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ACRONYMS

AGOA	African Growth Opportunity Act
AU	African Union
BOO	Build-Own-Operate
BOT	Build-Own-Transfer
CFA F	Franc of the Financial Community of Africa
CIG	Common Initiative Group
CSO	Civil Society Organisation
DPPS	Forecast and Strategic Planning Division
EPA	Economic Partnership Agreement
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HIMO	Labour-intensive
HIPC	Heavily-indebted Poor Country Initiative
ICTs	Information and Communication Technologies
IFA	<i>Institut des Futurs Africains</i>
MACTOR	Actor, Objectives, Power Relations Method
MDG	Millennium Development Goals
MINEPAT	Ministry of the Economy, Planning and Regional Development
MINESUP	Ministry of Higher Education
MINFI	Ministry of Finance
MINPLAPDAT	Ministry of Planning, Development Programming and Regional Development
MINPMEESA	Ministry of Small and Medium sized Enterprises, Social Economy and Handicrafts

NEPAD	New Economic Partnership for Africa's Development
PPA	Public/Private Partnership
PRSP	Poverty Reduction Strategy Paper
SME	Small and Medium Enterprise
SMI	Small and Medium Industry

EXECUTIVE SUMMARY

The normative approach was used for the “formulation of Cameroon’s bold vision for long-term development”. The process aims to position the PRSP under review in the long term. The idea is to match the new PRSP’s strategies with the real aspirations of Cameroonians over a long period of time with a view to foresee structural changes in society. These changes are evidenced in four factors which at the same time account for the formulation of the long-term vision and pose as challenges to the process. After reviewing these factors, the document addresses the formulation of the vision, its implementation strategies, as well as related threats, risks and obstacles.

1. Stakes

The first challenge is to consolidate democracy and enhance national unity. Cameroon is an ethnic and linguistic mosaic with other divergent factors such as religion, politics, corporation, etc. Building a Nation –State out of such diversity is often hampered by some centrifugal forces and tendencies towards identity confinement. Despite the progress made so far, the consolidation of achievements in the areas of national integration, peace, justice, social cohesion and democratization continue to be a challenge. At the political level in particular, consolidating the democratization process implies the existence of a constitutional State, promotion and respect for individual and collective freedoms, power separation, the emergence of a strong and accountable civil society and participation of all Cameroonians in public affairs management.

Economic growth and employment constitute another challenge. Despite the gradual recovery from the devaluation of the CFA franc in 1994, Cameroon’s growth is still to find its strength in terms of its inner dynamics and the expected impact on the living conditions of the population. An analysis of the country’s growth factors reveals that its economy depends more than 50 per cent on Household and Sole Proprietor Businesses which constitute a sector comprising mostly informal units (notably agriculture and trade) with no guarantee of sustainable growth due to their generally fluctuating performances. Cameroon has been unable to develop a competitive industrial sector especially because of its poor performance in the global economy and lack of an operational potential at the domestic level. This problem is also compounded by distribution of the wealth generated. As a matter of fact, dividends on share capital continue to have an edge over salaries and other social contributions. There is hence a general outcry for strong growth with an equitable distribution of its fallouts.

The third challenge is socio-demographic. Population explosion in Cameroon has led to an increase in the number of dependent people (young and old), and changed the density of settlements. There is need for more infrastructure and social services to match the increasing numbers of young people, especially in the education and health sectors. The youth provide an important manpower not absorbable into the formal economic sector and thus turn to the informal sector for poorly paid jobs not matching their professional skills. The vision has as challenge to make the population of Cameroon a driving force of its development through controlled population growth, human capital formation and a longer life expectancy.

Urban and regional development is the fourth challenge. If current trends persist, over 75 per cent of Cameroon’s population will in the next 25-30 years live in urban areas. If pre-emptive action is not taken, the problems resulting from rapid and uncontrolled urban expansion already plaguing Douala and Yaounde might spread like wildfire. For the vision, the issue at stake is how to plan the all-so-important development of towns and cities which are major consumption centres and a gold mine for industrial development factors.

The last challenge is governance. Governance means efficient and effective use of the country’s potential as well as human, material and financial resources for its development. Cameroon needs to overcome this challenge to be well integrated into the global economy.

2. The vision and its objectives

Cameroon's Vision for the next 25-30 years is as follows: "**CAMEROON: AN EMERGING, DEMOCRATIC AND UNITED COUNTRY IN DIVERSITY**". The vision hinges on the results of past studies, identification of the population's needs, aspirations and the ambitions of politicians. In particular, the vision synchronises the aspirations and hopes of various actors as follows:

- a united and indivisible nation enjoying peace and security;
- a true, strong and fair democracy;
- a decentralized administration at the service of development;
- a prosperous economy with good infrastructure;
- an economy based on sub-regional, regional and global integration;
- controlled population growth;
- a nation that promotes gender parity in electoral processes and equality in elective positions;
- a socially and economically empowered woman;
- a stable and harmonious family;
- access to basic and quality social services by all;
- independence and accessibility of the judiciary;
- minimal poverty, illiteracy and social exclusion rates;
- an attractive Cameroonian culture united in diversity, and assertive at the international level;
- low unemployment and underemployment rates;
- well-trained youth exalting merit and country's expertise;
- a fair distribution of resources between urban and rural areas, and between the various regions of the country.

The overall objective of the vision is to make Cameroon an emerging country over the next 25-30 years which is the period required to move from one generation to another. The vision also has medium-term objectives, notably: (i) poverty alleviation; (ii) becoming a middle income country, (iii) becoming a newly industrialised country and (iv) consolidating democracy and national unity while respecting the country's diversity.

Poverty alleviation implies bringing poverty to minimal levels that can be tolerated at the social level notably by ensuring strong, sustained and job-generating growth on the one hand and by increasing, extending and improving social services, including health, education, housing, training, water, electricity, roads, etc. on the other hand. The status of middle income country will concretize the objective of doubling at least the average income to ensure that Cameroon progresses from a low income to a middle income country by enhancing growth to a two-digit level by 2017 and maintaining this level for a number of years. At the industrial level, Cameroon's ambition is to transform from a primary phase to a secondary import substitution phase with the manufacturing industry accounting for more than 23 per cent of the GDP, as against the current 11 per cent and a secondary sector as a whole (including extractive industries) accounting for 40 per cent of the GDP. When Cameroon becomes an emerging country, which is the final phase, its economy will be mainstreamed into the global economy in terms of trade (substantial exports) and finance (opening of local financial markets to foreign investments).

Unity and democracy to be enhanced and consolidated in Cameroon result from awareness and a sound analysis of the country's history and that of other peoples worldwide. The vision of a united and indivisible nation is founded on the preservation of peace and national solidarity. National unity should be a permanent and ambitious goal and a process bringing together the various components of society (regions, provinces, ethnic groups, cultures, generations, sex, social, intellectual, civil and military classes, corporations, opinions and religions, etc.). The foundations of peace and democracy are freedom, equality and the sovereignty of the people of Cameroon.

These medium-term goals are translated into sector objectives underpinned by a set of specific and targeted indicators. Targets were set based on the experience of countries having succeeded in their quest for emergence.

At the macro-economic level, the vision highlights the need to accelerate growth by stepping up forest, agro-pastoral and fishing activities and ensuring an industrial technological advancement with

emphasis on the processing of local commodities. The vision also envisages changing the structure of the economy; from a primary sector economy (agriculture and extraction) and informal tertiary activities to a more powerful secondary sector, and an intensive primary sector, a professional, specialized tertiary sector which creates decent jobs. For this goal to be achieved, the vision advocates the stepping up of investments as growth engine. The development of industries and an ambitious trade policy should gradually lead to a change of the foreign trade pattern towards a more vigorous integration in world and regional transactions.

At the social and demographic level, the objectives are to make the people the main actors of their development through a bold policy on decent job creation, to raise average life expectancy by improving on the living conditions of the population through the broadening of supply and development of quality of social services, to control population growth taking into account economic growth requirements, to narrow the gap between the rich and poor with a greater distribution of the fallouts of economic growth, and to enhance national solidarity and social protection of the underprivileged.

In the rural sector, agricultural revolution is envisaged. It should allow for an increase in productivity with the intensification of activities and the change of agricultural holdings scales.

In the industrial sector, the Vision intends to retain industrial development as the country's development engine. The objectives of the vision at this level are to create a competitive manufacturing sector that can generate resources, sustain growth, employment, exports, and ensure integration into the global economy. Industrial development will depend on the development of infrastructure, reduction of factor costs and promotion of new funding methods.

3. Implementation strategies

To achieve the expected results, overall implementation strategies are considered. In terms of programming in phases, emphasis will first be laid on the setting of milestones for strong growth thanks to increased investments in infrastructure and rapid modernisation of production. The process should go along with an improvement of the business climate and governance, as well as a renewed determination to factor in employment in the growth process. Secondly, the government will look for ways and means to maintain growth at high levels, to achieve Millennium Development Goals no matter how late and to ensure that the population is entirely mobilized in the fight against climate change effects. The third step will coincide with the time when Cameroon becomes an emerging country, open to the outward world and relying on its production and export pattern that is essentially based on industries. The country will hence enjoy quality growth, based on the gains of the first phases, driven by intense regional and international exchange thanks to a favourable financial system that can mobilize domestic and foreign funding indispensable for sustaining consumption and investment demands.

These phases will be underpinned by an ambitious industrialization strategy, a strategy of national integration and the advancement of democracy, a private-sector promotion strategy, a good governance and management strategy with blueprint for a resource allocation strategy, a strategy for sub-regional, regional and international integration, a strategy for partnership and development assistance, and a development funding strategy.

4. Threats, risks and obstacles

Achieving such ambitions and objectives requires mastery of some institutional, political, sociological and international factors that constitute threats, risks and obstacles to the Vision.

At the political and institutional level, such factors include political transitions, participation, social justice, management of the dual Anglophone-francophone heritage, and balance of power. At the sociological level, behaviours that stem from sociological fragmentation should be redressed. At the international level, there is globalization with its series of constraints which should be foreseen as well as the growing influence of Nigeria's economy.

GOVERNMENT'S DECLARATION

In cooperation with civil society, the private sector and development partners, the government undertook the formulation of the country's long-term vision for the next 25-30 years. The process signals a new direction in the annals of the national economy over the past twenty years.

Cameroon witnessed two decades of constant growth with real growth rates that stood at 7 per cent. This was until 1985. The main missions were performed by the government even in productive sectors and the economy was underpinned by five-year plans which guided short and medium-term development based on long-term prospects.

When the economic crisis broke out in 1985, the government embarked on an economic revival process with donor assistance. As a matter of fact, the government carried out some stabilization and structural adjustment programmes which led to the discontinuation of medium and long-term initiatives. Cameroon therefore went through a long period of readjustment with successive reforms. The satisfactory implementation of these reforms led to the attainment of the completion point of the Heavily Indebted Poor Country Initiative (HIPC) in 2006 which enabled a significant cancellation of the country's debt.

However, growth recovery on the heels of devaluation was not strong enough to reduce poverty in the short term. It was proven that the presence of numerous reference frameworks guiding economic action in the country function without a common and coherent vision. This is one of the major loopholes of the national economic policy. The result is a series of dysfunctions, followed by the lack of rational arbitration in programme selection, imbalanced regional development, significant reduction in public investment and poor capacity to own tools for evaluation, coordination and refocus of external financial package.

In order to consolidate the economic revival process launched ten years ago and sustain it, Cameroon is compelled to reconsider its development process notably by mainstreaming it into a broader and overarching policy framework. Hence the need to formulate a forward-looking vision which is a prerequisite for the country's long-term development strategy. A common vision for Cameroon's development was ushered in following an all-inclusive process that brought together all the forces of the Nation and that hinges on the Head of State's Great Ambition policy, structural studies on the system, the people's expectations and government commitments vis-à-vis its international partners.

The vision is a response to real aspirations of Cameroonians over a given period long enough to foresee structural adjustments. The vision is faced with four major challenges: economic growth which is stagnating, increased population growth, rapid urbanization and poor governance. The challenges helped to spell out sector objectives and specific indicators based on the experience of four countries that had an economic pattern similar to Cameroon in a certain period, namely Indonesia, Malaysia, Morocco and Tunisia.

The vision that ensued has as main objective to make Cameroon an emerging country by 2035, specific objectives being to:

1. eradicate poverty by reducing it to less than 10 per cent thanks to accelerated and job-generating growth, as well as a bold policy on income redistribution by increasing, extending and improving social services, including health, education, training, water, electricity, roads, etc.
2. become a middle income country in order to increase the average income by consolidating, over a long period, growth rate which should reach 10 per cent by 2017, thanks to increased diversification of economic activities
3. become a newly industrialized country, which is a phase when Cameroon will transform from a primary phase to a secondary import substitution phase with the manufacturing industry accounting for more than 23 per cent of the GDP
4. become an emerging country, which is the phase when its economy will be mainstreamed into the global economy in terms of trade (substantial exports) and finance (opening of local financial markets to foreign investments).

The vision is built on a reference framework anchored on the three pillars below:

- At the macroeconomic level: there is need to accelerate growth by stepping up investment in infrastructure and modernising production while maintaining macroeconomic stability. This will go a long way to address energy crisis that currently inhibits growth. Besides, efforts to be made alongside such initiative in order to ensure considerable improvement of the business climate and governance will facilitate the mobilization of domestic and external financing which is indispensable for development.
- At the sector level: in order to address food crisis and make Cameroon the breadbasket of the Central African region, there is need to intensify forest, agro-pastoral and fishing activities and restructure the rural world for more professionalism, with dominance of large and medium-scale undertakings. Development of mining operations should firstly concern foreign direct investors and allow for the acquisition of new technologies here and there. The development of industries and a bold trade policy will result in the dominance of the secondary sector, with an intensive primary sector and a professional, specialized and job-generating tertiary sector. This should go along side a change in the foreign trade pattern with a more active integration in global exchange.
- At the social and demographic level, the objectives are to make the people the main actors of their development through a bold policy on decent job creation thanks to a bold policy on decent job generation, to raise average life expectancy by improving on the living conditions of the population through broadening of supply and development of quality of social services, control population growth taking into account economic growth requirements, narrow the gaps between the rich and poor by improving the distribution of the fallouts of economic growth, and enhance national solidarity and the social protection of the underprivileged.
- As concerns regional development, the issue at stake is how to control space, protect the environment and control the impact of climate change which is already visible. There is also the need to promote full operation of regional and local development, but this should be as a supplement to government actions, to foresee and plan the all-so-important development of towns which are major consumption and production centres, and a gold mine for industrial development factors.

These pillars will be underpinned by an ambitious industrialization strategy, a private-sector promotion strategy, a good governance strategy with blueprint for a resource allocation strategy, a strategy for sub-regional, regional and international integration, a strategy for partnership and development assistance.

Achieving such a Vision requires mastery of some threats, risks and obstacles such as political transitions, social stability and regional heterogeneity concerning development, negative effects of globalization and the growing influence of Nigeria's economy.

To render the vision operational, the Paris Declaration has been used as guideline. It requires that every country spells out its own development policy freely, donors interventions only coming to back their initiatives in a coordinated and efficient manner. In this regard, the chain of all operations, including diagnosis, strategic guidelines, planning, programming, execution and monitoring/evaluation should be jointly conducted in a concerted manner.

The vision is therefore a reference framework that should guide sector and regional policies, national strategies, development and cooperation plans.