **Hans-Peter SCHADEK**, Head of the EU Delegation in Yaoundé. His Excellency **Hans-Peter SCHADEK** whose mission ended in July 2020.

I still wish to seize this opportunity to renew my gratitude to our diplomatic mission in Brussels, as well as to all the others in the European Union, whose unfailing commitment and mobilisation remain and will remain crucial for the success of this development cooperation.

CAON, the secular arm of the National Authorising Officer and strategic and operational liaison interface with the European authorities, remains more than ever called upon to redouble its efforts in its mobilisation dynamics, with a view to further boosting this partnership momentum and making it more ambitious and purposeful in bringing about social progress in Cameroon.



# Word from the Chargé d’Affaires of the EU Delegation



## **Sébastien BERGEON**

Advisor, Chargé d’Affaires a.i., Acting Head of Délégation

## **Towards a reform of the Cameroon-EU partnership**

The year 2020 marked the last full year of commitment of funds from the 11th European Development Fund (EDF). It was also a year of profound upheavals linked to the consequences of the Covid-19 crisis. The Cameroon-EU partnership provided concrete support to the Cameroonian population and authorities in the face of this crisis. In the first quarter of 2021, the support to combat the COVID-19 pandemic stood at the sum of CFA 15 billion francs (23 million euros).

The overall envelope for the European partnership intervention in Cameroon in 2020 (about EUR 130 million contracted) consisting mainly of EDF resources, investment contributions from the European Investment Bank (EIB) and humanitarian aid support (ECHO), was partly devoted to the response to the COVID-19 pandemic, while keeping watch on the long-term development goals.

Within the framework of the EU’s Sector Budget Support and on behalf of its first year of implementation, the second phase of the Sector Reform Contract (SRC2) was mobilised. The six-month early disbursement of the sum of 9 million euros made it possible for the EU to provide rapid support to the Government of Cameroon in the fight against the pandemic. To this amount, disbursed under the emergency mobilisation, was added the envelope of 5.2 million euros, activated through other instruments. This gave rise to a total contribution of EUR 14.2 million.

In the balance sheet of the implementation of the Sector Reform Contract in 2020, the final disbursement rate of around 88% reflects the overall emergency response aimed at mitigating the socio-economic

impact of the Covid-19 crisis and the efforts made to achieve the indicator targets. There has been a positive evolution in the implementation of the agreed structural reforms, with increasingly concrete and visible effects on the ground. Another important phase of reforms is expected in 2021.

In the areas of rural development, infrastructure, governance, commercial development and the private sector, the European cooperation projects and programmes have also continued to perform well, and the financial objectives were met.

The commitment of all (100%) the resources of the National Indicative Programme of the 11<sup>th</sup> EDF (282 million euros), the increase in the national commitments of the resources of the Regional Indicative Programme (with the signing of a new financing agreement of 29.95 million euros relating to the Support Programme for Regional Integration and Investment in Central Africa - PAIRIAC), are part of these operational dynamics that are aimed at constantly searching for effectiveness in view of a better impact of European interventions.

Progress was recorded in the implementation of the Economic Partnership Agreement and dialogue has continued on the financing of the implementation strategy, on the ongoing process of tariff dismantling, as well as on cooperation in the area of fiscal adjustment and in particular on the transition from customs duties to domestic taxation on a broader basis, in keeping with the provisions of Article 10 of the Agreement and in support of the implementation of the African Continental Free Trade Area (AfCFTA) of which Cameroon was one of the first signatories.

In connection with the strengthening of the partnership, fruitful discussions with the National Authorising Officer, the Support Unit to the EDF National Authorising Officer (CAON) and Cameroonian partners have made it possible to map out the path for renewing the Cameroon-EU partnership in the light of the 2021-2027 programming and the new Agreement between the EU and the countries of the Organisation of African, Caribbean and Pacific States (OACPS). The first consultations on the priorities of the partnership took place at the end of the year and have already resulted in a general consensus. The difficult context of the Covid-19 pandemic for the CAON and EUD teams did not hinder the good collaboration and joint monitoring of programmes, which was partly conducted at a distance this year.

I had the opportunity to personally appreciate the intensity of the dialogue between Cameroon and the European Union during my eight months of tenure of office as acting head of delegation until mid-April 2021. This strategic partnership is called upon to evolve in depth in the upcoming months and years, particularly with the growing importance of the «Team Europe» approach. The aim of this partnership is to ensure that European and Cameroonian partners achieve greater coherence, efficiency and impact in the implementation of political priorities, particularly in the areas of governance, democratisation, peace and stability, inclusive growth and the creation of sustainable jobs, the fight against climate change and the implementation of the EU's «Green Pact», or more broadly on humanitarian issues. I am confident that the trust and quality of this partnership will remain unchanged.

The new Post-Cotonou partnership and its new cooperation instrument known as the NDICI-Global Europe will also make it possible to pursue and support on new bases the efforts of Cameroon and the other OACPS Member States for a more inclusive and sustainable development.

While expressing the hope that the Cameroon-EU dialogue will continue to bear fruits, I thank Minister **Alamine OUSMANE MEY**, all the members of Government, and all their collaborators at various levels of responsibility, for their cooperation and commitment. I particularly thank Mr **Aliou ABDOULLAHI** and the team of the Support Unit to the EDF National Authorising Officer (CAON-FED) for their enthusiasm and active contribution to the Cameroon-EU partnership.

# ■ Summary of the report

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The coordination of the implementation of the Cameroon-European Union cooperation programme was carried out in 2020 within a context of functional adaptation of the Support Unit to the National Authorising Officer of the European Development Fund (CAON-FED) to the requirements of the fight against the corona virus pandemic. CAON rigorously complied with the prescribed barrier measures by taking the appropriate steps needed to allow for the continuation of the mobilisation and to improve the interventions of the European partnership in Cameroon.

The consolidated use of the internal participatory approach and the joint approach with the EUD once again guided the managerial methodology for achieving these objectives.

In this functional context, CAON continued to roll out its investment programme aimed at improving the working environment and conditions, with emphasis on the quality approach that is gradually being put in place.

The visibility approach was enriched by an additional communication medium, in addition to the activity report, the latest (2019) edition of which did not waiver from the annual publication rules. The «CAON Infos» newsletter has thus emerged with a periodic publication aimed at providing regular information on news events relating to the Cameroon-European Union partnership.

While striving to align itself with the institutional logic of maintaining an active partnership dialogue in the face of the contextual constraints of the socio-health crisis caused by the coronavirus pandemic as well as the current issues and challenges of development cooperation that this crisis tends to exacerbate, CAON examined the various files of the OACPS-EU multilateral dialogue and the Cameroon-EU bilateral dialogue.

The examination of these files mainly focused, at the multilateral level, on Cameroon's participation in the meetings of the OACPS Council of Ministers (the extraordinary session of July 2020 and the 111<sup>th</sup> ordinary session of December 2020) and, at the bilateral level, on the regular holding of exchange meetings between the National Authorising Officer and the Ambassador, Head of EU Delegation.

The highlights of the institutional mobilisation of the partnership dialogue achieved in the year 2020 include the political agreement reached by the OACPS and the EU on the text of the new Partnership Agreement following the Post-Cotonou negotiations and the improvement of the bilateral portfolio, which incorporated the pressing needs for support in the fight against the coronavirus pandemic.

In keeping with the practical requirements of its *modus operandi*, the backstopping of the implementation of the Cameroon-EU cooperation programme mobilised CAON's action energy around the coordination of support for the following activities:

- Implementing sectoral reforms in the area of rural development as part of the implementation of the Sector Reform Contract backed by the EU Sector Budget Support;
- Developing the milk, cotton, banana, cashew, biodiversity, forestry-wood, horticulture sub-sectors, within the framework of the implementation of programmes and projects within the rural development and environment sector;
- Developing infrastructures in connection with urban development, secondary towns, road safety, the Central African corridors, the Bélabo-Ngaoundéré railway, just to name a few;
- Improving governance, in relation to the partnership initiatives for peace and security in Central Africa, strengthening the public finance system, consolidating the civil society, and modernising the civil status registration;



- Developing economic and trade cooperation, in particular concerning, on the one hand, support for the implementation of the Cameroon-EU Economic Partnership Agreement (EPA) (development of the advocacy document for the mobilisation of funding and updated review of the study on the Net Fiscal Impact linked to the implementation of the EPA), and on the other hand, promoting regional integration and national economic competitiveness.

With regard to the examination of cooperation resources, the pressing and sudden outbreak of the Covid19 pandemic affected the financial agenda of the European partnership, which was forced to conduct a specific mobilisation with a view to making a substantial contribution to the national response plan. Under the leadership of Team Europe, the EU and some of its member states made available in June 2020 an envelope of 28 million euros (CFA 18 billion francs).

As usual, the mobilisation and monitoring of EDF resources continued, with the enrichment of Cameroon's portfolio with a new financing agreement of 29.95 million euros concluded in January 2020 on the funds of the Regional Indicative Programme (RIP for Central Africa) and relating to the Support Programme for Regional Integration and Investment in Central Africa (PAIRIAC).

The mobilisation and management of European grants benefited more from CAON's accompanying expertise during the period under review.

The short-term partnership outlook (2021) relating to the Post-Cotonou and the post-11<sup>th</sup> EDF, have been subject to intense planning activity of the future partnership framework, notably in the following aspects:

- » The finalisation of the Post-Cotonou negotiations, for which Cameroon actively contributed in the drafting of the new Partnership Agreement, underpinned by the work of expert groups coordinated by CAON;
- » The take-off of bilateral dialogue between the National Authorising Officer and the CDD on the process for the programming of European partnership interventions for the period 2021-2027.

As a continuation of this forward-looking mobilisation, the year 2021 will open new doors for the development and strengthening of the partnership with the European Union.

# Highlights of the cooperation in 2020



Post Cotonou: 6<sup>th</sup> meeting of the Post-Cotonou Chief Negotiators

**14 February 2020**  
**Brussels**



Bridge over the Logone: foundation stone-laying ceremony for the project of construction of a 620 m bridge over River Logone connecting the routes between the towns of Bongor (Chad) and Yagoua (Cameroon)

**27 February 2020**  
**Bongor**



Signing of an agreement for the early disbursement of the fixed instalment of the European Union budget support for the 2020 financial year

**7 July 2020**  
**Yaoundé**



Signing ceremony of the financing agreement of the Project of facilitation of changes in the cotton-production basin of Cameroon (ABC Cotton project)

**16 July 2020**  
**Yaoundé**

# Highlights of the cooperation in 2020

End-of-assignment audience granted by the Minister of the Economy, Planning and Regional Development, EDF National Authorising Officer, to HE the Ambassador, Head of the European Union Delegation in Cameroon, who has come to the end of his tenure of office in Cameroon.

**23 July 2020**  
**Yaoundé**



Extraordinary session of the Council of Ministers of the Organization of ACP States

**28 July 2020**  
**by videoconference**



10<sup>th</sup> and last meeting of the ACP and EU Chief Negotiators for the Post-Cotonou Agreement

**3 December 2020**  
**by videoconference**



111<sup>th</sup> session of the Ordinary Council of Ministers of the Organization of ACP States

**14-17 December 2020**  
**by videoconference**



# Introductory remarks of the National Coordinator



***Aliou ABDOULLAHI***  
National Co-ordinator  
of CAON-FED

## **Active mobilisation**

The year 2020 witnessed a global context marked by the coronavirus pandemic (Covid19) which significantly affected all activities in all areas. The pronounced virulence of this pandemic impacted activities in the West and in African countries as early as March 2020 and negatively influenced the pace, intensity and productivity of labour on both sides of the globe and across borders, throughout the year.

The evolution of the health situation in Cameroon in relation to the spread of this pandemic, whose first cases of infection were recorded in March 2020, gave rise to various orientations and adaptations of public policies for all activity sectors combined.

Gripped by the high degree of interrelational involvement of the various actors from various national backgrounds, the development policies and strategies of the partnership were not left out. Indeed, they experienced significant functional adjustments both at the national, regional and international levels.

Faced with this situation, CAON under the leadership of the EDF National Authorising Officer and in collaboration with its various institutional and technical partners, remained focused on its professional and performance objectives, with a view to maintaining the quality of outputs of the revitalised Cameroon-European Union cooperation.

It is for this reason that, in its drive to align its functioning to the new context on the one hand, and to adapt to the health security requirements of the circumstance on the other hand, CAON pursued the deployment of its missions in a spirit of self-sacrifice.

Thus, the year 2020 is ending with an evolution of the consolidation gains recorded in 2019 and new partnership perspectives.

Under the generic theme of constant mobilisation, this 2020 annual activity report highlights the active and relentless deployment of CAON to activate the European cooperation mechanisms and resources in favour of Cameroon's development. The report is structured around five presentation articulations:

- Managerial mobilisation relating to the coordination of partnership activities;
- Institutional mobilisation relating to the facilitation of multilateral and bilateral partnership dialogue;
- Operational mobilisation relating to the follow up of the implementation of European cooperation programmes and projects;
- Financial mobilisation relating to the status of activation and monitoring of cooperation resources;
- Forward-looking mobilisation relating to involvement in the construction of the future Post-Cotonou and post-11<sup>th</sup> EDF partnership framework.





# 1. Managerial mobilisation

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**T**he managerial impetus of CAON was developed during the year 2020 around triple functional, structural and communicational dynamics aimed at maintaining the professional efficiency and performance of the organization.



## ○ Functional management

- **The coronavirus pandemic**
  - Functional adaptation
- **Performance dynamics**
  - Mobilisation of efficiency and performance
- **Participatory management**
  - Team dynamics
- **Joint management**
  - Joint CAON-EUD monitoring dynamics

## ○ Structural management

- **Quality management**
  - The ongoing quality approach
- **Investments**
  - Continuous improvement of the working environment and tools

## ○ Management of communication

- **Publications**
  - Teaching dynamics
- **Web sites**
  - Institutional visibility under construction

# The coronavirus pandemic

## Functional adaptation

*In the context of the health crisis linked to the coronavirus pandemic, the global and national alert peak of which was declared in mid-March 2020, and in keeping with the guidelines issued by the authorities, CAON took measures to adjust its functioning, in order to pursue its activities while preventing the spread of the virus among its staff.*

### Specific arrangements related to the barrier measures

- Hand washing arrangements;
- Acquisition and use of prevention and protection equipment and materials: Hydro-alcoholic gels, infra-red thermometers, face masks, cleaning gloves, disinfectant products;
- Mobilisation of the occupational physician for information and awareness-raising interviews;
- Raising the awareness of the staff on the barrier gestures and warning signs;
- Visitor awareness displays;
- Disinfection of office premises;
- Acquisition and use of videoconferencing equipment;
- Logistical support to partners (face masks, gels, meeting room for videoconferences, etc.).

### Cyclical reorganisation of working conditions

- Temporary reorganization of the weekly schedule of activities with identification of essential and non-essential personnel;
- Institution of a system of rotation at the duty posts;
- Reduction of face-to-face work and promotion of teleworking;
- Institution of a protocol for protection and distancing for face-to-face meetings and activities;
- Organization of meetings with various partners by videoconferencing.



### Staff screening tests

- Organisation and payment of collective screening tests;
- Monitoring of test results and control operations.

# Performance dynamics

## ***Mobilisation of efficiency and performance***

*While rising up to the functional adaptation challenges imposed by the coronavirus pandemic, CAON remained mobilised around its performance objectives, through the dynamic animation of the efforts of the organization towards increased efficiency and performance.*

### ■ **CAON's revised performances contract**

From 2017 to 2021, CAON is placed under a performance contract committing it towards the National Authorising Officer for the achievement of determined objectives, accompanied with predetermined appreciation indicators.

On the basis of the findings of the mid-term evaluation carried out in 2019, and which recommended the adapted redefinition of priorities and objectives of CAON, a revision of this contract was made, to align with the changes in the context of the partnership, and with the subsequent adjustment of CAON's missions (Hence forth, the sector experts will focus on investments and the budget support while the financial managers will focus on grants). Several axes and objectives have been reformulated and / or redefined, and the corresponding actions, indicators and commitments have been modified.

The revised contract, which became effective from 20 April 2020, constitutes the new compass for the performance and output expected from the staff, whose ownership exercise was one of the major articulations of the annual Team Building meeting held in September at Bana.

### ■ **Evaluation of staff objectives and performance**

The assessment of the effort put in by CAON's staff is guided by the annual evaluation exercise that takes place every first quarter of the year. The exercise consists of establishing an action plan and objectives for each staff member, based on the assessment of the results obtained in relation to the objectives of the previous year, and in keeping with any changes in the context.

The 2020 assessment revealed the appreciable efforts of professional commitment and performance that align with the positive trends in results recorded over the years. To move forward, management has set the course for greater adaptation of the missions and work of CAON to the evolving data of the national public policies and the European partnership.

The articulations for the implementation of the «Job description» of each staff member were updated in the light of these major orientations.

### ■ **Building the capacities of staff members**

As part of the capacity building strategy, the validated training plan for 2020 envisaged twelve training sessions for staff members and partners.

Only three sessions were actually carried out, two of which concerned staff members; the training of Administrative Assistants in the administrative management of staff, and the training of drivers in vehicle maintenance and automobile mechanics.

The low level of achievement (25%) of this training plan is mainly due to the unavailability of trainers due to the coronavirus pandemic. The achievement of the remaining 75% has been pushed forward to 2021.

# Participatory management

## Team dynamics

*In so far as it effectively contributes to the functional methodology of work within CAON, the logic of close consultation and collaboration, and of active decompartmentalisation, continued while being strengthened, particularly as part of the activities of coordination and team cohesion, effectively carried out in 2020.*

## Team coordination

*In line with the participatory, iterative and inclusive approach that gives room for synergy and complementarity for all staff members, the regular holding of coordination meetings on a monthly basis, as well as sectoral working consultations with the various Experts, have constantly characterised the teamwork that was structured around five main monitoring headings.*

**Table 1** : Main thematic areas of internal coordination

| Monitoring themes           | Corresponding files  |
|-----------------------------|--|
| <b>Administration</b>       | Files relating to the administrative management of personnel and services, relating to the monitoring of administrative and accounting officers. |
| <b>Coordination</b>         | Strategic / technical files relating to the monitoring of coordination staff.  |
| <b>Financial management</b> | Financial files of the EU cooperation, relating to the monitoring of the management control pool   |
| <b>Opérations</b>           | Files on the operational implementation of the EU cooperation programme, that are to be monitored by sector-specific experts.                    |
| <b>Agenda items</b>         | Programming of activities - Priority actions - Miscellaneous information.  |

## Team cohesion

The 2020 edition of CAON's annual «Team Building» workshop took place at the La Vallée de Bana hotel, from 15 to 19 September 2020, under the theme: **Adaptation of CAON to changes in its environment.**

The meeting was an opportunity for all the staff members to discuss several thematic concepts in order to share knowledge about the evolving issues of institutional interest to CAON and subsequently to strengthen the team spirit with a view to working collectively to best meet the related challenges.

### Box 1:

#### 2020 Team Building thematic exchanges

- New guidelines of the Africa-EU partnership: Strategic, institutional and operational developments
- Review of CAON's operating environment: Macro environment: Opportunities / Threats Micro-environment: Strengths /Weaknesses
- Ethical and deontological principles of public services - Instruction note of 27 July 2012 on the organization of work within MINEPAT: Legal rationality - Managerial rationality
- Performance Contract (revised): Ownership exercise - Recommendations
- Conceptual illustrations of team building: Paradigm shift - Leadership - Communication
- The quality approach: The ISO 9001 certification process



# Joint management

## Joint CAON-EUD monitoring dynamics

*To boost the effectiveness of the CAON-EUD concerted action and improve pro-development European interventions in Cameroon, the pride of place was once again given to the joint strategic and operational coordination of Cameroon-EU cooperation activities in 2020, as the stakeholders sought to adapt practically to the Covid19 context.*

### CAON-EUD joint coordination

Joint coordination activities that were alternately organised at the EUD and at CAON, were regularly conducted in the following areas:

- Periodic meetings for the exchange of updated information and the strategic monitoring of partnership issues and operations;
- Meetings to follow up the partnership dialogue;
- Sectoral / thematic consultations relating to the day-to-day processing and examination of cooperation files and activities;
- Technical discussions relating to the programming of resources and the monitoring of the implementation of cooperation activities.

### Joint CAON-EUD operational dynamics

The common CAON-EUD agenda includes joint field monitoring activities aimed at backstopping the operational programming process and the implementation of European cooperation projects and programmes, as well as the conduct of various missions related to the visibility of the European partnership in Cameroon.

Preparatory consultations towards joint field trips and the co-organization of field activities: During the period under review, the joint activities were intensive and regular in keeping with the diversity of operations to be followed.

It should be noted that the Covid19 context that imposed certain restrictions in movement during the period under review did not actually undermine the joint operational dynamics which remained constant thanks to the regular adoption of appropriate adaptation measures.



# Quality management

## *The ongoing quality approach*

*The drive towards quality in the management and operation of CAON remained a preferred management option used in the course of the year. This quality approach further mobilised CAON's action and resources around the key institutional development goals.*

### ■ Operation Green CAON

Thanks to the use of good practices that underpin the collaboration with the EUD, an organic impetus, born from the common desire to promote pro-environmental attitudes on both sides, is gradually taking shape within CAON.

Following in the footsteps of concepts and experiences developed elsewhere, CAON has marked its «green» benchmarks by implementing a number of measures that promote a healthy environment:

- Limitation of the use of paper by reducing printing and the privileged use of shared files exchanged by email;
- Limitation of the use of plastic bottles by putting in place the water jug system for the common use of staff members;
- Use of organic cleaning products;
- Sorting and recycling of waste.



### ■ ISO certification project

The ISO certification process remains a priority for CAON which has embarked on its institutional development, in line with its objectives of professional optimisation and adaptation to changes in the context of the partnership with the EU.

Within the limits of the available budgeted resources needed to start the operational phase, the quotations received from consultants have been positioned in preparation for the selection and contractualisation procedures at the appropriate time.



# Investments

## Continuous improvement of the working environment and tools

The implementation of CAON's investment plan continued in 2020 as part of structural adjustments and functional equipment that are intended to further improve the working conditions and the implementation of the coordination activities of the Cameroon-EU cooperation.

### Structural adjustments

- Renovation and furnishing of the offices on the 4<sup>th</sup> floor



- Renovation of the Documentation Centre



- Acquisition and installation of the fire safety system in all offices.



### Functional equipment

- Acquisition, installation and operation of the budget monitoring software for counterpart funds allocated for the monitoring of the Cameroon-EU cooperation
- «Green» devices
- Installation of the WEBEX video conference system.

# Publications

## Teaching dynamics

CAON's communication strategy was enriched in the year 2020, with the publication of a new and periodical information medium (CAON Infos), in addition to the activity report, whose production focusing on the year 2019, complied with the usual annual production rhythm.

### «CAON Infos» newsletter

In April 2020, the inaugural edition of CAON's newsletter known as CAON Infos was released.

The main objective of this periodic publication is to share news and information on the development of the Cameroon-EU partnership, with a view to highlighting the context, visibility and know-how of CAON as a structure that seeks to improve the quality of the assistance provided by the European Union to Cameroon.

The digital distribution by grouped e-mails of the maiden edition of the Newsletter written in French and English, marked the culmination of the conceptual process of developing an editorial project, graphic design, production and integration of the contents.

The second edition of this newsletter is expected to be released in April 2021.



### 2019 Annual Report

Following the need to provide regular information on the achievements of the financial year which governs its operation, the production of the 2019 annual report has marked CAON's communication action plan for 2020.

Under the generic theme «Consolidation and new perspectives of the Cameroon-EU partnership», the three-fold analytical, descriptive and forward-looking approach of presentation of the partnership activities, made it possible to take stock of the dynamics and prospects of intervention of the European cooperation in Cameroon, as monitored by CAON during the period under review.

Produced in French and in English versions, the 2019 annual report was distributed both as hard and soft copies.



# Web sites

## ***Institutional visibility under construction***

*Optimising its institutional visibility is at the heart of the digital positioning strategy initiated by CAON. Within the framework of this institutional visibility, 2020 witnessed an acceleration in the reconstruction and revamping of its website.*

### **Strategic options**

#### **Goal**

To acquire an institutional, dynamic, simple, uncluttered and useful website that can quickly be consulted.

#### **Analysis of the external environment**

Based on benchmarking, websites visited: europa.eu, UNDP, COFED DRC, apple.com, gouv.fr, eurostat, etc.

#### **Target**

In general, the general public is targeted. More specifically, the strategy targets several distinct target groups according to their respective roles and contributions. These include the administrations and stakeholder organizations of the CAM-EU partnership, local elected representatives, the civil society, administrative authorities, the academic community, the private sector, the media, etc.

#### **Means strategy**

Publications (calls for proposals, activity reports, electronic newsletters) - Videos, images (illustrations of articles)

#### **Content strategy**

CAON's own content is parked full with the latest news about the cooperation.

### **Operational process**

As part of the process of rebuilding and revamping CAON's website, the following major operations were carried out:

- Development of the specifications;
- Recruitment of a service provider;
- Supervision of the service provider (Orientations on the creative spirit of the site and its institutional side);
- Development of the ramifications of the website;
- Development of the editorial content.

The first semester of 2021 will be devoted to:

- » The translation of the content of the website into English;
- » On-line hosting of the website;
- » Animation of the website;

The creation and management of a twitter account are also envisaged



## 2. Institutional mobilisation

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*In spite of the difficulties linked to the constraints imposed by the coronavirus pandemic, the partnership dialogue with the European Union has been actively maintained at various multilateral and bilateral institutional instances.*

*The examination of the files of the statutory OACPS and OACPS-EU meetings as well as the hearings between the National EDF Authorising Officer and the Ambassador, Head of the European Union Delegation, contributed from the institutional standpoint to the pursuit and strengthening of the partnership dynamics with the EU.*

## ○ OACPS and OACPS-EU multilateral dialogue

### ■ Statutory review of the cooperation

- Extraordinary session of the OACPS Council of Ministers
- 111<sup>th</sup> session of the OACPS Council of Ministers

## ○ Cameroon-EU bilateral dialogue (NAO – CDD)

### ■ Updated review of the cooperation

- 2020 agenda for the meetings between NAO-CDD
- 2020 thematic news items stemming from meetings between NAO-CDD

# OACPS and OACPS-EU multilateral dialogue

## **Statutory review of the cooperation**

*The significant movement restrictions due to the Covid19 pandemic made it difficult to respect the 2020 calendar of statutory meetings of the Organization of African, Caribbean and Pacific States (OACPS). Nonetheless, the year 2020 finally ended with the holding of the 111<sup>th</sup> session of the Council of Ministers, preceded by an extraordinary session. All these meetings were organised by videoconference.*

### ■ **Extraordinary session of the OACPS Council of Ministers of 28 July 2020**

In a nutshell, this extraordinary session offered the opportunity to take stock of the OACPS and OACPS-EU cooperation in the following areas:

- The appreciable state of advancement of the intermediate technical approvals and pending issues relating to the completion of the Post-Cotonou negotiations;
- Measures to regularise outstanding contribution owed by member states;
- The dialogue approach with the EU on issues of tax cooperation, money laundering and the fight against terrorism;
- Guidelines for the orderly closure of the Technical Center for Agricultural and Rural Cooperation (CTA).

### ■ **111<sup>th</sup> session of the OACPS Council of Ministers held from 14 to 17 December 2020**

The thematic articulations of the 111<sup>th</sup> session of the OACPS Council of Ministers allowed for discussions and conclusions on:

- Administrative and financial issues relating to the running of the OACPS secretariat: Revision of the staff regulations adopted - Ongoing restructuring of the Secretariat - approval of the budget for 2021;
- Approval of the text of the Post-Cotonou Agreement concluded with the European Party on 03 December 2020;
- Extension of the activities of the Technical Centre for Agricultural and Rural Cooperation (CTA), as a transitional measure, with a view to reaching an agreement with the European Party on the sustainability of the achievements of this structure.



The NAO, Head of the Cameroonian delegation at this meeting insisted on the importance of the coordination of the partnership with the European Union at the national, regional and continental levels for all ACP countries, in keeping with the European guidelines for the 2021-2027 Programming and the rules of the Neighbourhood, Development and International Cooperation Instrument (NDICI) which will replace the EDF, in order to guarantee a better impact of this cooperation on the national economy.

## Post-Cotonou political agreement

*In the wake of the institutional dialogue to renew the OACPS-EU partnership, a political agreement was reached on the text of the new Agreement which will govern cooperation relations between the OACPS and the EU after the Cotonou Agreement. The text of the new partnership agreement was finalised at the end of the fifth and final round of Post-Cotonou negotiations that ended on 03 December 2020.*

### Political agreement

On 03 December 2020, the chief negotiators of the OACPS and the EU reached a political agreement on the text of a new Partnership Agreement which will replace the Cotonou Agreement.

Since the start of the negotiations in 2018, the OACPS-EU dialogue bodies have regularly given the pride of place to monitoring of the progress of the discussions. The intense work of the various deliberations ended in 2020 with the holding of the fifth and final round of negotiations. At the end of this round of negotiations the Parties made some legal adjustments and proceeded with the final verification of the new Agreement.

Under the leadership of the National EDF Authorising Officer, member of the OACPS Central Negotiating Group and on behalf of Central Africa, assisted by the Ambassador to the European Union Institutions based in Brussels, Cameroon actively participated at all stages of the discussions, notably on the basis of the preparatory works of the Groups of Experts coordinated by CAON. On behalf of the fifth round of negotiations, the draft OACPS-EU Post-Cotonou Partnership Agreement was reread with a view to mainstreaming the national interest and contribution of Cameroon. Certain pertinent content and form observations in the agreement were highlighted. These observations were appreciated and taken into account by the higher negotiating bodies, resulting in a reference political agreement.

All the major political orientations pertaining to the financing of development, trade, migration, climate change, governance and the institutional architecture among others, were adopted and included in the final text.

### Next steps

The political agreement paves the way for internal procedures after which the new Agreement will be initialled by the chief negotiators to mark the end of the negotiations.

The Heads of State and Government shall sign the text in 2021. In the meantime, in order to avoid a regulatory vacuum and have the time necessary to conduct the internal procedures that precede the entry into force of the agreement, the OACPS-EU partnership will continue to be run under the regime of a circumstantial extension of the Cotonou agreement.

# Cameroon-EU bilateral dialogue (NAO-CDD)

## Updated review of the cooperation

*In addition to accomplishing the ordinary cooperation activities, the particular development problems of Cameroon, which emerged in the socio-sanitary and economic context of 2020, called for greater consultation between the EDF National Authorising Officer (NAO) and the Ambassador Head of the EU Delegation in Cameroon (CDD).*

### 2020 Agenda of NAO – CDD meetings

The 2020 agenda of the institutional dialogue between the Minister of the Economy, Planning and Regional Development, National Authorising Officer of the European Development Fund (NAO-EDF), and the Ambassador, Head of European Union Delegation in Cameroon (CDD), was structured around three categories of meetings:

- The bi-annual partnership follow-up meetings which were held in June and December 2021;
- Ad hoc hearings held between the semi-annual meetings, whose frequency was increased as a result of the drastic increase in partnership emergencies;
- End-of-mission hearing held on the occasion of the departure of H.E. Hans Peter SHADECK.



### Thematic content of the 2020 NAO – CDD hearings

During their discussions, the two authorities addressed various issues of interest to the partnership that are being followed up by CAON. These include the following:

- Review of the cooperation portfolio;
- The EU sector budget support;
- Economic and commercial partnership (Cameroon-European Union EPA);
- Joint report on the monitoring of the implementation of the EPA;
- Structured Economic Dialogue;
- Socio-economic and budgetary perspectives in the context of the Covid19 crisis and on the medium term priority economic and financial reforms (2021-2024);
- Health, social and economic impact of the COVID19 pandemic;
- The impact of the Covid19 crisis on the NDS30;
- The government response strategy to the coronavirus pandemic;
- Issues of regional planning and governance / sustainable management of natural resources, particularly forestry resources;
- Banana Accompanying Measures (BAM);
- 2021-2027 programming of European development cooperation;
- Bilateral EU programming 2021-2027 and regional / sub-Saharan perspective.

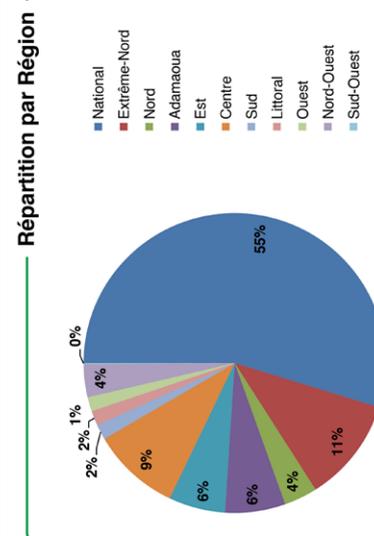
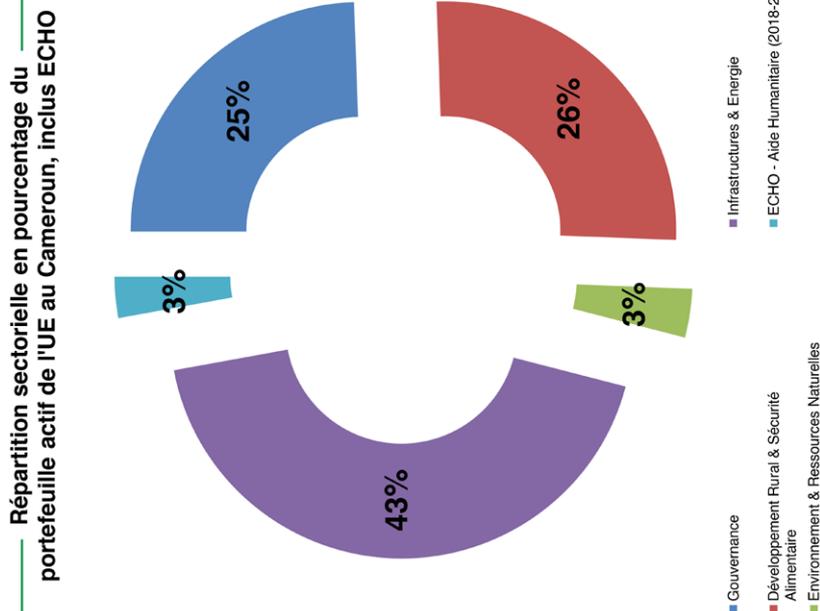
Mutual understanding emerged from all the hearings.

Figure 1

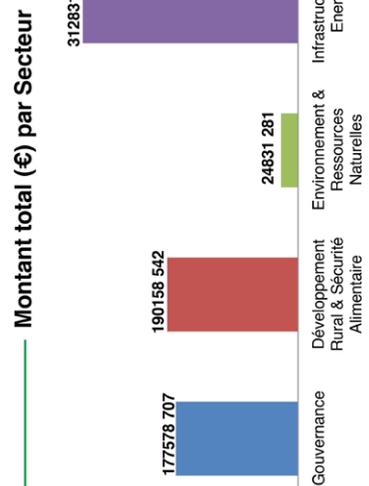
The 2020 EU portfolio in Cameroon

CAMEROON - EUROPEAN UNION COOPERATION (2019-2020)

| Secteur DAC   | Montant €          |
|---|--------------------|
| <b>Gouvernance</b>  |                    |
| Gouvernement & Société Civile                               | 113 262 945        |
| Entreprises et Autres Services                              | 14 000 000         |
| Infrastructure et Services Sociaux Divers                   | 278 185            |
| Reconstruction & Réhabilitation                             | 10 000 000         |
| Politique Commerciale et Réglementations                    | 18 203 419         |
| Education   | 284 308            |
| Industries Manufacturières, Extractives, Construction       | 20 199 850         |
| Santé   | 1 350 000          |
| <b>Total Gouvernance</b>                                    | <b>177 578 707</b> |
| <b>Secteur DAC</b>  | <b>Montant €</b>   |
| <b>Développement Rural &amp; Sécurité Alimentaire</b>       |                    |
| Agriculture, Sylviculture, Pêche                            | 76 826 569         |
| Autres Multisecteurs  | 77 807 801         |
| Aide Alimentaire / Sécurité Alimentaire                     | 27 775 000         |
| Education   | 7 000 000          |
| Industries Manufacturières, Extractives, Construction       | 749 172            |
| <b>Total Développement Rural &amp; Sécurité Alimentaire</b> | <b>190 158 542</b> |
| <b>Secteur DAC</b>  | <b>Montant €</b>   |
| <b>Environnement &amp; Ressources Naturelles</b>            |                    |
| Agriculture, Sylviculture, Pêche                            | 6 106 388          |
| Industries Manufacturières, Extractives, Construction       | 1 531 808          |
| Environnement & Changement climatique                       | 17 193 084         |
| <b>Total Environnement &amp; Ressources Naturelles</b>      | <b>24 831 281</b>  |
| <b>Secteur DAC</b>  | <b>Montant €</b>   |
| <b>Infrastructures, Energie &amp; Décentralisation</b>      |                    |
| Gouvernement & Société Civile                               | 2 685 970          |
| Autres Multisecteurs  | 67 202 584         |
| Eau & Assainissement  | 41 142 206         |
| Transports & Entreposage                                    | 88 734 743         |
| Energie   | 101 065 767        |
| Environnement & Changement climatique                       | 12 000 000         |
| <b>Total Infrastructures &amp; Energie</b>                  | <b>312 831 271</b> |
| <b>Secteur DAC</b>  | <b>Montant €</b>   |
| <b>ECHO - Aide Humanitaire</b>                              |                    |
| Intervention d'Urgence                                      | 21 007 046         |
| <b>Total ECHO - Aide Humanitaire (2018-2019)</b>            | <b>21 007 046</b>  |
| <b>Grand Total</b>  | <b>726 406 847</b> |



| Montant €    | %                  |             |
|--------------|--------------------|-------------|
| National     | 390 190 234        | 54,77%      |
| Extrême-Nord | 79 981 420         | 11,23%      |
| Nord         | 25 403 273         | 3,57%       |
| Adamaoua     | 46 002 081         | 6,46%       |
| Est          | 43 179 804         | 6,06%       |
| Centre       | 67 526 111         | 9,48%       |
| Sud          | 11 626 171         | 1,63%       |
| Littoral     | 11 381 422         | 1,60%       |
| Ouest        | 10 897 671         | 1,53%       |
| Nord-Ouest   | 25 357 807         | 3,56%       |
| Sud-Ouest    | 860 852            | 0,12%       |
| <b>Total</b> | <b>712 406 847</b> | <b>100%</b> |





## 3. Operational mobilisation

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*In the different sectors and sub-sectors of intervention of the European partnership, and in keeping with the major articulations of CAON's missions, CAON provided constant and active support to stakeholders in the year 2020, with a view to scaling up the impact on national socio-economic development.*



## ○ Sector Budget Support

- Sector reforms - Rural development

## ○ Rural development and Environment

- Sectoral dialogue - Rural development
- Milk
- Cotton
- Banana
- Cashew nut
- Horticulture
- Climate - Biodiversity
- Forestry - Wood

## ○ Infrastructure

- Sectoral dialogue - Infrastructure
- Urban development
- Secondary towns
- Road safety;
- Central African Corridors
- Bridge across River Logone
- Bélabo-Ngaoundéré Railway line

## ○ Governance

- Sector dialogue - Governance
- Peace and Security in Central Africa
- Public finances
- The Civil society
- Civil status

## ○ Trade and private sector development

- Sectoral dialogue - Trade and the Private Sector
- EPA implementation strategy
- Net fiscal impact linked to the implementation of the EPA
- National competitiveness
- Regional integration
- Small and Medium-sized Enterprises

# Sector reforms - Rural development

## Active mobilisation for the implementation of the Sector Reform Contract

The second phase of the Sector Reform Contract (SRC 2) of the EU's sector budget support, which came into force with the signing of the related amendment on 16 December 2019 and which makes available the sum of nearly CFA 32.8 billion francs (or 50 million euros) covering the period 2020-2021, was intensively implemented in 2020.

### State of advancement and monitoring of the second Sector Reform Contract (SRC2)

CAON supported all the activities carried out by the various stakeholders involved in the SRC2 implementation process, mainly by:

- Participating in the deliberations of the Thematic Group responsible for monitoring the implementation of the performance indicators of the ABS Project and in the deliberations of the Committee responsible for monitoring the implementation of structural reforms;
- Joint monitoring with the EUD, of the operationalisation of various activities related to the implementation of SRC2 by the Administrations and other structures concerned;
- Coordination of various working sessions centred on the monitoring of the achievement of indicators;
- Backstopping (facilitation) of Experts of the Technical Assistance mission;
- Examination of disbursement files at the level of the NAO and the EUD.

### State of advancement and results of the second Sector Reform Contract (SRC2)

Of the total amount of CFA 16.4 billion francs expected by Cameroon as part of the planned allocations for 2020, the implementation report of the SRC2 at the end of December 2020 showed a final disbursement of CFA 14.4 billion francs, including the entire fixed tranche that was released early in response to the Covid19-related health crisis. The CFA 2 billion francs gap arising from the failure to meet two of the seven indicators planned for the variable tranches has been carried over to the 2021 activities and objectives.

**Table 2 : 2020 implementation status of the SRC2**

| Allocations and Modalities              |                                     |   | Evaluations and Disbursements    |   |  |
|---|-------------------------------------|---|----------------------------------|---|--|
| Allocations<br>(in billions of<br>FCFA) | Modalities                          |   | Target reached<br>(Disbursement) | Target not reached<br>(No disbursement) |  |
| Fixed tranche                           | General conditions (GC)             |   |                                  | 5.9                                     |  |
|   | 5.9                                 | GC 1: Public policy   |                                  |   |  |
|   |                                     | GC 2: Macroeconomic stability:  |                                  |   |  |
|   |                                     | GC 3: Public finance management   |                                  |   |  |
|   |                                     | GC 4: Budget transparency:  |                                  |   |  |
| Variable tranche                        | Special conditions / Indicators (I) |   |                                  |   |  |
|   | 1.31                                | I_1.1: Follow-up of the implementation of the National Plant Seed Policy  | 1.31                             |   |  |
|   | 1.31                                | I_1.2: Follow-up of the implementation of the Animal Health and Public Health Policy                                      | 1.31                             |   |  |
|   | 1.31                                | I_1.3: Opening up of agro-pastoral production basins  | 1.31                             |   |  |
|   | 1.31                                | I_2.1: Improving the level of consultation and inclusiveness in the development of priority agro-pastoral value chains    | 1.31                             |   |  |
|   | 1.31                                | I_3.1: Improving the quality of the management of public spending in the rural sector                                     | 1.31                             |   |  |
|   | 1.31                                | I_3.2: Improving mutual accountability in the governance of public enterprises in the rural sector: the case of SODECOTON |                                  | 1.31                                    |  |
|   | 1.31                                | I_3.3: Improving the mobilisation and transparency in the mobilisation of taxes allocated to the cocoa sector             | 0.655                            | 0.655                                   |  |
|   | 1.31                                | I_3.4: Improving the mobilisation and transparency in the mobilisation of taxes allocated to the timber sector            | 1.31                             |   |  |
| 16.38                                   |                                     |   | 14.4                             | 1.9                                     |  |

## State of progress of the reforms under the second Sector Reform Contract (SRC2)

Based on the agreed reform options, we note that positive results were recorded by the end of the year 2020, considering the progress achieved in the reforms undertaken within the framework of the second phase of the Sector Reform Contract.

Nevertheless, differences of understanding were observed between the parties on certain targets. To put in place a better common approach with a view to facilitating the achievement of the targets set for 2021, a workshop on the harmonisation and participatory development of action plans was organised in Ebolowa in December 2020.

**Table 3 : Status of implementation of the reforms of the SRC2 for 2020**

| Agreed reform options  | Reform actions carried out  |
|--|---|
| CG.1 : Public policy   | Final review / update of the Rural Sector Development Strategy (RSDS) and its operational counterpart, the National Agricultural Investment Plan (NAIP)   |
|  | Adoption of the new RSDS / NAIP (2020-2030) aimed at "supporting sustainable growth in the Rural Sector, contributing to national wealth creation and improving the living conditions of the populations".  |
| CG.2 : Macroeconomic stability:  | Measures to preserve macroeconomic stability that integrate the measures adopted to fight against the coronavirus pandemic.   |
| CG.3 : Public finance management   | Operationalisation of the Global Plan for Public Finance Management Reform (PGRGFP) for the period 2019-2021.   |
|  | Regular activation of the Public Finance Dialogue Platform.   |
| CG.4 : Budget transparency:  | Gradual implementation of legal and regulatory provisions, as well as national and international mechanisms related to public information requirements on budgetary activities  |
| L.1.1 : Follow-up of the implementation of the National Plant Seed Policy  | Realisation by MINADER seed inspectors of three inspection visits to at least 70% of the declared cocoa and maize seed producers.   |
|  | Training by foreign specialised centres of at least six (06) IRAD researchers on seed production techniques, including two (02) for each of the three priority sub-sectors (cocoa, maize and sorghum) for a period of at least three (03) months.     |
| L.1.2 : Follow-up of the implementation of the Animal Health and Public Health Policy                                      | Reform plan for the National Veterinary Laboratory (LANAVET) by carrying out a performance and financial audit, followed by the development of a strategic plan (2021-2023).  |
|  | Joint MINEPIA-LANAVET operation aimed at cleaning up the veterinary drugs market by collecting (MINEPIA) from pharmaceutical establishments and analysing (LANAVET) at least 100 veterinary drug samples.   |
| L.1.3 : Opening up of agro-pastoral production basins  | MINTP order on the numbering and inventory of municipal roads in certain Divisions of the Adamaoua, Centre, East, Far North, North and South Regions. A total of 128 councils are concerned, spread over 21 Divisions of the 06 Regions listed above. |
|  | MINTP order on the creation, organization and functioning of the Interministerial Committee responsible for coordinating interventions aimed at opening up agro-pastoral production basins.   |
|  | Validation of the methodological framework for prioritising interventions in agro-pastoral production basins by the inter-ministerial committee set up.   |
| L.2.1 : Improving the level of consultation and inclusiveness in the development of priority agro-pastoral value chains    | Preparation and transmission to the Prime Minister's Office of the draft decree regulating the inter-profession in Cameroon.  |
|  | Validation of four structuring plans resulting from a study outsourced to a consultant, and relating respectively to the cotton, cocoa, oil palm and aquaculture sub-sectors.   |
| L.3.1 : Improving the quality of the management of public spending in the rural sector                                     | MINADER decision relating to the restructuring of projects and programmes under the Ministry of Agriculture and Rural Development, financed exclusively by the PIB and CCODEF.  |
|  | Effective transmission of the reports on the review of the portfolio of projects and Public Establishments (PEs).   |
| L.3.2 : Improving mutual accountability in the governance of public enterprises in the rural sector: the case of SODECOTON | (Incomplete)<br>Agreements on the regularisation of cross-debts signed between the State (MINEPIA, MINTP, MINADER and MINRESI) and SODECOTON.   |
| L.3.3 : Improving the mobilisation and transparency in the mobilisation of taxes allocated to the cocoa sector             | (Incomplete)<br>The Seed fund: Strategic reform document, signed by MINADER<br>Cocoa fund: Operational operating plan and budgets of the producer window, validated by the CCODDEF Management Committee   |
| L.3.4 : Improving the mobilisation and transparency in the mobilisation of taxes allocated to the timber sector            | Effective and operational database.   |

# Sectoral dialogue - Rural development

## ***Strategic dynamics relating to the follow up of the rural sector***

*In a nutshell, the rural development sector benefited in the year 2020 from several initiatives and support actions that contribute to strategic support. The continuation of dialogue on these issues will pave the way for the strengthening of the partnership interventions.*

### ■ **Central African Forest Initiative (CAFI)**

The Central African Forest Initiative (CAFI) gives rise to high-level political dialogue and mobilises increased funding to support ambitious reforms and field actions on the ground with a view to helping its partner countries reduce emissions from deforestation and forest degradation while alleviating poverty. It specifically aims to support the countries of the Congo Basin (Cameroon, Equatorial Guinea, Gabon, Central African Republic, Democratic Republic of Congo and Republic of Congo) to craft economic diversification policies by integrating the objectives of rational use and management of land and natural resources.

As part of the implementation of the National REDD + Strategy, Cameroon signed the Joint Declaration endorsing the objectives of this initiative in 2015. Since the commitments of the National Party are unfortunately slow to materialise making it difficult to realise the expected benefits of the initiative, it has proven necessary to revamp dialogue with the CAFI bodies, particularly in order to capitalise the opportunities offered by the initiative in Cameroon including the mobilisation of the resources of the CAFI trust fund, the mobilisation of additional bilateral and multilateral resources and gaining international recognition for the efforts of Cameroon.

In collaboration with the EUD, CAON has initiated the examination of possibilities to revamp dialogue. Under the aegis of MINEPAT, the dialogue is seeking to put in place a new national institutional approach that favours increased mobilisation of the different sectors with a strong commitment of the authorities, as well as enhanced multisectoral coordination.

### ■ **The «Sustainable Cocoa» initiative**

Programming dialogue is underway relating to the mobilisation by the European party of an overall envelope of 25,000,000 euros to support the three leading cocoa exporting countries in Africa (Côte d'Ivoire, Ghana and Cameroon), of which 5,000,000 euros (i.e. 3,279,785,000 FCFA) is intended for Cameroon.

This funding, aimed at strengthening the economic, social and environmental sustainability of cocoa production, is part of the EU's contribution to the Sustainable Cocoa Initiative which promotes the sustainable production and marketing of cocoa without deforestation, community involvement and social inclusion.

Among other elements relating to the development of dialogue in Cameroon, it is envisaged that the modality of implementation of the action resulting from this funding will be structured around the indirect management methodology. The GIZ, FAO (Food and Agriculture Organisation) and EFI (European Forest Institute) have already been selected as executing agencies. The comprehensive examination of the implementation of this action will intensify in 2021 under the oversight of CAON.

## ■ Computerised Forestry Information Management System (SIGIF2)

In the area of forest governance, the inconclusive final evaluation of the operation of the Computerised Forestry Information Management System (SIGIF2) led the Government and the EU to agree on readjustments to make in the intervention of the Forest Governance Improvement Programme (PAMFOR), aimed at maintaining the implementation prospects, while ensuring that Cameroon does not lose the three million euros budgeted for the component addressing the objectives assigned to SIGIF2.

The Parties have therefore decided to prepare an amendment to the PAMFOR financing agreement, for which one of the points of revision concerns the release of two million euros (out of the three million euros set aside for the component) and the re-commitment of this sum in favour of an indicator of an additional variable tranche to be implemented in 2021 within the framework of the Sector Reform Contract (SRC2) covering the period 2020-2021. The examination of this file will be concluded at the start of 2021.

## ■ CAON – FAO partnership

CAON -FED and the Liaison and Partnership Office of the Food and Agriculture Organization of the United Nations (FAO) have launched a collaborative initiative aimed at promoting complementarity of action in their common field of intervention which is the rural development sector.

Within the framework of the bipartite consultation meetings held since April 2020, the two entities have reflected on possible areas of collaboration, taking into account not only the current operational activities, but also the opportunities that are emerging in anticipation of the 2021-2027 programming of the European partnership.

A review of the implementation of certain targeted initiatives and projects (being identified, formulated or implemented) has made it possible to draw up the first action matrix in the form of support for the familiarisation of the FAO national representation with field activities. At the end of the process, a Memorandum of Understanding (MoU) will be prepared to formalise this collaboration framework.

## ■ Forward-looking studies of the rural sector

As prospective support elements for the development of the rural sector, two studies financed with the resources of the Technical Cooperation Facility (TCF) were selected as part of the 2020 sectoral dialogue between CAON and the EUD:

- Preparation of the national development strategy of the horticultural sub-sectors in Cameroon;
- Development of the national warranty practice strategy in Cameroon.

The awarding of the contracts to two service providers, namely Performances Management and ERE Développement, was completed within the period under review and the results of their work are expected in 2021.

# Milk

## Gradual start-up of the PAPA / ADFL mini dairies

Since the closure of the Agricultural Productivity Support Project (PAPA) funded under the 10th EDF, the sustainability of the achievements of the Support to the Development of the Dairy Sector (SDD) component has been a major focus of European cooperation, particularly with regard to the effective operation of the mini-dairies built and equipped for this purpose. Important positive developments were recorded in 2020.

### Sustainability of mini dairies

Taking into account the limited technical, financial and managerial capacities of the beneficiaries, support efforts were provided to remedy this situation in order to optimise the functioning of the mini-dairies built, equipped and installed in Meiganga, Ngaoundéré, Garoua and Maroua, respectively, under the PAPA/ADFL Project.

The year 2020 thus ended with:

- The completion in December 2020 by the ERE-Development consultancy firm of the contractual mission to strengthen the capacities of beneficiaries, to the satisfaction of all the stakeholders (beneficiaries, EUD and public authorities);
- The satisfactory experimentation, on a pilot basis within the Maroua mini-dairy, of the economic model relating to the transfer to privately managed companies, with a focus on the need for these companies to have three categories of shareholders within their constitutive structure, namely: milk producers, institutional investors and private investors.

In the light of the success recorded in the pilot experimentation of the management of the Maroua mini-dairy which was officially inaugurated on 5 November 2020 by the Minister of Livestock, Fisheries and Animal Industries (MINEPIA), the duplication of the applied economic model is being explored for the effective operation of the other mini-dairies.



# Cotton

## Support for the protective productivity of natural resources

*Beyond the institutional support interventions to SODECOTON provided within the framework of the Sector Reform Contract, European mobilisation in favour of the cotton sector was further concretised in 2020 with the conclusion of the financing agreement of the Support Project for Changes in the Cotton Basin (ABC), whose joint operation with the German cooperation aims to secure a better socio-economic impact of the sector.*

### Cameroon Cotton Basin Changes Facilitation Project (ABC)

The European Union initiated the Cameroon Cotton Basin Changes Facilitation Project (ABC) which is jointly implemented with the Rural Development Support Programme (PADER) sponsored by the German Cooperation.

The joint ABC-PADER operation co-financed respectively to the tune of CFA 6.2 billion francs (EU) and CFA 3.9 billion francs (Germany), i.e. a total of CFA 10.1 billion francs, targets socio-economic development combining the improvement of productivity and the preservation of natural resources throughout the Cameroon cotton production basin. GIZ is responsible for the implementation of the ABC-PADER project.

The programming process of the ABC-PADER initiative was practically completed in February 2020, with the mission for the validation of the execution architecture, at the end of which, all the stakeholders (actors and beneficiaries) agreed on the institutional arrangements, the intervention logic and the links between the intervention logic and the activities to be carried out.

The rest of the year was devoted to the examination of the operational start-up of the project including:

- The official ceremony of 16 July 2020 in Yaoundé, marking the co-signing (Government-EU) of the financing agreement of the ABC project and consecrating its official launch;
- The workshop of 4 November 2020 in Garoua marked the launch of the project on the field and established the effective start of the implementation of the joint ABC-PADER project activities.

#### Box 3: Simplified matrix of the logical framework of the ABC-PADER project

| Overall objective  | Specific objective  |
|--|---|
| To improve the socio-economic situation and income with a view to preserving natural resources in the cotton basin of Cameroon.  | To strengthen employment in rural areas and the sustainability of production systems in the face of climate change. |
| Expected outcomes  |   |
| <ol style="list-style-type: none"> <li>1. Land security, sustainable land management and prevention of agro-pastoral conflicts are strengthened taking into account the effects of climate change as well as human rights and gender aspects.</li> <li>2. Use of banks to carry out financial transactions in rural areas, facilitated access of small-scale producers and livestock farmers to funding, and entrepreneurship are strengthened.</li> <li>3. Improvement of the productivity and sustainability of cotton production, rotation of food crops and improvement of livestock production, taking into account the effects of climate change and gender aspects.</li> <li>4. Strengthening of sectoral policy and inter-institutional dialogue involving the actors of the private sector and the civil society</li> </ol> |   |



# Banana

## **Dialogue on the BAM to support the revamping of the banana sub-sector**

*The banana sub-sector, whose main actors are facing various challenges, benefits from the constant support of the European Cooperation under the Banana Accompanying Measures (BAM). The national stakeholders are mobilising themselves to revamp the sub-sector and this mobilisation underpins the multi-stakeholder dialogue conducted in 2020 and centred on the implementation of the EU support mechanism.*

### **Extension of the Banana Support Measures (BAM)**

Financing agreement No. DCI-BAN/022-873 relating to accompanying measures provided to banana supplier countries (BAM) amounting to CFA 26,924,739,000 francs (i.e. EUR 41,046,500) in the form of a grant, was signed on 11 June 2013 between Cameroon and the European Union covering the period 2013-2020.

Significant delays, stemming from various internal and external factors, have undermined the implementation of actions under the grant contracts concluded in the context of the implementation of this agreement.

In order to respond to requests to extend contracts relating to the grants awarded, and allow the operators to implement all the earmarked actions while ensuring optimal consumption of the resources allocated, the EU has accepted to extend the reference agreement.

The advocacy carried out to this effect led to the signing on 8 May 2020 of the third amendment extending the implementation and execution periods by two (2) years, i.e. until 10 June 2022.

### **Second session of the Interministerial Committee responsible for monitoring and developing the table banana sub-sector in Cameroon;**

On 28 July 2020 and under the leadership of the Prime Minister, Head of Government, the Inter-Ministerial Committee in charge of the follow-up and development of the dessert banana sub-sector in Cameroon, held its second session devoted to concerns relating to the revamping of the sub-sector, in the light of the evaluation of the implementation of the BAM financing agreement.

The various presentations described the sectoral and operational constraints and challenges faced, the evolutionary measures undertaken to deal with them, as well as actions to be taken to optimise the revamping and development of the sub-sector.

At the end of the discussions, and among other major conclusions, the work ended with a recommendation to MINEPAT to commission an audit of the management of the BAM resources at the level of the various beneficiaries.

### **Audit of the management of BAM resources**

To implement the measures prescribed to revamp the banana sub-sector, the procedure for the recruitment of a consultant to conduct an audit of the management of resources stemming from the Banana Accompanying Measures (BAM) and subsidies granted to actors in the Cameroon banana sub-sector was initiated. The ToRs for the audit operation envisaged an action with five main components:

- Reconstitution of the grant award process;
- Monitoring the execution of actions included in the grants;
- Verification of the expenditures and contributions of beneficiaries;
- Review of the commitments of the government and producers;
- Examination of the institutional framework of the financing agreement and of the organizational mechanism of the inter-branch organization (ASSOBACAM).

The findings of this audit are expected in 2021 with a view to the effective revamping of the banana sector.

# Cashew nut

## Support for the development of the Cashew value chains

*In line with the particular importance given by the Government to the promotion of the cashew sub-sector especially with the creation in February 2020 of the Cashew Sub-sector Development Support Project (PADF-CAJOU), the involvement of the European cooperation and the associated resources were mobilised in 2020 to support the development of this niche crop.*

### National strategy for the development of cashew value chains

Under the leadership of the Government and with the support of the technical and financial partners, a national strategy for the development of Cashew value chains has been drawn up under the oversight of MINADER. This operation, which is in line with Government's determined commitment to boost the development of the Cashew sub-sector, is a key motivating factor for the mobilisation of the necessary support.

On the side-lines of the launching ceremony of the ABC-PADER project in Garoua on 4 November 2020, the newly developed national strategy paper for the development of the cashew value chains was presented and officially handed over to the key players. By taking part in this event, CAON familiarised itself with this strategy and gained additional motivation that shall be concretised by providing support for the organisation of the planned technical capacity building workshops for seed multipliers, within the framework of the development of this sub-sector.

### Strengthening the technical capacities of seed multipliers

With funding from the Technical Cooperation Facility (FCTII 2017-2021) of the 11th EDF, the Cashew Sub-Sector Development Support Project (PADF-CAJOU) organized during the period from 23 November to 05 December 2020, in the three northern regional capitals, three technical capacity building workshops for seed multipliers of the cashew sub-sector in Cameroon.

Using the participatory animation approach which offered the opportunity to share their practical experiences, the one hundred or so field actors who took part in the deliberations, were edified on the technical knowledge concerning cashew plants, in addition to seed regulations and public policies related to seeds and the cashew development strategy.



# Horticulture

## Support to the promotion of horticultural sub-sectors

*The promotion of horticulture was actively supported in 2020 by outsourcing the study for the formulation of the strategy for the development of the horticultural sub-sectors in Cameroon, and the movement to reconcile the national representation of the Food and Agriculture Organization of the United Nations (FAO) and the Network of Operators of Horticultural Sub-sectors in Cameroon (RHORTICAM)*

### Study for the formulation of the horticultural sub-sector development strategy

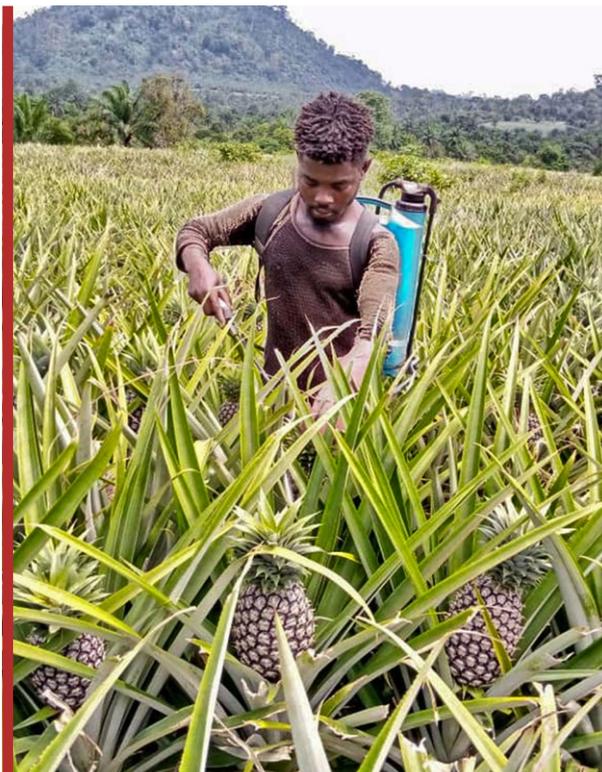
In order to best promote the development of the horticultural sub-sectors by having rational elements for the supervision of interventions in the sub-sector, CAON recruited the Performances Management consultancy firm using TCF II resources, to conduct a study on the development of the national development strategy for horticultural sub-sectors in Cameroon.

The operational process of the study was initiated with the presentation in December 2020 of the inception report. The expected results of this study relate to the strategy document alongside its operationalisation plan.

### FAO - RHORTICAM consultative relationships

Based on the matrix for the identification of lines of collaboration agreed upon during the institutional partnership dialogue with the national representation of the FAO, CAON carried out a mission in the month of May 2020 to backstop the Consultant of this structure and to discuss with the management team of the Network of operators of Horticultural sub-sectors of Cameroon (RHORTICAM), on the prevailing situation of the horticultural sub-sectors, and opportunities for synergistic intervention in view of better development of these sub-sectors.

At the end of the discussions, the different parties explored several areas of collaboration, particularly in the fields of studies and the formulation of programmes and projects.



# Biodiversity

## ***Diversification of interventions***

*In addition to the ECOFAC 6 regional programme, whose implementation monitoring coordination unit at national level held its first meetings, two other European cooperation intervention projects in the field of biodiversity activated their programming processes in the year 2020.*

### **National Monitoring Committee of the ECOFAC 6 Programme**

The National Monitoring Committee (NMC) of the Regional Support Programme for the preservation of Biodiversity and Fragile Ecosystems in Central Africa Phase VI (ECOFAC 6) met in its first session in Yaoundé on 13 and 14 February 2020.

This inaugural session, which marked the official launch of the Committee's activities, focused its deliberations on the shared understanding of the Committee's role and missions, the upgrading of the Programme's information, and issues relating to the operational monitoring of the implementation of the Programme. A number of recommendations emerged as a prelude to participation in the Regional Steering Committee originally scheduled for March, but postponed indefinitely.

### **Programming of the EcoNorCam (or Landscape) Project**

The European Union is planning to finance the «North Cameroon Ecosystem» project (EcoNorCam or Landscape) to the tune of 5 million euros. The aim of the project is to promote integrated governance and management of the territory in the North region of Cameroon, alongside the border areas, with a view to balancing the methods of human exploitation of natural resources with the need to preserve the protected species and areas, particularly through public-private partnerships. More specifically, it involves supporting the application of development decisions favourable to the climate resilience of degraded territories located to the west of the Bénoué Park, keeping intact the Bénoué National Park and its ecological connections to the east and to the west in connection with the regional anti-poaching campaign, and implementing decisions that scale up the local availability of domestic and wild plant and animal food resources.

The selected implementing partners (WCS for the biodiversity component and FODER and CED for the governance and income-generating activities) are working actively in the process of identification and formulation of the project. CAON is actively participating in this process.

### **Programming of the ReSiNoC Project**

The Project for the «Strengthening of agricultural innovation systems in the North region of Cameroon» (ReSiNoC), which is currently in the formulation phase, has been identified as being complementary to the EcoNorCam project, and will be funded by the EU to the tune of 2.5 million euros.

Its objective is to promote economically profitable, ecologically sustainable and socially equitable agricultural production, livestock production and forest management systems in the North Region of Cameroon. More specifically, it involves strengthening agricultural innovation and forest management systems within inclusive planning processes, consultation, co-creation and implementation of technical, organizational and social innovations.

# Forest - Wood

## ***Communal anchoring of forestry development within the framework of PAMFOR***

*Mainly based on the principles and objectives of the VPA/FLEGT ratified by Cameroon in 2011, the bulk of European interventions in support of the forestry and timber sector is carried out within the framework of the Forest Governance Improvement Programme (PAMFOR), whose 2020 assessment particularly highlights changes in the action component relating to the development of community forests.*

### **Reforestation Project 1400**

Eighteen municipalities, including eleven from the dry savannah zone (Guémé, Kaélé, Koza, Lagdo, Mogodé, Mokolo, Pitoa, Waza, Yagoua, Mora and Kousséri) and seven from the transition zone (Bangangté, Dimako, Ndikiniméki, Nyambaka, Tonga, Tubah and Yoko), are beneficiaries of the 1400-hectare reforestation project in the dry savannah and ecological transition zones (“Reforestation 1400”). This project has received a grant under the PAMFOR project and it is implemented by the Association of Forest Municipalities of Cameroon (ACFCAM) technically assisted by the Technical Centre for Communal Forests (CTFC) for a period of four years (December 2018 - December 2022).

The purpose of the project is to develop plantations in the pilot municipalities of the dry zones (1000 hectares) and the ecological transition zones (400 hectares) and to integrate the domestic market into the formal economy based on wood from legal sources. Its goal is to improve governance and the sustainable management of natural resources in the forest areas in Cameroon driven by reforestation activities.

The overall 2020 report shows that the afforestation and reforestation activities, as well as the related operations with a more strategic scope, went on well and recorded significant margins of progress, with regard to the planned indicators.

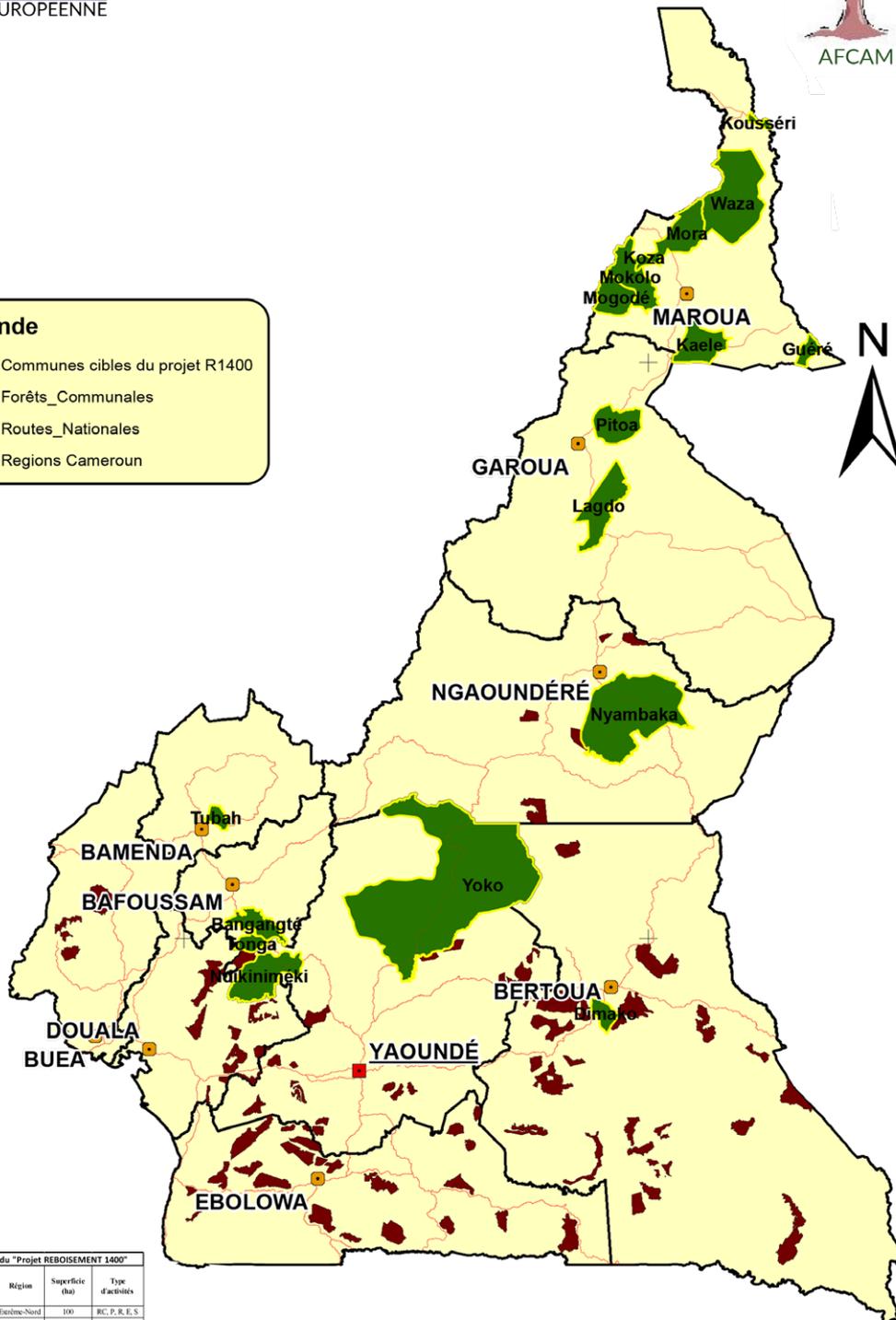
Halfway through the implementation of this EU grant of 1,800,000 euros, it has been increasingly noted that strong dynamics for the development of local partnerships are being put in place, not only to achieve the project’s objectives, but also to develop an impact synergy that is likely to support the future sustainability of the ongoing achievements in the more or less long term, using a truly participatory approach. The entities involved alongside the municipalities include notably:

- Village / peasant communities and associations;
- Private companies;
- School and health establishments;
- Technical and Financial Partners (GIZ);
- FEICOM;
- NGOs;
- The decentralised services of MINFOF and MINEPDED;



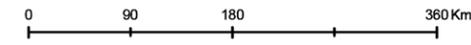
**Legende**

- Communes cibles du projet R1400
- Forêts Communales
- Routes Nationales
- Regions Cameroun



| Communes bénéficiaires | Forêt communale ou réserve transférée | Région      | Superficie (ha) | Type d'activités |
|------------------------|---------------------------------------|-------------|-----------------|------------------|
| Waza                   |                                       | Estrie-Nord | 100             | RC, P, R, E, S   |
| Mogodé                 | Mogodé                                | Estrie-Nord | 100             | RC, P, R, E, S   |
| Mokolo                 | Zamy                                  | Estrie-Nord | 100             | RC, P, R, E, S   |
| Koza                   | Site Communal                         | Estrie-Nord | 60              | RC, P, R, E, S   |
| Gueme                  | Site Communal                         | Estrie-Nord | 60              | RC, P, R, E, S   |
| Yagoua                 | Zobé ou autre site                    | Estrie-Nord | 40              | RC, P, R, E, S   |
| Mora                   |                                       | Estrie-Nord | 40              | RC, P, R, E, S   |
| Kaele                  | Site Communal                         | Estrie-Nord | 50              | RC, P, R, E, S   |
| Kousséri               | Espaces publics et communautaires     | Estrie-Nord | 50              | RC, P, R, E, S   |
| Pitoea                 | Site Communal                         | Nord        | 200             | RC, P, R, E, S   |
| Lagdo                  | Basin versant                         | Nord        | 200             | RC, P, R, E, S   |
| Tubah                  | Site Communal                         | Nord-Ouest  | 50              | RC, P, R, E, S   |
| Yoko                   | Forêt Communale                       | Centre      | 50              | RC, P, R, E, S   |
| Ndikinimeki            | Forêt Communale                       | Centre      | 50              | RC, P, R, E, S   |
| Nyambaka               | Forêt Communale                       | Adamoua     | 50              | RC, P, R, E, S   |
| Bana/Bgite/Bapou       | Réserve Rapprobana                    | Ouest       | 100             | RC, P, R, E, S   |
| Tonga                  | Site Communal                         | Ouest       | 50              | RC, P, R, E, S   |
| Dimako                 | Forêt Communale                       | Est         | 50              | RC, P, R, E, S   |

Renforcement capacités (RC), Plantation (P), Regamis ou entretien (R), Sécurisation (S)



| TYPES DE FORET COMMUNALE  | NOMBRE                      | SUPERFICIE EN HA        |
|---|-----------------------------|-------------------------|
| Forêts communales classées, aménagées et en exploitation          | 19                          | 430 676,50              |
| Forêts communales classées et aménagées                           | 8                           | 160 040,54              |
| Forêts communales dont le processus de classement est en cours    | 21                          | 659 336,84              |
| Forêts communales en attente de signature du décret de classement | 6                           | 95 846                  |
| Forêts communales dont le processus de classement est bloqué      | 5                           | 94 183                  |
| <b>TOTAL</b>  | <b>59 FORETS COMMUNALES</b> | <b>1 440 082,882 HA</b> |



Système de Coordonnées: WGS 84 UTM 32 et 33 N  
 Source des Données: Atlas Inter-actif 2020, CTCF  
 Auteur: Loïc Akagou, Chef d'Antenne Zone de Transfert  
 Date: Février 2021

# Sectoral dialogue - Infrastructure

## *The initiation dynamics of infrastructure projects / programmes*

*The sectoral cooperation dialogue on infrastructure development focused on a set of provisions prior to the operationalisation of activities related to the implementation of the projects and programmes.*

### **Rural Electrification and Access to Energy Project (PERACE)**

To support the development of rural electrification in Cameroon, the EU is co-financing (16.15 million euros) with the World Bank (150 million USD) and the EIB (35 million euros), the Rural Electrification and Access to Energy Project (PERACE), aimed at increasing access to energy, with a transformational impact on rural electrification in 6 regions of the country including the: Far North, North, Adamaoua, East, South-West and North-West. The financing agreement relating to the EU contribution for this project was signed in November 2019.

The operationalisation of the action is subject to preliminary studies, in particular the APS and APD studies and the preparation of the bidding documents, which have been outsourced and whose complete deliverables were expected before the end of 2020.

Consultations on the state of progress of the studies revealed the need to finalise them in various ways, resulting in delays in delivery which have led to an extension of the execution period of the Financing Agreement.

### **Long-term management of corridors and harmonisation of load control systems**

In addition to the road safety service and the Observatory of Abnormal Practices, the sustainable management of corridors and the harmonisation of load control systems is the third action of the road component of the Regional and National Infrastructure Governance Support Programme (PAGIRN), which is the subject of the financing agreement that was signed in April 2018 to be funded by regional funds (RIP), for a total amount of 20 million euros. This third action, which has been budgeted to the tune of 1.8 million euros, is part of the implementation of the share of the funds allocated to Cameroon within the road component amounting to 3.8 million euros. The aim of this action is to contribute to the sustainable management of the existing high-traffic regional corridors and to the harmonisation of the load control systems in the sub-region.

The implementation of this action is at the stage of re-launching the selection process of a contractor, following the cancellation of the call for tenders due to irregularities in the procedure.

### **Prospective and planning study of ICTs in Central Africa**

At the level of the Economic Community of Central African States (ECCAS) and within the framework of the Regional and National Infrastructure Governance Support Programme (PAGIRN) financed under the 11th EDF (20 million euros), a component entitled «Strengthening the prospective and planning of information and communication technologies» has been retained with a view to improving the competitiveness of the economies in Central Africa and social development by strengthening the administrative and legal conditions for the implementation of ICTs. Under the implementation of this component entrusted to Cameroon, and budgeted to the tune of 2 million euros, the actions to be carried out are aimed at preparing the adaptation of the capacity of the fixed and mobile networks to the future needs of the region.

During the dialogue associated with the implementation of the project, it was decided that the work should be outsourced to a pool comprising the National Advanced School of Engineering Yaoundé and the National School of Posts, Telecommunications and Information and Communication Technologies (ENSPY-SUP'PTIC) with the ENSPY as lead partner, through a direct award procedure. The contractual arrangements are being finalised.

### Strategy for designing projects and programmes

In preparation for work to begin on the maturing infrastructure projects, the European Union has accepted to finance the pre-feasibility study of the urban sub-sector in Cameroon, to the tune of 20,000 euros.

This study is intended to nourish reflection on the strategic axes of the next EU interventions in Cameroon as part of the upcoming 2021-2027 programming.

The contractual and operational procedures of this study are being addressed in an ongoing dialogue.



# Urban development

## **Technical and financial mobilisation for projects in the final phase of maturation**

*With the support of the national and regional institutional partners, an important financial and technical mobilisation activity was undertaken by CAON throughout 2020 to advance the implementation process of two urban development projects involving the intervention of the European cooperation.*

### **The Yaoundé bypass route**

The Yaoundé bypass route project is still under study, and the examination of the progress report on its implementation resulted at the end of the period under review in the signing of two amendments to the initial service contract using resources obtained from the regional funds of the European cooperation (regional TCF).

The first modification relating to amendment No. 2 and amounting to 400,000 euros, made it possible to include section T3 (Nkozoa-Minkoameyos) and to close up the loop of the bypass route and thus have a complete study.

The second modification relating to amendment No. 3 and amounting to 249,000 euros is aimed, in preparation for action in 2021, at completing on the one hand, the study of the urban corridor (study of the development of the area of influence of the Yaoundé bypass route in order to transform this infrastructure into a vector of urban and sustainable development) and, on the other hand, at pooling together partners for the financing of integrative projects.

### **The Magada – Yagoua (RN12), Moutourwa – Maroua (RN1) road segments and the Maroua bypass route**

Given that the detailed technical studies have been completed (with funds from the European Union's 2017-2021 Technical Cooperation Facility II), and the deliverables have been submitted since March 2019, the appraisal of this project file focused in 2020 on mobilising resources for its implementation (CFA 131.7 billion francs), within the framework of a dialogue underpinned by the agreement in principle received from the European Union-Africa Infrastructure Trust Fund (EU-AITF) for a grant of 30 million euros (CFA 19.7 billion francs) in view of mixed loan-grant financing, with the African Development Bank, which has expressed its interest in this regard. Dialogue avec la BAD pour l'inscription du projet dans son programme de prêts ;

- Dialogue is ongoing with the AfDB so that this project may be included in its loan programme;
- Dialogue with MINEPAT for the inclusion of the project in the 2021-2023 priority investment programme;
- Dialogue with MINTP to speed up the process of obtaining the maturity visa;
- Inclusion of the project among the regional transport projects to seek funding using the blending method for priority projects.

# Secondary towns

## Gradual materialisation of the PRODESV development support

*The European intervention in support of the development of secondary cities is implemented through the Programme for the economic and social development of secondary cities exposed to instability factors (PRODESV), whose current pilot stage of implementation was marked in 2020 by several advances on the field.*

### Pilot phase of PRODESV

Fifteen municipalities in the Adamaoua (Djohong, Ngaoui, Meinganga), East (Bétaré-Oya, Garoua-Boulai, Kétté, Kentzou), Far North (Kai-Kai, Mozogo, Mogodé), North (Bashéo, Mandingring, Touboro) and the South regions (Campo, Mintom), have benefited from the interventions of PRODESV which is financed by the European Union to the tune of 20 million euros and implemented by FEICOM through indirect management with KFW. The aim of the project is to «strengthen the capacity of secondary towns to deal with crises, receive new arrivals (refugees, internally displaced persons and migrants) and promote inclusive municipal socio-economic development in an environmentally friendly manner».

At the current pilot stage of its implementation, the project, whose financing agreement was signed in November 2018, has essentially enabled each of the localities concerned to benefit from the following actions:

- Construction of municipal infrastructure (a block of three classrooms equipped with 90 desks and 03 teachers' tables, two latrine blocks with 03 cubicles) carried out by the municipalities themselves in their capacity as project owners using the labour intensive approach;
- Provision of support in the form of computer equipment (a complete computer set) and rolling stock (a motorbike) for the strengthening of the capacity of the municipalities;
- Creation of jobs and local entrepreneurship opportunities by identifying and hiring workers in the pilot phase and by identifying and organising craftsmen into CIGs/Associations/Cooperative societies;
- Strengthening professional skills by identifying training needs and implementing training courses and settling the trainees, implementing in-service training for the pilot projects.

The first round of projects, which will immediately follow the current pilot phase, was prepared throughout the year in preparation for their implementation as from 2021.



# Road safety

## **Preventive training with EIFORCES within the framework of PAGIRN**

*In executing the grant which it received under the Regional and National Infrastructure Governance Support Programme for central Africa (PAGIRN), the Yaoundé International School for Security Forces (EIFORCES), has kick-started its training course on road safety, in accordance with the intervention logic agreed upon within the framework of the support of the European cooperation.*

### **Training-of-trainers courses for civilian road safety actors**

In the respective periods of 19 to 23 October 2020 and 07 to 11 December 2020, the Awae campus of the Yaoundé International School of Security Forces hosted two training sessions for trainers of civilian road safety actors.

These sessions, which are the first in a series of workshops planned as part of the implementation of the grant for road safety training activities, brought together several participants from the countries of the Central African sub-region, around the following main themes:

- Knowledge of the regulatory environment for road safety;
- Different steps for successful awareness-raising;
- Techniques of Behaviour Change Communication (BCC);
- Risk factors for accidents;
- Monitoring - Evaluation of awareness-raising activities;
- Awareness-raising in practice.

The training programme that has been opened up to other stakeholder groups, will continue in 2021 and beyond.

As part of its coordination mission, CAON has monitored this programme from its conception to its ongoing implementation.

#### **Box 4:**

#### **GRANT TO EIFORCES FOR THE ORGANISATION OF TRAINING COURSES ON ROAD SAFETY**

The grant received by EIFORCES is supervised by the Regional and National Infrastructure Governance Support Programme for Central Africa (PAGIRN), which, in turn, is funded by the European Union with a grant amounting to 20 million euros or CFA 13 billion francs.

For the implementation of this regional programme, the President of the CEMAC Commission, EDF Regional Authorising Officer has delegated his power to the Minister of the Economy, Planning and Regional Development (MINEPAT), who is the EDF National Authorising Officer. For his part, MINEPAT has signed a contract with the International School for Security Forces for the implementation of training actions relating to the prevention, control, repression and emergency relief, in the field of road safety, for an amount of 630,124 euros, or a little more than CFA 413,334,248 francs, including a donation of 500,000 euros from the European Union and 130,124 euros (CFA 85 million francs) from the counterpart funds paid by the Government of Cameroon.

This involves acting in line with pillars 4 and 5 of the 2011-2020 Decade of Action on road user behaviour and post-accident care of injured persons, by strengthening the capacities of the various groups of actors (law enforcement agencies, the civil society and the medical professionals) in areas such as awareness-raising, control and repression, and post-accident relief in the field of road safety. Thus, the capacities of more than 300 staff members from 5 countries including **Cameroon, Central African Republic, Congo, Gabon** and **Chad** will be strengthened.



# Central African corridors

## *The regulatory process with ISSEA within the framework of PAGIRN*

*As part of the implementation activities of the Regional and National Infrastructure Governance Support Programme for central Africa (PAGIRN), the Sub-regional Institute of Statistics and Applied Economics (ISSEA) of Yaoundé, has initiated work to set up the Observatory of Abnormal Practices (OAP) on the corridors of Central Africa.*

### Observatory of Abnormal Practices (OAP)

As part of actions undertaken since the 9<sup>th</sup> EDF (Support Programme for the Facilitation of Transport and Transit - FASTRAC) and the 10<sup>th</sup> EDF (Support Programme for Trade and Economic Integration - PACIE) to measure and eliminate traffic malfunctions, the 11<sup>th</sup> EDF devoted in its Regional and National Infrastructure Governance Support Programme for central Africa (PAGIRN), mobilisation for the effective establishment of an Observatory of Abnormal Practices (OAP) on the corridors of Central Africa.

The OAP is an instrument used to collect and analyse transport data needed to observe abnormal practices along road corridors in order to sensitise the main actors and decision-makers, with the aim of gradually eliminating such practices.

Within the framework of the implementation of PAGIRN, the setting up of the OAP on the Douala-Bangui corridor (1,431 km), the Douala-N'Djamena corridor (1,844 km with a direct link via Nguéli) and the Yaoundé-Libreville corridor (790 km), was outsourced in May 2020 to the Sub-regional Institute of Statistics and Applied Economics (ISSEA) in Yaoundé, which has been hard at work ever since. The activity concerns the transportation of goods that transit through the Autonomous Port of Douala to the Central African Republic or to the Republic of Chad, on the one hand, and the international transportation of goods between Douala / Yaoundé and Libreville, on the other.

The experts of CAON have been actively working with the various stakeholders to ensure the effective implementation of this project of regional interest.

The operational assessment of the activity at the end of 2020 shows the completion of pilot surveys, as well as preliminary surveys. More convincing results are expected as from 2021.

#### Box 5

#### Simplified matrix of the logical framework of the OAP project (PAGIRN)

| Overall objective  | Specific objectives   |
|--|---|
| To design and put in place an observatory that can be used to identify, analyse and publish abnormal practices and irregularities observed on these three corridors, at regular intervals and based on defined performance criteria.   | <ul style="list-style-type: none"> <li>To provide reliable, relevant and specific data on obstacles to the flow of traffic on these corridors.</li> <li>To identify the factors which account for the abnormal practices.</li> <li>To encourage reforms that can allow for an improvement in traffic flow.</li> </ul> |
| Expected outcomes  |   |
| <ol style="list-style-type: none"> <li>The observatory of abnormal practices is functional (Implementation, investigations, operation).</li> <li>Quarterly reports are prepared, published and disseminated.</li> <li>Every year, the results are presented during four national workshops and one regional workshop, the recommendations from these workshops are transmitted to the CEMAC decision-making body, and a system for monitoring the implementation of these recommendations is established.</li> </ol> |   |

# Bridge across River Logone

## Kick-off of the work

On 27 February 2020, the President of the Republic of Chad and the Prime Minister of Cameroon laid the foundation stone for the construction of this important sub-regional integration infrastructure, under the watchful eyes of senior personalities of the European Union and the African Development Bank, co-financiers of the project, with the participation of CAON, which worked tirelessly for the signing of the various financing agreements.

### Laying of the foundation stone

The construction of the bridge over River Logone, which is jointly financed to the tune of CFA 100 billion francs by the European Union (CFA 26 billion francs) and the African Development Bank (CFA 74 billion francs), was officially launched on 27 February 2020.

The construction of this 620-metre-long structure, which will link the town of Yagoua in Cameroon to the town of Bongor in Chad, will strengthen bilateral and sub-regional integration, offer protection to those who cross the river and their belongings, and reinforce the socio-cultural links between the two countries.

More specifically, the project aims to promote inter-state trade, particularly between Cameroon and Chad, reduce travel time and costs, and improve access to basic services for the inhabitants of the neighbouring localities.

The estimated construction time for this structure and the access roads and related equipment is 36 months.



# Bélabo-Ngaoundéré Railway line

## Progress made on the technical prerequisites for rehabilitation

While finances are being mobilised for this project through the blending approach (EIB - EU - AFD), the realisation of the technical process that precedes the implementation of the Bélabo-Ngaoundéré railway rehabilitation project was accelerated in 2020, with the validation of the first deliverables.

### Rehabilitation of the Bélabo - Ngaoundéré railway line

The putting in place of technical process for the kick-off of the project to rehabilitate the Bélabo-Ngaoundéré railway line (330 km) continued with the validation of the feasibility and preliminary design studies, during the workshop organised in Yaoundé on 6 March 2020 by the Ministry of Transport. These studies were carried out by the Spanish group TYPESA to the tune of CFA 360 million francs, financed with TCF resources as an instrument for the maturation of projects funded through blending.

An amount of CFA 1.31 billion francs was mobilised in July 2020 from the European Investment Bank (EIB) to finance the technical assistance responsible for carrying out the detailed design and the environmental and social impact study of the project, with a view to the launch of works in 2021.

Of an overall cost of works estimated at CFA 100 billion francs, the sum of CFA 58.5 billion francs has already been mobilised from the EIB (CFA 43 billion francs) and the EU (CFA 15.5 billion francs). Negotiations are continuing for the expected contribution from the French Development Agency (AFD).

The design and implementation of the multiparty financing of this important project is part of CAON's experimentation in the practice of blending, the new financing method promoted by the EU, particularly for infrastructure projects. The expertise thus acquired will enable MINEPAT to seek funding for other infrastructure projects in Cameroon, with the support of the EU and the EIB.



# Sectoral dialogue - Governance

## **Constant support dynamics for the improvement of governance**

*Improving governance remains a constant preoccupation of the EU, through the support and follow-up of the various social components (state and non-state) of its activities in Cameroon. As part of CAON's involvement in the sector-specific dialogue in the area of governance, the year 2020 was marked by the active follow-up of several initiatives funded with European resources.*

### **Promotional study of civil freedoms in Cameroon**

As part of the interventions of the European partnership for the improvement of governance, the promotion of public freedoms has been included among the activities for the implementation of the financing agreement of the Active Citizenship Strengthening Programme (PROCIVIS). To this end, a study was outsourced with a view to assessing the current situation of the exercise of public freedoms in Cameroon.

The service provider responsible for carrying out the study is expected to:

- Specify the scope of civil freedoms;
- Make an analysis of the legal and institutional framework for the exercise of public freedoms as set out in the Cameroonian legal system, highlighting the achievements, the major challenges and the necessary areas for improvement if need be;
- Carry out an analysis of each guaranteed public freedom and highlight the general trends related to its exercise in the country;
- Highlight the difficulties and obstacles encountered by the various actors in the exercise of their freedoms;
- Assess the capacities of CSOs to work fully for the exercise of fundamental human rights and more specifically, public freedoms;
- Address the challenges and limitations of public administrations in promoting the exercise of public freedoms;
- Identify, where applicable, good practices in the exercise of public freedoms;
- Formulate recommendations for a better exercise of public freedoms in the light of the observations made.

This study will enable the National Commission on Human Rights and Freedoms (NCHRF) to have objective and updated information on the exercise of public freedoms in Cameroon and to use them to align its intervention strategies according to key and relevant information obtained.

The results of the study are expected in the first quarter of 2021.



**Monitoring of the work of the civil society on governance**

The European Partnership supports a number of civil society activities, including a significant amount of work on issues relating to the improvement of governance.

During the period under review, civil society actors who received support from the EU, carried out several activities related to this theme. CAON that was invited as a key actor in the process of coordination and monitoring of the European partnership, took part in the restitution of the results of several of these works, relating notably to the building of the capacities of the Cameroonian Civil Society in terms of citizen control of public finances.



Workshop for the public presentation of the results of the study on the rights granted to the civil society in the area of budgetary transparency stemming from the regional guidelines transposed to the Cameroonian legislation

**14 January 2020**  
Yaoundé

Workshop on the exchange and sharing of experiences in budget monitoring with international and African CSOs

**22-24 January 2020**  
Kribi

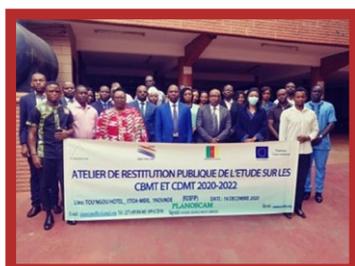


Workshop for the public presentation of the Strategic Plan for the ownership by the civil society of its role in budget transparency in Cameroon

**14 February 2020**  
Yaoundé

Workshop for the development of the operational plan for the ownership by civil society, of its role in budget transparency

**19-20 November 2020**  
Mbalmayo



Public feedback workshop on the study on medium-term budgetary frameworks (CBMT) and Medium-term expenditure framework (CDMT)

**16 December 2020**  
Yaoundé

# Peace and security in Central Africa

## Conflict prevention through APF-CEEAC / PARCIC

The support project to the ECCAS Border Programme (APF-CEEAC), which is the third project of the Support Programme for Reforms and Institutional Capacity Building of the Economic Community of Central African States (PARCIC-CEEAC), officially started the implementation of its activities in Cameroon in November 2020.

### Official launch in Cameroon of the Support project to the ECCAS Borders Programme (APF-ECCAS)

The implementation of the Frontiers Programme Support Project of the Economic Community of Central African States (APF-CEEAC) was officially launched in Cameroon on 18 November 2020. This project is co-financed by Germany (2 million euros) and the European Union (10 million euros).

The APF-CEEAC project, which is based on the African Union's Borders Programme, aligns with the overall objective of «improving stability and democratic governance in Central Africa» promoted by the Support Programme for Reforms and Institutional Capacity building of the Economic Community of Central African States (PARCIC-CEEAC) which is the third project.

The APF-CEEAC project addresses the problem of porous borders with rudimentary delimitations and demarcations that are often the starting point of violent conflicts between African states, which undermine regional integration, economic growth and development within the framework of lasting peace. The ultimate aim of the project is to achieve sustainable border governance in order to prevent conflicts between African states and promote regional integration.

Through the agreement that delegates the indirect management of the project to GIZ, the implementation of the APF-CEEAC project in Cameroon and in other ECCAS member States will contribute to the prevention of cross-border conflicts in the following ways:

- Promoting and facilitating the demarcation of borders, through the placing of boundary marks;
- Promoting cross-border integration driven by local actors and the civil society;
- Building capacities in the field of border management.

The implementation and monitoring of this project have enabled CAON to strengthen its sub-regional activities and interactions with the EDF Regional Authorising Officer (RAO), the Delegate RAO, who in this case is the NAO, as well as with the ECCAS experts in this field.

#### Box 6

##### GIZ's scope of action in the implementation of the APF-CEEAC

#### 1. Improving the action capacity of the General Secretariat

The project is expected to strengthen the capacities of ECCAS making it possible for the structure to ensure coordination and standards setting at regional level. To achieve this, GIZ shall be responsible for coordinating the activities of the Borders Programme, while ensuring follow-up and communication around these activities.

#### 2. Strengthening States and improving the governance of regional borders

The project helps States to develop and implement strategies, for instance in the area of cross-border cooperation, movement of goods or nomadic pastoralism. Particular attention is paid to aspects such as gender, human rights, sensitivity to conflicts and civil society integration. Furthermore, the project supports continuous training on the theme of border governance for key actors at the national level.

#### 3. Delimitation, demarcation and cooperation on pilot borders

The project provides support to the national border commissions, in order to clearly define the selected border sections from the legal point of view and to make them visible on the ground by placing boundary marks. These activities are accompanied by local cooperation plans.

# Public finance

## Specific supports under the Sector Reform Contract

The Audit Bench of the Supreme Court on the one hand, and MINFI, MINADER and MINEPIA on the other, have benefited from European support, within the framework of specific activities related to public finance, carried out in 2020 as part of the implementation of the Sector Reform Contract relating to the EU Sectoral Budget Support. The implementation of these financial supports required constant interaction of CAON with the administrations concerned.

### Grant to the Audit Bench of the Supreme Court

The Audit Bench of the Supreme Court, which received a grant of CFA 796,003,820 francs in December 2019, began implementing the grant at the start of the year 2020 with the following actions:

- Organization in late January - early February, of two training sessions for the benefit of judges and new staff posted to this institution;
- The recruitment in June 2020 of an accountant assigned to ensure the proper implementation of the grant in accordance with European Union procedures;
- The completion in December, of the validation process of the bidding documents for the acquisition of 04 vehicles, The realisation of this contract at the beginning of 2021 will improve the mobility of the staff of the Audit Bench in view of the good handling of the missions which were conferred to them by the law No. 2018/011 of 11 July 2018 relating to the code of transparency and good governance in the management of public finances in Cameroon and Law No. 2018/012 of 11 July 2018 relating to the financial regime of the State and other public entities

### Technical assistance to MINFI, MINADER and MINEPIA

Technical assistance aimed at strengthening MINFI's capacity to steer the public finance reform, on the one hand, and to MINADER/MINEPIA to build their capacity to operate the PPBS chain, on the other hand, was activated during the period under review in the following ways:

**Table 4 : Areas of intervention of the Technical Assistance to Public Finance under the SRC2**

| MINFI   | MINADER / MINEPIA  |
|---|--|
| <ul style="list-style-type: none"> <li>• <b>Support to MINFI in leading the reform and aligning it with international standards:</b> <ul style="list-style-type: none"> <li>» Contribution to the preparation of the disbursement notes of EU supports</li> <li>» Preparation of implementing decrees for the statistical law</li> <li>» State accounting reforms</li> </ul> </li> <li>• <b>Support for MINFI in the operationalisation of the new state budget nomenclature:</b> <ul style="list-style-type: none"> <li>» Production of the first draft of the methodological guide for the new state budget nomenclature</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <b>Support for the operationalisation of the Planning, Programming, Budgeting, and Monitoring (PPBM) chains of MINADER and MINEPIA:</b> <ul style="list-style-type: none"> <li>» Support for the implementation of the action plan of indicator 3.1 of the SRC2 relating to the improvement of the quality of management of public spending in the rural sector</li> <li>» Finalisation of the report on the restructuring of MINADER projects</li> <li>» Production and collection of verification sources of indicator 3.1 of the SRC2</li> <li>» Support to the preparation of documents on the results chain and the 2019 Annual Performance Report</li> <li>» Preliminary draft of the ToR for the diagnosis of the use of the software, PROBMIS, at ministerial level</li> <li>» Launching of reflection on the process of regionalisation of the PPBM chain</li> </ul> </li> <li>• <b>Support for the revamping of MINADER statistical systems:</b> <ul style="list-style-type: none"> <li>» Support for the creation of an observatory of inputs</li> <li>» Support for the creation of an agro-meteorological monitoring system</li> </ul> </li> </ul> |

# Civil society

## *The movement towards active social citizenship*

*During the year 2020, the main unit of intervention of European cooperation for active citizenship linked to the promotion of the civil society was the Active Citizenship Strengthening Programme (PROCIVIS), whose civil society component was implemented along two axes. The coordination activity of CAON was deployed in these two components, which recorded significant operational progress.*

### Strengthening of the civil Society under the PROCIVIS single programme estimate

The major achievements from the execution of the Single Programme Estimate of PROCIVIS in the Civil Society component are:

- Training of leaders of 08 civil society organisations (CSOs) that have benefited from the grants on European Union procedures. The training covers two modules: **(i) Contractual and procedural concepts; (ii) Technical management of actions;**
- Conduct of the organizational diagnosis and audits of 22 CSOs;
- Monitoring and support for the implementation of the activities of CSOs that have benefited from PROCIVIS grants.



### Subsidy to the National Commission on Human Rights and Freedoms of Cameroon (NCHRF)

This grant that was awarded to the NCHRF as part of the implementation of PROCIVIS activities and is being followed up by the PROCIVIS PMU, yielded the following main results in 2020:

- Establishment of regional branches of the Observatory of public freedoms;
- Reactivation and training of the human rights focal points of the National Commission on Human Rights and Freedoms within public administrations;
- Selection of a service provider following a call for tenders to carry out a study on public freedoms in Cameroon.

# Civil status

## ***The movement towards personal active citizenship***

*As part of the European cooperation's intervention for the promotion and consolidation of citizenship, support was provided for the strengthening of the population's access to improved civil status services within the framework of the implementation of the Civil Status component of the Active Citizenship Strengthening Programme (PROCIVIS)*

### **Modernisation of the civil status under the PROCIVIS single programme estimate**

In order to boost the modernisation of civil status registration in Cameroon with monitoring provided by CAON, the implementation of PROCIVIS has been oriented towards:

- The validation of the opinion poll on «Perceptions of civil status in Cameroon», conducted in 2019;
- Concerted development of the permanent government communication strategy on civil status registration, based in particular on the results of the aforementioned opinion poll;
- Actions to raise the awareness of target populations and holding of mobile court hearings conducted by CSOs that have received grants from PROCIVIS;
- Support for the review of the reform strategy as well as for the development of a national civil status registration strategy, through the participation of the PROCIVIS PMU in the three annual meetings of the reform steering committee;
- Support for the development of a law on the protection of personal data (preliminary draft forwarded to MINJUSTICE) and for the revision of the 2011 law on the civil status (preliminary draft sent to MINDDEVEL);
- The initiation of the procedures (validated ToR, preselected consultants, etc.) of several operations that shall be completed in 2021: Indexation and digitisation study of registers - Collection and statistical analysis of civil status events - Interoperability study between the civil status and the national identity card, passports, the electoral register, the criminal record and the nationality certificate.

### **Grant to the National Civil Status Registration Office (BUNEC)**

Under the umbrella of the Project for the Improvement of the Civil Status System in Cameroon (PASECA), the grant of 1.5 million euros awarded to BUNEC as part of the implementation activities of PROCIVIS, and which is being followed up by the PROCIVIS PMU that received backstopping from CAON, continued in 2020 with the following achievements:

- Identification and training of CSOs involved in sensitising the population in the regions on the civil status;
- Organization of ten consultation / awareness sessions with regional and divisional health officials with a view to harmonising procedures and tools for declaring births and deaths;
- Organization of training sessions for Civil Status registrars and Civil Status Secretaries;
- Organization of two training sessions for BUNEC staff, one on the topic of vital statistics and the other on the topic of human rights;
- Acquisition of a stock of 20,000 civil status registers and support for the organisation of missions to distribute and collect civil status registers across the national territory;
- Kick-starting of the process of digitisation and securing civil status documents in the Mfoundi pilot Division.

# Sectoral dialogue - Economy and trade

## **Promotional dynamics of economic and commercial cooperation**

*In line with the orientation of the European partnership towards the promotion of the private sector and the development of trade, the dialogue on economic and trade issues is progressively gaining in density in keeping with concerns related to the objectives pursued. CAON undertook a vast mobilisation activity in this area involving MINEPAT and the relevant technical ministries.*

### **Economic dialogue**

Although the second session of the Cameroon-EU Structured Economic Dialogue could not hold as scheduled in 2020 as a result of the corona virus pandemic, the themes on partnership development in the economic field remained very topical in the bilateral exchanges, both within the context of the monitoring of operational activities and in the context of strategic reflection.

It is in this respect that, in addition to actions to support the competitiveness of the private sector and to establish a conducive climate for business and investment, the advisability of EU support for the «**Strengthening of the judicial system and its methods of alternative dispute resolution**» was considered. The aim of this reflection was to allow for the rapid settlement of commercial disputes by establishing commercial courts, and by densifying and optimising the operation of arbitration centres and mediation bodies.

These and other issues will certainly be addressed at the next Economic Dialogue which will be scheduled as soon as the health and diplomatic conditions become conducive.

### **Commercial cooperation**

The urgent need to finance the national strategy for the implementation of the EPA was at the heart of the national concern in the dialogue on trade cooperation. Cameroon, which is the only Central African country engaged in an EPA with the EU, requested for the assistance of the European Commission to facilitate the effective participation of the EU member states, in accordance with the provisions of Article 7 on «**Cooperation for the financing of development**».

Still under the EPA, and under the appointment clauses concerning the settlement of disputes, the following achievements were recorded:

- Adoption of the rules of procedure relating to mediation, rules of procedure relating to arbitration and the code of conduct of arbitrators;
- Adoption of the list of arbitrators.

CAON is also following up with great interest the work of the EPA Committee whose impact on the Cameroon-EU cooperation no longer needs to be demonstrated.

## The TRADECOM II Programme - Strengthening ACP trade capacities

### Session for the sharing of knowledge on trade and investment

#### «GOOD PRACTICES II»

Among the countries, organizations and institutions that have received support from the TradeCom II Programme (Intra-ACP 11th EDF) to implement activities in the areas of investment, trade and EPAs, Cameroon, whose delegation included CAON among other members, took part, on 4 February in Brussels, in the meeting to share knowledge on trade and investment, organised in five sessions and structured around the presentation of about thirty papers.

Speaking in session 2 on the EPA and WTO processes, the Cameroonian delegation seized the opportunity during its presentation on the EPA implementation strategy (Action plan - Stakeholder involvement - Tax compensation measures, etc.), to present the strong expectations in relation to the accompanying measures included in the Regional Indicative Programme (RIP for Central Africa), as well as in the Intra ACP funds.

CAON is hoping that its advocacy with the TradeCom II programme will release further support for the implementation of the EPA in Cameroon.

In a nutshell, the exchange themes covered in the sessions, allowed for a very enriching sharing of knowledge and experiences from the standpoint of promotion of economic and trade cooperation.

**Table 5 : Themes for sharing good practices for the TradeCom II Programme**

| Sessions                                       | Goals  |
|--|--|
| <b>1. Trade policy and regulations</b>         | To review the successes of national and regional trade policies with a view to supporting trade expansion and overcoming barriers to trade, and to reflect on replicable good practices and new needs / upcoming challenges.                       |
| <b>2. The EPA and WTO processes</b>            | To demonstrate good practices in the implementation of EPAs and lessons learned that can be disseminated at national and regional levels; and the progress made in securing common negotiating positions in the WTO.                               |
| <b>3. Customs issues</b>                       | To examine clear successes relating to the improvement of efficiency and reduction of transaction costs associated with moving goods across borders, cases of good practices to replicate and upcoming new needs.                                  |
| <b>4. Infrastructure and quality standards</b> | To examine demonstrable cases of regional and national good practices in the area of quality infrastructure that can be used to boost the competitiveness of exports so far, and upcoming new needs.   |
| <b>5. Trade and investment</b>                 | To examine the main investment instruments and other instruments used to strengthen the trade capacities of ACP countries, especially the competitiveness of the private sector, successes to capitalise and new needs and upcoming opportunities. |

## EPA implementation strategy

### Advocacy for the mobilisation of support resources

The strategic current events relating to the process of implementation of the Cameroon - European Union Economic Partnership Agreement (EPA) were particularly marked in 2020 by the production by the national party of the Advocacy Document for the mobilisation of financing for the costed action plan already drawn up. CAON participated actively in the preparation of this document.

#### Advocacy document for the financing of the implementation of the EPA

In a bid to take full advantage of the EPA, Cameroon has adopted a strategy accompanied by a costed action plan. An advocacy document has been adopted as the basis for the interventions that will be included as accompanying measures for the implementation of the EPA.

The aim of the strategy is to allow for a more targeted use of the various instruments provided for in the Agreement and to achieve the overall objective of transforming the EPA into a lever for trade, growth and development, on the one hand, and to contribute to the achievement of the objectives of the EPA in line with those of Cameroon's national development strategy, on the other. The ultimate goal is to improve the competitiveness of the national economy, promote regional integration and increase Cameroon's participation in the world economy.

The implementation plan revolves around four areas of intervention broken down into sixteen actions, for a summary financing need estimated at 607,630,000 euros (or CFA 398,579,151,910 francs) over a period of 10 years. Co-financing of this plan is expected from the EU to the tune of 400 million euros (i.e. CFA 262,382,800,000 francs) and from the National Party to the tune of 207,630,000 euros (i.e. CFA 136,196,351,910 francs), which may be financed by the internal resources of the country. The implementation of the plan will be backed by the already existing institutional mechanism for monitoring the Agreement.

The advocacy document has been forwarded to various authorities and bodies of the European partnership in order to mobilise the resources necessary for the effective and efficient operational implementation of the EPA.

In the implementation of its missions, CAON will continue to rely on this document to maintain the dialogue on the EPA with the European side.

**Table 6 : Costed matrix of the areas of intervention and action of the EPA's funding advocacy**

| Areas of intervention  | Actions  | Amounts (€)                      |
|--|--|----------------------------------|
| 1. Improving the business environment and stimulating investments  | 1.1. Supporting the creation of a Cameroonian offer that can be sold to national and international private investors.  | 50,000,000                       |
|  | 1.2. Strengthening the judiciary system and its alternative dispute settlement methods.  | 50,000,000                       |
|  | 1.3. Identifying and mobilising long term financing for the public and private sectors, facilitating access to loans and promoting innovative financing.                               | 425,000,000                      |
|  | 1.4. Optimising corporate taxation.  | 50,000                           |
| 2. Promoting the development of the private sector                 | 2.1. Supporting the organisation and structuring of the private sector in the form of intermediary organizations, inter-branch organizations or clusters.                              | 2,100,000                        |
|  | 2.2. Improving the competitiveness of priority sub-sectors and value chains.   | 19,500,000                       |
|  | 2.3. Encouraging the formalisation of actors and businesses in the informal sector.  | 17,250,000                       |
|  | 2.4. Developing the outsourcing of services.   | 15,480,000                       |
|  | 2.5. Promoting the use of the "local content".   | 50,000                           |
| 3. Improving Cameroon's exports and promoting regional integration | 3.1. Implementing the national export strategy by supporting the export sub-sectors. Establishing and financing the first activities of the export promotion agency.                   | 15,000,000                       |
|  | 3.2. Strengthening and modernising the national phytosanitary certification and surveillance system.   | 9,000,000                        |
|  | 3.3. Promoting regional integration driven by the private sector.  | 1,500,000                        |
|  | 3.4. Supporting the implementation of the national strategy for the African Continental Free Trade Area (AfCFTA) and the rationalisation of RECs in Central Africa (CEMAC-ECCAS).      | Financing of the support PAIRIAC |
|  | 3.5. Developing a regional standardisation approach.   | 200,000                          |
| 4. Monitoring the implementation of the stepping-stone EPA         | 4.1. Facilitating the establishment of EPA monitoring mechanisms and providing institutional and technical support for the implementation, monitoring and evaluation of the Agreement. | 1,500,000                        |
|  | 4.2. Developing information and cooperation on the EPA, providing assistance for good governance during the implementation of the EPA.   | 1,000,000                        |
|  |  | <b>607,630,000</b>               |

# Net fiscal impact linked to the implementation of the EPA

## Dialogue on updating and monitoring mitigation measures

The publication in February 2020 of the final report of the study carried out in 2019 on the Net Fiscal Impact linked to the implementation of the EPA, sparked an important strategic dialogue on the stakes of the subsequent application of Article 10 of the EPA, relating to cooperation arrangements in the area of tax adjustment. The critical importance of this issue for the strengthening of Cameroon-EU trade relations has warranted intense action on the part of CAON.

### Study of the modelling, evaluation and mitigation of the Net Fiscal Impact (NFI) of the Economic Partnership Agreement between the Republic of Cameroon and the European Union

In accordance with the assigned objectives, the study sought to assess the Net Fiscal Impact (NFI) resulting from the implementation of the EPA, and to identify and develop additional potential revenue resulting from the policy measures and / or tax administration measures implemented, making it possible to absorb or, at the very least, to mitigate the customs revenue losses.

Responding more concretely to Cameroon's desire to identify the NFI and its effects on the dismantling period (2016 - 2030), as well as measures that can be used to absorb and / or compensate for this NFI, the study resulted in the formulation of a set of recommendations to deal with the removal of customs duties that will help inform government decisions and negotiations on what the Government should offer and what it will gain in terms of benefits.

At the end of the work, the critical observations made by the National Party gave rise to discussions on the need for improved analytical data in order to have better elements for decisions and negotiations.

The dialogue for a common understanding of the Government's position following the results of the study, resulted in an updated simulation of the NFI in order to obtain better results which take into account the changing macroeconomic context.

It was agreed that a working group led by MINEPAT and MINFI should be set up, which will benefit from the support of the EU and whose mission will be to update the study and continue reflection on the structural tax reforms. The said reflection will deepen the potential tax impacts in terms of approach, methodology and feasibility, on the basis of benchmarks and in relation to the national context. The conclusions of this action will help fuel the dialogue on these different aspects for the harmonious implementation of the EPA in accordance with its article 10.

The close monitoring of this file with a view to a constructive dialogue on the implementation of the EPA is one of CAON's major goals for the year 2021.



# National competitiveness

## Active support for the operationalisation of the DACC

*The entry into operation of the Technical Assistance on 20 January 2020 marked the effective kick-off of the Competitiveness Support Facility for Cameroon (DACF), initiating as such the operational process of follow-up of the national economic competitiveness, as part of the support of the European cooperation. CAON has been involved in this action by mobilising partners and local actors.*

### Operationalisation of the Competitiveness Support Facility for Cameroon (DACF)

Funded from European resources to the tune of CFA 6.55 billion francs, the DACF aims to improve national competitiveness by strengthening the capacities of economic operators and by promoting a more business-friendly institutional environment. This will enable Cameroon to secure greater benefits from trade liberalisation, including those arising from the implementation of the EPA, thereby stimulating economic growth and job creation.

The balance sheet of its first year of implementation of the DACF (out of the four years planned) indicates that the major achievements in support of national economic competitiveness include:

- The validation of two draft decrees and five draft orders and texts required for the transition towards the Electronic Single Window;
- Organisation of four workshops for members of two intermediary women's organisations (Made In Cameroon - MADIKA and Cameroon Women Business Leaders Association - CWBLA). These workshops offered the opportunity to identify: (1) the need to create about 25 Cameroonian standards on agri-food products to improve the quality of products and promote exports; (2) themes of training courses needed by VSEs/SMEs; (3) the nature of investment needs and the different forms of financial support possible and (4) a structuring project around cassava in Bertoua with MINPMEESA;
- Conduct of a technical expertise mission in Figuil in an SME (ROCAGLIA) in order to examine how to replace its fossil energy production (generator and ENEO) with local solar power plants;
- Holding of two sessions of the DACF steering committee on 04 June and 15 October 2020. The major resolution of the second steering committee session was to blend the sum of CFA 2,492,636,600 francs (3.8 million euros) with the European Investment Bank in order to raise the sum of CFA 16,398,925,000 francs (25 million euros) that will be given out as loans to national SMEs on concessional terms;
- Holding of four sessions of the operational monitoring committee, which offered the opportunity to process a good number of technical files submitted for validation and to prepare the sessions of the DACF steering committee and to follow-up the implementation of the recommendations of the steering committee.



# Economic integration in Central Africa

## The contractual process for the kick-off of PAIRIAC

Under the Regional Indicative Programme of the 11th EDF, the EU supports economic integration in Central Africa, through the Support Programme for Regional Integration and Investment in Central Africa (PAIRIAC). At this stage of the implementation of PAIRIAC, a Technical Assistant is being recruited to start the project. The year 2020 ended with the launch of the related contractual process which called for CAON's expertise.

### Support Programme for Regional Integration and Investment in Central Africa (PAIRIAC)

The aim of PAIRIAC is to support the rationalisation dynamics of the community organisations in the Central African region, while facilitating the effective implementation of intra-regional trade and trade with the EU and to act on the business climate and access to finance. The related financing agreement was signed on 24 January 2020 for an amount of 29.95 million euros from RIP resources.

At the operational level, the technical, administrative and financial implementation of this regional programme will be carried out by the PAIRIAC Project Management Unit (PMU) based in Yaoundé.

As part of the ongoing procedure for the recruitment of Technical Assistance to kick off the programme, the examination of the file gave rise at the end of 2020 to a series of discussions with the EUD. These exchanges resulted in the joint drafting of the Terms of Reference, as well as the appointment of the members of the selection team.

**Table 7 : Simplified matrix of the logical framework of PAIRIAC**

| Overall objective   | Specific objectives   | Expected outcomes   |
|---|---|---|
| To strengthen sustainable growth and employment in Central Africa   | SO1: To strengthen the acceleration of regional integration   | 1.1. The consultation and coordination mechanism between ECCAS and CEMAC is operational.  |
|   |   | 1.2. The operational and human capacities of the dedicated structures (Technical Secretariat of the steering committee/ CER-AC) are strengthened.   |
|   |   | 1.3. Better functioning and governance of the corridors facilitate the operationalisation of the free trade areas of ECCAS and of the CEMAC customs union.  |
|   |   | 1.4. The accompanying measures facilitate the implementation of the regional Economic Partnership Agreement (EPA) and contribute to the implementation of the continental free trade area and trade develops between the partners |
|   | SO2: Cross-border transhumance and pastoral mobility are secured within a regulated, specific and environmentally-friendly framework where human rights and gender equality are respected and which contributes to the resilience of pastoral communities to climate hazards. | 2.1. Gender sensitive rules and mechanisms for the sustainable use of space and for the governance of mobility in the sub-region are defined.   |
|   |   | 2.2. Access to pastoral services is improved for the benefit of the agro-pastoralists and animal producers in host communities (women and men).   |
| 2.3. Agro-pastoral structures for the concerted management of economic and natural resources are put in place.  |   |   |
| SO3: Increased funding is secured for the private sector in Central Africa by taking advantage of synergies with the EU's External Investment Plan (EIP). | 3.1. Development and implementation of the OHADA law in the region.   |   |
|   | 3.2. Investment opportunities in the region are developed and benefit from the EU External Investment Plan.   |   |

# Small and medium-sized Enterprises

## Promotional support to improve the competitiveness of SMEs

As part of measures to promote the national economy, the drive to improve the competitiveness of Small and Medium Enterprises (SMEs), which constitute more than 95% of the national private enterprises, has triggered support for the implementation of the study on the mapping of SMEs. This support that is managed by CAON responds favourably to the goals of the Ministry in charge of SMEs and the political authorities who are concerned with the creation of jobs in Cameroon.

### Mapping of SMEs

The study on the mapping of SMEs that was initiated at the request of the Small and Medium-sized Enterprise Promotion Agency of Cameroon (APME), was financed with TCF resources, with the aim of improving the knowledge of these structures and enabling the various supervisory actors to better direct their interventions and provide better support.

The study that was conducted by the National Institute of Statistics (NIS) identified the need to improve several SME competitiveness factors, based on a multidimensional analysis aimed at identifying:

- The overall environment for action: internal-external, positive-negative;
- The support system: state and non-state actors;
- The categorisation of SMEs (various typologies) and the socio-demographic characteristics of promoters;
- The supply of financial services: availability - accessibility - current practices;
- The financing and indebtedness of SMEs: needs - constraints - opportunities - determinants of indebtedness;
- Economic performance: activity and profitability - employment and productivity;
- Demographic change;
- The level of competitiveness.

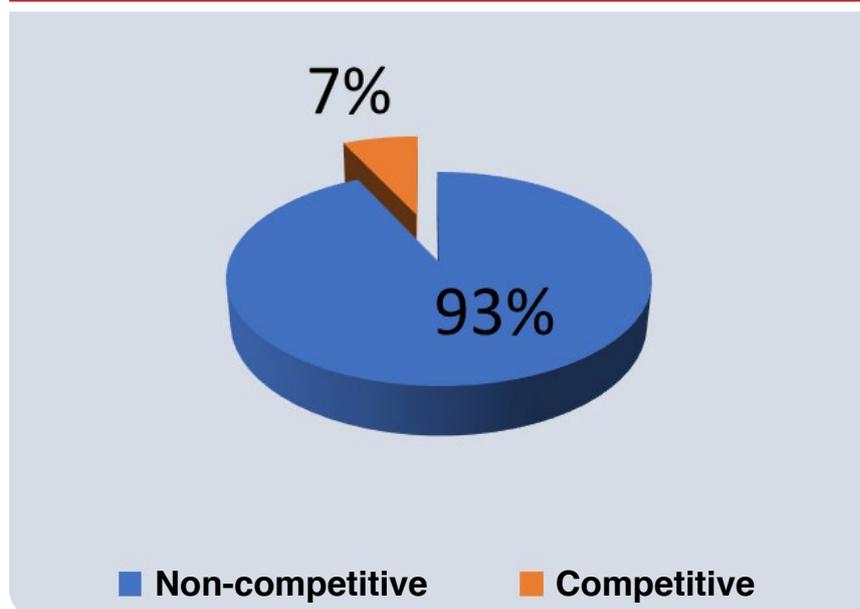


The study, which constitutes an important tool in the dialogue with foreign partners in view of supporting the national economy, has highlighted a low proportion of competitive SMEs within the national territory, and produced a SWOT analysis of the competitiveness factors of Cameroonian SMEs.

**Table 8 : SWOT analysis of the factors of competitiveness of SMEs**

| Internal analysis  |   |
|--|---|
| <b>Strengths</b> <ul style="list-style-type: none"> <li>• Strong penetration of ICT tools in the enterprises such as computers</li> </ul>  | <b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Very few SMEs are involved in the export their products / services;</li> <li>• Lack of innovation strategies;</li> <li>• Mismatch between research in universities and the problems faced by businesses.</li> </ul>                  |
| External analysis  |   |
| <b>Opportunities</b> <ul style="list-style-type: none"> <li>• Integration of Corporate Social Responsibility (CSR) practices and Hygiene, Quality, Safety and Environment (HQSE) arrangements in the production process;</li> <li>• Payment via Mobile Money;</li> <li>• Use of management tools and computer applications;</li> <li>• Digital marketing (sales promotion via websites and social networks);</li> <li>• EPA and rules of origin applicable to EU goods.</li> </ul> | <b>Threats</b> <ul style="list-style-type: none"> <li>• open market and importation of competing products from Asia, the EU and Nigeria;</li> <li>• Difficult to control costs (raw materials, transport and electricity);</li> <li>• Financing difficulties;</li> <li>• High taxes.</li> </ul> |

**Figure 2 : Proportion of competitive SMEs**





## 4. Financial mobilisation

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**F**or the intervention resources of the Cameroon-European Union partnership programme to contribute to the national development efforts, CAON's strategic cooperation approach is focused on the mobilisation and monitoring of resources.

The review of the year 2020 shows that most of the files relating to the cooperation resources highlighted the strong European mobilisation in favour of the national Covid19 response plan. The examination of files relating to the EDF resources and European grants remained very active within the Unit, further reaffirming its expertise in the raising and use of EU funding in Cameroon.

## ○ National response to the Corona virus pandemic

### ■ Mobilisation of Team Europe

- Mobilisation of the European Union
- Mobilisation of EU member countries

## ○ EDF resources

### ■ Follow-up of the implementation

- Final closure of the 10<sup>th</sup> EDF
- Current implementation of the 11<sup>th</sup> EDF

## ○ Mobilisation of European grants

### ■ Strategic support

- Information watch and supervision of applicants

## ○ Management of European grants

### ■ Operational support

- Supportive counselling
- Management survey

# National response to the Corona virus pandemic

## Mobilisation of Team Europe

To boost the national response plan to the coronavirus pandemic, the EU and some of its member states (Germany, France, Italy) strongly mobilised themselves under the banner of Team Europe, to put at the disposal of Cameroon a total sum of 28 million euros, that is to say, about CFA 18 billion francs as from June 2020. Aligning itself with this international situation, CAON mobilised all its efforts to comply with the instructions relating to this emergency action.

### Mobilisation of the European Union

As part of the European solidarity in the face of the socio-health crisis, and showing flexibility considering the emergency situation, the EU validated the recovery of the one million euros lost in 2018 under the sector budget support and exceptionally validated the anticipated payment without respecting the eligibility conditions of 8 million euros in June 2020 under the 2020 disbursement (normally scheduled for December 2020) for the fixed tranches of the budget support.

To these 9 million euros was added the disbursement of an amount of about 5.2 million euros mobilised through various instruments and institutions.

As of 30 June 2020, the EU's emergency contribution to the fight against the pandemic at national level amounted to a total of 14.2 million euros, broken down into various types of support to the Government and to several entities and organisations.

### Mobilisation of member states

Through its cooperation agencies (GIZ and KfW), **Germany** mobilised a total of 3.1 million euros and placed at the disposal of several ministries, administrations and other sectoral cooperation programmes for the implementation of various activities.

**France** contributed the sum of 10.6 million euros by reallocating the funds of the C2D contract and of a joint Franco-German programme.

**Italy** made available an envelope of 313,281 euros to strengthen several national hospital structures.

The huge resources mobilised combined with the national effort, enabled the Government, public and private hospitals and various other actors to roll out the national strategy to combat the pandemic.



**Table 9 : Resources mobilised by the Team Europe in response to Covid19 in Cameroon (\*)**

| Partner   | Beneficiary   | Amount (€ M)      | Destinations / Activities  |
|---|---|-------------------|--|
| <b>The European Union in Cameroon</b>                             | Government of Cameroon  | <b>9,000,000</b>  | Budget support   |
|   | WHO Cameroon  | <b>1,000,000</b>  | Equipment, Training, Support for national and local coordination   |
|   | CSOs  | <b>700,000</b>    | Information and awareness-raising in the regions   |
|   | PROCIVIS CSOs   | <b>331,287</b>    | Awareness-raising, information and protection campaigns  |
|   | UNESCO  | <b>100,000</b>    | Combating misinformation about Covid in the Cameroonian media in the crisis context  |
|   | Fondation Hironnelle (OSC)  | <b>500,000</b>    | Combating misinformation by local radio stations   |
|   | MINREX - UNICRI (United Nations Interregional Crime and Justice Research Institute) | <b>50,000</b>     | Training on safe and dignified burial for health personnel, local and regional authorities, firefighters, local authorities, people in charge of burial in mosques   |
|   | Expertise France  | <b>36,000</b>     | Supply of collective protective equipment (thermometers), individual protective equipment (protective clothing) as well as disinfection materials for the Douala Port.   |
|   | International Organization for Migration (IOM)                                      | <b>225,000</b>    | Expanded capacity building on epidemiological and health surveillance issues at the country's borders/points of entry, Protective equipment support for border officials and current IOM partners, Awareness-raising activities on the impact of Covid19 in a migration context. |
|   | WHO   | <b>2,273,445</b>  |  |
| <b>France</b><br>French Development Agency (AFD)                  | MINSANTE  | <b>10,000,000</b> | Active case finding (contact tracing and EIR); Establishment of quarantine zones; Management of positive cases; Mainly in Yaoundé, Douala and Bafoussam<br>Acquisition of personal protective equipment, equipment, materials and medicines for health facilities                |
| <b>France / Germany</b><br>(AFD & KfW)                            | MINSANTE  | <b>1,000,000</b>  | Strengthening screening capacity: acquisition of 6,000 tests, acquisition of laboratory equipment for the Centre Pasteur and partner laboratories in the regions   |
| <b>Germany</b><br>(GIZ)   | MINSANTE  | <b>1,000,000</b>  | Awareness raising, training of health personnel, quarantine capacities, etc.   |
|   | General Delegation for National Security (GDNS)                                     | <b>20,000</b>     | Protection and disinfection equipment  |
|   | COMIFAC / BSB Yamoussa  | <b>500,000</b>    | Communication, awareness campaign  |
|   | COMIFAC   | <b>500,000</b>    | Awareness-raising campaigns among indigenous populations   |
| <b>Germany</b><br>(KfW)   | FTNS / COMIFAC  | <b>450,000</b>    | Awareness-raising campaigns among indigenous populations   |
|   | COMIFAC   | <b>250,000</b>    | Awareness-raising campaigns  |
| <b>Italy</b><br>Italian Agency for Development Cooperation (AICS) | MINSANTE: Bafoussam Regional Hospital   | <b>250,000</b>    | Testing and treatment of Covid19 patients at the Bafoussam regional hospital.  |
|   | MINSANTE: Maroua, Mokolo, Kousseri, Yagoua and Touloum hospitals                    | <b>63,281</b>     | Remote monitoring of patients.   |
|   |   | <b>28,249,013</b> |  |

(\*) As of 30 June 2020

# EDF resources

## ***Follow-up of the implementation***

*CAON's monitoring of the resources programmed for intervention of the European cooperation was marked in 2020 by the final closure of the 10<sup>th</sup> EDF and the ongoing support for the implementation of the 11<sup>th</sup> EDF.*

### ■ **Final closure of the 10<sup>th</sup> EDF**

As part of the process of cleaning up the EDF portfolio, the contractual operations closed in 2020 include the last two that fall under the 10<sup>th</sup> EDF, one relating to the Lake Nyos Dam Safety Project, and the other relating to the Support Programme for the Improvement of the Competitiveness of the Cameroonian Economy.

The closure of these two operations brings a final end to the implementation of the 10<sup>th</sup> EDF in Cameroon.

### ■ **Ongoing implementation of the 11<sup>th</sup> EDF**

- With regard to the mobilisation of resources programmed under the 11<sup>th</sup> EDF, the most significant development concerned the Regional Indicative Programme (RIP Central Africa), with the signing in January 2020 of a new financing agreement for an amount of 29.95 million euros, relating to the implementation of the Support Programme for Regional Integration and Investment in Central Africa (PAIRIAC).
- The signing of this agreement raises the regional financial allocation of the 11<sup>th</sup> EDF from 22.30 million euros in 2019 to 52.25 million euros in 2020. Given that all the resources of the National Indicative Programme (NIP) were already committed since 2019, i.e. 282 million euros, the total amount of resources mobilised till date in favour of Cameroon under the RIP and NIP amount to 334.25 million euros.
- With regard to the implementation of all the resources mobilised, the operationalisation of the programmes and projects has been backed up by various monitoring and support activities realised by CAON including: Contributions to the development of the financial arrangements of the financing agreements and monitoring of their implementation, Supportive counselling, various meetings and validations within the framework of Operational Monitoring Committees and Steering Committees.
- Meanwhile, management control activities were carried out in various routine capacities: Accounting work, Programme Estimates, Analysis of expenditure supporting documents, etc.
- The cleaning up of the entire EDF financial portfolio recorded several actions relating to the treatment of ineligible expenses, the closure of operations, the follow-up of audits and contradictory procedures, etc.

All these activities enabled MINEPAT, the EDF NAO, to ensure proper management of the EDF resources with a view to sustaining the Cameroonian economy. It is important to note the excellent rate of commitment of the NIP and RIP resources in favour of national development before the end of the 11<sup>th</sup> EDF.

**Table 10 : State of mobilisation of the NIP / RIP resources of the 11<sup>th</sup> EDF as of 31 December 2020**

| 11 <sup>th</sup> EDF resources   |  | €M                |             |  |  |
|----------------------------------|--|-------------------|-------------|--|--|
| Cameroon NIP                     |  | 282.00            |             |  |  |
| RIP Central Africa               |  | 52.25             |             |  |  |
| <b>Total resources available</b> |  | <b>334.25</b>     |             |  |  |
| Cameroon Programmes / Projects   | Committed  | Under examination | Balance     | References of the Financing Agreements |  |
| Cameroon NIP                     | TCF I - Technical Assistance Facility 2015-2017  | 3.00              |             |  | The Financing Agreement signed on 22 June 2015 by the NAO with co-financing from the Republic of Cameroon that received the sum of 1,000,000 euros for Part II, Release in May 2020 of one million euros for the fight against COVID19   |
|                                  | PNDP EDF   | 30.00             |             |  | PAGoDA financing agreement signed on 14 December 2016 with the AFD   |
|                                  | PROCIVIS: Active Citizenship Strengthening Programme   | 10.00             |             |  | FA of 09/11/2016 (EC) - 24/01/2017 (ON) - Cancellation of the amount of 804,028 euros. An amendment was later on signed to recommit the same amount with an extension of the deadlines as well as the integration of a response to COVID19   |
|                                  | PAMFOR - Forest Governance Improvement Programme   | 8.00              |             |  | FA 09/11/2016 (CE) - 10/12/2017 (ON)   |
|                                  | DACC - Competitiveness Support Facility for Cameroon   | 10.00             |             |  | FA 12 / 07/2018 (CE) - 25/07/2018 (ON)   |
|                                  | TCF II - Technical Assistance Facility 2017-2021   | 10.35             |             |  | FA 12/05/2017 (EC) - 06/06/2017 (ON) with co-financing from the Republic of Cameroon (beneficiary) amounting to 2,150,000 euros for Component II, 1 000 000 euros in response to COVID19 were added  |
|                                  | Sector Reform Contracts (SRC) for rural development and public finance   | 152.00            |             |  | FA Budgetary support 24/10/2017 (EC) - 09/11/2017 (ON) - Amendment No. 1 of 12/10/2018 extending the duration of implementation and the duration of execution, increasing the ceiling and modifying the DTAs, Amendment No. 2 of 16/12/2019 extending the duration of implementation and the duration of execution with an increase of the financial ceiling to 50 million euros, Amendment No. 3 signed for a new indicator of 2 million euros obtained from PAMFOR |
|                                  | PRODESV - Programme for the economic and social development of secondary cities exposed to instability factors           | 20.00             |             |  | PAGoDA with KfW signed on 13 November 2018   |
|                                  | ABC - Facilitation of changes in the Cotton Basin  | 9.50              |             |  | FA 13/12/2019 (CE) - 13/02/2020 (ON)   |
|                                  | TCF III - <i>Technical Assistance Facility</i>   | 3.00              |             |  | FA 11/12/2019 (CE) - 01/12/2020 (ON)   |
|                                  | Contribution to the African Investment Platform (AIP) to boost the energy sector in Cameroon                             | 16.15             |             |  | FA 19/11/2019 (CE) - 26/11/2019 (ON)   |
|                                  | Contribution to the African Investment Platform (AIP) to boost the Industrial sector of the northern part of the country | 10.00             |             |  | FA 09/20/2020 (CE)   |
|                                  | % with respect to the NIP envelope   | 100.00%           | 0.00%       | 0.00%                                  |  |
|                                  | <b>TOTAL PIPELINE NIP</b>  | <b>282.00</b>     | <b>0.00</b> | <b>0.00</b>                            |  |
| RIP Central Africa               | ECOFAC VI / RIP Support programme for the preservation of biodiversity and fragile ecosystems in Central Africa          | 16.50             |             |  | FA 12/05/2016 (CE) - 04/07/2017 (OR)   |
|                                  | PAGIRN CAMEROUN - Support Programme for Regional and National Infrastructure Governance in Central Africa                | 5.80              |             |  | FA 26/01/2018 (CE) - 27/04/2018 (ON)   |
|                                  | PAIRIAC CAMEROUN- Support Programme for Regional Integration and Investment in Central Africa                            | 29.95             |             |  | <b>FA 24 January 2020 (CE)</b>   |
| <b>TOTAL PIPELINE NIP + RIP</b>  | <b>334.25</b>  | <b>0.00</b>       | <b>0.00</b> |  |  |
|                                  | 100.00%  | 0.00%             | 0.00%       |  |  |
|                                  | 334.25   | 334.25            | 334.25      |  |  |

# Mobilisation of European grants

## **Strategic follow-up**

*CAON, which plays the role of interface facilitation between the European Union, the national institutions and the beneficiaries, continued and scaled up its action to support the mobilisation of European grants to finance development initiatives in Cameroon.*

### ■ **Information watch and supervision of applicants**

In continuation of the supportive activities initiated a few years ago to secure the best possible benefit from the European subsidies in view of national development, CAON continued to work relentlessly on the following strategic actions:

- Collection of information relating to the publications of Calls for proposals;
- Public dissemination by means of a press release from the NAO;
- Provision of the requested detailed information to interested parties;
- Organisation of information meetings for people who intend to apply for calls for proposals: **briefing on grants in general and clarification of the Guidelines of the different calls for proposals;**
- Verification of the compliance action summaries.

Among the results obtained in 2020 following the selections made during the year on the Calls for Proposals launched since 2019, a total amount of CFA 6.751 billion francs worth of grants have been won by Cameroonian applicants for the realisation of the various selected actions:

- » From the BIOPAMA (Biodiversity and Protected Areas Management Programme) action fund, two projects received respective grants of CFA 211,545,201 francs and CFA 279,967,924 francs.
- » On the ARCHIPELAGO 2 Programme («Euro-African partnership for vocational training»), three projects received respective grants of CFA 327,978,500 francs, CFA 327,978,500 francs and CFA 327,978,500 francs.
- » On the «**Local Authorities: Partnership for Sustainable Cities 2020**» programme, two projects received grants worth CFA 2,622,765,936 francs each.

Selection results are still awaited for other calls for proposals published in 2020, for which the applicants who submitted action summaries for national development initiatives were assisted:

- ACP Culture, published in January 2020;
- Promoting universal health and sexual and reproductive rights for vulnerable adolescents in Africa, published in September 2020.

It should, however, be noted that the accounting of grants at the level of CAON is not exhaustive, as a result of the diversity of sources.

**Table 11 : Situation of subsidies mobilised to support beneficiaries**

| Calls for proposals  |  | Grants awarded |              |  |  |  |               |
|--|--|----------------|--------------|--|--|--|---------------|
| Title / Fund / Publication   |  | Selection      | Project      | Beneficiaries (Leader)   | Location   | Amount allocated (FCFA)                        |               |
| Action Fund BIOPAMA  | Resources of the 11 <sup>th</sup> EDF  | June 2019      | January 2020 | Improving the management of the Douala-Edéa National Park and of the Lake Ossa animal reserve by building the capacities of local stakeholders   | Zoological Society of London (ZSL) based in Douala and Edéa        | Douala, Edéa, Dizangué Municipality            | 211,545,201   |
|  |  | June 2019      | January 2020 | Strengthening governance in the management of natural resources for the benefit of the Faro National Park  | African Wildlife Foundation - Yaoundé                              | North Region:                                  | 279,967,924   |
| AARCHIPELAGO 2: «Euro-African partnership for Vocational training»                                 | The EU Emergency Trust Fund for Africa | November 2019  | May 2020     | Programme for the training of young people on food processing, car repair and entrepreneurship in Cameroon "Youth and Gender Connect"  | Cameroon Chamber of Commerce, Industry, Mines and Handicrafts      | West, Littoral, Adamaoua and Centre Regions    | 327,978,500   |
|  |  | November 2019  | May 2020     | Dual training for better integration of young people in the agricultural sub-sectors, producer organizations and rural areas   | Agriculteurs français et développement international - AFDI France | Centre, South, South-West and Littoral Regions | 327,978,500   |
|  |  | November 2019  | May 2020     | Establishment of a socio-professional integration system for young people based on rural non-agricultural trades by strengthening the vocational and entrepreneurial training offer in the Moungo Division | International Development Support Service France                   | Littoral Region (Moungo Division)              | 327,978,500   |
| ACP Culture  | Intra-ACP                              | January 2020   |              |  |  |  |               |
| Local authorities: 2020 Partnerships for Sustainable Cities  | Budget lines EU                        | February 2020  |              | Urban mobility in Douala and Yaoundé   | Douala city council<br>Yaoundé city council                        | Douala<br>Yaoundé                              | 2,622,765,936 |
|  |  |                |              | UNESCO heritage for sustainable cities.  | Douala 1   | Douala   | 2,622,765,936 |
| Promoting universal health and sexual and reproductive rights for vulnerable adolescents in Africa | Intra-ACP                              | September 2020 | Ongoing      |  |  |  |               |
|  |  |                |              |  |  | <b>6,720,980,497</b>                           |               |

# Management of European grants

## **Operational support**

*To reinforce the effective and efficient implementation of projects financed by European grants, CAON placed its expertise at the disposal of beneficiaries to help them improve the management of these resources, through supportive counselling and management control missions.*

### ■ **Supportive counselling**

The risks of ineligible expenditure and under-consumption of allocated resources are the major weaknesses encountered in the management of grants by beneficiaries, who are generally unfamiliar with the EU's contractual and financial procedures.

As a result of the positive impact of the coaching on the gradual improvement of these concerns, beneficiaries are increasingly keen to receive CAON's supportive counselling missions, focused particularly on the analysis of the quality of expenditure and the analysis of financial reports.

For the year 2020, the recommendations formulated at the end of the missions carried out at the level of about a dozen beneficiaries embraced the same logic of refocusing on the orthodoxy of the implementation of European funding, in order not only to guarantee the effectiveness of their use, but also to envisage future opportunities with serenity.

In this respect, a new era of support is emerging in the action that precedes the implementation process of the new grants, with interventions to support the setting up of the management system (recruitment and supervision of staff) at the start of the activity. This was notably the case with the subsidies granted to the Audit Bench and to EIFORCES, whose management shall be continuously monitored.

### ■ **Management surveys**

CAON was instructed by the Government to carry out fact-finding missions, particularly in relation to the implementation of two grants, for which the importance of the need for clarification are closely linked to considerable stakes of the EU partnership process:

- The subsidy amounting to CFA 26.9 billion francs, relating to the Banana Accompanying Measures (BAM), for which the execution of the 52 contracts attached to its implementation was audited, with a view to highlighting the provisions that contribute to the government's plea for the continuation of the European support to the banana sector in Cameroon;
- The grant amounting to CFA 983,935,500 francs, awarded to the Nkoteng council, for which the option of settling expenses deemed ineligible by offsetting them using the resources of the 2019 budget support, was retained by the European Party.

**Table 12 : Main supportive counselling interventions carried out at the level of grant beneficiaries**

| Subsidy  |  |                       |   |
|--|--|-----------------------|---|
| Beneficiary  | Funded operation   | Amount (FCFA)         | Supportive-counselling mission  |
| Fokoué council   | Project to improve access to Water and Sanitation for the Fokoué Municipality  | <b>201,795,000</b>    | To analyse the quality of expenses made to date   |
| Yaoundé 3 Council area   | Action Plan to secure access to sustainable energy and climate (PAADC)   | <b>272,600,222</b>    | To control the expenditure, the risk of ineligible expenses and under consumption of the subsidy.   |
| Kaélé, Moutourwa, Petté, Dargala, Logone Birni, Waza and Zina Councils (Far North)   | Support Project to Improve Livestock Productivity (PAPE)   | <b>524,765,600</b>    | To analyse the financial report for year II of the grant  |
| Association of Forest Councils of Cameroon (ACFCAM / CTFC) - PAMFOR  | Reforestation of 1,400 hectares in the municipalities of the savannah grasslands and transition zones  | <b>1,180,722,600</b>  | Management support (2nd pre-financing)  |
| Yaoundé 4 Council area   | Support project for the improvement of citizen participation and the planning of the integrated management of the environment and sustainable energy sources | <b>863,062,599</b>    | Management support (2nd pre-financing tranche), Risk of ineligible expenses and under consumption of the subsidy  |
| EIFORCES   | Training on road safety involving accident prevention, control, repression and emergency relief  | <b>413,334,249</b>    | Management support (Accountant in place in January 2020)  |
| The Audit Bench  | Support for the institution of reforms relating to transparency and good governance in Cameroon  | <b>796,003,820</b>    | Management support (finalisation of the recruitment of an Accountant and set up with the EUD)   |
| NKOTENG Council  | Support Project for the Improvement of Drinking Water Supply Systems, Hygiene and Sanitation (AEPHA)   | <b>983,935,500</b>    | Joint fact-finding mission relating to the compensation of the 2019 budget support  |
| Municipalities of Dschang, Douala5, Fongo Tongo, Kye-Ossi, Nkong-Zem   | Inter-municipal programme for the sustainable management of water and sanitation (PIGeDEA)   | <b>311,483,805</b>    | To analyse the quality of expenses made to date   |
| Dschang Municipality   | Project for the Management, Treatment and Recovery of Municipal Solid Waste in the Dschang Municipality (MaGeTV)   | <b>452,607,175</b>    | To analyse the quality of expenses made to date   |
| African Centre for Research on Bananas and Plantains (CARBAP)  | Grant contract under the Banana Accompanying Measures (BAM)  | <b>236,144,520</b>    | Verification of expenditure supporting documents  |
| Cameroon Development Corporation (CDC) - BOH Plantation Limited (BPL) - Haut Penja Plantations (PHP) - Cameroon Banana Association (ASSOBACAM) | Financing Agreement of the Banana Accompanying Measures to Banana Supplier Countries (BAM)   | <b>26,924,739,001</b> | Audit mission of the 52 grant contracts signed with the beneficiaries and resulting from the financing agreement (operation on the Limbe, Missaka, Njombe and Douala sites) |





## 5. Forward-looking mobilisation

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**T**he context of the immediate future relating to the post 11<sup>th</sup> EDF and the post-Cotonou period mobilised cooperation activities around the laying of the foundation of the future partnership framework with the European Union, which will be consolidated as from 2021.

*The completion of negotiations for a new Post-Cotonou Partnership Agreement and the preliminary dialogue on the programming of European development support interventions for the period 2021-2027 were the main focus of the 2020 Partnership Outlook.*

## ○ Post - Cotonou

### ■ **Completion of negotiations for new OACPS-EU perspectives**

- Finalisation of negotiations
- The new Partnership Agreement

## ○ 2021-2027 programming

### ■ **The Cameroon-EU bilateral programming pre-dialogue**

- European orientations
- National options

# Post-Cotonou

## **Completion of negotiations for new OACPS-EU perspectives**

*03 December 2020 marked the end of an intense dialogue that was initiated on 28 September 2018 on the negotiations for a Post-Cotonou Agreement between the Member States of the Organisation of African, Caribbean and Pacific States (OACPS) and the European Union (EU). A political agreement on the text of the new Partnership Agreement completed the fifth and final round of the negotiations.*

### **Finalisation of negotiations**

From the 8<sup>th</sup> to the 13<sup>th</sup> meeting of the OACPS Central Negotiating Group at ministerial level, and from the 6<sup>th</sup> to the 10<sup>th</sup> meeting of the OACPS-EU Chief Negotiators, discussions relating to negotiations for the conclusion of a Post-Cotonou agreement with the European Union were intensely carried out throughout the year 2020.

All the work on the gradual finalisation of negotiations, at the political / ministerial and technical levels, ended with the consensual development of the text that will govern the OACPS-EU partnership after the Cotonou Agreement.

The national delegation of Cameroon, which is a member of the Central Negotiating Group of the OACPS, diligently followed up the deliberations, particularly by making observations for the final drafting of the text of the new Agreement, structured as follows:

- A preamble;
- A general section comprising six (6) parts and annexes;
- Three Regional Protocols;
- Statements and the final act.

The political agreement reached on this text by the Parties on 3 December 2020, translates the outcome of the negotiations, thus consecrating the advent of a new era of the ACP-EU partnership, marked by major institutional evolutions and important changes in the cooperation instruments and mechanisms.

At this point, it is important to underline the crucial role played by the Cameroonian Diplomatic Mission in Brussels in support of the NAO and the entire national delegation to secure an honourable participation of Cameroon in these negotiations.



## The new OACPS - EU Partnership Agreement

### Context

The new Agreement, which replaces the Cotonou Agreement that has expired, is the continuity of the rich partnership that unites the member States of the Organisation of African, Caribbean and Pacific States (OACPS) and the European Union (EU), and aims, in an evolutionary approach of the previous partnership conventions, to capitalise on and strengthen the support that the EU provides to these States for their development.

### Purpose

To strengthen the OACPS-EU political partnership in order to achieve mutually beneficial results in areas of common and interdependent interest, and on the basis of shared values.

### Goal

To contribute to the achievement of the Sustainable Development Goals (SDGs), building on the 2030 Agenda for Sustainable Development and on the Paris Agreement on Climate Change, as general frameworks governing the partnership. These goals are also in line with the AU's Agenda 2063 and the EU-Africa Joint Strategy adopted in 2007.

### Strategic priority areas

- Inclusive and sustainable growth and economic development;
- Human and social development
- Human rights, democracy and governance;
- Environmental sustainability and climate change;
- Migration and mobility;
- Peace and security;
- International cooperation.

### Common commitments

- To promote, protect and fulfil human rights, democratic principles, the rule of law and good governance, with particular attention to gender equality;
- To build peaceful and resilient states and societies by addressing current and new threats to the society;
- To mobilise investments, support trade and promote private sector development, in order to achieve sustainable and inclusive growth and create decent jobs for all;
- To promote human and social development, in particular with regard to the eradication of poverty and inequalities, by ensuring that everyone lives with dignity and that no one is left behind and by paying particular attention to women and girls;
- To implement a comprehensive and balanced approach to migration, so as to benefit from safe, orderly and regular migration and mobility, and to curb irregular migration while addressing its root causes in full respect of international law and national and EU powers;
- To fight against climate change, protect the environment and ensure the sustainable management of natural resources.

### New architecture of the partnership

- A common base for all countries, defining global values and priorities, accompanied by legally binding provisions for all Parties;
- Three regional Protocols (Africa – Caribbean – Pacific), adapted to the needs and dynamics of each region, with legally binding provisions for each region and the European Party.

# 2021-2027 programming

## *The Cameroon-EU bilateral programming pre-dialogue*

*At the dawn of a new era of post 11<sup>th</sup> EDF and post Cotonou cooperation, the dialogue on the programming of the Cameroon-EU bilateral partnership for the period 2021-2027 was refocused during the meetings of the NAO and the EUD held in 2020, following the directives of the European Commission setting the course of the consultations.*

### ■ European orientations

“**The European Union, political player in the world**” is the strategic vision of the new European government which intends to break away from the EU’s image of soft power and showcase from now hence its role as a democratic, economic, security and regulatory power.

In line with this vision, the current European Directives, guided by the strategic and political objectives of the Union as expressed by its top leaders in the European Council, Parliament and Commission, direct the programming elements towards three main axes:

- The Team-Europe approach which requires joint programming with the member States in order to ensure consistency, efficiency and impact;
- A seven (7)-year Multiannual Indicative Programme comprising three (3) priority areas each made up of three (3) sub-sectors at most;

The Multiannual Indicative Programme (MIP) will immediately make available an indicative allocation for an initial period of four (4) years. The MIP also includes an additional indicative amount for the remaining three (3) year period and this amount shall be disbursed following a decision of the European Commission within the last six (6) months of the initial period. This decision shall be preceded by a dialogue with the partner country on the implementation of the initial indicative allocation. The duration of these periods and / or the corresponding indicative allocation may be reviewed during the implementation of the MIP.

- The disappearance of the European Development Fund (EDF) which will be replaced by the Neighbourhood, Development and International Cooperation Instrument (NDICI).

The NDICI will be the main funding instrument that the EU will use for its external action and for its contribution to the eradication of poverty and the promotion of sustainable development, prosperity, peace and stability. The terms and conditions of financial implementation of the Instrument will comply with innovative financing mechanisms, including blending, guarantees and budget support.



## National options

In keeping with the national development policy and in relation to the experience and current trends of the partnership with the EU, the national programming priorities mentioned during the preliminary discussions between Cameroon and the European Union are structured around the following summary options:

- The National Development Strategy (NDS30) as set out in its four (4) pillars, as a privileged reference framework for the bilateral programming dialogue.
- An allocation that takes into account not only the country's efforts, its absorption capacity and its active portfolio (approximately CFA 476.225 billion francs as of 31 December 2020), but also the regional dimension in relation to Cameroon's position as a pillar.
- The scope of intervention to be pursued and/or complemented in the priority areas such as: infrastructure, transparent public finance management, fiscal accountability, agriculture and rural development, trade and the Economic Partnership Agreement, territorial planning and sustainable natural resource management.
- At the regional level, the interventions would focus on socio-economic development in the Lake Chad Basin, maritime security in the Gulf of Guinea and the preservation of the Congo forest basin.
- Clarifications relating to issues of partnership coordination, predictability and co-management of resources, in the light of the institutional developments and changes in financial instruments and mechanisms, emerging from the new Partnership Agreement.

### Box 8

#### The 2021-2027 programming consultative process

The context of the launch of the new programming cycle calls for the intensification of dialogue dealing with all areas of the partnership. In line with the principle of development effectiveness and country/regional ownership, the programming exercise is envisaged as a national dialogue with the local cluster including the government, the parliament, local authorities, the civil society, the private sector as well as women and youth.

At the changes in the institutional framework and future instruments and mechanisms of European cooperation, should be added the significant challenge of internal adaptation to the new situation of a multifaceted partnership, characterised by greater demands in terms of rhythm and procedures, and where the most dynamic will be the first to be served.

It is in the vital interest of the National Party to adapt to this, with a view to the consultative programming process which will be launched in January 2021.

On the basis of its seasoned experience, CAON is already examining the files that will allow the NAO to conduct, together with the European Party, the process that should eventually lead to a substantial EU contribution to the implementation of the NDS30.



# EMERGENT CAMEROON

# COVID-19

## REMINDER OF SOME BARRIER MEASURES



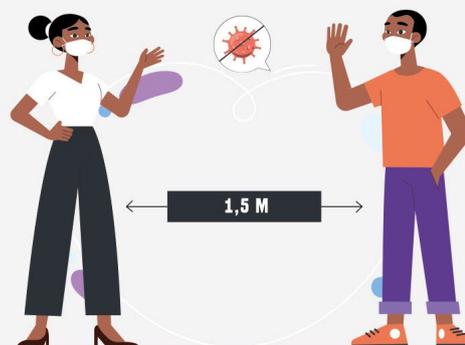
Avoid large gatherings



Avoid handshakes



Drink a lot of water



Keep a distance of at least 1,5m from one another



Desinfect your hands using a sanitizer



Wash your hands regularly with water and soap

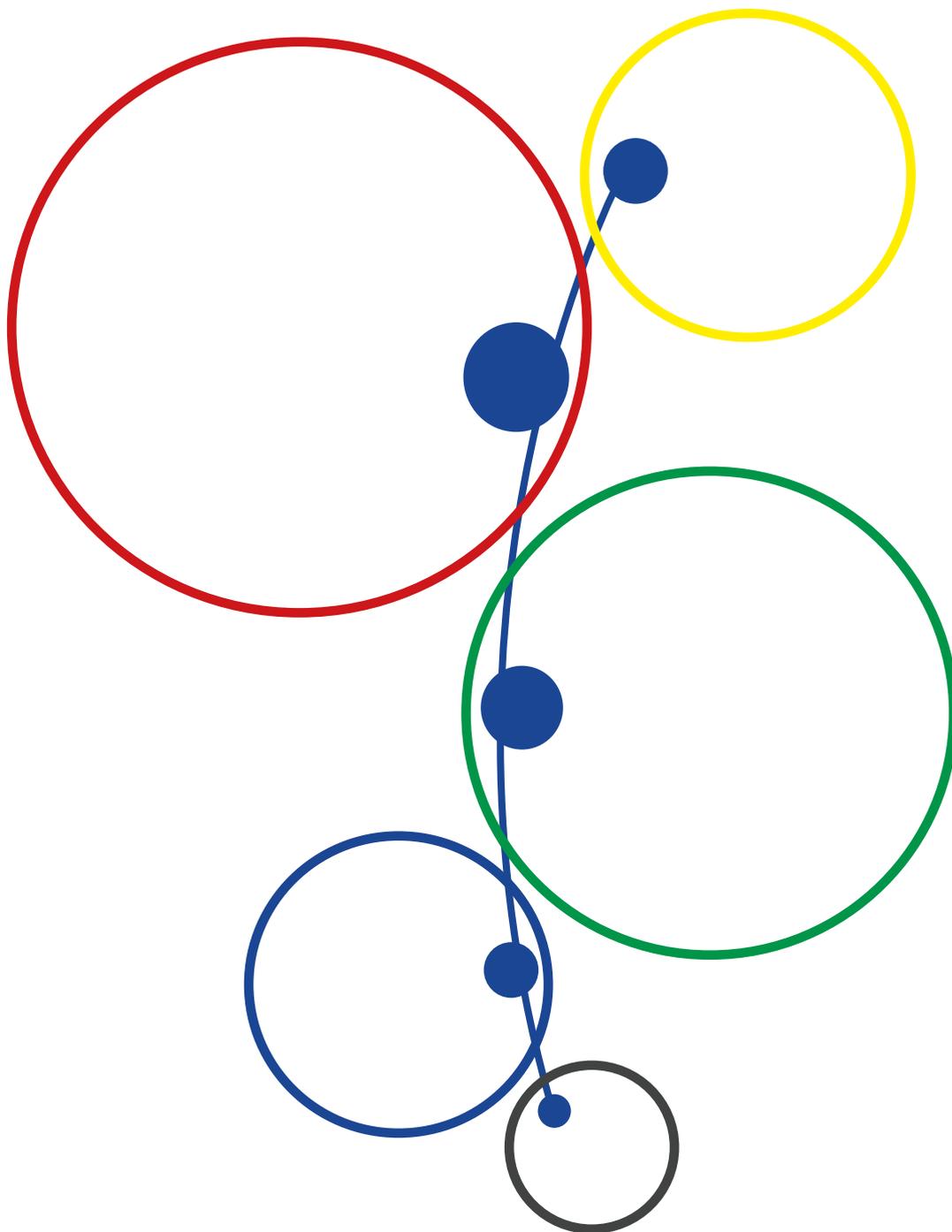


Wear a face mask



Cough or sneeze into your elbow





Cellule d'Appui à l'Ordonnateur National

FED



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