



## INSTRUMENTS AND MECHANISMS FOR IMPLEMENTING THE NATIONAL DEVELOPMENT STRATEGY (NDS30), WHERE DO THINGS STAND TWO YEARS AFTER?

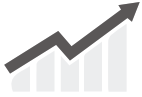
**L** The implementation of the NDS30 sets Cameroon on a critical path (under operational research in engineering sciences). No more deviations from the path are allowed or tolerated if we want to keep the chance of reaching EMERGENCE in 2035 according to the content and the definition agreed upon since 2009.

After the mixed results of the 2010–2019 Growth and Employment Strategy Paper (GESP), the NDS30 has developed two scenarios, one of which is known as the reference scenario and the other as the vision scenario. As its name implies, it is the second scenario that proposes the path to the Grail, the status of **emergent and democratic country that is united in its diversity** (dixit). To do this, the authorities have broken down the decade of implementation of the NDS30 in three phases until 2030. The phasing is as follows:

(i) phase 1: 2020–2022; (ii) phase 2: 2023–2025; (iii) phase 3: 2026–2029(2030).

At March 2022, we are inevitably close to the 36-month deadline, and far beyond the midpoint of the first phase. It is, therefore, not time to carry out a midterm evaluation but rather an anticipated evaluation of the expectations at the end of the 2020–2022 period, to redeem what can be redeemed.





### Methodological basis

Some people might say it is not appropriate to carry out an evaluation at this stage. Not at all! We are going to use the quality assurance approach as opposed to quality control<sup>1</sup>.

This note, therefore, aims to caution against the tendency of adopting the wait-and-see policy based on the misguided impression that 2029 is still far, whereas time is against us. Each stage and each step must be validated according to the scheme outlined over time and according to the quality required to sustain the march toward achieving results in 2030 and 2035 ultimately.

It would specifically like to focus on three pillars that the NDS30 presents as essential and which (in our humble opinion) are the triggers for structuring or structural actions and positive multipliers. They are :

- **Pillar 1.1.** On **structural transformation** that hinges on the new Industrialization Master Plan (PDI) ;
- **Pillar 2.1.** On the **development of human capital** that hinges on the STEM (Science-Technology-Engineering-Mathematics) plan ;
- **Pillar 3.1.** On **economic governance** that proposes the establishment of a strategic watch and economic intelligence unit.

### From Vision to Emergence 25-years of race

<b>2009</b> : Proclamation of the 2035 Vision: Cameroon, emergent and democratic country united in its diversity ;
<b>2010-2019</b> : GESP (10 years), implementation of the growth and employment strategy
<b>2020-2029</b> : NDS30 (10 years), implementation of the National Development Strategy by 2030
<b>2035</b> : Recognition of the status of emergent country

### I. The new Industrialization Master Plan in line with the NDS30 : Delayed start !

Incidentally and through a selection of resource persons, we have had the opportunity to contribute to the reflection and the work to update the Cameroon Industrialization Master Plan to align it with the NDS30, according to the guidelines issued by the Prime Minister/ Head of Government. This was done in late 2020/early 2021. The document was submitted and since then, there is a deafening silence on this key instrument that is supposed to represent the main mechanism of the economic transformation pillar of the NDS30.

An implementation operational plan and a monitoring and evaluation plan based on an innovative approach have been proposed, as well as a communication plan.

One year later, what is the problem? Its implementation or at least its effective launch should nevertheless mark the first phase

2020-2022 of the NDS30 with the completion of projects started but not completed during the GESP period. This is also clearly outlined in the NDS30 Priority Action Matrix.

The publishing and the official launch of the PDI30 should send a strong message of breaking with former practices and indicate the will of structural transformation of the economy. **Nine months are left to achieve what should have been achieved in 36 months and every other day is a shift to the end of the runway!**

**This is the case for the PDI such as the economic zones created by law No. 2013/011 of 16 December 2013, completed by Decree No. 2019/199 of 17 April 2019 laying down the modalities for the creation and management of economic zones in Cameroon.**

1 - In modern management, the practice of monitoring and evaluation has progressively evolved from Quality Control to Total Quality Control (TQC) and is now linked to the Quality Assurance approach.

Indeed, the quality control consisted in making an evaluation of the products at the end of the manufacturing process in order to confront their conformity with the expected result (theoretical or initial experimental). We could then tolerate a margin of error (or efficiency) at a certain percentage. It is this approach and this principle that continues to be applied in pharmacology to give marketing authorizations (MA) for drugs.

The TQC came later in the industry and aims at zero defects in products at the end of the process, under penalty of having the whole batch withdrawn. The inevitable consequence is a loss of money at the end of the process in case of a defect (even a single case).

To avoid these risks of ex-post failure and dry losses, the Quality Assurance approach anticipates the control and includes it throughout the process from beginning to end, in order to guarantee the quality of the products (outputs). The method therefore consists of controlling each step of the process in several dimensions, including

(a) the system and actors; (b) the implementation environment; (c) the tools and methods/process; (d) the intermediate outputs/products

**Table 1** : Likelihood of commissioning some major projects carried over from the GESp.

N°	Project title	Progress status in Dec 2021	Likelihood of commissioning in 2022
1	Lom Pangar dam	In progress	Partially
2	Kribi deep seaport	Phase 1, completed	OK
3	Second bridge over River Wouri	OK	OK
4	Memve'ele hydroelectric dam	Still in	Unlikely
5	Birni hydroelectric dam	Committed	?
6	Yaoundé-Douala highway	On hold <sup>2</sup>	NO
7	Yaoundé-Nsimalen highway	In progress <sup>3</sup>	Likely
8	Kribi gas station	completed	Waiting for the transmission line to Douala
9	Construction of chemical fertilizer factories	-----	N/A
10	Development of the optic fibre network	OK	OK
11	Construction of new aluminum plants	Uncommitted	N/A
12	Development of agro pastoral hyper-extensions	Uncommitted	N/A
13	Project to supply potable water to the city of Yaoundé and its surroundings (PAEPYS)	In progress	Likely
14	Construction of a 1,000-km railway	Uncommitted	N/A

Source : CAMERCAP-PARC, 2022

N/A : Non Applicable Evaluation

## II. The STEM plan for adapting the education system to development needs

The fuss made against MINEFOP should not take place<sup>4</sup>. This is a commitment of the government enshrined as a necessity in the NDS30. All normative and exploratory studies have demonstrated it and Cameroon has accepted it as an obvious and salutary option. The economic transformation that we are talking about will necessarily go through science and technology. It is, therefore, necessary to reverse our teaching model by giving priority to professional education geared towards sciences, technology and innovation.

In order to meet local development needs, CAMERCAP had already worked with MINESUP (2017) to develop a model for the creation of regional academies according to agro ecological zones and adapting curricular according to a configuration to be agreed upon.

The problem, however, remains at the top of the pyramid. So far, the creation of state universities does not seem to give the strong message desired. With 11 state universities conceived and presented in an identical model which, in reality, is the carbon print of the former University of Yaoundé (the mother of all Cameroonian universities), the departure, which yet is necessary, is not yet conceptually and psychologically created. Cameroon should ensure that its universities are specialized in the mass training of youths in sciences and technologies. This is the only way to achieve a critical mass of human resources for a takeoff towards the structural transformation of national economy.

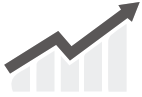
The option of "prestigious" universities according to French model does not make it possible to cross the threshold toward emergence.

2 - The first 60-km-long stretch out of the 240 have been delivered but is less usable.

3 - The finishing touches for the commissioning are underway

4 - In February 2002, there was a debate in the local media following Minister Issa Tchiroma Bakari's statements concerning the choice of scientific and technical fields as opposed to humanities





South East Asian countries and all the countries that are emergent today have adopted this approach. Out of the 11, at least five universities should be STEM-oriented and called as such .

The NDS30 PAM proposes as output in 2022 the adoption of a STEM plan (P. 186) with three indicators, notably: (i) Percentage of secondary school students enrolled in the science, technical, and professional fields; (ii) Percentage of university students enrolled in the science and technical fields; and (iii) STEM Plan implemented (see SSEF).

To date, in the first quarter of the third calendar year of NDS30 implementation, marking the end of phase 1, the STEM plan remains silent, meaning awaited. The responsibility is given to the Ministry of Higher Education instead of the entire education and training sector, which, in our humble opinion, does not seem wise/optimal. **Thus, with nine months to go, what more can be done to meet this deadline, in accordance with the statements of the NDS30.**

Decision-makers should take a bold/strong move toward rupture in order to elicit the participation and the trust of the populations in this reform or revolution of the Cameroonian education system.

### III. The creation of a strategic watch and economic intelligence unit.

The creation of a strategic watch and economic intelligence unit should enable "permanent scanning of the regional and international economic environment to detect warning signals and opportunities for the country " see p. 186/ Priority Action Matrix. The deadline for this measure/action is 2022, since it is included/ provided in the first phase, which means that it is a prerequisite for future results until 2030.

As another result, "an available and operational economic intelligence strategy is expected" over the same period. (Action 1.5.). The responsibility is given to a pool of departments made up of MINFI/MINEPAT/MINCOMMERCE/MINPMEESA. This is another source of inefficiency.

Beyond the administrative and organizational procedures for the setting up of this unit and its veritable operational take-off in accordance with a formal mandate to be defined, the clock is ticking and the risk of missing the deadline is growing every day. First of all because on the institutional level, the debate and the struggle on its status, its anchorage and the mechanisms governing its functioning will undergo all sorts of pressure. We know our country too well! Then, the issue of resources will arise, etc. Cases abound of structures and reforms that have been announced but have never seen the light of the day. Meanwhile, the Cameroon Policy Analysis and Research Center (CAMERCAP-PARC) has been trying to propose, for almost 10 years, studies in this direction. Today, even without resources, reflections are carried out and disseminated. **What if, for the interest of efficiency and strategic realism, an official mandate was granted to it?** A few adjustments in terms of organizational and human capacity building would be enough to build on the expertise and an already existing experience. This is how a result could be achieved in 2022 without much nerve-racking. This would be a positive point and a step forward. With nine months to go out of the remaining 36 months of phase 1, it is a matter of urgency.

Of the three symbolic pillars explored above, as well as the others mentioned in the NDS30, their positioning on a critical path requires proactive leadership that is no longer compatible with hesitation and other administrative bottlenecks that borders on inertia. We are now in the water. And if we do not row with the wind, we will sink! And this is certainly not the wish of anyone, starting with the highest authorities.

We are making our own contribution very humbly but with certitude.

**Evaluate-Propose-Innovate -**

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