



**CPTM Technical Assistance
Mission to the Republic of Cameroon
Yaoundé, 10-13 May 2016**

**Cameroon Vision 2035 Think Tanking
– *Key Issues Derived from
Cameroon - CPTM Shared Experiences* –**



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“This Company is being established, with the agreement of Commonwealth
Heads of Government, pursuant to their decision taken at their meeting
in Limassol on 25th October 1993 to revise the financial and organic structure
of the Commonwealth Consultative Group on Technology Management.”

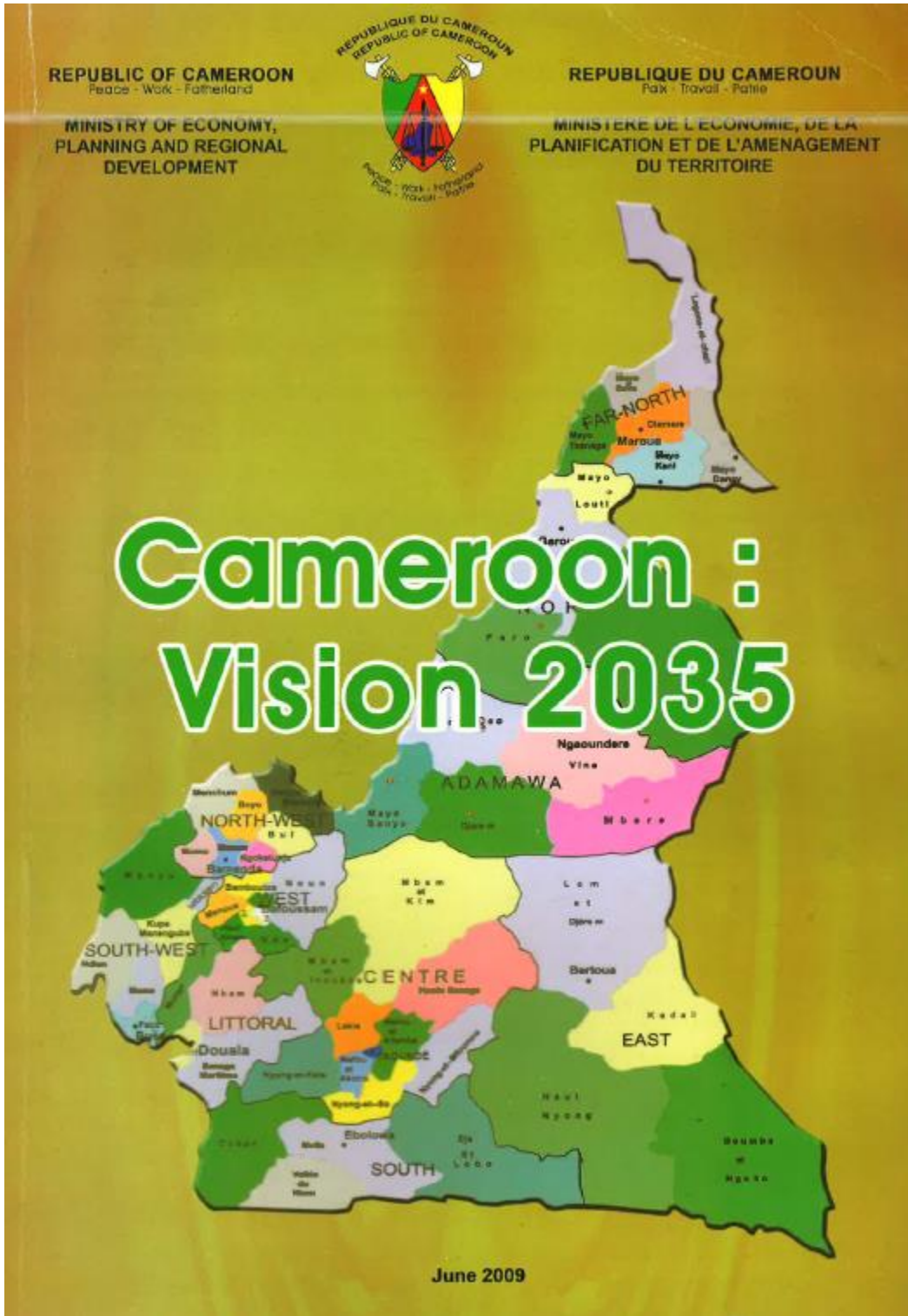
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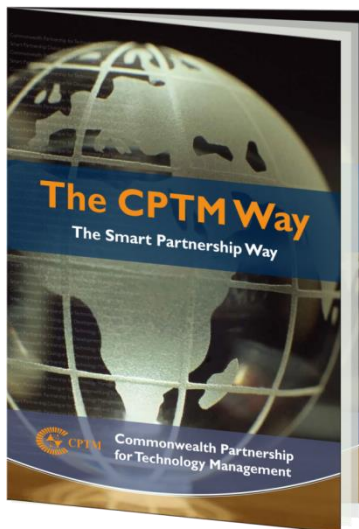


Introduction

CPTM Technical Assistance Mission to the Republic of Cameroon

On behalf of CPTM and the Cameroon representatives who participated in the first CPTM Technical Assistance Mission to Cameroon in May 2016, we would like to share some insights of this experience with the wider CPTM Smart Partnership Movement and Members, as per tradition.

The Government of the Republic of Cameroon was part of the founding Commonwealth Members of the Commonwealth Partnership for Technology Management (CPTM) and as such a number of Cameroonian Smart Partners have participated in CPTM Smart Partnership activities and Dialogues in the years since. During this time, fellow Smart Partnership countries have drawn many lessons from the experience of Cameroon.



Consequently, CPTM welcomed the invitation from the government of Cameroon to come to Yaoundé to discuss and share experiences related to Cameroon Vision 2035. The CPTM Strategic Smart Partnership Approach is ideally experienced in the National Vision Process, especially in the context of Commonwealth Developing Countries and has a long and successful record of supporting these Vision Processes since 1995, when CPTM was set up by CHOGM.

Cameroon's National Vision 2035, articulated in 2009 following the Growth and Employment Strategy Paper (GESP), forms part of a long-term planning process to further the development of the Republic of Cameroon. The overall objectives of the Vision are:

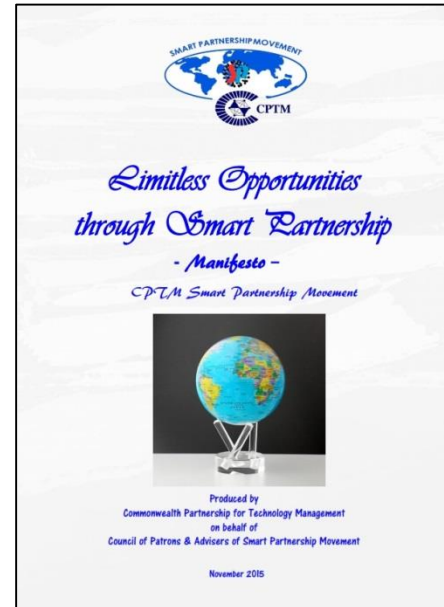
- Cameroon to become an emerging country, democratic and united in its diversity;
- Reduce poverty to a socially acceptable level (less than 10%);
- Reach the stage of a middle-income country;
- Become a newly industrialised country;
- Consolidate the democratic process and reinforce national unity. Strengthen the ideals of peace, freedom, justice, social progress and national solidarity.

The Ministry of the Economy, Planning and Regional Development (MINEPAT) is at the forefront of the implementation process of the long-term planning framework, which formed the basis of these interactive sessions. CPTM Smart Partners shared their relevant experiences based on the Strategic Approach to promote inclusivity and interconnectivity between the three focal points of Quality & Standards, Financial Inclusion and Technology & Innovation. In addition, the challenges and opportunities deriving from the Emerging Digital Landscape of Technology, including a review of National Statistics, were also identified as priorities for the National Vision 2035 Process. The distinct Cameroonian approach to diplomacy, style and cooperation made these interactions as successful as they could be and have provided a great Launchpad for future Cameroon-CPTM activities.



The Way Forward

- A key insight that emerged from the Think Tanking Sessions on Cameroon Vision 2035 was that the different components are not working together in a sufficiently integrated manner. There is a need for greater, sustained Smart Partnership dialogue between the representatives of the key sectors of the national economy in order to achieve socio-economic transformation;
- A Smart Partnership Think Tanking Session with representatives from all sectors (to participate in all sessions) should be organized, whether in Yaoundé or/and at the CPTM Smart Partners' Hub in London, as soon as possible;
- A joint CPTM-Cameroon plan should be agreed for experience sharing and learning working visits, for Cameroonian Smart Partners, to those countries which have progressed National Visions alongside National Planning Processes and related-sector realization;
- Cameroonian Smart Partners who represented the Inclusion Initiatives involved in the Vision 2035 Process should henceforth participate in all Smart Partnership activities alongside other CPTM participants;
- Cameroon should prepare to host a CPTM Smart Partnership International Dialogue in the near future, the first to take place in West/Central Africa;
- CPTM will invite Cameroon to interactions it organizes, whether at the Hub or elsewhere;
- CPTM and Cameroon should hold annual reviews and appraisals to measure success and brainstorm on challenges related to Vision 2035 and other activities;
- CPTM and Cameroon should jointly identify potential funding partners and channels for specific aspects of the National Vision 2035 Process and delivery;
- CPTM and Cameroon remain committed to the cooperative process to support the delivery of Vision 2035 and have noted the outline of outcomes, insights and recommendations of the first Mission and will continue to work on them in a Smart Partnership way.





Executive Summary

Dr Mihaela Smith, CPTM CEO & Joint Dialogue Convener



The document that follows is formed from the insights, both general and specific, from the sessions outlined in the agenda. This document covers the key interventions and presentations from Cameroonian experts, outlining the challenges encountered in the Vision Process, as well as the reactions and support provided by the CPTM Team. It also includes references to the extensive background documents and CPTM resources selected specifically for the interactions. Here are some key points from each session:

I/ The interactions began with a session exploring **National Visions** which included an in-depth presentation of Cameroon Vision 2035 and the challenges facing it. This excellent presentation from MINEPAT and the discussion that followed led to a number of important conclusions, including that:

- Lessons can be drawn from the experiences of other countries involved in Vision processes including Botswana, Malaysia, Namibian and Ugandan among others;
- Monitoring and communication are crucial to the overall success of Cameroon Vision 2035 and the Smart Partnership Approach can play a key role in this;
- National Statistics and the Private Sector's role in the Vision should be carefully revised.

II/ In the session on **the Modernisation of Production Tools** the importance of infrastructure improvements related to Procurement and a Digital Technology framework were highlighted alongside an innovative approach to financing these improvements.

III/ In the **Quality & Standards** session, and the interactive visit to the Quality & Standards Agency of Cameroon (ANOR) offices which followed, it was concluded that the level of strategic integration of ANOR into the Vision Process should be increased and the strategic importance of Quality & Standards be underlined in order to educate the population and simultaneously attract investment from the Private Sector.

IV/ Financial Inclusion in Cameroon can be enhanced with the help of the CPTM Financial Inclusion Initiative, initiated in 2011. Participation at the forthcoming Central Bank Governors' Think Tanking at the CPTM Smart Partners' Hub in London (30th June 2016) could act as a starting point for this.

V/ In terms of **Technology Inclusion**, it was suggested that Cameroon could develop and monitor a dedicated 'Digital Landscape in 2016' initiative for integration into the Cameroon Vision 2035 process. The CPTM Inclusion Initiative on the **Emerging Digital Landscape** can act as a support and anchor for Cameroon in overcoming the key digital challenges as well as



helping to supply the infrastructure required for the application of Open Data Strategies related to the Vision 2035 Process.

Additionally, for **Science, Technology and Innovation (STI)**, the CPTM STI Inclusion Initiative can support the establishment of an advisory infrastructure within the relevant government department (such as in Malaysia, Mozambique and Botswana, among others)

VI/ To encourage the Development of Industry and Mining an Industrial Strategy with high priority given to innovation integration (especially related to forestry, agro-industry and mining) is required, as a guide to the Vision 2035 Process.

VII/ For Public Private Partnerships to thrive there is an urgent need to develop infrastructure, simplify administrative procedures and learn from the successes of other countries with experience of working with CPTM, to enable the Private Sector to combine forces with Government to promote socio-economic transformation.

This Summary of Overall Outcomes and The Way Forward can help to guide the next steps of this important CPTM-Cameroon interaction and collaboration regarding Cameroon's National Vision 2035. Both sides are committed to an on-going sharing of experiences and resources, for example the Government of Namibia's recently launched **Harambee Prosperity Plan**, which can be downloaded [here](#).

We are hopeful that this **Hybrid document**, relying as it does on the written word and images as well as videos and links to relevant documents and presentations, can provide the springboard for further interactions between Cameroon and CPTM. Should you have **further contributions you would like to make to this process**, or should you wish to contact any of the participants involved, please **get in touch with the CPTM Smart Partners' Hub team at smart.partnership@cptm.org** or contact the Cameroon representatives directly through the relevant Government channels.





Agenda Overview

Tuesday 10th May

Morning: Preparatory discussions with HE Mr Nkwelle Ekaney and Dr Boniface Nkobena Fontem

Afternoon: Courtesy visit to HE Mr Brian Olley, High Commissioner of the UK in Cameroon

Wednesday 11th May

Morning: 09:00 – 10:30 Opening Ceremony at Hilton Hotel

10:30 – 11:00 Media interviews and photos

11:00 – 14:00 Session on National Visions

Afternoon: 15:00 – 17:00 Session on the Modernisation of Production Tools

Thursday 12th May - Strategic Inclusion Approach to National Visions

Morning: 09:00 – 12:00 Session on Quality & Standards Inclusion

Afternoon: 12:00 – 13:00 Courtesy Visit to ANOR Offices

14:00 – 16:00 Session on Financial Inclusion

16:00 – 18:00 Session on The Emerging Digital Landscape: Challenges & Opportunities

Friday 13th May

Morning: 09:00 – 10:00 Session on Technology Inclusion

10:00 – 11:00 Session on Development of Industry and Mining

11:00 – 12:00 Session on Public Private Partnership

Afternoon: 12:00 – 13:00 Concluding Session: Towards the Delivery of Vision 2035



Methodology of Working Sessions

The working sessions were organised in the form of exchange of best practices, one of the best ways for the transfer and acquisition of knowledge and technology in modern times. Discussions on each topic ran in the following sequence (with occasional variation):

1st: **Introduction** on the dynamics of the issue by a CPTM Resource Person. The introduction focused on two key dynamics:

- a) - Basic concept (very briefly);
- b) - Rationale (Importance of the issue as a development trigger or catalyst).

2nd: Presentation by a **Cameroonian** Representative on the country's experiences, bringing to the fore:

- a) - a short background, structural organisation, etc.
- b) - the state of success in the implementation process;
- c) - difficulties faced (a very important aspect).

3rd: **Best practices** (success story):

- a) - case of one or few countries known for their relative success, which have had long practical experiences on the issue;
- b) - how some countries solved the problem being experienced by Cameroon.

4th: **Brainstorming** (general discussions), focused on problem-solving strategies.

5th: **Recommendations** (debriefing).

During each of the sessions, contemporaneous notes were taken by members of both the Cameroonian team and the CPTM team. These notes form the basis of the **Overall Insights - As Heard by Cameroon Team** and the **Specific Insights - As Heard by CPTM** respectively, which you will find in each of the sections of this document on the Interactive Sessions.

All efforts have been made to faithfully record the interactions. However, due to the dynamic nature of this note taking, there may be some inaccuracies or slight errors in reproducing exactly what the speaker intended to communicate to the audience.

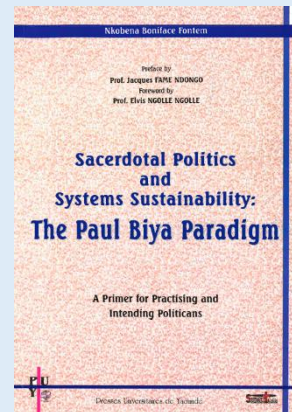
The participants were **extremely grateful for the exemplary interpretation** (into both French and English) **service provided throughout the interactions.**



Cameroon Participants

List of Cameroonian Institutions Represented

- ANOR National Standards and Quality Agency
- ANTIC National Agency for Information and Communication Technologies
- BMNE Office for the Upgrade of the Level of Business Enterprises
- CAPAM Framework for the Support and Production of Mining
- CARPA Support Council for the Realization of Partnership Contacts
- CCIM Chamber of Commerce, Industry, Mines and Crafts
- GESP Growth and Employment Strategy Paper
- ICT Information and Communication Technologies
- MINADER Ministry of Agriculture and Rural Development
- MINCOMMERCE Ministry of Trade
- MINEE Ministry of Mines, Water and Energy
- MINEPAT Ministry of Planning and Regional Development
- MINEPIA Ministry of Animal Husbandry, Fisheries and Livestock Production
- MINFI Ministry of Finances
- MINMIDT Ministry of Industry, Mines and Technological Development
- MIN/PME Ministry of Small and Medium Size Enterprises
- MINPOSTEL Ministry of Post and Telecommunication
- MINRESI Minister of Scientific Research and Innovation.
- MINREX Ministry of External Relations
- SPM Mbanga Agro-Industrial Company





CPTM Participants

Ms Mpho Makhema (Vision/Strategy Secretary from Botswana). Botswana Vision 2016 is an example of a highly successful Vision process.

Mr Alan Bryden (former Secretary-General of the International Organization for Standardization (ISO)), who was responsible for helping to set up Cameroon's Agence des Normes et de la Qualité (ANOR).

Mr Nkundwe Moses Mwasaga (Dar es Salaam Institute of Technology), is an expert on supercomputing and high impact technology from Tanzania.

Mr Steven Tucker of Hydraform, an organisation that has dedicated more than 25 years to developing alternative, sustainable and affordable building technologies.

Mr Daniel Sixsmith (CPTM Networks and Dialogue Facilitator) has worked at the CPTM Smart Partnership Hub for three years, mainly in the Country Activities team, and played a leading role in organising the First CPTM Technical Assistance Mission to Cameroon.

Dr Mihaela Smith CPTM Chief Executive and Joint Dialogue Convener, Smart Partnership Movement (background in industrial automation engineering and forecasting).

See the complete **CPTM Smart Partner Profiles in Annex 2.**



Insights From the Interactive Sessions

Achieving Development Vision Commonwealth Offers Vital Skills, Advice

A team from the Commonwealth Partnership for Technology Management is sojourning in Cameroon.



Stakeholders will carry out tink-tanking to identify and leverage relevant technological and managerial trends.

The government of Cameroon is collaborating with the Commonwealth Partnership for Technology Management, CPTM, to push for the implementation of its development vision. Experts from the body started meeting with stakeholders in Yaounde yesterday May 11, 2016 to share notes and best practices from countries like Malaysia, Uganda and Botswana whose development efforts have moved forward thanks to the CPTM concept.

The Minister Delegate to the Minister of the Economy, Planning and Regional Development, Yaouba Abdoulaye, chaired yesterday's ceremony, stating that Cameroon needed vital and expert advice to build and strengthen the institutional and human capa-

city of some institutions which are emerging following the implementation of the country's national development plan. He said Cameroon's quality control board; the Standard and Quality Agency, ANOR, and the Enterprise Upgrading Office were some of the structures that need particular attention. The Growth and Employment Strategy Paper, GESP, that ends in 2020 and the 2035 development vision are already yielding fruits, with Yaouba Abdoulaye citing advancements in hydropower dams like the Lom Pangar, Mekin and Memve'ele as well as the Kribi Deep Seaport facility as commitments to transforming the economy into a middle income status.

The Chief Executive and Joint Dialogue

Convener for CPTM, Dr Mihaela Y Smith said Cameroonians were part and parcel of the development commoner's partnership dubbed the SMART Partnership for over 15 years now in other countries. Bringing the concept to the country was therefore not going to meet adaptation challenges. She revealed that financial inclusion with emphasis on going from the benefits of micro-financing to digital financing services as well as technology and innovation inclusion with developments like big data and super computers was levers of economic growth. CPTM and Partnership Movement will help Cameroon combine strategic and operational issues for the formulation and implementation of national visions, providing three levels of interaction, at national and Commonwealth levels. They will carry out tink-tanking to identify and leverage relevant technological and managerial trends. They will equally network to facilitate contacts and collaboration, encourage cross-fertilisation and enable the dissemination of innovative approaches and successful solutions to the country's development vision. The CPTM delegation is also expected to dialogue to assist in gaining adherence and contribution of government officials, business leaders, local communities and Non-governmental Organisations.

Victorine BAY WFOR



Opening Ceremony

Welcome address *(as heard by CPTM)*

By HE Chief Dr Joseph Dion Ngute

Honourable Minister Delegate to the Minister of External Affairs in Charge of Relations with the Commonwealth

Honourable Minister Delegate in Charge of Planning, CPTM CEO, Ladies and Gentlemen,

I am very happy to welcome the CPTM Smart Partnership Team to Yaoundé. It is very special to welcome Dr Smith, who I have known for fifteen years, to Cameroon. I have taken part in many Dialogues during this time. I'm also very happy to receive Mr Alan Bryden, former Secretary General of the International Organization for Standardization (ISO), who I met at the CPTM Smart Partnership International Dialogue in Dar es Salaam in 2013. We are also very pleased to welcome Ms Mpho Makhema of the Botswana Vision 2016 Council, Mr Moses Nkundwe Mwasaga of the Dar es Salaam Institute of Technology, Mr Steven Tucker of Hydraform and Mr Daniel Sixsmith of the CPTM Smart Partners' Hub in London.

Ladies and gentlemen, esoteric words such as Smart Partnership are of course new to many of us but CPTM was in fact the first Commonwealth affiliated organisation that Cameroon joined. His Excellency President Paul Biya joined CPTM at the Commonwealth Heads of Government Meeting (CHOGM) in 1995. CPTM's aims chime closely with our aims of achieving National Development and we want to investigate over the coming days how National Vision 2035, articulated by the President, can be translated into reality. CPTM can help us to articulate how this can be done across all our organisations and how we can institute these ideas coherently.

In other Commonwealth countries we have seen developmental leap-frogging through technology. For example, Malaysia was a completely changed country between 1998 and 2011, which I saw first-hand. Dr Mahathir bin Mohamad, the Prime Minister during much of this period, used the National Vision ably to do this. Botswana, Tanzania and Namibia are all examples of countries using their National Visions to push the country forward, using the Vision to illustrate where the country is aiming to go.

The CPTM team are here to begin a process with Cameroon. We should be clear that one visit will not be enough to transfer all of the Smart Partnership Approach and solutions. We hope that this will lead to an on-going and fruitful process for us and our economy. For example, Mr Alan Bryden will illustrate how important Standards are for the success of our goals and Vision. The Director General of Agence des Normes et de la Qualité (ANOR) will also be joining us and we can explore how critical Standards are for our economy, as well as the many other issues we will explore in the coming days. Thank you all very much for coming.



Statement

Dr Mihaela Smith, *CEO and Joint-Dialogue Convener of CPTM*

Your Excellency, the Minister Delegate of Economy, Planning and Regional Development,
Your Excellency, the Minister Delegate for External Relations
Your Excellency, the High Commissioner of Cameroon to London,
Distinguished Persons,
Smart Partners in Cameroon,
Ladies and Gentlemen,

On behalf of the CPTM Chairman, Tan Sri Dr Omar Abdul Rahman and the Council of Patrons and Advisers of the Smart Partnership Movement, made up of current and former Heads of State and Government, I would like to wish you Smart Greetings and Best Wishes for this first CPTM Think Tanking on Vision 2035! I wish first of all to thank the Honourable Minister Delegate in Charge of Relations with the Commonwealth, Dr Joseph Dion Ngute, for his opening address and the time he has dedicated to this interaction, as well as for the very warm and traditional Smart Partnership welcome, which has been extended to me and the whole CPTM team since we arrived in Cameroon.

Generally, in the Smart Partnership Movement we don't read speeches, as we prefer to rely on spontaneity and reaction. However, today is a special day so I will make an exception!

Je suis ravie d'être au Cameroun pour la première fois. We are extremely pleased and honoured to set foot on the soil of this beautiful country, which for obvious reasons has been called Africa in miniature, and is regarded as an island of peace, stability and order on the African continent.

I wish also to express my deep appreciation and thanks to the Honourable Minister Delegate for the Economy, Planning and Regional Development, Mr Abdoulaye Yaouba, for the considerable hospitality afforded to our delegation since our arrival.

As you may be aware, CPTM was formed in 1995 by Commonwealth Heads of Government at CHOGM in Auckland, New Zealand. His Excellency Mr Paul Biya, President of the Republic of Cameroon, personally took part in this process and is consequently regarded as one of the founding fathers of CPTM whose humaneness and foresightedness continue to inspire us. We are very grateful for His constant and continued valuable support for CPTM's activities. Since 1995, His Excellency the President has been represented at numerous CPTM Smart Partnership Dialogues and interactions, often by the Hon Dr Joseph Dion Nguté, whose various interventions have enabled Smart Partners countries to draw useful lessons from Cameroon and its national experiences.

This is also the moment for me to recognise and express our deep appreciation for the highly commendable role played by the High Commissioner of Cameroon in London, His Excellency



Mr Nkwelle Ekaney, one of the most highly respected diplomats in London. He not only facilitated the mission, but has also taken time off to accompany this first CPTM mission. This shows that the High Commissioner is already a Smart Partner!

Your Excellencies, Ladies and Gentlemen,

It is axiomatic that peace and stability constitute the *sine qua non* for any sustainable development and transformation, and Cameroon is an example in that connection. That is why one of the agenda items of the CPTM Annual General Assembly in 2013 was: "How Nations Succeed: the Case of Cameroon". This presentation by Cameroon's representative to CPTM, Dr Boniface Nkobena Fontem (Office of the President), offered insightful best practice lessons for numerous countries.

In fact, CPTM was created with the central mandate of facilitating the acquisition and transfer of technology, and assisting socio-economic transformation for its member countries. This is especially important bearing in mind that technology has always been and remains the critical factor and input for economic performance and underlies the development gap between rich and poor countries. CPTM, as a development-oriented engenderer, is unique in many respects. Among these are its capacity to mobilise a pool of experienced professionals for the sharing of knowledge and experience. Its operational mode relies on a hands-on fast-track, real time & win-win approach. The CPTM Smart Partnership dialogue practice and approach build in the Smart Partnership Movements Manifesto's on "Limitless Opportunities for Socio Economic Transformation", initiated in 1997 and maintained as a live Manifesto through the Smart Partnership International Dialogues.

Through their Smart Partnership Cooperative activities, CPTM members aim to help bridge the growing development gap between countries. Its methodology consists of mobilising experienced and knowledgeable Smart Partners and leading experts from around the world in order to address the specific concerns of individual countries. We hope, therefore, to do our best so that the footprints of CPTM will be inscribed in the annals of the success of Cameroon Vision 2035 and all related inclusive issues.

Your Excellencies, allow me to briefly introduce the CPTM Smart Partners/members of the CPTM Team who have joined me in Cameroon. They are:

Ms Mpho Makhema, Vision/Strategy Secretary from Botswana. Botswana Vision 2016 is an example of a highly successful Vision process.

Mr Alan Bryden, former Secretary General of the International Organization for Standardization (ISO), who was responsible for helping to set up Cameroon's Agence des Normes et de la Qualité (ANOR)

Mr Nkundwe Moses Mwasaga, a leading authority on supercomputing and high impact technology from Tanzania.



Mr Steven Tucker of Hydraform, an organisation that has dedicated more than 25 years to developing alternative, sustainable and affordable building technologies

As well as from CPTM Hub Team in London:

Mr Daniel Sixsmith (CPTM Networks and Dialogue Facilitator) and

Finally, **myself** as CPTM Chief Executive and Joint Dialogue Convener, Smart Partnership Movement (background in industrial automation engineering and forecasting).

In addition, our Chairman, **Tan Sri Dr Omar Abdul Rahman** (former Science Adviser to the Prime Minister of Malaysia), who was at the heart of the successful initiation of the Malaysia Vision 2020 process, and the Science Technology Innovation Policy and Infrastructure, **Dr Lomkhosi Mkhonta** (Quality & Standards Expert at SADC and former Head of the Swaziland Standards Authority (SWASA)), and Chairman of National Planning Authority and National Vision in Uganda, **Dr Wilberforce Kisamba-Mugerwa** are among those who also wished to join us on this first Mission in Cameroon, but although they were unable to be present they recorded webcasts and provided background dedicated to the Vision 2035 in Cameroon. However, as this is but the first interaction in what we hope will be an ongoing and fruitful process, there is every chance that they will be involved in future Think Tanking Interactions between Cameroon and CPTM.

The interactive Smart Partnership sessions ahead of us will focus on sharing experience from the **CPTM Smart Partnership Inclusion Initiatives for delivering the Vision process** and how they relate to the specific concerns and goals of the Republic of Cameroon. The Quality & Standards, Technology, including Digital Landscaping, National Statistics and Financial Inclusion Initiatives combine to further the central goal of achieving National Visions.

The distinct CPTM Approach helps to do this by bringing together Smart Partners and stakeholders from numerous sectors of the economy, fields and backgrounds in order to produce wide-ranging and fast/real-time sustainable results. CPTM believes that such an approach could be highly beneficial to the Republic of Cameroon and I look forward to discussing these issues in more depth over the days to come.

Thank you for inviting us at this important time for Cameroon and welcome to the CPTM Smart Partnership Movement!



Keynote address *(as heard by CPTM)*

By Honourable Mr Abdoulaye Yaouba

the Honourable Minister Delegate

in the Ministry of the Economy, Planning and Regional Development (MINEPAT)

Honourable Minister, Honourable representatives of the Diplomatic Corps, Distinguished Smart Partners, Ladies and Gentlemen,

It is a pleasure and honour to welcome and host the delegation from CPTM. This mission is unprecedented in the 21 year relationship between CPTM and the Republic of Cameroon and we will be dealing with innovative issues as we stand on the verge of achieving a new stage of understanding and relations with CPTM and the Commonwealth. Thank you to all the stakeholders who have made this possible through your tireless efforts to bring us together today.

In recent years, the relations between more and less developed nations have become stronger through the efforts of His Excellency President Paul Biya, including his decision to join CPTM in 1995. Indeed, CPTM's support for Cameroon has been a great help for the progress of Vision 2035. One of the great achievements of the Vision has been the building of the Kribi deep-water port and achievements such as these explain the expectations of the people of Cameroon and their support or the key policies that will make Cameroon an emerging nation in the future. This is why we have selected CPTM as a key partner in this process. We hope that closer relations with CPTM will help us attract more investment from abroad as well as gain access to more expert advice for Vision 2035.

Unfortunately, in recent years Cameroon had been dragged into a costly and painful war with insurgents in the region and we are seeking to deal with a great number of refugees. The drop in petrol prices has also hurt us greatly, reducing our reserves of foreign currency and depriving the National Vision of vital funding. The impending EPA with the European Union may reduce these reserves further so there is much for us to confront and overcome.

The implementation of the National Development Plan has also brought ANOR and the Farmers' Bank into the development process. We look forward to hearing expert opinions on these issues to help Cameroon build a more expert and emerging country by 2035.

Honoured guests, I am of course aware of the complex nature of these issues and that it is too much to expect that they will be resolved in a week. We hope that this visit will help to break the ice and build a bridge between our country and CPTM. We very much look forward to seeing more Smart Partners in the near future.

I wish you all a highly productive and successful interaction. Long live Cameroon and the CPTM-Cameroon collaboration!



National Visions - Interactive Session

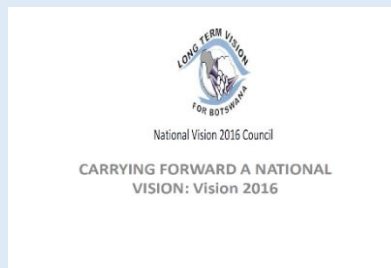
Session Moderator: **HE Mr Nkwelle Ekaney**, High Commissioner of Cameroon to the UK, assisted by **Dr Mihaela Smith**, CEO and JDC of CPTM

- Overview of CPTM shared experiences, by Dr Mihaela Smith ([click here](#) for slides)
- Cameroon presentation: 'Vision 2035: Development of Cameroon - Implementation Status', by **Mr Gregoire Mebada** and **Mr Ernest Nnanga** (MINEPAT)
- CPTM response led by **Ms Mpho Makhema**, Secretary, Botswana Vision 2016 Council, and **Mr Alan Bryden**, Former ISO Secretary-General
 - 'Carrying Forward National Visions', **Mpho Makhema**
 - 'Shaping a National Vision and Making it Happen: The Smart Partnership Way', **Alan Bryden**



MINEPAT

[Click here](#) (Also Annex 1)



Mpho Makhema

[Click here](#)



Alan Bryden

[Click here](#)

Overall Insights - As Heard by Cameroon Team

A comprehensive presentation of the Vision was made by experts from MINEPAT. During the presentation key points covered included:

Cameroon's ambition to become an emergent nation, democratic and united in its diversity. This is inspired by the Head of State and inscribed in its Vision 2035 which requires us to go back to long and medium term planning after the crisis period;

On the Progress to date, the expert explained that the Vision is been implemented through the Growth and Employment Strategy Paper, which covers the period 2010-2019; thematic and sectoral strategies and the performance framework of various programmes through activities of Planning, Programming, Budgeting and Monitoring/Evaluation;

From results gotten from the implementation of the Vision, it has been noticed that growth, employment and poverty indicators, not forgetting the Millennium Development Goals, globally do not meet the required targets.



The major difficulties encountered have been inadequate data for the follow-up of performance indicators; lack of good policies for the redistribution of wealth with high level of inequality with wide gap between the rich and the poor; slowdown of the implementation of structural projects; and a disconnection of the Vision, the short and longer term strategies due to the lack of indicators and statistics.

The CPTM Team were then engaged in a detailed discussion of specific Vision aims and challenges. Potential points of reference were made to Malaysia Vision as well as Botswana and Mauritius among others. The main focal points of CPTM Smart Partnership Inclusion Initiatives were also elaborated, to set the stage for the discussions ahead.

The issue of communication and public ownership of the Vision was underlined as a crucial factor as the population is the key actor in the development process, thus communicating the Vision to every Cameroonian and making it part and parcel of their life style is of utmost importance;

They also recommended that the redistribution of wealth should be looked into; and Industries and services should be established to stimulate the economy.





Specific Insights - As Heard by CPTM

Dr Smith Visions are a long-distance project and usually need thirty years or more to be achieved. *The Cameroon National Vision 2035* document is a great starting point for this process and you have compiled an excellent document. However, the real work starts after that, going into the specific details of the process and making the Vision a reality. I'm looking forward to hearing all about the Vision 2035 process.

Vision 2035 of Development of Cameroon: Implementation Status by **Mr Gregoire Mebada** and **Mr Ernest Nnanga**. (See Annexes to view or download the Presentation)

In 2006 it was decided to revise our strategy and look to a point much further in the future, taking into account demographic considerations and so forth... There is much to be done but we should bear in mind the saying that '*le remede ne doit pas tuer le malade!*' (or 'the cure must not kill the patient').

We have had difficulties with statistics and we need to make these more accurate and also to improve the way that we analyse them. This process has begun but it will take time. Often processes take as long as 5 years to be put in place.

Hon Minister Delegate Ngute The Vision and its articulation is clear but there is a disconnect between the objectives and the reality on the ground, for example mining is a big blank. Why is there such a disconnect?

Dr Smith The consultative process should happen in parallel with monitoring. Is there such a complementary planning process in place in relation to these figures? Technology should also be integrated into all of this.

Mr Alan Bryden I have a number of comments and questions. It is clear that Cameroon is a country full of great potential both economically and geographically.

- To make the most of this I think the Vision process should be based on a SWOT (strength, weaknesses, opportunities and threats) analysis.
- The time span of the Vision is interesting. The ultimate aim is 2035 but there is also an intermediary point in 2020, as well as the current emergency plan in place. We need to be aware that the global context moves very quickly and the Vision needs to adapt to this reality. Since I was last in Cameroon 8 years ago much has changed across the world.
- It is important to bear in mind the need for a communicative process as well as a consultative one. The population needs to feel involved and cohesive to the Vision. It can be challenging for the average person to feel a real connection to the Vision when the focal point is so far in the future. Therefore it is very important to be able to communicate the key ideas to the population and excite and interest them. This is difficult but it needs to be done so that the people feel connected and understand the aims and design of Cameroon's Vision, which may be the most foresighted in the world! Smart Partnership is a mechanism for communication that could be very helpful.



Ms Mpho Makhema The challenges faced by Cameroon are not dissimilar to those Botswana has been dealing with.

The Botswana Vision 2016 document was widely disseminated as we wanted to raise awareness of the Vision among the whole population and make sure that they understood what we were aiming to achieve. The document was translated into all national languages and spread across the country by NGO's as well as the government. We felt that the government could not be the only driver of the Vision so we involved NGO's, private sector representatives and tribal chiefs so that the whole country bought into the aims.

The National Development Plan (NDP) contained the Vision as part of the Plan and the Ministry of Education played a key role. Village schools, primaries, secondaries and nurseries all helped disseminate information on the process which was monitored year on year.

Mr Gregoire Mebada and Mr Ernest Nnanga

- The private sector are explicitly identified as the key source for economic growth in Cameroon, and the private sector possesses three times the budget that we have.
- A National consultation took place across the regions in order to define our Vision Pillars;
- The Vision is looking so far ahead to allow us the time to realistically achieve our aims. We must be based in reality and allow time to achieve these aims and we are not the only ones. Uganda is looking to 2040 and the whole of Africa is looking to 2063. The Emergency Plan is running in parallel to all of this.
- There was a regional and then a national process to build and develop our objectives.
- Unfortunately the Vision was not translated into all languages (there are 230!) but it was condensed to 3 pages in a simplified form so that the whole nation could understand it. Regional presentations were then made so that the Vision was known and understood across the country and by all stakeholders.
- We have kept our presentation short and brief in order to cover the key points but there are many documents and schemes that also support the process.

Ms Makhema I wondered what the definition of poverty was in the document? In my travel across the country people seemed to be living subsistence lifestyles but appeared healthy, not living in base poverty.

Mr Mebada In the document it is monetary poverty. What buying power do households have? This gives us our scale alongside material wealth of a household. The minimum salary is our guide. Anyone earning less than the minimum wage (SMIC) is considered unemployed, though we also have a serious problem with people who are underemployed. The SMIC is CFA 32,000 and below CFA 22,000 you are considered to be living in poverty.

The Central and Littoral regions are relatively salubrious. Regional poverty is concentrated in the North, East and North-West regions. Poverty and underemployment are huge concerns for



Cameroon and even Yaoundé is not without mud huts and shantytowns. In the extreme north people walk miles to find work in the fields and then are paid with a few bowls of rice. Children are then also put to work and don't get the education that they need thus perpetuating this cycle of poverty. Our plan aims to put an end to this cycle. We put people in need to work on the infrastructure projects of the plan to get them active and involved. CFA 24 billion will be spent over the next 5 years on public works like these. This is an inclusive process that we hope will lead to growth.

Dr Smith Long term planning is very important and MINEPAT has shown itself to be especially well equipped for this. Statistics and indicators do remain an issue and the available data for planning makes some of these stats and measures difficult to trust. On a similar note, the sharing economy and cooperative arrangements remain unmeasured and therefore are not counted in GDP.

Hon Minister Delegate Ngute The underlying assumption of our plan is that the private sector needs to be very involved if we are to achieve the majority of our aims. As to how we keep all this momentum going or burning for the length of the process, I think that the banks need to be very involved.

In general, the President decides the policy and this cascades down through the Prime Minister's Office and other Ministries. It can be very difficult to ensure that all the objectives of the Vision are held to and implementation is challenging across the board. MINEPAT does notice the ministries not necessarily following the required aims but it is not always easy to bring them back into line.

Mr Bryden

- I'm very pleased to hear there is a short version of the Vision document as that will certainly help the whole population to buy in to the process
- Will there be alterations to the Vision in light of the shift from the Millennium Development Goals (MDG's) to the Sustainable Development Goals (SDG's)?
- How do you deploy the Vision in different sectors?

Mr Mebada As you may know, a number of African nations are not in agreement with a number of the SDG's so this remains a complex issue but yes, we are considering what influence they will have on our Vision process.

The Vision as a whole belongs to the country but is formulated by the President (who has been elected by the people). It is his Vision for them.

A priority is the need for all Cameroonians to be able to feed their families. Education must be accessible and improved in order to ensure that we continue to develop towards emerging country status. This is a normative term of course but it is not without value and use.



When JFK said in 1962 that the USA would go to the moon people laughed, but they did it. We can do what we set out to achieve, as long as we believe we can and work hard for it. The Digital Revolution is also on the way and we can benefit from it.

Mr Nnanga The 7 key sectors for Cameroon's Vision are:

1. Education
2. Health
3. Social Development
4. Infrastructure
5. Rural development
6. Industries and services
7. Governance

We need to aim to produce more goods in order to reduce our trade deficit/imbalance.

Mr Nkundwe Moses Mwasaga We have similar concerns in Tanzania too. The contribution of the mobile economy to the overall economy is often not properly measured. In Cameroon this could be an issue of information capture and you may have a sleeping giant on your hands. It had far more influence in Tanzania than we initially suspected and perhaps that is the same here.

Dr Smith The Vision is a transformative process and the Smart Partnership Approach can help to foster peaceful and creative change.

Hon Minister Delegate Ngute At a Smart Partnership Dialogue in Malaysia, the then Prime Minister told me that carrying out their Vision was very hard and much of what they wanted was not getting done. To get around this he appointed a special adviser with a particular mandate. He warned his Ministers 'if you see him, then you are seeing me!' and that they were to listen to him.

Our system is slightly different to theirs but they were suffering from a problem of authority. Turf battles exist in the governments of all countries. People in general, and especially Ministers, do not like being told what to do. Vision is a transformative issue and it needs real commitment and desire to achieve the change required. Cameroon's potential is greater than other countries who have achieved these changes. Our point of reference has to be middle-income countries as our population is strong, our agriculture also and sectors such as mining, forestry and fisheries are all full of potential.

Dr Smith Malaysia has the Performance Management and Delivery Unit (PEMANDU) now in the Prime Minister's office which is led by a former Shell employee. Consequently private sector employees were brought in to key positions with huge responsibilities (but also large paychecks when compared to civil servants.) The Labour government under Tony Blair in the UK had done this but it didn't always work brilliantly and was eventually phased out, to be replaced by a

Nudge Unit. This suggested behavioural change that could lead to improved delivery of targets rather than demanding or telling people to change their ways. There are limits to how much people



and systems can absorb before pushing back. These units cannot last for too long as they become unwieldy. They need to be adapted to specific contexts, cultures and National Vision Dynamics.

Hon Minister Delegate Ngute The presentations today have been excellent, clear and very useful. Even in the cabinet we can use this information, some of which I was unfamiliar with. The issue of governance can also make or mar this whole process and we still need to consider it carefully.

Mr Nnanga How have other countries overcome or at least contained the issues of inequality and rural exodus?

Ms Makhema In Botswana, poverty levels were not reducing at the expected rate and the government had to adapt and develop a specific approach for poverty reduction.

Dr Smith In Namibia, we have seen excellent Smart Partnership work, mobilising people from the informal settlements (e.g. Katutura) into the economy, mainly through private sector initiatives, by providing them with the skills and the space to make a living for themselves.

HE Mr Nkwelle Ekaney In regards to the rural exodus, land is not the issue. We have very fertile land but the infrastructure is not there. This is crucial if we are to keep people on the land and making money from it. If they cannot transport their goods to market then they cannot sell and thrive.

Mr Bryden An economic structure between farms is needed and cooperatives are extremely useful.

Technology is also needed in agro-development and can be used effectively by growers. For example, the Masai in Kenya were equipped with computers and learned ICT skills which enabled them to understand the climate, the technology side of agriculture and also the market forces at play.

You can also work with the local resources you have. Some countries, such as Madagascar in cooperation with South Korea, have leased areas to foreign countries to work the land. I would not necessarily recommend this approach. Malaysia didn't start their manufacturing industry for their local market; they did it for export initially. They catered to the skills of their people. Malaysia had a tradition of making miniature items so they adapted this skill to building intricate items of technology, which required a similar level of precision and accuracy.



SME's also come into the picture when you attract MNC's to the country. The SME's can then provide services to these large companies, providing work for many and enabling them to learn from these companies.



Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- Lessons to be drawn from the on-going evaluation of the Botswana Vision 2016 Process and the Preparations for Botswana Vision 2036 and their relevance to Cameroon Vision 2035;
- Lessons to be drawn from the Malaysian Industry Government Group for High Technology (MIGHT) as part of the delivery of Malaysia Vision 2020;
- Lessons from the Namibian and Ugandan Vision Processes and Implementation through the activities of the National Smart Partnership Hubs;
- Monitoring of the overall Cameroon Vision 2035 Process and estimates of the financing of the Vision Process implementation;
- Use the Smart Partnership Approach as a communication tool in order to increase awareness and ownership of National Vision 2035 across Cameroon;
- Review and integrate the role of National Statistics relating to the Cooperative Vision Process; need to assess the impact of digital technology on the production of statistics;
- Review the engagement of the Private Sector (small, large, government-linked companies and independent businesses...) in the Cameroon Vision Process.

CPTM Technical Background

 National Visions	
Cameroon Vision 2035 – Prior exposure to Smart Partnership Approach	
<ul style="list-style-type: none"> • Post-Think Tanking Reports: 2010, 2011, 2012, 2013, 2014, 2015 	
<ul style="list-style-type: none"> • 2011 CPTM Smart Partnership Langkawi International Dialogue 	Click here
<ul style="list-style-type: none"> • 2013 CPTM Smart Partnership Dialogue in Dar es Salaam 	Click here
Sharing Experiences of National Visions	
<ul style="list-style-type: none"> • Smart Note on Visions (2013 CPTM Smart Partnership Dialogue) 	Click here
<ul style="list-style-type: none"> • St Lucia Vision 2020 	Click here
<ul style="list-style-type: none"> • CPTM Visit to Namibia 2015: Newslines 	Click here
<ul style="list-style-type: none"> • CPTM Visit to Uganda, August 2015: Report 	Click here
<ul style="list-style-type: none"> • CPTM Brief: Botswana Vision Council Retreat 2016 	
<ul style="list-style-type: none"> • Webcast: Dr Ernesto Comiche 	Click here
<ul style="list-style-type: none"> • Webcast: Dr Kisamba-Mugerwa (Chairman, Uganda National Planning Authority) 	Click here
Sub-section on Emerging Digital Landscape	
<ul style="list-style-type: none"> ○ CPTM Meeting with Dr Albina Chuwa (Director, Tanzania Statistics Bureau) & Tanzania e-Govt Agency (on fringes of Africa Open Data Conference 2015) 	Click here
<ul style="list-style-type: none"> ○ CPTM Visit to Uganda, August 2015: Report 	Click here
<ul style="list-style-type: none"> ○ CPTM Visit to Rwanda, October 2015: Report 	Click here
<ul style="list-style-type: none"> ○ Shelton Kanyanda intervention at 2015 Think Tanking 	



The Modernisation of Production Tools - Interactive Session

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Presentation on Cameroon context by **Mr Ngah Asse**, Co-Director of Technical Development, Ministry of Mines, Industry and Technical Development (MINMIDT)
- CPTM Members' response: Mpho Makhema, Alan Bryden, Nkundwe Moses Mwasaga and **Steven Tucker** ([Click here](#) for Presentation)

Overall Insights - As Heard by Cameroon Team

The second session of the day was on the Modernisation of Production Tools in Cameroon. It was presented by an expert from the Mines, Industry and Technological Development. The exposé focused on three main points:

- State of realisation of the implementation process
- Difficulties encountered
- Perspectives

Concerning the first point, the presenters listed the initiatives undertaken by the Government to modernise the production tools in Cameroon, notably in the legal, institutional, infrastructural, promotional, financial plan, as well as initiatives of the private sector.

As implementation difficulties, he highlighted the insufficiency in the mastery of modern technologies, high cost of acquisition of technology, limited state budget etc.

In order to remedy these difficulties, the State plans to reinforce its actions in the implementation of energy disposition, put in place activities of technological promotion and the acquisition of new tools, put in place a national policy of transfer and acquisition of technologies, and reinforce the financial environment for private investment.

From this presentation, the CPTM experts made the following recommendations from experiences gathered from other countries:

- Create an adequate framework aimed at inciting the private sector to be more implicated in the questions of water and energy;
- The state should guarantee a better legal environment for banks in order to encourage them to be more involved in the economy;
- Put in place platforms for digital exchange which will permit the accessibility of markets;
- Encourage the consumption of local products; and
- Reinforce the development of eco-tourism.



Specific Insights - As Heard by CPTM

Dr Smith In Malaysia much of the Private Sector is closely linked to the government. Mozambique is also an example in this matter. The Innovation Movement and modern communications alter the way that all this happens. It is extremely important to harness the youth and their innovative approach to new technology. Procurement is also very important for all of this. For example, nanotechnology was used in Malaysia for the desalination of water.

Mr Mwasaga We are currently developing the application of two supercomputers in Tanzania which can be used in a number of spheres such as climatology, healthcare, agriculture, mining... Where they differ from normal computers is the number of processors. Supercomputers have millions compared to 4 or 8 in a laptop. They can process huge amounts of data in a short time. They can also assist in engineering, oceanography and mining. They are very important in the analysis required for extractive industries.

Innovation on our continent has not yet fully taken off. Companies such as Amazon or Alibaba do not produce any goods but provide a platform for commerce. Africa hasn't yet done such a thing but should. There is a great spirit of entrepreneurship across Africa and in Cameroon in particular. Alibaba has created 10 million jobs in 7 years! I believe Africa could replicate this success.

Mr Ferdinand Ndinda Ndinda Cameroon takes great pride in its technological development and is currently training a million women in IT skills.

Telecommunications providers are currently developing their networks in parallel rather than in harmony which isn't helping progress.

E-learning is certainly a great possibility for the future in Cameroon.

HE Mr Ekaney Finance is a big hurdle in these matters and we have to find a way to overcome this. Technology is not free and prices can be very high.



Mr Steven Tucker In terms of bricks and block-making, Hydraform requires little investment. However, we also see that there is only limited investment available for entrepreneurs or SME's across Africa at the moment. Banks are very reluctant to loan to small businesses. Perhaps governments need to be more involved, setting up financing bodies within the country.

HE Mr Ekaney Know your client (KYC) is a challenge for our banks.

Ms Mary Bokwe Eboka An e-government masterplan is currently being put in place in Cameroon alongside our South Korean partners. We are currently at the development stage.

Ms Makhema Botswana was able to attract investors through our financing schemes. However, we called them 'fly by night' investors as they disappeared soon after getting the money!

We are now promoting small entrepreneurs but also encouraging local investment. The government encourages people to invest in their local companies so that they feel connected and an ownership for local concerns and are more likely to give them their business as well.

We need to reduce our food imports by growing more of our own produce. This was a big challenge for Botswana as we import too much.

HE Mr Ekaney Post-harvest losses are a big problem for us. We cannot store or keep the food properly and it spoils. In Central Africa we are the breadbasket of the region but we can produce even more and increase the scale of our exports.

Ecotourism is another area we should exploit more but again we come back to the question of how to finance this all. The government can't do it all on its own and it needs the private sector to get involved. How can we attract them?

How do we improve our statistics and put in place a proper system of statistical collection and analysis in Cameroon?

Mr Ndinda Ndinda We need increased foreign investment now, not just from within the country. Are the tools in place for this to happen though and are they fit for purpose? We have seen many people come here from abroad but little has come from it.

HE Mr Ekaney Petrol and gas have brought in a lot of foreign investment but private banks also need to do their part for Cameroon. The government also needs to pay back its loans on time.

Mr Bryden There are two types of private partners: domestic and foreign. The two are not attracted in the same way of course. You have to be/appear business friendly in order to attract foreign investment. Benchmarking in relation to similar agencies in other countries can be useful for judging success.



The quality infrastructure is also of paramount importance. For example ANOR's proportion of Private Sector Board Members is relatively low. Generally there is a need to be more industry-friendly in order to succeed.

Mr Nnanga In terms of statistics and financing the Vision, the strategy seeks to create jobs but also requires foreign funding. Private companies can take over public works.

Our national debt is high and needs to be kept in mind. We cannot simply return to the levels of debt of the past and push the nation to a crisis point.

HE Mr Ekane A good example for us can be Sri Lanka. They came out of a brutal civil war but have built a great deal of new, quality infrastructure through Public-Private Partnerships. Infrastructure is at the heart of our National Vision but we must remember that Government cannot do everything.

Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- Infrastructure improvements including an innovative and integrated approach to an overall Procurement and Digital Technology framework (including Supercomputing) to be explored and focused on. This can provide the driving force for Cameroon National Vision 2025, much as it did for Malaysia Vision 2020 and others;
- Finance should be spread to different sectors related to infrastructure and innovation to further enable the private sector, along the lines of the example of Sri Lanka and Botswana (e.g. through an Innovation Hub);
- Explore how much is already being spent on technology, innovation and infrastructure development and evaluate the efficiency of this spending. A sector by sector evaluation process could be of great use, equally in relation to procurement.



Quality & Standards Inclusion - Interactive Session

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Overview of CPTM shared experiences, by Dr Mihaela Smith ([click here](#) for slides)
- Presentation on the work of ANOR by **Mr Denis Leonard Piedjou**, Director KETCH BTP ([click here for presentation](#))
- Further interventions from **Mr Charles Booto à Ngon**, Director General of ANOR
- CPTM response led by **Mr Alan Bryden**, former Secretary-General, ISO



ANOR presentation (French)

[Click here](#)



Alan Bryden presentation

[Click here](#)

Overall Insights - As Heard by Cameroon Team

The presentation on Standards and Quality was done by a representative from the National Agency for Standardization and Quality in Cameroon (ANOR). His key note presentation from ANOR focused on its development and successes since its inauguration.

Its essential missions were highlighted amongst which were the elaboration and homologation of standards in Cameroon and promotion of standards and a walk towards quality. He also mentioned that ANOR has elaborated about 1750 standards since its creation; gave an insight on the positive impact of standards on trade and added value on natural resources; stated that standardization constitutes an important intelligent vector in making the economy and local industries competitive and also ameliorating the quality of goods and services produced locally.

The major difficulties encountered by ANOR are lack of funding in its standardization activities, an unadapted institutional framework, insufficient legal and regulatory framework and limits inherent to the statute of ANOR amongst others.

Mr Alan Bryden, an expert from CPTM responded with a number of suggestions on these matters, encouraging increased involvement in the process of international standards making; increasing understanding of standards in the private sector, highlighting the benefits of quality



goods and added value for trade; and elaborated on the smart partnership approach, which englobes think tanking, networking and dialoguing.

Nevertheless, concerning the problem of financing cited above, the CPTM experts in an attempt to propose a solution, highlighted the example of Tanzania where the Bureau of Standards works horizontally with their Central Bank. Cameroon was therefore advised to look into the budgets of the various Ministries to see what can be allocated for Standards and Quality. Moreover, it was recommended that the private sector be involved in the issue of Standards and Quality.

Finally, the experts proposed that the problem of financing could be solved through financing of national quality infrastructure (financing through resources provided and contributions of companies from the works of Standards and Quality) and financing of small and medium sized enterprises (through pilot programmes where the Government feels Quality should be enhanced); ANOR should be given financial autonomy, and consumer awareness should get consumers on board as regards the impact of Standards on goods they consume.

After clarifying the concept of international standards, the session ended with a consensus that there is an interrelationship with the activities of ANOR and other sectors of the economy.





Specific Insights - As Heard by CPTM Team

Mr Denis Leonard Piedjou It is ANOR's aim to show that Quality and Standards are key pillars for economic success. (See Annexes to download the presentation)

ANOR was created by Presidential decree in 2009 and has since instituted 1750 standards, inspected over 200 companies and has a number of international partners across the world, including ISO. In 2015 we held an event which attracted 520 people. In 2016, the National Quality Week (SENAQ) attracted 150 companies and over 1,000 participants including SOPECAM, TRADEX, CENAME, CAMTEL and the airport authorities...

We want to emphasise the added value of standards:

- They make industry competitive;
- Make international trade possible;
- Fight counterfeiting which can have a serious impact on people's lives;
- Helps protect health, security, safety of consumers and the population as a whole.

ANOR wants to spread the knowledge of how important standards are but we face a number of challenges:

- Structural and operational ones;
- Standards have to cover such a wide range of subjects, so we need better institutional frameworks;
- Public services are difficult to standardize;
- Absence of quality culture and tradition in Cameroon means we urgently need to spread awareness and knowledge, both in the public and private sectors;
- Metrology needs to be developed further also.

Dr Smith It's very important for standards to be integrated into the Vision process also. The Swaziland Standards Authority (SWASA) has done a lot of work on this front also. The processes in Swaziland are similar despite the size difference. Cameroon's size means that it's all the more important to bring standards to the fore.

Mr Bryden My first visit to Cameroon was in 2008, when I was Secretary General of ISO, and I was involved in helping to set up ANOR. As I can see ANOR has developed very smoothly since then but is still seeking to do more, which is encouraging.

The connection between quality & standards (Q&S) is very important. CPTM believes that there are 3 key issues that help to shape the success of the Vision:

- Financial Inclusion
- Technology Inclusion
- Quality & Standards

All of these dimensions need to be integrated and work in harmony for the Vision to be a success. Quality infrastructure is a real challenge as is training. This could come from the



entrepreneurial side of ANOR. Standards can also boost tourism, health and education, which are all focal points for ISO.

Q & S must be strategically integrated into the Vision and there needs to be increased interaction with business.

Ms Makhema In Botswana, we have trained people to maintain and spread the ideas of Q&S throughout the country, with the investment of The Botswana Bureau of Standards (BOBS). Q&S can have a great impact on trade and imports as well as on the impact of climate change and disaster mitigation.

HE Mr Ekaney We see a lot of cars on our roads which we connect to the policy of 'keep Europe clean'! The cars that pollute our country are sent here from Europe and are able to be used due to a lack of standards.

Mr Mwasaga Standards also have a key role in relation to technology, which can be the engine for economic growth. Interoperability between finance, technology and Q&S is very important for successful growth.

Mobile technology for banking needs good standards in order to succeed. In Tanzania for example we had too many technology providers all offering different services. Standards were needed to unite these services and help the users.

Mr Tucker From Private Sector perspective, Hydraform has worked closely with numerous countries and there are a number of flaws. One is that a quality product in the African market can very easily be copied by an inferior and cheaper version which can attract consumers but also put them in danger. Counterfeiting is a real problem and consumers need to be educated in order to avoid being duped by poor quality goods.

Mr Bryden We should also underline that regulations and standards can often be confused. Regulations are laws that must be followed. Standards are developed through consensus based documents produced by organisations. ISO is very much trying to increase the involvement of developing countries in the process of making standards.

Developing countries' influence on conformity is also increasing through organisations in ISO such as [CASCO](#). There is potential for training to be handled by a new wing of ANOR; they could become the leading regional provider of such services.

HE Mr Ekaney Regarding CASCO, what are the main concerns of Developing Countries in relation to standards? In my experience, we have had issues with products not being allowed to be traded in Europe for example. How do standards and this protectionism interact?



Mr Bryden International standards can certainly help to overcome regional protectionism. By conforming to international standards countries are less likely to be blocked out of regional and international trade.

ANOR Representative There is certainly an issue regarding the relationship between international and national standards and protectionism in regional blocks. The best way to get around this is to be involved in international standards making processes. Cameroon is part of 5 key ISO initiatives and consensus is the key if we decide to adopt a standard. Technical committees decide this through close study and analysis.

Ms Makhema Over the course of Vision 2035 Cameroon can seek to diversify its economy and add value to products through standards and this is true across many sectors of the economy. Training can be a challenge and in my experience workshops are the key to success. Partnering with institutions is also of great value.

Mr Kouate (Bureau of Upgrading Enterprise) I agree with the point regarding adding value to products through standards. The Bureau of Upgrading Enterprise provides multi-dimensional support for this through training, capacity building and so forth...

HE Mr Ekaney How can we keep up with all the standards being set by ISO, both logistically and financially?

Mr Bryden The benefits can be seen in the export as well as the domestic market. As we said, there needs to be a receptive environment for international investment.

Company quality management also needs to be increased, for example tourism is very dependent on this, be it tour operators, customs and so forth. ISO 9001 needs to be combined with world market demands. It is better to look at ISO markets as opportunities to access world markets rather than hurdles, if possible.

Mr Charles Booto a Ngon (Director General of ANOR) In terms of financing, ANOR grew out of the Ministry of Industry, and there was no real provision for our funding outside the Ministry. We have faced the challenge of moving beyond our origins in the Ministry, much as other ISO members have. Since 2009, ANOR has existed as a public body, dependent on state funding. How can the private sector be brought into this process? Initially standards were viewed as an inconvenience but more and more people are realising that they are necessary for success both at the domestic and international level.

There has been an increase in participation and contributions to technical committees as organisations see the benefit of being involved.

Mr Bryden Financing has 2 levels:

1. National quality infrastructure including paid services and contributions from the private sector;



2. Financing companies such as SME's and their ability to implement standards. Government pilot schemes can be flagship programmes as well. Some countries even have fiscal incentives for taking part.

For example, I heard that Carrefour is coming to Cameroon. These big companies can help fund local producers so they don't have to import goods from afar. This is a win-win solution.

Dr Smith The Standards Association of Zimbabwe (SAZ) is an example of a standards body that relies on the private sector's regular contributions (called CESS). Key Bureaux of Standards involved in the CPTM Q&S Inclusion Initiative also meet on the margins of ISO General Assembly to promote their interests.

Mr Tucker As the lone manufacturer here, I truly appreciate what Q&S does but it doesn't come for free. Buyers often don't know the difference between quality and cheap goods and go for the cheaper option, hurting producers who make the effort to conform to standards.

ANOR Representative Financing is certainly a key question. At the technical level, we have to find money or else reduce costs for committees. How do you convince people to take part without fiscal incentives? We have begun a push to spread awareness and encourage ministries to include the cost of standards in their budgets. Mr Tucker is correct, the buyer will look at cost over quality and we need to ensure they understand the importance of quality to stop this. There is an Africa wide trade agreement coming into place soon which should increase the quality of good coming in from places such as South Africa, Kenya, or Ghana (where Q&S are more developed) which should force the quality of Cameroonian goods upwards.

ANOR is also heavily involved in the Kribi deep water port as well as house building initiatives. Standards are voluntary but that doesn't mean that there is no place for legislation in this. The state can provide impetus. Things are improving regarding quality of goods, slowly perhaps but it is happening.

Mr Ndinda Ndinda One challenge in this respect is that the legislative process is very slow. Often five years go by between proposals and solutions being put into place. How do we accelerate this process? ANOR needs money and the private sector needs to contribute to this process or it will remain too slow. I started in the private sector before joining ANOR and the administrative red tape is a huge challenge and a lack of funding means we cannot plan far enough ahead.

HE Mr Ekaney There is a need for clear communication between ANOR and other sectors of the economy.



Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- Increase the level of strategic integration of the Quality & Standards Agency of Cameroon (ANOR) into the Vision Process, supported by the Quality & Standards Inclusion Initiative, which helps to underline the strategic value of standards to key sectors of the Vision (for example agro-industry, Financial Inclusion and the Emerging Digital Landscape of Technology in Cameroon);
- Review the regular financial contributions required from the Private Sector (in addition to Government support) required for ANOR to carry out necessary training and activities;
- Take advantage of the impending Economic Partnership Agreement with the European Union for financing the development of a Quality & Standards movement and an upgrade of its infrastructure in Cameroon;
- Explore how the strategic value of Quality & Standards can help to expedite the legislative process and reduce red tape related to development and key sectors of the Vision Process;
- Potential support for developments in the field of metrology through CPTM and the Commonwealth.

CPTM Technical Background

	Quality & Standards Inclusion	
Brief to Heads of Government		Click here
CPTM Newsflash: Non-Trade Barriers Webinar (CPTM & WTO)		
CPTM Newsflash: Brussels EPA & Trade		
BSI Smart Working Code webcast & email		Click here
<i>Sub-section on the Emerging Digital Landscape</i>		
ITU at Central Bank Governors 2015		Click here



Visit to National Agency for Standardization and Quality (ANOR)

During a break in between sessions, the members of the **CPTM Team** were extremely pleased to be invited by **Mr. Charles Booto a Ngon, Director General ANOR**, to visit the organisation's new headquarters. This visit was of particular interest to Mr. Alan Bryden who, in his previous capacity of Secretary General of ISO, supported the establishment of ANOR during a visit Cameroon in 2009. Please see below for some glimpses from the visit.





Financial Inclusion - Interactive Session

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Overview of CPTM shared experiences, by Dr Mihaela Smith ([click here](#) for slides)
- Presentation on the Cameroonian context by **Mr Maximin Ongolo**, Co-director of Micro-financing at the Ministry of Finance ([Click here](#) for presentation)
- CPTM Members' response: Mpho Makhema, Alan Bryden, Nkundwe Moses Mwasaga, **Steven Tucker** ([Click here](#) for Video)

Overall Insights - As Heard by Cameroon Team

The presentation by the representative of the National Strategy for Financial Inclusion, Ministry of Finance highlighted three main points:

On the context on the development of a national financial inclusion strategy, the presenter highlighted the socio-political and economic context, in which he made mention of the sub regional stability, the achievement of major projects, the population living below the poverty rate, underemployment, access to basic social services (health, education) and the infrastructure deficit (roads, electricity and other basic infrastructure).

The financial sector (the banking sector, microfinance institutions, specialized and financial institutions) situation especially the banking sector which comprises of 14 banks and 200 agencies found in the cities of Yaoundé and Douala and 420 microfinance institutions offering savings, loans and training services among others. The national financial inclusion strategy was introduced, its purposes and objectives; its state of advancement, the challenges, the cost and its implementation.

Among the challenges to be overcome by these sectors are: the absence of a financial culture, bad governance, lack of professionalism, lack of technological infrastructure etc. He rounded up his presentation by affirming that Cameroon's financial sector has a strong potential capable of guaranteeing its development.

After the above presentation the floor was opened. The main issues discussed were:

- The strategy of financial inclusion should fit in the Cameroon's Vision 2035 and have a framework where it will be implemented;
- The independence of the Central Bank and its role in financial inclusion;
- The strong relationship between the financial inclusion and technology. Financial inclusion can be achieved/facilitated by using technology;
- The issue of mobile network for mobile finance, the coverage of the national territory (Rural areas). This can increase the involvement of unbanked citizens.

The example of Uganda was presented on house financing by Mr Steven Tucker Hydraform



The following recommendations were made by CPTM experts:

- Carry out research on block chain and Bitcoins, the case of Tunisia;
- To get statistics of mobile penetration because it goes together with financial inclusion;
- Networking with countries that are implementing the digital finance services like Kenya, Namibia, and Tanzania...
- Associate the private sector for a real and sustainable financial inclusion.

Specific Insights - As Heard by CPTM

Mr Maximin Ongolo (see above for presentation) Cameroon has a National Strategy for Financial Inclusion (SNFI) as well as a number of cooperatives in the banking sector.

Large scale infrastructure projects are in the works and this is crucial as infrastructure development is highly necessary. There is gradual development but poverty reduction is still urgently needed as the poverty rate is around 40% and underemployment is a big issue.

In banking terms, we have 14 banks with about 2,000 branches between them, mainly concentrated in Yaoundé and Douala. This is only 1 branch per 149,000 inhabitants. There are problems of an excess of liquidity and a lack of diversification of products.

Microfinance: There are 420 microfinance enterprises in Cameroon which incorporates 1.7 million people/clients with 15,000 jobs attached to them. The North, East and South are underserved as the enterprises are concentrated in Yaoundé and Douala.

There is a distinct lack of mid to long-term financing available. Agriculture lacks funding and there is also a problem of poor governance and professionalism within branches of banks.

We have 25 insurance companies which insure about 2% of the population.

There is no real culture of banking or funding across the country. The post office is still emerging from the crisis of the 1980s.

Overall, there is strong potential but there remains little access for SME's and the poor to funding. Only 5% of the population are banked (slightly over 1 million people). The aim for the future has to be to get more people banked and to increase access to funding, developing financial mechanisms to offer access to as many as possible. Microfinance will be at the heart of this strategy, helping to complement traditional banking to transform the lives of millions, helping them to escape poverty.

We also have to increase oversight in order to protect deposits.

The overall budget for the National Strategy is CFA 29,341,000,000 and there is a programme in place to back up this strategy. The Ministry of Finance is running a Piloting Committee and a Unit for Execution. A round table for funding is also planned as well as studies on service demand.



Dr Smith CPTM has done a lot of work in the field of Financial Inclusion, especially working with Central Bank Governors on topics such as mobile technology, cryptocurrency and blockchain...

Mr Mwasaga Regarding mobile banking, telecommunication providers and Central Banks need to work closely together on these matters to spread the use of the technology. With a rise in mobile banking bricks and mortar banks can be reduced in number.

Blockchain technology uses a system of distributed ledgers and is likely to be used for land registry purposes and so forth. It can be very useful for the repatriation of money, circumventing traditional banks.

Mr Bryden Mobile banking can be a key area for Financial Inclusion. Cameroon could learn from the experiences of other countries, such as Tanzania, Kenya and Namibia, who have all had success in this domain.



Housing savings through loans can also be part of the financial inclusion strategy.

Mr Tucker Hydraform technology can give a boost to financial inclusion. For example, here is a video ([Click here](#)) of 60 low cost houses in Uganda being built between December 2014 and November 2015. The process included skill transfer to the local population who were active in rebuilding their own houses and community after a natural disaster. This contributed to the economic transformation of a rural area. Hydraform creates local jobs and adds value, empowering communities. The people truly feel connected to their new houses and feel a real sense of ownership.

Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- The microfinance programme could and should be enhanced with the help of the CPTM Financial Inclusion Initiative, initiated in 2011. Participation at the forthcoming Central Bank Governors' Think Tanking at the CPTM Smart Partners' Hub in London (30th June 2016) could act as a starting point for this.

CPTM Technical Background

 F.I. Financial Inclusion	
Central Bank Governors Think Tanking 2015	Click here
CPTM Brief to Commonwealth Finance Ministers' Meeting 2015	Click here
<i>Sub-section on the Emerging Digital Landscape</i>	
December Think Tanking 2015	Click here
2013 Dialogue	Click here



The Emerging Digital Landscape: Challenges & Opportunities - Interactive Session

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Overview of CPTM shared experiences, by Dr Mihaela Smith ([click here](#) for slides)
- Presentations on Cameroon context by **Mr Ferdinand Ndinda Ndinda** of the Telecommunications Regulatory Board of Cameroon (TRB) and by **Mr Peter Mokube** of the National Agency for Information and Communications Technology (ANTIC)
- CPTM Presentation by **Mr Moses Nkundwe Mwasaga** of the Dar es Salaam Institute of Technology ([Click here](#))



Mr Mwasaga's presentation

[Click here](#)

Overall Insights - As Heard by Cameroon Team

The exposés on Technological Inclusion in Cameroon were presented respectively by experts from the Telecommunication Regulatory Board (TRB) and the National Agency for Information and Communication Technologies (ANTIC).

On the general overview, technological inclusion in Cameroon aims to reduce and end the digital divide between the urban and rural centres as well as to offer low prices to all.

In solving the problem of technological inclusion through telecommunications, the government of Cameroon has put in place a system that relies on two strategies:

- Legislation and a number of national and international laws to favour the courage of telecommunication network nationwide and;
- A policy of realization to cover the need for infrastructural and applicable or implicational necessities in order to reduce digital barriers and prices.



Some of the difficulties encountered were highlighted:

- The application of the law due to resistance of the operators;
- The overall survey of needs and coverage is not yet established;
- Exploitation liberalization of Fiber Optics;
- The use of the Special Fund for Telecommunications (SFT) in the working plan of technological inclusion is insufficient, amongst others.

However, some challenges cited were:

- The lack of awareness of the population regarding the importance of ICT;
- High cost of Internet access; and
- Lack of developed E-services (E-education, E-agriculture, E-health, etc.)

After the presentation, the CPTM experts acknowledged that our telecommunication sector is well organised, like that of Tanzania, but needs to attract more companies to benefit more Cameroonians in service delivery at reduced prices.

They continued with best practices by sharing the experience of Tanzania through a presentation on *The Emerging Digital Landscape and Supercomputing*. The session ended with the following recommendations:

- Revision of the Law of 1998 giving CAMTEL the monopoly in the exploitation of fiber optics and other advantages, to permit competition in the telecommunication sector in Cameroon;
- The exploration of supercomputer technology in order to benefit from its numerous advantages in domains of: Finance, Climate and Weather Studies; Computational Fluid Dynamics; Bioinformatics; Agriculture and Fishery; Engineering - Finite Element Analysis; Security; Education; Oil and Gas Industry; Mobile Industry; Big Data among others. This could be done on a regional cooperation basis;
- Digitalisation of the land;
- Promote the use of supercomputer;
- The need to have a civil service unit exploring high technology relevant to Vision 2035





Specific Insights - As Heard by CPTM Team

Mr Ferdinand Ndinda Ndinda HE Paul Biya this year called Cameroon's youth the 'android generation' meaning all should have ICT skills and telecommunications knowledge. We have to overcome the rural-urban divide as well as bring poor and disabled people into the fold. However, the absence of electricity in rural areas is a big challenge (70% without electricity). We can overcome this with legislation and a policy of infrastructure to include the affected areas.

Operators are obligated to cover all rural areas and Wi-Fi was to be installed in all Universities in Cameroon. The above hasn't yet happened because operators have proved resistant and fiber optic cables have not yet been installed on a large scale.

A Global System for Mobile Communications (GSM) should be installed in all primary schools across the country thus covering the vast majority of the country and facilitating e-education.

Mr Peter Mokube ICT is a means to an end, facilitating development. We are aiming to increase our internet density to 70% and increase the digital index from 0.16 to 0.47%.

ANTIC was created by the President in 2002 with officers appointed in 2006. Since 2011, we have been under the auspices of MINPOSTEL.

Online trade is at less than 5% in Cameroon and online payment is also very low. We face a number of challenges:

- A lack of incentives for innovation and entrepreneurship
- A reluctance to use ICT daily from the population
- Lack of awareness
- Internet access cost is high
- Lack of e-education
- Lack or antiquated IT infrastructure in schools

Mr Mwasaga There appears to be a monopoly in terms of telcos in Cameroon and this can be a problem. If more telcos are attracted then competition can drive improvement. They push each other into new areas and the cost also then drops.

As you mentioned the percentage of mobile transaction is very low. The solution could be through the regulator pushing telcos to allow mobile payment. E-commerce platforms are numerous but transactions seem relatively low. Digitisation of the land should also be a priority as this leads to technological transformation.

Mr Ndinda Ndina The challenge of operators is on-going. I think we have sufficient operators for our users. However, we do have a national telco in CAMTEL, which was given priority and special infrastructure. CAMTEL did not fulfil its mandate to develop this infrastructure further and so no other operators could benefit from what should have been done either (e.g. fiber optic cables). We need to liberate this process and allow other operators to do the work CAMTEL has failed to do.



Dr Smith In terms of STI innovation, it is interesting to look at Open Government Data strategies. ANTIC's data centre is also interesting. *Do we have the skills and capabilities required to make the most of these data centres?* is an important question.

Presentation by **Mr Moses Nkundwe Mwasaga** of Dar es Salaam Institute of Technology ([Click here](#))

Regarding data centres, I think they should be hosted by a neutral agency rather than a telco. This can cause trouble down the line.

Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- Developing and monitoring a dedicated 'digital landscape in 2016' for integration for Cameroon Vision 2035 process;
- Strategy, governance and leadership of activities to increase the social impact of technology;
- Capacity and capability building in local government and the third sector around the use of technology to support the financial inclusion of disadvantaged people;
- Joining-up and leveraging major programmes that could either benefit from or broaden digital inclusion, and make better use of existing resources.
- Investing in national infrastructure critical to increasing the social impact of digital technology.
- Tackling the barriers to scaling digital pilot projects that have clearly demonstrated social impact, especially finding sustainable funding models.
- Bringing together social policy and ICT practitioners and communities, to bridge the knowledge gap and stimulate innovation.
- Supporting effective partnerships between government, industry and the third sector.
- Reviewing how existing legislation, codes of practice and procurement frameworks can support social and digital inclusion.
- The CPTM Inclusion Initiative on the Emerging Digital Landscape can act as a support and anchor for Cameroon in overcoming the key digital challenges as well as the infrastructure required for the application of Open Data Strategies related to the Vision 2035 Process.



CPTM Technical Background

	<p>Emerging Landscape of Digital Opportunities & Challenges</p>	
<p>Video: Tan Sri Omar presentation at 2015 Think Tanking</p>		
<p>Video: Global 2013, 'Achieving National Visions and Emerging High Impact Technology'</p>		
<p>Video: Tim Persons Video Intervention at 2015 Think Tanking</p>		
<p>Tan Sri Omar (CPTM Chairman) presentation on science advice</p>		<p>Click here</p>
<p>Dr James Kadtko: 'Strategic National Security Impacts of Accelerating Technological Change'</p>		
<p>2015 World Future Society Conference 'Making it Happen': A CPTM Overview</p>		<p>Click here</p>
<p>US Government Accountability Office</p>		
<p>Water Technology Assessment</p>		
<p>Advanced Manufacturing Technology Assessment</p>		
<p>Graphene (Ivan Buckley, Manchester University)</p>		
<p><i>Graphene Biosensor for Sustainable Agriculture presentation:</i></p>		<p>Click here</p>
<p>Nanotechnology: Alan Smith presentation</p>		<p>Click here</p>
<p>EU Smart Specialisation (Luke Georghiou and Jennifer Cassingena Harper)</p>		<p>Click here</p>
<p>Supercomputing / High-Performance Computing:</p>		
<p>Alan Real presentation</p>		<p>Click here</p>
<p>Nkundwe Moses Mwasaga (Dar es Salaam Institute of Technology)</p>		
<p>'Emerging Digital Opportunities/Challenges: New Smart Partners' Inclusion Initiative - A Landscape...'</p>		<p>Click here</p>
<p>FinTech</p>		
<p>Andrew Haldane, 'Finance 2.0?'</p>		<p>Click here</p>
<p>Accenture, 'The Future of FinTech and Banking',</p>		<p>Click here</p>
<p>Accenture, 'Future Technology Trends',</p>		<p>Click here</p>
<p>Level39 2-Year Report</p>		<p>Click here</p>
<p>Blockchain</p>		
<p>Sir Mark Walport (UK Government Chief Scientist), 'Distributed Ledger Technology: Beyond Blockchain'</p>		<p>Click here</p>
<p>Social Media and the Digital Sphere</p>		
<p>Dr Amirudin Abdul Wahab, 'Demos Quarterly: Tapping Social Media for Social Good'</p>		<p>Click here</p>
<p>Nkundwe Moses Mwasaga, 'Demos Quarterly: Sub-Saharan Africa's Digital Sphere'</p>		<p>Click here</p>
<p>Cybersecurity</p>		
<p>Dr Amirudin Abdul Wahab (CEO, Cybersecurity Malaysia) 'Overview of Cybersecurity Landscape'</p>		<p>Click here</p>
<p>Open Data & Big Data</p>		
<p>'Open Data Initiative in the Big Data Era: The Role of the Statistics Office', N.M. Mwasaga, A. A. Wahab</p>		<p>Click here</p>
<p>CPTM Smart Reading Tip: Dr Tim Persons (US Government Accountability Office) on Big Data</p>		<p>Click here</p>
<p>Statistics</p>		
<p>Sir Charles Bean, 'Independent Review of UK Economic Statistics'</p>		<p>Click here</p>
<p>CPTM Highlights</p>		<p>Click here</p>
<p>Webcast: Discussion with Professor Sir Charles Bean – National Statistics and the Emerging Digital Landscape</p>		<p>Click here</p>



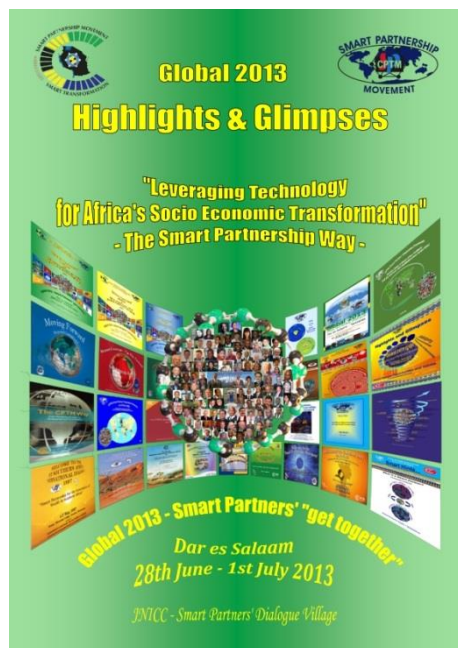
Science, Technology and Innovation Inclusion - Interactive Session

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Overview of CPTM shared experiences, by Dr Mihaela Smith ([click here](#) for slides)
- Presentation by **Ms Mabah Tene Gwladys Laure**, Researcher, Comite National de Développement des Technologies (CNDT)

Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- The CPTM STI Inclusion Initiative relates to establishing both an advisory infrastructure within government departments (such as in Malaysia, Mozambique and Botswana, among others) as a key delivery of an integrated STI policy. (See PowerPoint Presentation by Tan Sri Dr Omar Abdul Rahman, CPTM Chairman and former Science Adviser to the Prime Minister of Malaysia. [Click here](#))
- Financing for STI is needed to support the priority sectors of Cameroon Vision 2035, to be distributed in addition to the main allocation to the Ministry responsible for STI. A review of current institutional frameworks and the relationship of STI policy to the Cameroon Vision 2035 is essential.





Industry and Mining - Interactive Session

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Presentation on the Cameroon context from a representative of the Ministry of Mines, Industry and Technological Development (MINMIDT)
- CPTM Members' response: Mpho Makhema, Alan Bryden, Nkundwe Moses Mwasaga, Steven Tucker

Overall Insights - *As Heard by Cameroon Team*

The presentation was done by a representative from the Ministry of Mines, Industries and Technological Development.

- He outlined the context of industries and the industrial sector in Cameroon, which is characterized by 11,000 units on about 88,000 enterprises having the nature of industries and just about 2% having the status of big enterprises, though generating about 60% of profits;
- Products coming from the extractive industries are essentially crude oil, of which solid mining is of greater majority, amongst others.

The following came out as diagnoses:

- Weak diversification of activities (about 80% of exports are raw materials) accompanied by low valorisation of natural resources;
- Inadequate regulatory framework and attractiveness;
- Lack of adaptation and the obsolete nature of technologies used;
- The insufficient implementation of standards and demands for quality, to name a few.

Future aims include:

- The conception and implementation of the industrial guide plan;
- The putting into place of a framework plan for the transformation of agricultural, mining and forest raw materials;
- Improvement in the exploitation of mining resources, proliferation of technological instruments and raw materials platforms were cited.

He therefore concluded by stating that Cameroon has a great potential which has to be exploited, though success actually depends on the capacity of the Government to put in place a number of issues and the development of a policy promoting these sectors has to be based on the support of entrepreneurs, renewed State-enterprise relationship, etc.

The floor was opened for discussion, during which the following aspects came out as recommendations:

- The need to have a proactive component in innovation (Alan Bryden advised that it should be an innovation agency which will help new companies);
- Have a knowledge and monitoring of international markets that will attract foreign investors;
- A national mining bureau should be created;



- Develop technical centres for the country to train technicians in all domains;
- The industrial sector has to seek qualitative standards;
- Win the confidence of local markets by establishing adequate import policies;
- Certain products should be selected and given a trademark bearing the name of Cameroon (in the domain of natural products);
- Adapted technology should be acquired for Cameroon.

Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- An Industrial Strategy with high priority given to innovation integration (especially related to forestry, agro-industry and mining) is required, as a guide to the Vision 2035 Process.
- The obsolescence of infrastructure (particularly mining) could be addressed through a review of procurement procedures as discussed at the 2013 CPTM Smart Partnership International Dialogue in Dar es Salaam.
- Useful lessons to be drawn from the experience of Botswana, particularly in relation to the mining sector, its financing and the use of the revenue generated.



Public Private Partnership - Interactive Session

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Presentation on Cameroon context by **Mr Martin Lobe Yanga** of CARPA ([Click here](#) for presentation)
- CPTM Members' response: Mpho Makhema, Alan Bryden, Nkundwe Moses Mwasaga, Steven Tucker

Overall Insights - As Heard by Cameroon Team

The Support Council for the Realisation of Partnership Contracts (CARPA) presented an exposé on public-private partnership in Cameroon. The partnership contract is a new instrument emanating from the Government instituted by the State of Cameroon since 2006 alongside the traditional public contracts system.

Commonly called PPP, it could be defined as a contract through which the State sub contracts to a third party, public or private, within the framework of the execution of an over- arching project, in line with the financing retained and the duration of amortization. He went forward to state that PPP offers opportunities geared towards improving the provision of public services and the management of infrastructure as it also mobilises private capital.

CARPA which is an organisation of public law, placed under the supervision of the MINEPAT, has financial and managerial autonomy. Its main mission, through its expertise, is to contribute to the creation and rehabilitation of infrastructure and public equipment. It also contributes in the amelioration of the quality of public service as concerns the execution of technical and financial projects by the use of partnership contracts. The state of realization of partnership contracts in Cameroon was presented.

The major difficulties encountered by CARPA were listed amongst which was the use of incomplete feasibility studies document, the seizing of CARPA by ministries for projects without any feasibility studies document, insufficient financing.

Solutions such as the creation of a Bureau at the level of the Prime Minister's Office and the Ministry of Finance specifically as concerns the follow up of partnership contracts in the domain of special commissions and on the sustainability of the budget were proposed.

The following came out during the discussions:

- Evaluation of the cost of the project was raised as one of the key points,
- Separating the Ministry of finance into two- section in charge of its statutory mission and the other to finance public-private partnership contracts;
- Constant monitoring/evaluation should be carried out;
- Partnership with the local population was encouraged;
- Legal formation of contracts is essential.



Cameroon-CPTM Shared Experiences: Key Issues from Think Tanking Sessions

- There is a vital need to develop infrastructure, enabling the Private Sector;
- The state cannot be the sole provider of finance, private and external partners should be fully involved;
- There is a need to simplify administrative procedures in order to attract investment and encourage development;
- The successes of other countries like Botswana, Malaysia and Indonesia should be taken into account;
- Permanent and continuous monitoring/ evaluation of all national policies;
- Continuous dialogue between the Government and local officials/population with human and natural resources harnessed to produce resources.
- CPTM Smart Partnership Practice emerged specifically in relation to Public-Private Partnership implementation. Malaysia, in the form of the Malaysian Industry Government Group for High Technology (MIGHT), is a prime example of this. More background on Smart Partnership Practice and the roles of government/Public Private Partnership can be found in the *CPTM Manifesto - Limitless Opportunities through Smart Partnership*.



Concluding Session - Towards the Delivery of Vision 2035

Session Moderator: **HE Mr Nkwelle Ekaney**, assisted by **Dr Mihaela Smith**

- Comments by Cameroon counterparts
- CPTM Members' response: Mpho Makhema, Alan Bryden, Nkundwe Moses Mwasaga, Steven Tucker

To begin the closing session, **HE Mr Nkwelle Ekaney** presented a summary of **Overall Outcomes** from the interactions:

- Policies of the Vision must be communicated/integrated at all levels for the population to be partakers of the Vision;
- There is a vital need to develop infrastructure;
- In terms of financing, the state should not be the sole provider of finance, private and external partners should be fully involved;
- Centralisation of statistics and data is vital;
- Adaptive technology, which must come as a whole package;
- The need for simplifying Cameroon's administrative procedures in order to encourage development and attract investment;
- The successes of other countries like Botswana, Malaysia and Indonesia should be taken into account;
- Permanent and continuous monitoring/ evaluation of all our policies: it must be a continuous assessment and control of our national policies;
- Our National Vision should be integrated and coherent;
- Continuous dialogue between the Government and local officials/population;
- Human and natural resources should be harnessed to produce resources.

Dr Mihaela Smith, CEO of CPTM, therefore concluded on a positive note by stating that for a National Vision to be realized, there are **Three Main Battles** to be fought simultaneously: the **near** (needs), the **rear** (supply) and **deep** (ways to support the next battle). The **near and rear battles** are about the **here and now**. The **deep battle** is about the **future** (ideas and concepts). Given that all of these **battles are interwoven** they must be handled simultaneously. Regarding National and Global Development, if all resources are committed to fighting the rear and deep battles then one risks endangering the Vision and Learning Process by not engaging with the deep battle. If frameworks are not adapted to this process then one potentially risks losing the war.

She also stated that she hopes that more of such Smart Partnership interactions be held in Cameroon in subsequent years and desires that Cameroonians should be part in Smart Partnership interactions in London and in other partner countries.

Dr Smith extended her thanks to the Government of Cameroon for inviting CPTM to take part in these interactions. She particularly wished to **thank HE Dr Joseph Dion Ngute**, Minister Delegate in Charge of Relations with the Commonwealth, the **Honourable Mr Abdoulaye**



Yaouba, Minister Delegate in the Ministry of Economy, Planning and Regional Development (MINEPAT), **HE Mr Nkwelle Ekaney**, High Commissioner of the Republic of Cameroon in London, and the President's Office, in particular **Dr Boniface Nkobena Fontem**, who all did so much to make this trip a reality and a success. Thanks should also go to the team at the

Ministry for External Relations, led by Mr Ibrahim Ndzesop and Mr Eugene Defang, the team at MINEPAT, all the CPTM Smart Partners who took part or contributed to this mission and the CPTM Smart Partners' Hub Team in London, especially Mr Daniel Sixsmith who worked extremely hard to organise and facilitate this First CPTM Working Visit to Cameroon.

The chair concluded the session by appreciating the three ministries for making this meeting possible and expressed his wish that the discussions and recommendations will put Cameroon on good footing in achieving its Vision 2035. He thanked the CPTM experts and all the participants for their time and the fruitful deliberations over the past three days.

The Director General of Planning and Regional Development, representing the Minister of Economy, Planning and Regional Development thanked all the participants for the fruitful discussions and reiterated that these deliberations will strengthen Cameroon - CPTM ties. He went further to acknowledge that this partnership will enhance the implementation of the Vision 2035 setup since 2010 and it is on this note that he officially declared the Cameroon-CPTM meeting closed.

After the official closing of the Interactive Sessions, the members of the CPTM Team were invited to visit the Ministry of External Relations and the Ministry of Economy Planning and Regional Development (MINEPAT). Some glimpses of these visits appear below.





ANNEXES

Annex 1: Links to Presentations



Cameroon Presentations

Mr Gregoire Mebada and Mr Ernest Nnanga (MINEPAT) 'Vision 2035: Development of Cameroon - Implementation Status' [click here](#)

Mr Denis Leonard Piedjou (Director KETCH BTP) 'ANOR: Quality & Standards Inclusion' [click here](#)

Mr Maximin Ongolo (Co-director of Micro-financing at the Ministry of Finance) 'Cameroon's National Financial Inclusion Strategy' [click here](#)

Mr Martin Lobe Yanga (CARPA) 'Public-Private Partnership in Cameroon' [click here](#)

CPTM Presentations

Mpho Makhema 'Carrying Forward National Visions' [click here](#)

Alan Bryden 'Quality & Standards: Contribution to Implementing the National Vision' [click here](#)

Alan Bryden 'Shaping a National Vision and Making it Happen: The Smart Partnership Way' [click here](#)

Nkundwe Moses Mwasaga 'The Emerging Digital Landscape and Supercomputing' [click here](#)

CPTM Hub: 'CPTM Technical Assistance Mission to Cameroon: Shared Experiences' [click here](#)

CPTM Hub: slides on National Visions [click here](#)

CPTM Hub: slides on Quality & Standards [click here](#)

CPTM Hub: slides on Financial Inclusion [click here](#)

CPTM Hub: slides on Technology Inclusion [click here](#)

CPTM Hub: slides on the Emerging Digital landscape [click here](#)

Notes: For those currently reading this in hard-copy format, a digital version of this document, with active hyperlinks to CPTM Technical Background documents, is available from the Hub on request.

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Annex 2: CPTM Team Profiles

Alan Bryden, CPTM Companion (France)



Alan Bryden is currently a member, with the title of Ingénieur Général, of the High Council for Industry, Energy and Technologies (www.cgiet.org), an advisory body to the French government on policy issues in these areas, based in Paris. Within this body, he is in charge of international relations and covers issues related to quality, standards and intellectual property. He also advises various UN and European organizations and agencies on sustainable development and quality policies.

From 2003 to 2008, he was the Secretary General of ISO (www.iso.org), the International Organization for Standardization, now comprising 162 member countries. During his tenure, ISO significantly consolidated its position and scope as the world leader for the production of consensus based, multi-stakeholders international standards. The ISO collection offers today some 18000 international standards. Alan Bryden brought to this position his extensive experience acquired previously, i.e. as Director General of AFNOR (www.afnor.org), the French national standardization body, as Director General of LNE (www.lne.fr), the French national metrology and testing laboratory and as Head of the Department for industry and agriculture in the French agency for energy conservation, now ADEME (www.ademe.fr). Amongst the numerous international positions held, he was the first Vice President of the GATT Committee on Technical Barriers to Trade (now WTO www.wto.org), Vice President (policy) of CEN (www.cen.eu), the European Standardization Committee, and the founder President of EUROLAB, the European federation of measurement and testing laboratories: www.eurolab.org).

He is a graduate from the Ecole Polytechnique (www.polytechnique.edu) and the Paris School of Mines, now Mines ParisTech (www.ensmp.fr), and holds a degree in nuclear physics from the Université d'Orsay. He is a Chevalier of the Légion d'Honneur and of the Ordre National du Mérite. He holds both French and British nationalities, is bilingual in French and English and is fluent in Spanish.

For more info, [click here](#)



Mpho Makhema, CPTM Companion (Botswana)



My current work as the Vision 2016 Council Secretary is to gather and disseminate information on Vision 2016. Facilitate in development of strategic initiative for address challenges hampering the realisation of Vision 2016 goals. As the focal person on Smart Partnership in Botswana I promote Smart Partnership networks; assist in the preparation of Council budgets, liaise with key stake holders and conduct short term research programmes.

I acquired a great deal of experience working with refugees and asylum seekers. During my tenure with the Botswana Council for Refugees, I advised and negotiated with Government, Non-Governmental Organisations, International and National agencies on matters relating to the social welfare of refugees and their protection. I prepared annual project proposals and budgets for refugee programmes and submitted them for funding. I developed and implemented public awareness campaigns, programmes and activities. I represented Government and the Council for Refugees at national and International fora on the status and welfare of refugees. I participated in several advocacy groups for refugee women and children. To identify durable solutions for refugees, I assisted UNHCR in the documentation processing of the repatriation of Zimbabweans, South Africans, Namibians and Basotho and also assisted several refugees to acquire naturalisation. In the absence of a Protection Officer, I acted on behalf of UNHCR to provide refugee protection.

I have in the past served as Clerk-at-the-Table of the National Assembly. I recorded votes and proceedings of the House and advised the Speaker of Parliament and MPs in accordance with the Standing Orders of the House. I edited and proof read Parliamentary questions, motions and Bills contained in the notice and order papers, the Hansard and regularly maintained the Bill Register. I also served as a job analyst and advised the Clerk of Parliament on amendments of the organisational chart. During my tenure in Parliament I also served as the Secretary to the Law Reform Committee, Public Accounts Committee and the Research Officer.

In line with my training as a psychologist I conduct voluntary counselling services for those in need of such services. I have chaired the hospitality committee for the Commonwealth Youth Minister's Meeting (CYMM), the Habitat for Humanity and a board member of several Christian organisations.

For more info, [click here](#)



Nkundwe Moses Mwasaga (United Republic of Tanzania)



In my more than 10 years' experience in area of ICT, I have gained experience in Supercomputing, designing ICT Policies and ICT Strategies. My experience in designing ICT Policies and ICT Strategies can be deferred from the diverse range of work I have done for The Government of United Republic of Tanzania and Non-Government Organisations. Furthermore, between 2004 and 2007, I held the position of Principal System Administrator at Dar es Salaam Institute of Technology (DIT). I programmed database driven application software for Governmental Agencies, DIT, European Union Delegation and Private Companies. My experience extends to integration of financial software government agencies. I have experience in technical, financial, and policy issues relating to Supercomputing/HPC, ICT for education, including pedagogy/curriculum integration, content/software connectivity and hardware, total cost of ownership, as well as teacher and school administrator professional development. I have been senior consultant with ITU.

I have vast experience in ICT in Education System of Tanzania. Furthermore I have been a member of the ICT Committee responsible for ICT in Primary, Secondary in Tanzania under Tanzania Institute of Education. In 2004, as a member of the committee, we worked on the improvement of the syllabus of ICT for Primary and Secondary Education in terms of ICT contents and relevance of the materials in the primary and secondary context. This activity involves the analysis of the content of the syllabus so as to reflect ICT training needs of the primary school and secondary school while coping with the international pace of ICT. From 2006, I worked with Vocation Education and Training Authority (VETA) which is under the Ministry of Education and Vocational Training in the development of all ICT Curricula for all the trades of vocational Education.

Since 2007 (to-date), I have been a member of the technical team of Tanzania Education and Research Network (TERNET) that foresees the connection of all the academic institutions in the ICT Backbone network of the Tanzania (Lastmile Project) for the purpose of sharing of library materials, strategic resources (Supercomputer) and academic papers. I have written ICT Policies, Strategy and Security Policies for number of Government and Non-Governmental Organizations. I have been a Panellist and Speaker in number of International Conferences and Workshops in the area of Supercomputing, Cloud Computing, Future Networks and Internet of Things. Currently my area of interest is in Ethno Supercomputing, High Performance Computing (HPC), Internet of Things, ICT for development, Cloud Computing, Grid Computing, Web and Database Programming, crafting of ICT Policy and ICT Strategy, ICT Curriculum Development and Integration.



Dr Mihaela Y Smith, PJN, KMN – CEO, CPTM



Mihaela Y Smith is co-founder of the Commonwealth Partnership for Technology Management (CPTM) Ltd, launched in 1995 by the Commonwealth Heads of Government as a new public/private sector partnership, and is its first Chief Executive. As Chief Executive, she has promoted the innovative features of the international co-operative arrangement among the Governments in the Commonwealth, a growing number of Private sector Companies and Individual Professionals of highest calibre. CPTM is not an NGO and is not a business; CPTM is a new type of cooperative arrangement, which works closely with networking professionals in the Commonwealth and beyond.

This resulted in a large number of co-advisory knowledge services and specially designed new types of dialogues – Smart Partnership Dialogues at the country, regional and global levels, involving hands-on Heads of State/Government, business, labour, media and traditional structures in the Commonwealth and beyond.

As Joint Dialogue Convener (JDC) since 1995, she co-initiated the Smart Partnership philosophy and dialogue practice, which is the leading innovation for the CPTM's Smart Partnership Movement. As JDC, she introduced novel approaches to co-operative emergence of the Global Smart Partnership Dialogues in Malaysia (1995, 1996, 1997, 1999, 2000, 2002, 2004, 2007, 2011), Southern and East Africa (Botswana (1997), Namibia (1998), Mozambique (2000), Swaziland (2003), Lesotho (2005), Zambia (2008), Uganda (2001 & 2009), Zimbabwe (1999) & Tanzania (2013) and the Caribbean (Barbados 1996 & 1999) (for more information www.cptm.org).

Since 2007, she has jointly spearheaded a new integrated approach to socio-economic transformation based on Inclusion Initiatives and the Smart Partnership approach (i.e. National Visions, Quality & Standards, Financial Empowerment, Innovation & technology in countries such as Mozambique, Uganda, Swaziland, Namibia, Lesotho, Seychelles, Malaysia, Caribbean region, Botswana, Zimbabwe and among others). Mihaela is also nurturing the formation of national/regional Smart Partnership's Hubs & Webs, including the ACP-EU Ambassadors' Hub in Brussels.

To stabilise CPTM's finances, she jointly spearheaded the formation of a novel co-operative CPTM Endowment Fund in 2002, led by CPTM Fellows, HE Yoweri Kaguta Museveni, President of Uganda, Tun Dr Mahathir bin Mohamad, former Prime Minister of Malaysia and HE Sir Ketumile Masire, former President of Botswana and CPTM Chairman, Tan Sri Datuk Dr Omar A Rahman. Currently, member Governments and Companies from emerging economies have made a co-operative input to their Fund, which is managed by an Investment Bank.

CPTM had its origins in 1984, when Mihaela Y Smith was closely involved in the inception of a Commonwealth Science Council's Programme on Science Management and Organisation,



emphasising the value of networking in the Commonwealth. The programme evolved into the Commonwealth Consultative Group on Technology Management (CCGTM) in 1989, through a

decision of Commonwealth Heads of Government (CHOGM) in Malaysia. As CCGTM Manager, she facilitated around 400 advisory services provided by the Group to the Commonwealth, including management of the two large grants from the UK Government on Research & Development Evaluation (RANDEVAL) Caribbean based, the Environment Management situations (Institutional Development for Environmental Action (IDEA) Commonwealth-wide, together with a Consortium on Application of Expert Systems to Management of R&D (RESEVAL).

Through these missions, novel strategies were initiated and implemented for prioritising research and technology programmes (such as the Intensification of Research in Priority Areas (IRPA) in Malaysia). In particular, attention was given to commercialisation and the promotion of technology ventures in the Caribbean, Africa and the Asia-Pacific region (e.g. establishment of the Scientific Research and Industrial Development Centre in Zimbabwe, the Malaysian Technology Development Corporation, the reorganisation of the Council for Scientific & Industrial Research in Ghana, the Malawi Industrial Research and Technology Development Centre, the Malta Council for Science and Technology, Cyprus Standards Organisation, Caribbean Bureau of Standards & Mauritius Research Council).

Since February 1993, she has been responsible for the CCGTM/Private Sector Partnership initiative, which led to the formation of CPTM Ltd and the initiation of public/private sector partnerships in countries in the Commonwealth and beyond. Some of the most prominent were established in Malaysia through the Malaysian Industry-Government Group for High Technology (MIGHT) in Malaysia and in several countries in Southern Africa. During 1994, she led the CCGTM team assisting the first African National Vision, in Mauritius ('Mauritius 2020'). This was undertaken as a contract with the Government of Mauritius and was successfully replicated in Botswana, as well as a number of other countries in Southern & Eastern Africa and the Caribbean region, such as Swaziland, Lesotho, Mozambique, Seychelles, Uganda, Saint Lucia.

In 1995 CCGTM evolved again into CPTM Ltd, through a decision of CHOGM in New Zealand, following a special Task Force set up by the Commonwealth Secretary-General to outline the new Commonwealth co-operative governance, based on the achievements of the CCGTM Group, for which Mihaela provided main support. CPTM, as an entity which has evolved into a successful new Commonwealth type of technical assistance through its Smart Partnership approach and "hands-on involvement of its members", as well as through its own unique use of co-operative resourcing.

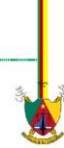
Due to her special contributions to the emergence of policies frameworks for science, technology and innovation in Malaysia and Commonwealth in 1992, she was awarded the Malaysian Federal Orders of Chivalry, KESATERIA MANGKU NEGARA (KMN), and in 1998 PANGLIMA JASA NEGARA (PJN) – known as Datuk.



Mihaela Y Smith specialised in industrial automation/economic cybernetics and forecasting methodologies. Her post graduate work was on practical uses of Technology Assessment and forecasting in the public policy and private sectors in Western and Eastern Europe and in the

USA, including a major investigation of the UK Programmes Analysis Unit – a well-known Think Tank, based at the former Atomic Energy Authority (Harwell, UK). Her professional interests continue to be related to information networks and complexity theory, as applied to transformation, innovation, governance and development.

In 1992, she was invited to join the Club of Rome (www.clubofrome.org), due to her active involvement in the emergence of international innovative co-operative governance, building on the vision of Alexander King (co-founder of the Club of Rome) for “global problématique”, as described in his manuscript “Let the cat turn round” published by CPTM in 2006, with Mihaela’s support. In August 2012, she became a Fellow of the World Academy of Art and Science (www.worldacademy.org). She is a member of various professional organisations such as the Institute of Directors, (UK), World Future Society and R&D Society.



Presentation

VISION 2035 OF DEVELOPMENT OF CAMEROON : IMPLEMENTATION STATUS

Yaounde, Hilton Hôtel May 11, 2016

Presented by :

Gregoire MEBADA & Ernest NNANGA



Presentation Plan

I. Presentation of the Vision of Development of Cameroon

- The genesis
- Vision 2035 of Cameroon : What are the aspirations of Cameroon ?
- General objectives of the Vision
- Strategies and implementation steps

II. Implementation Status of the Vision of Development of Cameroon

- Growth and Employment Strategy Paper (GESP)
- Instruments and institutional arrangements for implementation, monitoring and evaluation
- Briefs results of monitoring and evaluation

III. Difficulties encountered in the implementation of the Vision 2035 of Cameroon





I. Presentation of the Vision of Development of Cameroon

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Vision2035 of Development of Cameroon : Implementation status (c) 2016

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Vision 2035 : The genesis

The crisis of the mid-80s marked a break in the planning process in Cameroon once operationalized through five-year plans. (06 plans in total but only 05 implemented).

1987: The Cameroon State ends the long and medium term planning. It is the economic crisis :
-Structural adjustment plans

1994: Devaluation of the CFA Franc

1996: Economic and financial programs

2000: the Cameroon's admission to the HIPC (May) and the crossing point of decision (October) has offered new perspectives of management of development less conjunctural.

1999/2000: Presidential circular on the preparation of the budget obliges all ministries to submit in support of their public investment project policy document and sector strategy.

2004: In his swearing-in speech, the Head of State instructed the Government to "return to the medium- and long-term planning"

2004 : Creation of the Ministry of Planning, Development Programming and Regional Development, one of whose missions is to develop a long-term development vision of the nation (see chart).

2006 The reaching of the completion point of the HIPC initiative opens the way for a re-appropriation of development by the Cameroonian authorities. With the actual start of work on the development of the vision with the capacity building of staff of the Ministry in charge of planning in the formulation of the vision.

- I. Presentation of the Vision of Development of Cameroon
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Vision2035 of Development of Cameroon : Implementation status (c) 2016

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(1) An emerging country

- Cameroon is in an era of economic development and social sustainability with a strong, diversified and competitive economy;
- Manufacturing industry is predominant in GDP and exports;
- Integration into the global economy is effective;
- The level of poverty is residual, inequities are corrected and the per capita income ranks it among the middle-income countries.

(2) A democratic country:

- The institutions are stable and the separation of powers is real;
- The judiciary is independent and based on a sanitized law and adjusted to local values and to the economic context;
- The Cameroon government is strong, sovereign, catalyst for economic and social development, and its authority is based on the popular legitimacy of its elected and preference to merit in the selection of its officers;
- He is respectful of individual and collective freedoms;
- The administration is decentralized, well equipped and has motivated and competent human resources;
- The participation of all social groups is ensured.

(3) A country united in its diversity.

- The unity and national integration are experienced in respecting differences and identities;
- Values such as patriotism, merit, respect for authority, peace, solidarity, integrity, hard work and pride are references to individual and collective behavior;
- The functioning of society is based on cooperation, dialogue, tolerance, mutual respect, the use of mediation or the courts;
- The safety of people and goods is ensured throughout the territory and the individual and collective rights are mutually respected;
- All forms of discrimination are abolished and currently marginalized groups are included in the consultation frameworks.

- I. Presentation of the Vision of Development of Cameroon
- The genesis
 - Vision 2035 of Cameroon : What are the aspirations of Cameroon ?**
 - General objectives of the Vision

General objectives of the Vision

O.1 Reduce poverty to a socially acceptable level (less than 10%);

- transform the population in an effective development factor;
- Promote the creation of a critical mass of decent jobs;
- Reduce the gaps between rich and poor by improving redistribution systems;
- Improve the supply and ensure access of the majority to quality health services;
- Improve the social protection and social security;
- Increase the supply, quality and adequacy of training;

O.2 Reach the stage of middle-income countries;

- Increase the productivity of the economy;
- Increase investment in infrastructure and productive sectors;
- Preserve macroeconomic stability;
- Promote the transformation and professionalization of services;
- Promote, popularize and capitalize on the results of research;

O.3 Become a newly industrialized country ;

- Develop a healthy, competitive and diversified manufacturing sector, capable of reversing the structure of foreign trade;
- Collect savings, finance growth and development;
- Change the structure of foreign trade and expand markets;
- Integrate into the international financial sector and improve banking intermediation .

O.4 Consolidate the democratic process and reinforce national unity. Strengthen the ideals of peace, freedom, justice, social progress and national solidarity.

- I. Presentation of the Vision of Development of Cameroon
- The genesis

General objectives of the Vision (1/2)

Indicators	Average 2005-2007	2010	2035
Demography and social well-being			
Incidence of poverty (%)	39,9	38,0	10,0
Per capita income atlas method (\$US of 2007)	983,3	1173,7	3 800
Life expectancy at birth	50	51,0	71,5
Rate of population increase (%)	2,6	2,6	2,1
Human capital formation			
completion rates in primary education (% of relevant age group)	58,8	63,2	100
Proportion of students in technology and science secondary high school (%)	10	11	30
Proportion of students in scientific and technical studies (%)	5	5,5	30
Infrastructures			
Proportion of tarred road network(%)	10	12	32
Energy consumption per unit of GDP(%)	27,7	30,0	45,0
Digital Access Index	0,16	0,17	0,47
Number of fixed line and mobile phone subscribers per 100 inhabitants	10,3	15,1	67,8
Urbanization rate(%)	55	55,6	59,8
Investment and economic growth			
Rate of growth(%)	2,7	4,2	9,9
Investment rate (%)	17,4	19,2	29,5
Exports to GDP (%)	21,7	26,1	57,7
Agricultural Mechanization (Number of tractors per 100 km2 of arable land)	1	1,5	116,5

- The genesis
- Vision 2035 of Cameroon : What are the aspirations of Cameroon ?
- General objectives of the Vision**

Vision2035 of Development of Cameroon : Implementation status (c) 2016

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General objectives of the Vision (2/2)

Indicator	Average 2005-2007	2010	2035
GDP Structure			
Primary sector	44,0	41,8	13,3
Secondary sector	18,5	19,1	38,2
Tertiary sector	37,5	39,1	48,5
manufacturing value added in GDP(%)	9,8	14,1	22,8
Employment distribution			
Primary sector	55,7	49,3	26,9
Secondary sector	14,1	15,8	28,3
Tertiary sector	30,2	32,2	44,6
Sectoral structure of exports			
Agricultural raw materials	20,5	17,1	9,8
Oil	50,7	41,7	21,9
manufacturing	5,7	6,3	60,1
Others	23,2	34,9	12,8
Sectoral structure of imports			
Agricultural raw materials	2	3,7	2,3
Oil (energy)	26	25,0	16,3
manufacturing	53	55,2	69,8
Others	19	16,1	11,6

- I. Presentation of the Vision of Development of Cameroon**
- The genesis
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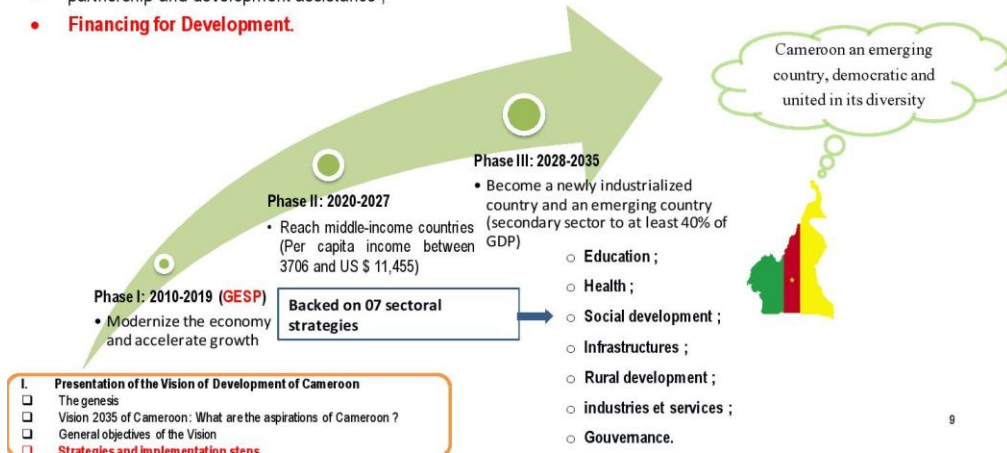
Vision2035 of Development of Cameroon : Implementation status (c) 2016

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Strategies and implementation steps of the Vision

Operationalization strategies of vision are envisaged :

- **industrialisation ;**
- National integration and consolidation of the democratic process ;
- Spatial planning, urban development and environmental preservation ;
- **Private sector promotion ;**
- Gouvernance ;
- **regional integration and international insertion ;**
- partnership and development assistance ;
- **Financing for Development.**



Presentation plan

II. Implementation status of the Vision of Development of Cameroon

- The GESP
- Instruments and institutional arrangements for implementation, monitoring and evaluation
- Briefs results of monitoring and evaluation





The GESP : Growth and Employment Strategy Paper

- adopted in August 2009 and came into execution in January 2010
- This is the strategic reference framework for governmental action for the first phase (period 2010 -2019) of implementing the Cameroon Development Vision .
- **It is six overall goals and three strategies :**

⇒ Objectives

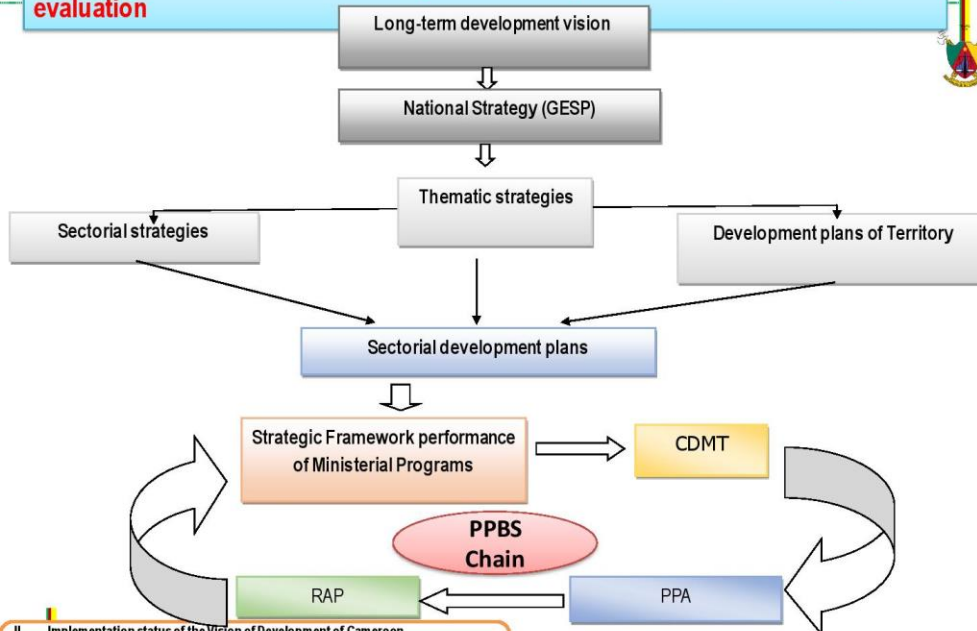
- increase growth to around 5.5% on average in the period 2010-2020 ;
- bring underemployment of 75.8% to under 50% in 2020 with the creation of tens of thousands of formal jobs per year in the next ten years ;
- reduce the poverty rate from 39.9% in 2007 to 28.7% in 2020 ;
- Achieve by 2020, all of the Millennium Development Goals (MDGs)
- guarantee to all better respect for human rights and civil liberties ;
- strengthen governance.

⇒ Strategies

- of growth ;
- of employment ;
- of governance and strategic management of the State

II. Implementation status of the Vision of Development of Cameroon	Vision 2035 of Development of Cameroon : Implementation status (c) 2016	11
<input type="checkbox"/> The GESP		
<input type="checkbox"/> Instruments and institutional arrangements for implementation, monitoring and evaluation		
<input type="checkbox"/> Brief results of monitoring and evaluation		

Instruments and institutional arrangements for implementation, monitoring and evaluation



II. Implementation status of the Vision of Development of Cameroon	Vision 2035 of Development of Cameroon : Implementation status (c) 2016	12
<input type="checkbox"/> The GESP		
<input checked="" type="checkbox"/> Instruments and institutional arrangements for implementation, monitoring and evaluation		
<input type="checkbox"/> Brief results of monitoring and evaluation		

Instruments and institutional arrangements for implementation, monitoring and evaluation

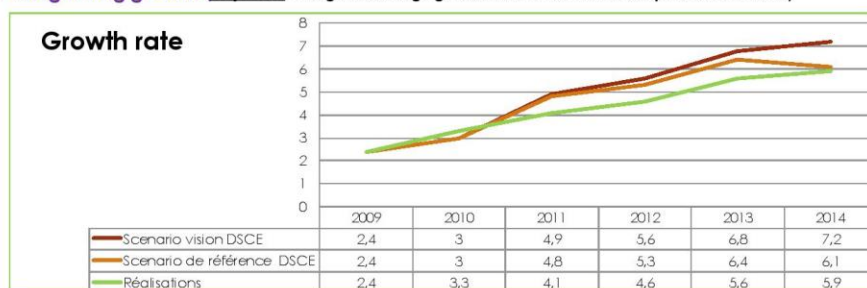
- **The law No. 2007/006 of 26 December 2007 on the financial regime of the State**, establishing the performance of government actions and aligning budgets to public policy.
- The entry into force in 2013 of the approach to budgeting by results-based program, which promoted the anchoring of public policies to strategic development objectives ;
- **Sectoral Development Strategies, "Ministerial" and thematic**, GESP declinations by sector / specific area of intervention ;
- The subsystem of monitoring of the implementation of GESP and sectorial strategies through the activities of the PPBS chain: review and update of the content of ministerial programs; programming Public Expenditure Framework (MTEF) and the Ministerial Budget Programs ;
- **The Interministerial Committee for Program Review (ICRP)**, consultation framework to ensure consistency and validation of public programs and their results.
- **The Monitoring and Evaluation Technical Committee of the implementation of GESP (CTSE-DSCE)**, for the production of semiannual and annual monitoring reports;
- the subsystem of monitoring poverty, living conditions of households and MDGs through the production of indicators on living conditions of households and / or basic information for each of the priority areas identified in the GESP (SPRPB and INS)



- II. Implementation status of the Vision of Development of Cameroon
 - The GESP
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Briefs results of monitoring and evaluation (1/4)

1. Regarding growth **Objective:** Bring the average growth rate of 5.5% over the period 2010-2020)



→ Since 2011, the rate of economic growth in Cameroon remains below forecasts of Vision scenarios and GESP. It is located 5.9% in 2014 against 5.6% in 2013, 4.6% in 2012 and 4.1% in 2011.

2. In terms of job creation **Objective:** Reduce the rate of underemployment below 50% in 2020).

→ According to the survey ECAM-4, **the overall underemployment rate rose from 71.1% in 2007 to 79.0% in 2014, an increase of 7.9 points.**

→ This trend departs from **GESP projections**, reminder: the objective is to reduce the overall underemployment rate less than 50% by 2020.

- II. Implementation status of the Vision of Development of Cameroon
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Briefs results of monitoring and evaluation (2/4)

3. In terms of poverty reduction (Objective: Reduce the poverty rate around 20% in 2020)

→ The fourth Cameroonian survey **ECAM-4 households conducted in 2014 showed that the poverty rate fell by 2.4 percentage points standing at 37.5% against 39.9% in 2007 and 40.2 % in 2001**. this change reflects a positive contribution from real annual economic growth rate of 4.7% over the period 2010-2014,

→ However, this performance falls short of the GESP projections due to growth still below the expected level and a persistent disparities in wealth redistribution which explains the growing inequality between the poor and non-poor

4. Evolution towards the MDGs (Objective: Achieve all the MDGs by 2020)

The evaluation of the MDGs present a mixed picture.

→ Some sectoral targets appear **on track**, including goals on education (MDG 2), promoting gender equality and empowering women (MDG3), the establishment of a global partnership for development (MDG 8) and the promotion of environmental sustainability (MDG 7).

However, the picture remains **mixed** as regards the **health** objectives (MDG 4, 5 and 6).

→ There is a decrease in the spread of AIDS, while maternal mortality increases. Similarly, infant mortality remains a concern

- II. Implementation status of the Vision of Development of Cameroon
- The GESP
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Briefs results of monitoring and evaluation (3/4)

Regarding the growth strategy,

a) Infrastructure Development

Significant achievements have been made in the infrastructure sector since the entry into implementing the Strategy Document for Growth and Employment in 2010 **but are at a pace below the prospects of the strategy**.

As such, it may for example include:

→ **In the area of energy :**

(i) the dam reservoir Lom Pangar whose implementation rate is 85% ;

(ii) hydroelectric development projects of Memve'ele 211 MW (implementation rate 65%) and 15 MW Mekin (implementation rate 70%), which will enter into service in 2017 ;

The delay in this area is estimated at 712 MW. Indeed, current projects should lead to a total capacity of 1600 MW in 2017, 1400 MW still to find to saturate the target of 3000 Mw of the GESP.

→ **In the area of roads**, 922 km of roads were paved against midterm expected 1,400 and 3,500 at the end of the strategy

→ Since 2010, the Government signed **financing agreements** with partners to over 7200 billion FCFA. Funding through the PPP is part of it, including the Port of Limbe and the Pipeline Limbe-Douala-Yaoundé. This last theme will be discussed in depth during the session workshop to be spent.

- II. Implementation status of the Vision of Development of Cameroon
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Briefs results of monitoring and evaluation (4/4)

Regarding the growth strategy,

b) Modernization of production apparatus

→ **Regarding the rural sector**, actions are carried to substantially increase agricultural production and help reduce the imbalances in the balance of payments. To illustrate, through the Support Programme for the Agricultural Competitiveness (PACA), the production of agricultural Pathway increased from 81 000 tonnes in 2010 to 135,312 tonnes in 2012.

Other actions and projects, like the **establishment of agricultural bank, commissioning assembly plant for tractors of Ebolowa** should provide solutions, respectively, to **the thorny sector funding problem and mechanization of our agriculture**. Other supports are made to existing agro-industries. **But these actions do not produce yet all the expected results.**

→ **Regarding mining**, several actions are carried out by the Government with the aim of encouraging research, exploitation and processing of mineral resources. Agreements have been signed with private partners, but various problems hindering the start of different jobs. For example, for the deposit iron of Mbalam, additional studies have revealed a high silica content of Mbalam iron ore : which makes the operation dependent of Congolese ore deposit to ensure project profitability

The next presentation will dwell deeper on This strategic axis of the growth strategy

For specific objectives relating to issues of industrial and mining developments as well as inclusions of standards and quality; financial and technological inclusion, work in workshops will address them in more detail.

- II. Implementation status of the Vision of Development of Cameroon
- The GESP
- Instruments and institutional arrangements for implementation, monitoring and evaluation
- Briefs results of monitoring and evaluation

Vision 2035 of Development of Cameroon : Implementation status (c) 2016

17

Plan de l'exposé

III. Difficulties encountered in the implementation of the Vision 2035 of Cameroon



Vision 2035 of Development of Cameroon : Implementation status (c) 2016

18

Difficulties encountered in the implementation of the Vision 2035 of Cameroon

- The unavailability of some implementations strategies;
- Low quality indicators defined in the strategic frameworks of performance of ministerial programs;
- The lack of a statistical device for systematic production of informations necessary to complete the monitoring and evaluation indicators of the achievement of objectives;
- The long intervals of achieving cross sections surveys (RGPH, RGE, ECAM, EESI, Agricultural Census, etc.);
- ...



III. Difficulties encountered in the implementation of the Vision 2035 of Cameroon

Vision 2035 of Development of Cameroon : Implementation status (c)2016

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Pistes de solutions implémentées ou envisagées

- Faced with delays in the implementation of GESP strategies, and consequently of the Vision, the government has set up an Emergency Plan Triennial for accelerating growth in order to reposition our economy on its path source ;
- Actualization of ministerial programs are held annually to improve the quality of indicators defined in the strategic frameworks of performance of ministerial programs;...
- The development of sector strategies are being finalized or discounted.



III. Difficulties encountered in the implementation of the Vision 2035 of Cameroon

Vision 2035 of Development of Cameroon : Implementation status (c)2016

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CPTM Technical Assistance Mission to the Republic of Cameroon

YAOUNDÉ, CAMEROON
10TH - 13TH OF MAY, 2016



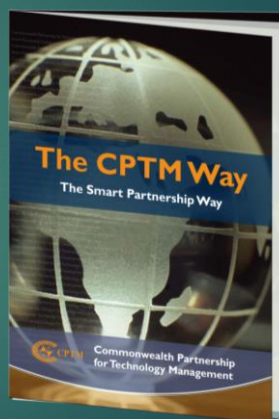
CPTM History and Cooperative Governance

In 2015 Commonwealth Partnership for Technology Management (CPTM) Members celebrate their **20th year since Commonwealth Heads of Government in New Zealand in 1995** decided to establish a separate administrative conduit with its own legal entity, to serve Commonwealth countries. CPTM, as a Commonwealth cooperative entity formed of Governments, Private/Public Sector and Professionals, **was and is a unique Commonwealth delivery mechanism for national, regional and global smart fast-track development**. CPTM Members ability to provide advisory services focused on **“leveraging technology for socio economic transformation”** and promoting and sharing best practice on **“governance for development”**.

CPTM is a unique and distinctive organisation of the Commonwealth, with its framework enabling Commonwealth Governments to work together on a sustainable and resilient basis to address development issues. Its objects focus it on providing Advisory Services to all the Commonwealth countries and **it is firmly committed to adhering to, and implementing, Commonwealth values and principles, since its establishment by Commonwealth Heads of Government at CHOGM in 1995.**



CPTM Smart Partnership Approach to Socio-Economic Transformation



See the CPTM Resource Material Document for further information

Extracts from CPTM Written Submission to the Commonwealth Heads of Government Meeting, Malta 2015



The CPTM Members' distinctive cooperative practice is based on the recognition that the **value of knowledge and know-how** is dependent on the **strength of the Networks** which is in turn dependent on the **strength of the Links** which support them. The Links are in turn dependent on **trust**, which is the main tenet of the CPTM Smart Partnership approach.

Without **continuously embedding trust**, national and regional cooperative frameworks cannot deliver and leverage the **Limitless Opportunities** that current **Technology and Innovation** offers for a **Fast-Track Socio-Economic Transformation**. One of the progressive features of **CPTM's dynamic and adaptable networking** is the ability to pave the way for things to come, both in terms of approach and substance.

See the CPTM Resource Material Document for further information

Extracts from CPTM Written Submission to the Commonwealth Heads of Government Meeting, Malta 2015 (cont'd)



The **CPTM Way** is a distinct approach, which **ensures maximum inclusivity and growth**. A key feature of this approach is that it uses innovative and highly effective mechanisms to deliver its mandate. At the core of these is the use of the **Smart Partnership approach** as an agent of change for growth and wealth creation in the Commonwealth. The essence of this **approach is co-operation to create a mutually beneficial outcome for all who participate**.

Complex development and transformation issues are addressed **through open dialogue** without prejudging solutions, so as to increase understanding and initiate momentum. Another key feature of CPTM's approach is the ability to provide, through '**Think Tanking**', the capacity to look at an issue from a wide range of perspectives. This is made possible through CPTM's network of highly skilled professionals from around the world. Most of these professionals are Networking members of CPTM, who give their time freely and without charge for the benefit of the particular national situation and concern, and they in turn benefit from that experience in their own national context (known as CPTM 'cooperative resourcing').

See the CPTM Resource Material Document for further information

Extracts from CPTM's Commonwealth Day 2016 Message Achieving Smart Inclusive Growth for the Commonwealth through CPTM Smart Partnership Approach: A Message from CPTM Members



CPTM provides a unique form of support to countries within the Commonwealth, especially in relation to **managing emerging risks in government systems** due to the **impact of exponential growth of technology**, and the **inter-connectedness of networks** – in the national, regional and global context.

It is at this level that the **CPTM Smart Partnership Movement** has proved its importance. This is increasingly so in recent years as "National Visions" developed and regional cooperation prospered.

CPTM and the Smart Partnership Movement have helped countries combine strategic and operational issues for the formulation and implementation of National Visions, providing three levels of interaction, at national, regional and Commonwealth levels:

- **Think-tanking** in order to identify and leverage relevant technological and managerial trends;
- **Networking** to facilitate contacts and collaboration, encourage cross-fertilization and enable the dissemination of innovative approaches and successful solutions ;
- **Dialoguing** to assist in gaining the adherence and contribution of all parties involved, from government officials and business leaders to local communities and NGOs.

See the CPTM Resource Material Document for further information



Extracts from CPTM's Commonwealth Day 2016 Message (cont'd) Achieving Smart Inclusive Growth for the Commonwealth through CPTM Smart Partnership Approach: A Message from CPTM Members

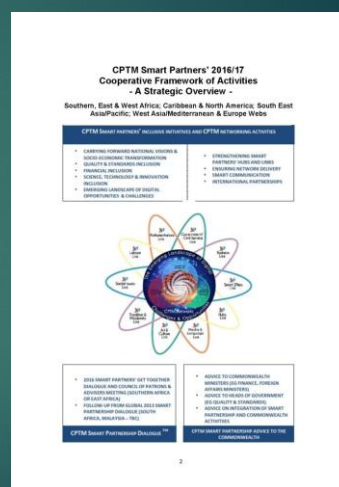
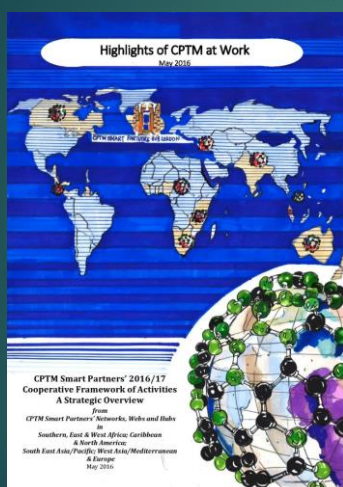
In the past five years, the CPTM Smart Partnership Movement has structured its activities into **three 'Inclusion Initiatives'** which complement and support one another in order to **achieve National Visions**:

- **Technology and Innovation Inclusion**, which has explored the potential of numerous technical developments such as nanotechnologies, big data and super computers, 3D printing, biosciences or energy efficiency;
- **Quality and Standards Inclusion**, which has addressed the potential of international standards awareness and implementation to access world markets, to respond to the effects of climate change or to promote new 'smart' managerial practices;
- **Financial inclusion**, going from the benefits of micro-financing to digital financial services or the significance of block chains and bitcoins.

In 2015, a cross-cutting dimension was added relating to the **'emerging landscape of digital challenges and opportunities'**.

See the CPTM Resource Material Document for further information

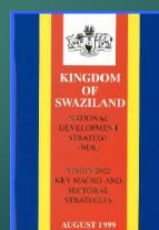
CPTM Smart Partners' 2016/17 Cooperative Framework of Activities A Strategic Overview



See the CPTM Resource Material Document for further information



CPTM SHARING EXPERIENCES ON NATIONAL VISIONS



THE EMERGING DIGITAL LANDSCAPE AND NATIONAL VISIONS



OPEN GOVERNMENT DATA

Why open government data?
Public sector information
Big data
Beyond access – What value? (Value chain of open government data)
How is O.G.D used? In Government, Privately and in Civil Society
Prerequisites for open data users
Is data truly open?
ICT and O.G.D portals
Implementation and Challenges
Policy/technical/cultural/organisation etc.
Harmonizing definitions and legal conflicts

OPEN GOVERNMENT DATA STRATEGY

List of agencies' data sets
Access to information and emerging needs of government
Context demand
E.g. Open Data Institute in the UK
Open Data White Paper – UK

GOVERNMENT AND BIG DATA

Big data opportunities
Measurement:
Search data and social networks data
Improve data and methods for current statistics (National Statistic Offices)
Measure things not being measured before, e.g. Labour Statistics

FINTECH

Blockchain Tech
Bitcoin
Dark Net
Fin Extra – wholesale banking (Blockchain for 'SMART SECURITIES' & SMART CONTRACTS)
E.g. Barclay / UBS Innovation Lab (Level 39, Canary Wharf)
Ever Leader (global ledger); ITO

TOWARDS A SOCIAL COMPACT FOR DIGITAL PRIVACY AND SECURITY

Global Commission on Internet Governance (GCIG)
Opportunities and risks emerging from internet
Core elements of the social compact for a digital society
Innovations in global governance – towards a distributed governance ecosystem
Net neutrality (telecom)

See the CPTM Resource Material Document for further information



THE EMERGING DIGITAL LANDSCAPE AND NATIONAL VISIONS BIG DATA & STATISTICS



- 'Disrupting' Technologies and Impact on Governance
- A Smart Transformation in the Emerging Digital Landscapes' Professions
- Digital Challenges and National Statisticians



See the CPTM Resource Material Document for further information



CPTM QUALITY & STANDARDS INCLUSION INITIATIVE EXTRACTS FROM SUBMISSION TO HEADS OF STATE AND GOVERNMENT ON ENABLING THE SOCIO-ECONOMIC TRANSFORMATION OF NATIONS THROUGH QUALITY & STANDARDS



In 2015, Heads of State and Government in the Commonwealth were invited:

to consider the increasing value of the new dimensions of standards for National socio-economic transformation;
to take into account the strategic value of the CPTM Inclusion Initiatives on Standards, Technology and Finance in relation to National Visions

to note the recommendations emerging from the activities and interactions of National Standards Bodies (NSBs) and the CPTM Quality & Standards Inclusion Initiative, particularly in relation to the following sectors:

Trade and standards, specifically:

Non-tariff barriers to trade, particularly regarding manufactured goods;

Trade in agro-food products;

Digital Financial Services (DFS), as derived from the **Central Bank Governors' Think Tanking** on Financial and Technology Inclusions;

Environmental Protection, Climate Change and Standards;

to call on those national institutions implementing trade, financial services and environmental protection policies (among others) to intensify their engagement with NSBs;

to establish for this purpose an inclusive national framework for on-going Smart Partnership dialogue to enable the implementation and embedding of strategic Quality & Standards issues

to actively explore **achieving National Smart "fast-track development"**, through the CPTM Smart Partnership Integrated Approach, developed through the CPTM Smart Partners' Inclusion Initiatives;

to encourage the **your NSB to participate in the CPTM Quality & Standards Inclusion Initiative** in both the regional and Commonwealth context and to consider the support offered by CPTM.

See the CPTM Resource Material Document for further information

CPTM QUALITY & STANDARDS INCLUSION INITIATIVE GLOBAL NETWORK (AMONG OTHERS...)



CPTM FINANCIAL INCLUSION INITIATIVE: SMART PARTNERSHIP ADAPTIVE FLEXIBILITY APPROACHES IN THE DIGITAL AGE



- **Financial Inclusion and Financial Technology (FinTech)**
 - Update on Mobile Banking and Telecommunications
 - Digital Financial Services including security of mobile transactions
 - Digital Financial Services: interoperability and Quality & Standards
- **Digitisation of the Economy and Central Banks**
 - Open Government Data (OGD) and new challenges to conventional approaches to National Statistics
 - Bitcoin, blockchains, cryptocurrency & online anonymity
- **Smart Partnership Financial Inclusion: Catalyst for High Performance Economies**
 - Emerging role of Central Banks: Financial Inclusion and the Digitisation of the Economy
 - Central Banks and National Visions – Disrupted and Reimagined

See the CPTM Resource Material Document for further information



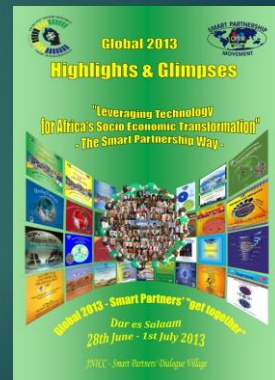
CPTM FINANCIAL INCLUSION INITIATIVE: SMART PARTNERSHIP GLOBAL NETWORK (AMONG OTHERS)



Reserve Bank of Malawi



CPTM TECHNOLOGY INCLUSION INITIATIVE: ACHIEVING NATIONAL VISIONS AND EMERGING HIGH IMPACT TECHNOLOGY



See the CPTM Resource Material Document for further information



CPTM TECHNOLOGY INCLUSION INITIATIVE: IMPORTANCE OF SCIENCE, TECHNOLOGY AND INNOVATION ADVICE

CPTM Think-Banking December 2014

LEVERAGING TECHNOLOGY FOR SOCIO-ECONOMIC TRANSFORMATION - IMPLICATIONS ON STI POLICY AND SCIENCE ADVISE

CPTM Think-Banking December 2014

The Four Critical Technologies for Socio-Economic Transformation (SET)

Technologies for Basic Needs | Technologies for Quality of Life | Technologies for Wealth Creation and Industrial Competitiveness | Technologies for Good Governance

CPTM Think-Banking December 2014

Leveraging/Harnessing the Critical Technologies for SET depends on the Total National Capacity (TNC) in STI, consisting of:

- A Government that recognizes the crucial role of STI in achieving SET and is committed to providing a comprehensive STI physical and soft infrastructures
- A Scientific Community, ethical and competent, and able to contribute to and draw from the global pool of scientific knowledge and technological know-how
- A Private Sector capable of creating wealth through the application of technology and innovation in all sectors of the economy
- A Society that is science literate, imbued with a culture of creativity, innovativeness and entrepreneurship and the application of the scientific method, and
- An efficient Governance System enabling effective policy making, planning, implementation and public debate and international collaborations that ensures long-term commitment to STI development

CPTM Think-Banking December 2014

Achieving the TNC in STI is the compelling reason for a national STI POLICY

NATIONAL DEVELOPMENT
Critical Technologies
SMART PARTNERSHIP

CPTM Think-Banking December 2014

The Six Components of STI Policy

- STI for Policy
- Policy for STI
- STI and the Private Sector
- STI and the Community
- Government Commitment to STI
- STI and Academia



See the CPTM Resource Material Document for further information



CPTM TECHNOLOGY INCLUSION INITIATIVE: ENERGY SECTOR, WATER AND SECURITY IMPACTS

Strategic National Security Impacts of Accelerating Technological Change

World Future Society Meeting
24 July 2015

Dr. James Kadke
National Defense University and U.C., San Diego
jkadke@gmail.com

Emerging Energy Technologies

- Emerging Technologies**
 - Enhanced generation – solar, fuel cells, energy harvesting
 - Enhanced storage – ultracapacitors, nano-based batteries
 - Smart energy management, smart grids
 - Fracking
- Security Opportunities**
 - Non-fossil energy sources for small and medium applications
 - Large scale storage for facilities, grids, battlefield ops
 - Smart energy management of large grids and facilities
 - Fracking may change U.S. geopolitical posture!
- Security Risks**
 - New energy tech will be widely commercially available
 - Cheap oil may kill markets for alternative energy near term
 - Fracking will spread globally

GAO
United States Government Accountability Office
Center for Science, Technology, and Engineering
Report to Congressional Requestors

August 2015

TECHNOLOGY ASSESSMENT

Water in the energy sector

Reducing freshwater use in hydraulic fracturing and thermoelectric power plant cooling

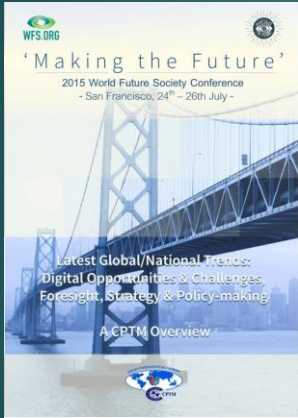
GAO-15-548



See the CPTM Resource Material Document for further information



CPTM TECHNOLOGY INCLUSION INITIATIVE: FORESIGHT, PROCUREMENT AND INNOVATION



See the CPTM Resource Material Document for further information



**CPTM Technical Assistance Mission
to the Republic of Cameroon**

**Cameroon Vision 2035 Think Tanking
- Key Issues Derived from
Cameroon-CPTM Shared Experiences -**

Produced and edited by the CPTM Smart Partners' Hub Team
London, June 2016

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