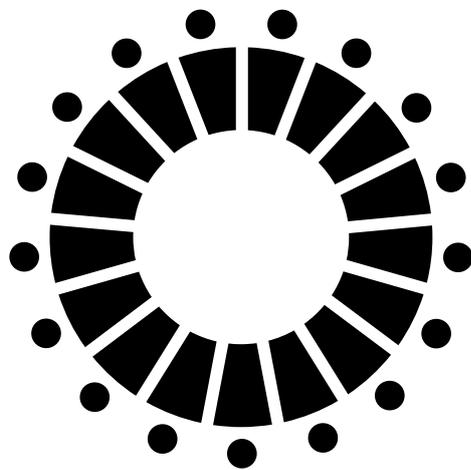




UNITED NATIONS
CAMEROON

A photograph of two young children, a girl on the left and a boy on the right, sitting on a blue bench. They are both wearing orange short-sleeved shirts with purple collars and cuffs, and purple shorts. They are smiling broadly at the camera. The background is a plain, light-colored wall.

**UNITED NATIONS
SUSTAINABLE DEVELOPMENT
COOPERATION FRAMEWORK
FOR CAMEROON
2022–2026**



**LEAVE
NO ONE
BEHIND**



@UN_Cameroon



@UNinCameroon



uncameroon



cameroon.un.org

Resident Coordinator: Matthias Zana Naab

Resident Coordinator Office Team Leader: Sophie Lesselin

Data Management, Results Monitoring and Reporting Officer: Jean-Claude Mebenga

Public Information and Partnerships Officer / Layout and Graphics: Emanuel Foukou

Cover photo: UNICEF/Salomon Beguel

Photo credit: UNFPA, WFP, UNV, FAO, UNDP, UNICEF, UNRCO



UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FOR CAMEROON 2022–2026

Table of Contents

JOINT STATEMENT AND SIGNATURE PAGE	2
LIST OF ABBREVIATIONS AND ACRONYMS	5
EXECUTIVE SUMMARY	7



CHAPTER 1 : COUNTRY PROGRESS TOWARDS THE 2030 AGENDA

1.1. NATIONAL BACKGROUND	12
1.2. NATIONAL VISION FOR SUSTAINABLE DEVELOPMENT	15
1.3. SDG PROGRESS	16
1.4. GAPS AND CHALLENGES	17



CHAPTER 2 : UN DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA

2.1. THEORY OF CHANGE	20
2.2. STRATEGIC PRIORITIES OF THE UNITED NATIONS DEVELOPMENT SYSTEM	23
2.3. EXPECTED DEVELOPMENT RESULTS	25
2.4. COOPERATION FRAMEWORK OUTCOMES AND PARTNERSHIPS	27
2.5. SYNERGIES BETWEEN THE COOPERATION FRAMEWORK OUTCOMES	47
2.6. SUSTAINABILITY	48
2.7. UN COMPARATIVE ADVANTAGES AND UNCT CONFIGURATION	49



CHAPTER 3 : COOPERATION FRAMEWORK IMPLEMENTATION PLAN

3.1. IMPLEMENTATION STRATEGY AND STRATEGIC PARTNERSHIPS	52
3.2. JOINT WORKPLANS	53
3.3. BUSINESS OPERATIONS STRATEGY	53
3.4. GOVERNANCE AND MANAGEMENT STRUCTURE	53
3.5. RESOURCING THE COOPERATION FRAMEWORK	56
3.6. MISCELLANEOUS: ADMINISTRATIVE AND FINANCIAL MANAGEMENT OF THE COOPERATION FRAMEWORK	57



CHAPTER 4 : MONITORING AND EVALUATION PLAN

4.1. MONITORING PLAN	60
4.2. EVALUATION PLAN	62

Annex 1:

Cooperation Framework Results Matrix for 2022 - 2026

63

Annex 2:

Legal annex of the Cooperation Framework - Cameroon

81

Annex 3:

Annex on the Harmonized Approach to Cash Transfers

83

Annex 4:

Estimated Resources Framework of the Cooperation Framework 2022–2026 in Cameroon

86





Joint statement and signature page

In its resolution 72/279 of 31 May 2018, the United Nations General Assembly elevated the United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework) as the most important instrument for the planning and implementation of the United Nations development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development. The Government of Cameroon and the United Nations system agencies, funds and programmes are committed to working together to achieve the objectives embodied in this United Nations Sustainable Development Cooperation Framework for the 2022–2026 period.

This Cooperation Framework maps the United Nations' joint response to the priorities of the Government of Cameroon as set out in its National Development Strategy (NDS30). It will be implemented through the country documents of the various United Nations entities operating in Cameroon and by developing joint work plans of agencies, funds and programmes.

The United Nations system in Cameroon reasserts its commitment to strengthening political dialogue and strategic partnership with the Government of Cameroon to accelerate structural economic transformations. These will result in a diversified, innovative, inclusive, green and competitive economy with increased opportunities for decent employment, human and social capital development, governance for an inclusive society, and environmental resilience.

This Cooperation Framework was jointly prepared by the United Nations system and the Government of Cameroon. The United Nations will ensure that the best conditions are created to strengthen all national structures engaged in activities under the Cooperation Framework through results groups and various mechanisms set up to implement, monitor and evaluate and steer this Cooperation Framework.

By signing hereunder, the Government of Cameroon and the United Nations system in Cameroon hereby endorse this Sustainable Development Cooperation Framework as the basis for cooperation between the two entities for the 2022–2026 period.



Alamine Ousmane Mey
Minister of the Economy, Planning
and Regional Development



Matthias Zana Naab
Resident Coordinator,
United Nations, Cameroon



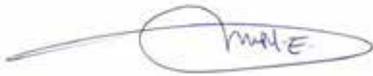
Antonio Maria Afonso Pedro

Director
Sub-regional Office for Central Africa of the
Economic Commission for Africa
ECA/SRO-CA



Athman Mravili

Resident Representative
Food and Agriculture Organization of the
United Nations
FAO



Emime Ndiokubwayo

Representative and Director a.i. of the
Central Africa Hub
International Fund for Agricultural Development
IFAD



Louis-Marie Bouaka

Regional Representative of the UN High
Commissioner for Human Rights, and Direc-
tor of the UN Centre for Human Rights and
Democracy in Central Africa
OHCHR



Olivier Guillaume Beer

Representative
Office of the United Nations High Commissioner
for Refugees
UNHCR



Patrich Phyllisia Dinnall

Head of Office a.i.
International Organization for Migration
IOM



Aminata Maiga

Director of the Decent Work Technical Support
Team for Central Africa and Country Office for
Cameroon, Equatorial Guinea and Sao Tome
and Principe
International Labour Organization
ILO



Phaniel Habimama

Resident Representative
World Health Organization
WHO



Hind Jalal

Representative a.i.
United Nations Entity for Gender Equality
and the Empowerment of Women
UN-Women



Oumar Sylla

Acting Director of the
Regional Office for Africa
UN-Habitat



Amado Philip de Andrés

Regional Director
Regional Office for West and Central Africa
United Nations Office on Drugs and Crime
UNODC



Raymond Tavares

Resident Representative
United Nations Industrial Development
Organization
UNIDO



Marie ENGEL
Country Director a.i.
Joint United Nations Programme on HIV/AIDS
UNAIDS



Ndoho Wanja Kaaria
Country Director
World Food Programme
WFP



Jean Luc Stalon
Resident Representative
United Nations Development Programme
UNDP



Angèle Luh-Sy
Head of the Sub-Regional Office for
West and Central Africa
United Nations Environment Programme
UNEP



Jean-Jacques Massima-Landji
Representative for Central Africa
and Madagascar
International Telecommunication Union
ITU



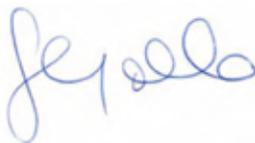
Salah Khaled
Director of the Regional Office for
Central Africa
United Nations Educational, Scientific
and Cultural Organization
UNESCO



Siti Batoul Ooussein
Resident Representative
United Nations Population Fund
UNFPA



Arsene Azandossessi
Resident Representative a.i.
United Nations Children's Fund
UNICEF



Maria Silvia Gallo
Senior Programme Manager
United Nations Office for Project Services
UNOPS



Abdoulaye Seck
Country Director for Cameroon, the Central African Republic, Equatorial Guinea, Gabon and the Republic of Congo
World Bank

The World Bank will support the priority areas of the Cooperation Framework that are consistent with the World Bank's strategic commitment as agreed with the Government of Cameroon and will make every effort to ensure the coordination of aid and effectiveness of development.

List of Abbreviations and Acronyms

ALVF	Association to Combat Violence against Women
BUCREP	Central Bureau for Censuses and Population Studies
BUNEC	National Civil Status Registration Office
CAMYOSOP	Cameroon Youths and Students Forum for Peace
CFA F	Franc of the African Financial Community
CHRC	Cameroon Human Rights Commission
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CNLS	National AIDS Control Committee
COVID-19	Corona virus disease 2019
CSAG	Civil Society Advisory Group on Gender
DPC	Department of Civil Protection (Ministry of Territorial Administration)
ECA	United Nations Economic Commission for Africa
ECA/SRO-CA	Sub-regional Office for Central Africa of the Economic Commission for Africa
ECAM	Cameroon Household Survey
ENSAN	National Food Security and Nutrition Survey
FAO	Food and Agriculture Organization of the United Nations
FEWSNET	Famine Early Warning Systems Network
GDP	Gross Domestic Product
GESP	Growth and Employment Strategy Paper
GFAC	Association of Cameroon Businesswomen
GICAM	Cameroon Employers' Group
GPHC	General Population and Housing Census
GTOG	Civil Society Organizations Task Force on Gender and Public Policies
HACT	Harmonized Approach for Cash Transfer
HF	Harmonized Framework (for the analysis of the food and nutrition situation)
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HRC	Human Rights Council
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
ILO	International Labour Office
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
ITU	International Telecommunication Union
MAPS	Mainstreaming, Acceleration and Policy Support
MICS	Multiple Indicator Cluster Survey
MINADER	Ministry of Agriculture and Rural Development
MINAS	Ministry of Social Affairs
MINAT	Ministry of Territorial Administration
MINCOMMERCE	Ministry of Trade
MINDDEVEL	Ministry of Decentralisation and Local Development
MINEDUB	Ministry of Basic Education
MINEE	Ministry of Water Resources and Energy
MINEFOP	Ministry of Employment and Vocational Training
MINEPAT	Ministry of the Economy, Planning and Regional Development
MINEPDED	Ministry of the Environment, Nature Protection and Sustainable Development
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINESEC	Ministry of Secondary Education
MINESUP	Ministry of Higher Education
MINFI	Ministry of Finances
MINFOF	Ministry of Forestry and Wildlife

MINFOPRA	Ministry of the Public Service and Administrative Reform
MINJEC	Ministry of Youth Affairs and Civic Education
MINJUSTICE	Ministry of Justice
MINMIDT	Ministry of Mines, Industry and Technological Development
MINPMEESA	Minister of Small and Medium Sized Enterprises, Social Economy and Handicraft
MINPOSTEL	Ministry of Post and Telecommunication
MINPROFF	Ministry of Women's Empowerment and the Family
MINRESI	Ministry of Scientific Research and Innovation
MINSANTE	Ministry of Public Health
MINTSS	Ministry of Employment and Social Security
NAIP	National Agriculture Investment Plan
NDB	National Decentralisation Board
NEF	National Employment Fund
NGO	Non-Governmental Organization
NIS	National Institute of Statistics
NMCP	National Malaria Control Programme
NTCP	National Tuberculosis Control Programme
NVP	National Volunteering Programme
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONEFOP	National Observatory of Employment and Vocational Training
PMO	Prime Minister's Office
PSEA	Prevention of, and Response to, Sexual Exploitation and Abuse
RLA	Regional and Local Authorities
RSDS	Rural Sector Development Strategy
SDG	Sustainable Development Goal
SME	Small and Medium-Sized Enterprises
SME/SMI	Small and Medium-Sized Enterprises and Industries
SND30	2020-2030 National Development Strategy
SP	Strategic Priority (of the Cooperation Framework)
UN DESA	United Nations Department of Economic and Social Affairs
UN-Habitat	United Nations Human Settlements Programme
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDCO	United Nations Development Coordination Office
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRCO	United Nations Resident Coordinator Office
UNV	United Nations Volunteers
VSE	Very Small Enterprises
VSME	Very Small, Small and Medium-Sized Enterprises
WFP	World Food Programme
WHO	World Health Organization

EXECUTIVE SUMMARY



This United Nations Sustainable Development Cooperation Framework is the main instrument through which the Government of Cameroon and the United Nations system will cooperate during the 2022–2026 period to implement national priorities and contribute to the achievement of the Sustainable Development Goals (SDGs).

The Government has adopted a “Vision 2035” to transform Cameroon into an emerging, democratic and united country in diversity. The Growth and Employment Strategy Paper (GESP) implemented this vision between 2010 and 2019, leading to a substantial rise in the growth path from 3 per cent to 4.5 per cent. However, inequalities also increased during this period.

The 2020–2030 National Development Strategy, which the Government of Cameroon recently adopted, will support implementing the second phase of Vision 2035. The NDS30 is hinged on four pillars, namely:

- **The structural transformation of the economy;**
- **The development of human capital and well-being;**
- **The promotion of employment and integration;**
- **The governance, decentralisation, and strategic management of the State.**

The Cooperation Framework aims at making Cameroon a land of opportunity, citizen engagement and well-being for its population. To this end, it has set out four strategic priorities (SP), which are aligned with the NDS30:



Inclusive and sustainable growth;



Quality, inclusive and equitable human and social development;



Institutional support and citizen participation;



Environmental sustainability and effective climate and disaster risk management.

The achievement of results at the level of these strategic priorities hinges on the Cooperation Framework outcomes detailed in section 2.1 to 2.4 of Chapter 2 relating to the United Nations system support to the 2030 Agenda in Cameroon.

Transform Cameroon into an emerging, democratic and united country in diversity



Furthermore, the United Nations system and the Government of Cameroon will collaborate towards addressing the gaps and challenges that hinder the populations' equitable, inclusive and sustainable access to opportunities. In particular, the United Nations system and the Government of Cameroon will target opportunities to improve people's socio-economic well-being, the use of essential social services such as health, nutrition, education and social protection, access to life in a healthy environment, as well as the ability to enjoy their rights fully and build their resilience capacities fully.

Within this Cooperation Framework, the United Nations system, in collaboration with the Government, will focus on strengthening the capacities of the populations as "rights-holders" and of the public and private institutions as "duty-bearers", as well as those of the coordination and governance mechanisms, and institutions that produce and use disaggregated quality data to monitor, evaluate and report on progress towards the achievement of the SDGs. The United Nations system will build broader partnerships with the private sector, the civil society, community-based organizations, bilateral and multilateral organizations, global funds and foundations, as well as training and research institutions in the health, education, employment, environment and peace sectors to deliver the strategic results of the Cooperation Framework.

The United Nations system will be guided by its six core programming principles: leaving no one behind; human rights and dignity for all; gender equality and women's empowerment; resilience; sustainability; and accountability.

The United Nations system, the Government and their partners will strengthen synergies between humanitarian assistance, sustainable development and peacebuilding in line with the humanitarian-development-peace nexus approach.

The achievement of the strategic results outlined in the Cooperation Framework is subject to the confirmation of some assumptions: (i) the business climate is conducive to the development of entrepreneurship; and (ii) the transfer of competencies and resources to the regional and local authorities is adequate. However, there are risks, especially those related to the persistence of the coronavirus disease 2019 (COVID-19) and other epidemics, and the security and humanitarian situation which the United Nations system, in cooperation with the Government, will mitigate.

All outcomes 1, 2.1, 2.2, 3 and 4 of the Cooperation Framework will interact with each other to achieve collective results to optimize the impact on the beneficiary populations. Indeed, all these achievements are based on the same target populations, i.e. vulnerable populations, youth, women, returnees, refugees and displaced persons, and socially vulnerable groups, including people living with disabilities.

The Cooperation Framework will support synergies, with the Humanitarian Response Plan and peacebuilding plans. The Framework will complement other existing programmes at the regional level, such as the UN Integrated Strategy for the Sahel, the African Union's Regional Strategy for Stabilization, Recovery and Resilience of the Boko Haram-affected areas of the Lake Chad Basin, cross-border programmes, especially on forced displacement, and regional emergency operations.

The United Nations system in Cameroon is committed to leveraging its comparative advantages and work jointly and more efficiently with the Government and all non-state actors to achieve the Cooperation Framework objectives. These comparative advantages include, among others, (i) its position as a key actor in providing advisory assistance to promote and support the achievement of the SDGs, (ii) its people-centred development approach, especially concerning vulnerable groups and based on key programming principles; (iii) its ability to mobilise quality and wide-ranging valuable technical expertise for building national capacities and (iv) the possibility to combine a humanitarian response with support to sustainable development and peacebuilding, in accordance with humanitarian principles, and in line with the humanitarian-development-peace nexus approach.

The United Nations Country Team (UNCT) in Cameroon shall be responsible for implementing the Cooperation Framework under the leadership of the Resident Coordinator and following the "Delivering as One" approach. United Nations agencies will adjust their capacities, where necessary, to address the needs identified in the Cooperation Framework. To ensure coordination and coherence, the Cooperation Framework will be implemented through agencies' country programmes and joint work plans, from which joint programmes will be derived.

Existing or future governance bodies will supervise, coordinate, monitor, evaluate and report on this implementation. At the strategic level, a Joint Steering Committee co-chaired by the Resident Coordinator and the Minister in charge of Planning will be responsible for coordinating the execution of the Cooperation Framework, with the support of other governance bodies such as the United Nations Country Team, the Programme Management Team, the Results Groups and the Monitoring and Evaluation Group.

"Delivering as One"

The Cooperation Framework results from a very constructive collaboration between the United Nations system and the Government of Cameroon, including all relevant sectoral ministries. Its priorities are aligned with the National Development Strategy and were jointly defined with the Government. Relevant ministries worked with the United Nations system in a workshop to develop the theory of change and joint working sub-groups, formed out of this workshop, continued to finalize each strategic priority. The civil society, including associations of vulnerable and marginalised people, was consulted on the strategic issues in Cameroon during a workshop in July 2020. The draft Cooperation Framework was discussed with technical and financial partners during a session of the Multi-Partners Committee in December 2020 and then during a dedicated session with the European Union Delegation in February 2021. Finally, all stakeholders (partners, Government, Parliament, civil society and private sector) reviewed the document in a March 2021 workshop.



ERJ 135



1

CHAPTER
CAMEROON PROGRESS
TOWARDS
THE 2030 AGENDA

1.1. NATIONAL BACKGROUND

Located at the bottom of the Gulf of Guinea, slightly above the Equator, the Republic of Cameroon stretches from Lake Chad to the Atlantic coast. It shares borders with the Central African Republic (CAR), Gabon, Equatorial Guinea, Nigeria and Chad. Two of the regions bordering Nigeria (North-West and South-West) are English-speaking; the rest of the country is French-speaking.

According to the Central Bureau of Censuses and Population Studies (BUCREP) projections, the population of Cameroon was estimated at 25 million inhabitants on 1 July 2020, compared to 17.4 million in 2005, representing an average annual growth rate of 2.4 per cent. Children under 15 represent more than 43 per cent and women about 51 per cent of the total population. Cameroon continues to experience rapid and uncontrolled urbanisation, with an urbanisation rate of around 53.2 per cent in 2020 and which could reach 63.2 per cent by 2035.

Cameroon occupies a geostrategic position within Central Africa. Its access to the Atlantic coast makes it an important transit point for landlocked countries such as Chad and the Central African Republic. As the agricultural breadbasket of the sub-region, the country is the main contributor to intra-community trade in the Central African Economic and Monetary Community (CEMAC). On the political and security front, Cameroon contributes to sub-regional crisis management mechanisms.

Although there has been some economic progress, poverty is still a significant problem. As a lower-middle-income country, Cameroon is richly endowed with natural resources and has tremendous tourism and hydroelectric potential. Over the 2010–2019 period, the economic growth performance of Cameroon was satisfactory, with an average annual gross domestic product (GDP) growth of over 4.5 per cent and low inflation.² The country has achieved some level of economic diversification, although still vulnerable to external shocks. Despite this sustained growth, the country's economic progress has not translated into significant poverty alleviation. Indeed, between 2007 and 2014, the number of poor people increased by more than 13 per cent, although the poverty rate fell from 39.9 per cent to 37.5 per cent nationally, with regional peaks of above 70 per cent.

The main challenges hindering Cameroon's growth are:

- **Weak industrialisation;**
- **An unfavourable business environment;**
- **Limited performance of public companies;**
- **Disruptions to production and trade due to persistent insecurity affecting several regions of the country.**



Ninety per cent of the labour market in Cameroon is informal, and most of the working-age population is self-employed. The secondary (industry) and tertiary (services) sectors employ barely 9 per cent and 29 per cent of the working population, respectively. The primary sector (mainly agriculture) still employs 62 per cent of the working population, 80 per cent of whom are women. A drastic economic transformation will enable Cameroon to move out of the lower-middle-income category and become an emerging country.

Despite progress in human development, the level of quality and inclusive human capital for Vision 2035 has not yet been achieved. There is acute and chronic food and nutrition insecurity in areas affected by conflicts and climatic shocks. Over the past five years, this food insecurity has worsened with regional disparity.³ Rural communities, including people in situations of forced displacement, are more vulnerable to food insecurity (22.2 per cent of food insecurity and 1.4 per cent of severe food insecurity) than households in urban areas, such as Yaounde or Douala (10 per cent).⁴ Besides, there is poor access to drinking water, inadequate sanitation and health care facilities, and poor hygiene practices.

Nevertheless, as a result of healthcare-related efforts, maternal mortality fell from 782 to 406 maternal deaths for 100,000 live births between 2011 and 2018; the prevalence of the Human Immunodeficiency Virus/Acquired Immuno-deficiency Syndrome (HIV/AIDS) dropped from 4.3 per cent to 2.7 per cent among adults aged 15–49, or 3.4 per cent among women and 1.9 per cent among men.

However, malaria remains the leading cause of death (18 per cent). Moreover, at the social level and despite the efforts made, gender-based violence is still observed in all sectors, and inequalities persist between the rich and poor, men and women, and between regions, particularly regarding access to health, education and employment. Due to demographic pressure, there is a growing demand for education at all levels. In primary education, the gross enrolment rate increased to 36.8 per cent in 2018. The completion rate in primary education increased from 73 per cent in 2012 to 76.7 per cent in 2017.

The rate of admission into the first year of secondary school rose almost linearly from 52.4 per cent in 2011 to 69.7 per cent in 2016, but dropped significantly in 2017 to 55.4 per cent due to the security crisis in some parts of the country, particularly the North-West, South-West and Far-North regions.



Maternal mortality fell from 782 to 406 maternal deaths for 100,000 live births between 2011 and 2018

The relative weight of technical and vocational education decreased from 22.2 per cent in 2014 to 18.81 per cent in 2017. Finally, higher education has experienced significant growth since 2000. In general, higher education, enrolment increased from 196,461 in 2010/2011 to 353,840 in 2016/2017. Achieving an optimal level of human capital will require efforts towards more inclusive and equitable human development.

Multiple crises linger despite significant efforts towards their resolutions. Cameroon is experiencing three simultaneous crises, namely the Boko Haram attacks in the Far-North region, the flows of refugees due to the crisis in the Central African Republic, and a socio-political crisis with secessionist demands in the North-West and South-West regions. These crises have led to large-scale displacement affecting nine of the ten regions of Cameroon. They have also contributed to an increase in human rights violations and abuses. Despite the organization of the Major National Dialogue in 2019 and the subsequent implementation of its main recommendations, the conflict in the North-West and South-West regions continues.

Factors contributing to these crises include socio-economic inequalities, especially in terms of access to essential services or the availability of infrastructure, or the centralization of a system of governance marked by limited citizen participation in decision-making, especially at the local level, and gross human rights violations.



Malaria remains the leading cause of death (18 per cent).

To effectively tackle these factors, efforts need to better consider the needs of populations affected by security crises and prevent future shocks. Accelerating the decentralisation process and the protection of human rights, including combating discrimination against women, protecting refugees and fighting against statelessness, will advance stability. Furthermore, resolving these crises also requires strengthening regional cooperation within existing frameworks approved by Cameroon, such as the United Nations Integrated Strategy for the Sahel, the African Union's Regional Strategy for Stabilization, Recovery and Resilience of the Boko Haram-affected areas of the Lake Chad Basin, the implementation of which is supported by the United Nations Regional Offices for Central Africa and for West Africa and the Sahel. Strengthening democratic governance will also be necessary to eradicate these crises.

Cameroon is firmly committed to fighting climate change and transitioning to sustainable natural resource management, yet environmental challenges remain. Climate projections show an increase in the frequency and magnitude of floods, sea-level rise, storms, mudslides and soil erosion. The country's greenhouse gas emissions are expected to increase in the coming years. Human-induced deforestation and degradation threaten the existence of its vast and extensive forests, and subsequently the survival of various natural ecosystems and the livelihoods of forest dwellers. Lake Chad is the subject of environmental and climatic tensions between the countries sharing its resources, namely Cameroon, Nigeria, Niger and Chad.

Transform Cameroon into an emerging, democratic and united country in diversity.

There are always people at risk of being left behind. The UN Common Country Assessment has identified several groups at risk of being left behind in Cameroon, including rural dwellers, women and female-headed households, the poor, indigenous hunters and gatherers, people with disabilities, girls, boys, the elderly, displaced persons, refugees and host communities. Priority should be given to these vulnerable groups.

The COVID-19 pandemic, whose impact is being felt and may persist, exacerbates vulnerabilities and multiplies the previously identified challenges. According to recent forecasts by the International Monetary Fund (IMF), the 4-per cent economic growth recorded between 2018 and 2019 could fall to a negative rate (-2.8 per cent) due to the COVID-19 pandemic. Also, according to a recent United Nations study entitled "Evaluation of the impacts of COVID-19 on the Economy, Productive Sectors, Jobs and the Labour Market in Cameroon", the pandemic may increase the inflation rate from 2 to 3.4 per cent and the unemployment rate from 3.5 to 7.4 per cent between 2019 and 2020. When comparing the first half of 2019 with the first half of 2020, exports fell by 27.6 per cent and imports by 21.4 per cent. These disruptions compelled the Government to amend and reduce the 2020 budget by 11 per cent.

The 2020 survey on the socio-economic effects of COVID-19 conducted by the National Institute of Statistics (NIS) with the support of the United Nations system reveals that to mitigate the adverse effects of this pandemic, 64.5 per cent of companies reduced their working hours, 50.1 per cent laid off some employees, 45.3 per cent cut salaries, and 58.2 per cent reduced their workforce. The evaluation of the socio-economic impact of the COVID-19 pandemic on the livelihoods of refugees in urban settings conducted by the UNHCR and its partners reveals a significant impoverishment of refugees with a resulting dependence on negative coping mechanisms. The March 2020 Food Security Monitoring System survey shows that COVID-19 hinders agricultural production for about 42 per cent of agricultural workers, causes an increase in post-harvest losses (food wastage) of about 17 per cent and leads to a decline in income and livelihoods of about 68 per cent.



The Government has adopted a "Vision 2035" in which it aims to make Cameroon an emerging, democratic and united country in diversity. To achieve this vision, Cameroon will have to carry out in-depth transformations that will shape the following stages of its sustainable and inclusive development. In a nutshell, these transformations will focus on a more viable structuring of its economy, an inclusive and more egalitarian human development, the strengthening of democratic governance for a more peaceful and fair society, and a transition towards the sustainable management of the environment and resources.

1.2. NATIONAL VISION FOR SUSTAINABLE DEVELOPMENT

Cameroon has drawn up its development guidelines since 2009. They are outlined in the “Vision 2035” document which guides the transformation of Cameroon into an emerging, democratic and united country in diversity. The Vision sets forth four medium-term objectives:

- ➔ Consolidate the democratic process and strengthen national unity;
- ➔ Reduce poverty to a socially acceptable level;
- ➔ Become a middle-income country;
- ➔ Become a newly industrialized country.

The Vision also sets targets related to the achievement of the SDGs, namely:

- The creation of conditions that are conducive to the accumulation of national wealth and a structural transformation that is critical for industrialization will, among other things, contribute to the achievement of SDGs 8 to 12;
- Improving people’s living conditions and their access to basic social services by ensuring a significant reduction in poverty and underemployment will contribute to the achievement of SDGs 1 to 8 and SDG 10;
- Strengthening climate change adaptation and mitigation measures and environmental management to achieve economic growth and sustainable and inclusive social development will contribute to SDGs 13, 14 and 15;
- Improving governance to strengthen public policy performance will contribute to the achievement of SDGs 16 and 17.

Achieving the Vision requires the implementation of several operational plans. The Growth and Employment Strategy Paper for the period 2010–2019 (which ended in December 2019) was a crucial step towards modernizing the economy and accelerating growth. The GESPP resulted in a substantial growth path increase from 3 per cent between 2003 and 2009 to 4.5 per cent between 2010 and 2019; a significant drop in urban poverty from 12.2 per cent in 2007 to 8.9 per cent in 2014; and an improvement in some key social indicators.⁵ However, inequalities increased during this period, especially disparities in the distribution of wealth (the Gini index rose from 39 per cent in 2007 to 44 per cent in 2014).

Out of seventeen SDGs, nine present significant challenges, according to the Africa SDG Index and Dashboards report

For the second phase of the implementation of Vision 2035, the Government developed a new strategy for the 2020–2030 period, namely, the NDS30, aligned with the SDGs. It is hinged on four pillars:

- Structural Transformation of the Economy (industrial development and services; productive infrastructure);
- Development of Human Capital and Well-Being (education, training and employability; health and nutrition; social protection);
- Promotion of Employment and Economic Inclusion (promotion of employment in public investment projects, development of very small enterprises (VSEs), small and medium-sized enterprises (SMEs) and stimulating entrepreneurship and strengthening the governance of the labour market);
- Governance, Decentralisation and Strategic Management of the state (political, administrative, economic and financial; social and cultural).

1.3. SDG PROGRESS

Based on the lessons learned from the Millennium Development Goals and the main elements from the diagnosis of various development programmes, the current trends illustrate the difficulties Cameroon is facing in achieving the SDG priority targets by 2030. Out of seventeen SDGs, nine present significant challenges. According to the Africa SDG Index and Dashboards report, Cameroon was ranked 28th out of 52 countries analysed in 2019. It belonged to a group of countries, which “must ensure that they leverage their growth in a way that reduces poverty and promotes human welfare, without compromising environmental sustainability”.

Cameroon has demonstrated its commitment to the 2030 Agenda and the achievement of the SDGs by conducting, since 2015, a consultative process to contextualize and prioritise the SDGs, with technical support from the United Nations system in Cameroon. However, an analysis of the country’s progress towards achieving the SDGs by 2030 reveals a mixed picture.

Cameroon’s digital sector is growing with a 5% contribution to GDP

Significant progress has already been made on SDGs 1 and 2. The Government’s effort to eradicate poverty continues to show positive results. While the poverty rate decreased significantly in urban areas from 12.2 per cent in 2007 to 8.9 per cent in 2014, the Government intends to reduce it from 37.5 per cent to less than 25 per cent by 2030.

Regarding SDGs 3, 4, and 5, a series of sustained and steadily expanding government initiatives has led to solid progress in the provision of services, enrolment and coverage rates, and improved indicators such as gender equality, stunting of children under five. The maternal mortality ratio fell from 782 to 406 maternal deaths per 100,000 live births between 2011 and 2018, and the infant and child mortality rate fell from 122 to 79 per 1,000 live births over the same period.⁶

Cameroon’s progress towards SDGs 6, 7, 8, 9 and 11 has also been significant overall due to government investments in infrastructure, business promotion, and urbanization.

For SDG 9, Cameroon has made significant progress in pursuing an innovation-based approach to stimulate industrialization and infrastructure growth. Cameroon’s digital sector is growing with a 5 per cent contribution to GDP and over 10,000 direct jobs created in 2016.

Concerning SDG 16, it can be noted that Cameroon is firmly committed to fighting corruption. Further efforts are needed to meet commitments towards promoting and enforcing non-discriminatory laws and policies for sustainable development to prevent and protect children and women from violence, abuse and exploitation; promote responsive, inclusive, participatory and representative decision-making at all levels; foster public access to information and guarantee the protection of fundamental freedoms.

Concerning SDGs 13 and 15, progress has been made towards resilience and adaptation to the effects of climate change, as illustrated by the implementation of actions at the central and local levels and the deployment of technical and institutional capacities in the ministries concerned. These include the development of a national action plan on combating desertification, the creation of an enabling institutional framework for restoring soil in degraded lands in critical areas, the implementation of the national contribution to the Paris Agreement on Climate Change through the operationalization of the National Observatory on Climate Change to support climate services and the establishment of a system of Measurement, Reporting and Verification of greenhouse gas emissions. The country’s commitment to biodiversity conservation is reflected in the development of integrated tools to monitor the state of biodiversity and its services to inform strategic development policies.

1.4. GAPS AND CHALLENGES

Despite significant progress, Cameroon continues to face challenges in achieving the 2030 Agenda. As concerns SDG 17, the national statistical system still lacks the capacity (financial and other resources) to produce, analyse and use the data needed to monitor vulnerable population groups and inequalities at national and regional levels. This lack of data makes it difficult, if not impossible, to analyse trends, as can be seen for SDGs 10, 12, 14, 15 and 16.

However, persistent gender inequalities and socio-cultural constraints limit women's and youth's access to basic social services and opportunities. A significant proportion of the population in rural areas is still illiterate, hampering their access to information and opportunities to improve their living conditions and increasing their vulnerability, thereby heightening the risk of being left behind.



The lack of data makes it difficult, if not impossible, to analyse trends, as can be seen for SDGs

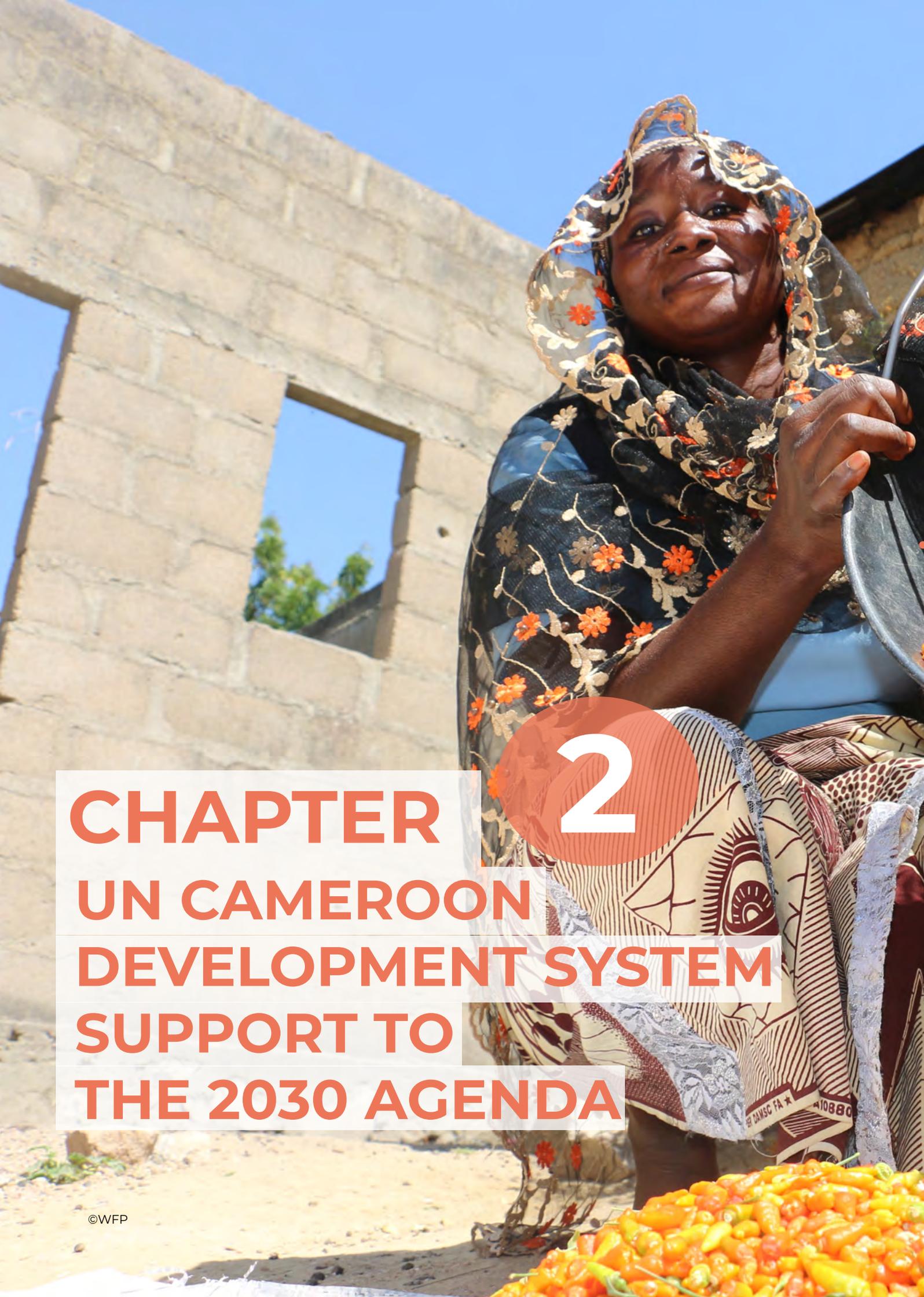
As concerns SDG 16, Cameroon is facing several security, socio-political and health crises that strain public finances and limit the Government's ability to make the necessary investments to provide adequate quality basic social services, particularly health, education, employment, infrastructure, water and energy. These crises increase the vulnerability of populations and reduce their capacity for resilience and enjoyment of their rights.

Although there are qualified human resources in development planning, investment programming, and results-based management, accountability still needs to be strengthened by effectively monitoring and evaluating investments. Indeed, the mechanisms for monitoring or coordinating national development strategies, programmes and projects should function optimally to ensure this transparency through accountability.



THE
WORLD
WE
WANT





2

**CHAPTER
UN CAMEROON
DEVELOPMENT SYSTEM
SUPPORT TO
THE 2030 AGENDA**

2.1. THEORY OF CHANGE

In 2009, Cameroon adopted a development vision to make Cameroon “an emerging, democratic and united country in diversity” by 2035. In keeping with Vision 2035, the United Nations system in Cameroon, through its Cooperation Framework, wants to contribute to making Cameroon “a land of opportunity, citizen engagement and well-being for its population”.

The Cooperation Framework Theory of Change sets out the path to achieve this shared vision by overcoming the main challenges and seizing the opportunities identified in the Common Country Assessment. Following the findings of the Common Country Assessment, four strategic priorities have been identified that contribute to advancing the United Nations system’s vision:

1. Inclusive and sustainable growth through a structural and green transformation of the economy that creates decent jobs;
2. Quality, inclusive and equitable human and social development;
3. Institutional support and citizen involvement;
4. Environmental sustainability and efficient climate and disaster risk management.

Under each priority, the Cooperation Framework defines outcomes (expected results) by, for and to the benefit of the populations, including the youth, drivers of innovation and change, women and socially vulnerable groups living in different agro-ecological zones. These outcomes include:

- Increased opportunities in a green, diversified, resilient and inclusive economy, which generates decent jobs in the productive sectors;
- An equitable and sustainable use of basic social services in health, education and quality vocational training by more people;

- A reduced gap in crucial socio-economic indicators for greater gender equality and progress in the empowerment of youth, women and girls, and other vulnerable groups, including those in humanitarian settings;
- An active contribution to the efficiency of policies and the performance of public institutions at national, regional and communal levels, and the full enjoyment of human;
- A healthier environment and sustainable management of environmental resources, including biodiversity and populations that are more resilient to disaster and climate change shocks.

To effectively contribute to implementing the Cooperation Framework vision, especially the intermediate results to be achieved on the path of change towards making Cameroon a “land of opportunity, citizen engagement and well-being of the population”, the United Nations system in Cameroon will focus on building national capacities. More specifically, it shall work towards building: the capacities of the populations to make optimal use of social services such as health, education and training, and to enjoy their rights fully; the capacities of public and private institutions to foster favourable conditions for populations to exercise their rights and access quality basic social services, including youth employment, and to guarantee a green and sustainable environment; the capacities of coordination and governance mechanisms for an environment that is conducive to the exercise of rights; and the capacities of institutions to produce and use quality disaggregated data for monitoring and evaluating progress towards the achievement of the SDGs.



This capacity-building strategy is supplemented by advocacy and political dialogue; a broader partnership with the private sector, civil society organizations (CSOs), multilateral organizations and foundations, national and global funds in the health, education, employment, environment and peace sectors to deliver the strategic results of the Cooperation Framework.

The United Nations system will be guided by six fundamental programming principles that ensure both coherence and relevance to the specific context of Cameroon:

1. **Leave no one behind** by identifying and reaching those who have not benefited from significant human, social and economic progress or who are at risk;
2. **Human rights and dignity for all**, which has as its normative basis international human rights standards and principles and as its operational goal to promote and protect these rights and build the capacities of “duty-bearers” to meet their obligations, and “rights-holders” to claim their rights;
3. **Gender equality and women’s empowerment**, which is at the heart of the United Nations system programmes, to promote the active and effective participation of women and men and systematically empower women and girls;

4. **Resilience**, which focuses on the capacities of people and institutions to cope with shocks, recover and adapt to change;
5. **Sustainability** which preserves and builds on development achievements by ensuring the lasting protection of natural and cultural resources and promoting inclusive and sustained economic growth;
6. **Mutual Accountability** of the United Nations Country Team and the Government for the expected outputs resulting from the implementation of the Cooperation Framework.

The United Nations system and the Government will work within the framework of this cooperation by building on the accelerators identified in the Mainstreaming, Acceleration and Policy Support (MAPS). These accelerators include increased spending on health in general and family planning in particular, improved governance, increased gender equality in education and employment, infrastructure development, mainly small-scale renewable energy, and agricultural development, especially the expansion of sustainable agricultural know-how.

The Cooperation Framework *Theory of Change* sets out the path to achieve *Vision 2035*

The United Nations system, the Government and their partners will strengthen synergies based on a nexus between humanitarian assistance, sustainable development and peacebuilding in crisis-affected areas. The operationalization of this nexus will take place in convergence zones based on joint analysis, vulnerability-based targeting, coherent joint strategic planning to achieve collective results, and joint prioritization at the community level. Given the impact of cross-border dynamics, the United Nations system will ensure complementarity and synergy with the United Nations Integrated Strategy for the Sahel and the Regional Stabilization Strategy for the Lake Chad Basin.

Achieving the strategic results of the Cooperation Framework at various levels and realizing the vision will be subject to the fulfilment of the following assumptions:

- The business climate is conducive to the successful promotion of entrepreneurship;
- Economic measures to mitigate the impacts of COVID-19 are equitable and effective;
- Budget allocations to social sectors (health, nutrition, protection, education, water and sanitation) comply with regional and international commitments;
- The transfer of competencies, including resources to the regional and local authorities (RLA) is adequate;
- The commitment of actors to the adoption of social standards for gender equality is effective;
- All stakeholders are engaged in operationalizing the humanitarian assistance-development-peacebuilding nexus in shock-affected areas;

- Public and private funds are mobilised for efficient planning, including in the informal sector;
- Resources (material, financial, human, etc.) are available to support programmes;
- The National Environment and Climate Fund is set up;
- The NDS30 funding strategy is operational.

However, there are some risks, which the United Nations system will work with the Government to mitigate. Some of them include:

- The isolated nature of the production basins, which would prevent the proper marketing of products;
- The persistence of the COVID-19 pandemic and other epidemics;
- Ongoing conflicts and deterioration of the security situation.
- Slow implementation of institutional reforms, particularly those relating to decentralisation;
- Lack of community support for development initiatives;
- Persistent climate shocks;
- The pressure exerted by the presence of refugees and internally displaced persons on host areas.

2.2. STRATEGIC PRIORITIES OF THE UNITED NATIONS DEVELOPMENT SYSTEM

The lessons learned from the 2018–2021 United Nations Development Assistance Framework have significantly contributed to the drafting of the Common Country Assessment which is the basis for preparing this 2020–2026 Cooperation Framework.

The main challenges identified at the time of the mid-term review of the 2018–2021 UNDAF and the GESP are (i) internal developments, the most significant of which is the crisis in the North-West and South-West regions; (ii) changes in the international environment regarding the commodities market and geostrategic issues; (iii) the delays experienced by the country on its emergence path and noted by the Government in its evaluation of the GESP implementation and; and (iv) the advent of the COVID-19 pandemic which has hit the world and Cameroon since March 2020.

Thus, the analyses point to the need for Cameroon to make adjustments along the way in planning for the new Cooperation Framework. Several emerging issues were identified during the mid-term review and taken into account in the Common Country Assessment and transcribed into the strategic priorities. These emerging issues include:

- **Converging all efforts towards the prevention of conflicts and consolidation of peace** and social cohesion as a prerequisite for sustainable development;
- **Reducing regional disparities and strengthening social inclusion:** as far as the regional dimension of poverty is concerned, the Far-North, North, North-West and Adamawa regions are characterized by high poverty rates. The poverty rate is higher than the national average;



- **Maintaining the contribution to the emergency humanitarian response:** humanitarian needs in Cameroon are at an all-time high. About 4.3 million people, or one in six, need emergency assistance, which represents a 30 per cent increase compared to 2018;
- **Leaving no one behind:** In his report “One Humanity, Shared Responsibilities”, the United Nations Secretary-General identified “Leaving No One Behind” as one of the core responsibilities. This commitment is central to the 2030 Agenda and entrusts everyone with a new mission: prioritizing assistance to victims of crises and all people in vulnerable and at-risk situations in Cameroon so that they can benefit from and contribute to long-term Sustainable Development.
- **Strengthening collaboration and synergies between all actors in line with the “humanitarian-development-peace” nexus approach:** Overcome artificial divides between actors involved in humanitarian assistance, sustainable development and peacebuilding, to support targeted populations, with particular attention to the most vulnerable, in the search for appropriate solutions to the complex problems they face;

- **Harnessing the demographic dividend:** Demographic dividend refers to the economic benefits that will accrue from an increase in the quantity and quality of people of working age compared to dependent people. Harnessing it will largely depend on greater access for youth, especially girls and women, to quality education, vocational training and care, including sexual and reproductive health;
- **Accelerating the economy's structural transformation:** Despite relatively good performance in recent years, the economy of Cameroon remains insufficiently diversified and dominated by the primary sector.
- **Improving good governance and accountability and accelerating the decentralisation process;**
- **Mainstreaming environmental risk management and climate change into public policies.**



Based on the Common Country Assessment and the recommendations of multi-stakeholder consultations and considering the comparative advantages of the United Nations system agencies, the evolution of the country's economic, political, social and environmental conditions and its position in the region, the Government of Cameroon and the United Nations system have identified four strategic priorities for the Cooperation Framework. These four strategic priorities, which are aligned with the strategic axes of the NDS30, are:



To each strategic priority are attached expected results at the outcome level and the output related to each outcome. The priorities and expected results of this Cooperation Framework are catalytic, cross-sectoral and based on multi-stakeholder commitment and action.

2.3. EXPECTED DEVELOPMENT RESULTS

The Cooperation Framework will enable the Government of Cameroon and the United Nations system to pool their efforts towards achieving the following outcomes:

Outcome 1:

By 2026, more people, especially youth, women and socially and economically vulnerable groups, including refugees and internally displaced persons (IDPs), benefit equitably from increased opportunities in a green, diversified, transformative, resilient and inclusive economy that creates decent jobs in productive sectors (SDGs 1, 5, 8, 9, 10, 12, 17).

Outcome 2.1:

By 2026, more people, by age group, especially the most vulnerable, including refugees and IDPs, use quality basic social services equitably and sustainably to realize their full human potential and enhance their social and economic well-being (SDGs 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 16, 17).

Outcome 2.2:

By 2026, gaps in critical socio-economic indicators are reduced, reflecting greater gender equality and progress in the empowerment of youth, women and girls, and other vulnerable groups, including those in humanitarian settings (SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17).

Outcome 3:

By 2026, youth, women, the most vulnerable groups and people living with disabilities, including refugees and IDPs, actively contribute to the efficiency of policies and the performance of public institutions at national, regional and local levels, and enjoy their rights fully (SDGs 5, 10, 11, 13, 14, 15, 16, 17).

Outcome 4 :

By 2026, populations, in different agro-ecological zones, including youth, women and socially vulnerable groups, live in a healthier environment, sustainably manage environmental resources, including biodiversity, and are more resilient to disaster and climate change shocks (SDGs 5, 11, 13, 14, 15, 16, 17).

The target populations of these expected results or outcomes are reflected in their formulations. The indicators and their targets are set out in the Results Framework of this Cooperation Framework.

These expected outcomes are linked to national priorities related to the contextualized SDGs which Cameroon deemed a priority and on which the United Nations system and the Government will focus their joint efforts. The Common Country Assessment and various recommendations formulated following the national consultations undertaken during the Cooperation Framework preparation process underlined these national priorities, which frame the United Nations system areas of intervention in Cameroon.

These outcomes will contribute to supporting Cameroon in achieving its development vision, which is to “transform Cameroon into an emerging country, democratic and united in its diversity” and, more specifically: “consolidate the democratic process and strengthen national unity; reduce poverty to a socially acceptable level; become a middle-income country and a newly industrialised country”.

Each outcome includes its theory of change and the types of partnerships needed to achieve the result as well as the way in which the United Nations system will work with others to contribute to various aspects of the desired change.

In shock-affected regions, synergies between the four outcomes will be strengthened in municipalities selected as convergence areas for the operationalization of the humanitarian-development-peace nexus.



2.4. COOPERATION FRAMEWORK OUTCOMES AND PARTNERSHIPS

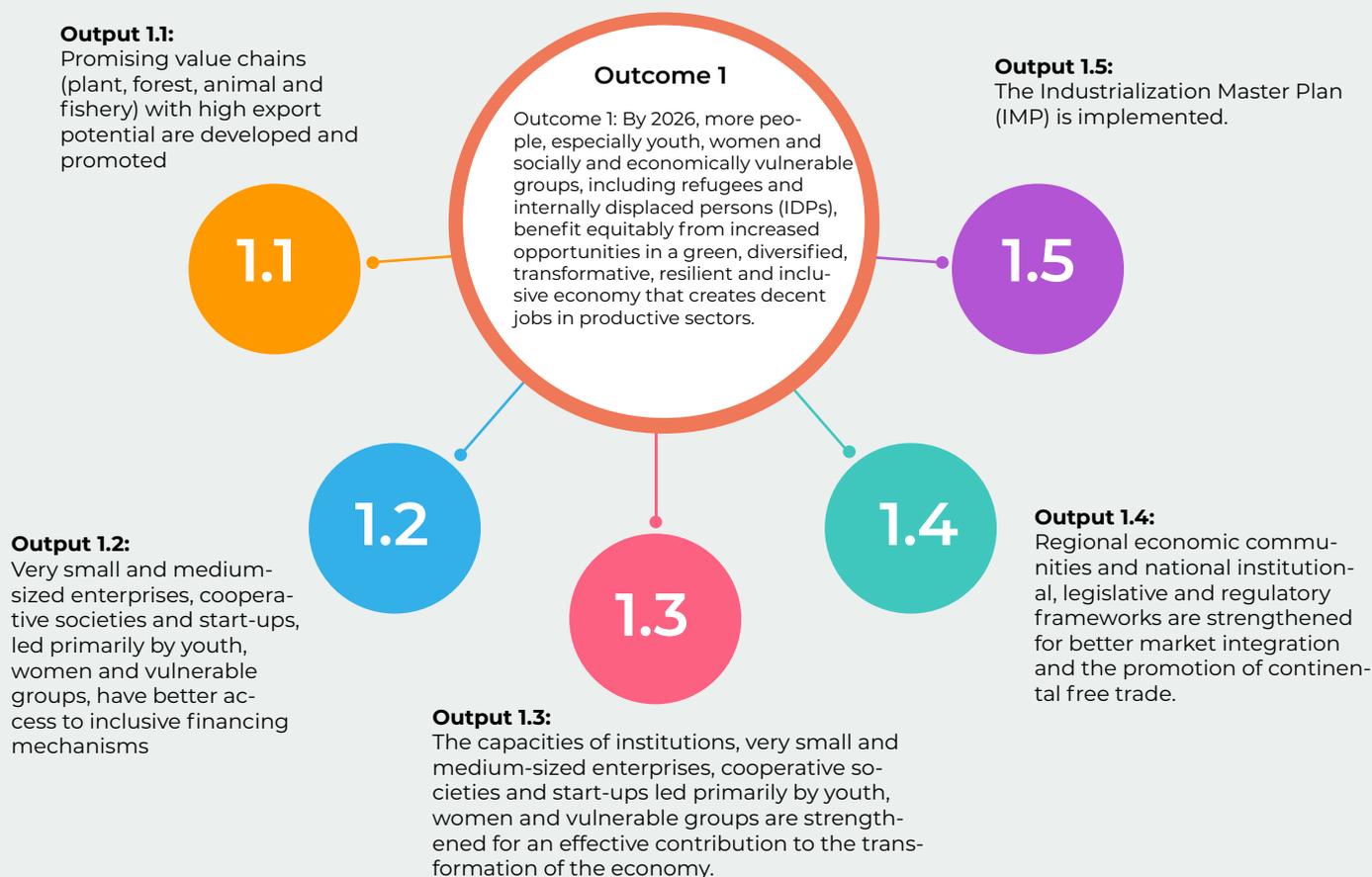
COOPERATION FRAMEWORK OUTCOME 1: THEORY OF CHANGE



Strategic Priority 1 – Inclusive and sustainable growth through a structural and green transformation of the economy that creates decent jobs (SDGs 1, 5, 8, 9, 10, 11, 17)



Youth, women and the most vulnerable groups including people living with disabilities, contribute to green growth and realize their full potential.



Risks



Strategies



Assumptions



Accelerators

Strengthened institutional processes resulting from improved governance; Increased gender equality in education and employment; Development of infrastructure, especially small-scale renewable energy; Development of agriculture, particularly the dissemination of know-how in sustainable agriculture.



Strategies:

The strategy is to target value chains that (i) use inclusive and sustainable modes of production; (ii) have high multiplier effects as an accelerator of structural transformation; (iii) are driven by youth, women and vulnerable groups. Access to inclusive and low-risk financial services, including leveraging communal cooperatives that engage most informal sector actors; advocacy; technological innovation; technical capacity building and SME/SMI development; partnership with the private sector; information and knowledge management; partnership with CSOs; an approach that is inclusive of refugees and IDPs; empowerment of women and youth; leaving no one behind; protecting jobs in SMEs, and vulnerable workers in the informal economy; addressing gender-based inequalities; strengthening statistical production systems; leveraging climate action solutions based on ecosystem and clean energy approaches.



Risks:

- The business climate does not improve;
- Isolation of production basins;
- Persistence of the COVID-19 pandemic and other epidemics;
- Ongoing conflicts and deterioration of the security situation;
- Slow implementation of institutional reforms (decentralisation, etc.).



Assumptions:

- The business climate is conducive to the successful promotion of entrepreneurship;
- Local markets operate efficiently;
- Financial institutions support the development of small and micro enterprises;
- The land policy promotes the development of agriculture;
- Economic measures to mitigate the impacts of COVID-19 are equitable and effective;
- The rate of digital penetration fosters the development of start-ups and optimises the management of information systems.

Contribution of the other outcomes to the achievement of outcome 1

Outcome 2.1: the use of basic services, especially health and education, will enable the beneficiary populations to realize their full human potential in order to take full advantage of the employment opportunities offered;

Outcome 2.2 will ensure that access to the opportunities created is equitable while reflecting greater gender equality and progress in youth empowerment and the socio-economic inclusion of refugees;

Outcome 3 will ensure that there are effective policies and efficient public institutions at national, regional and local levels to create opportunities, especially decent jobs;

Outcome 4 will enable people who benefit from decent employment opportunities to live in a healthier and more sustainable environment with shock resilient capabilities.

Partnerships for outcome 1

The United Nations system, through its specialized agencies, has a long experience of assisting states through advisory support for the formulation and implementation of development policies, strategies and programmes. The implementation of this outcome will involve the expertise of agencies specialized in economic transformation, particularly regarding the challenges of economic growth and the equitable distribution of income through the creation of decent employment opportunities. The achievement of the expected outcome results calls for the involvement of other actors, notably state actors, in facilitating the delivery of the assumptions identified in the theory of change.

Given the comparative advantages of the United Nations system in strengthening technical and financial resource mobilization capacities, it is equally important to innovate in terms of partnerships. The United Nations system will develop non-conventional partnerships beyond traditional alliances (Government, technical and financial partners) with actors such as the private sector, civil society and academia.

As part of the implementation of the African Continental Free Trade Area, a multi-stage approach was adopted to develop the national strategy, including the organization of inclusive exchange forums with the participation of all state and non-state actors.

To achieve Outcome 1, the partnerships needed for collaboration with the United Nations system are mainly from the private sector, businesses, including those in the informal sector, that are critical drivers of economic growth and provide employment opportunities.

Also, national organizations, particularly NGOs working in environmental protection, will be consulted to ensure that companies operate within the framework of a green and sustainable economy, in cooperation with the United Nations system.

Moreover, civil society organizations and workers' unions, which are active in the protection of employees' rights, will be supported by the United Nations system to ensure that the jobs offered are decent, inclusive and mainly focused on youth and women from all communities, including refugees and IDPs.

The United Nations system, through its specialized agencies, will strengthen partnership and coordination on economic diversification under the leadership of the Government.

The United Nations system will also collaborate with public administrations in charge of employment, labour and social welfare, and specialized structures such as the National Employment Fund (NEF), the National Employment and Vocational Training Office, the Business Creation Formalities Centre and the National Labour Observatory.



COOPERATION FRAMEWORK OUTCOME 2.1 AND THE THEORY OF CHANGE



Strategic Priority 2 – Quality, inclusive and equitable human and social development (SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17)



Children, youth, men, women and vulnerable groups, including people living with disabilities, achieve their full potential and contribute to the country's socio-economic development.



Output 2.1.1:

Increased equitable and sustainable access of new-borns, children, teenagers, women and men to quality services for the prevention and treatment of diseases and malnutrition.

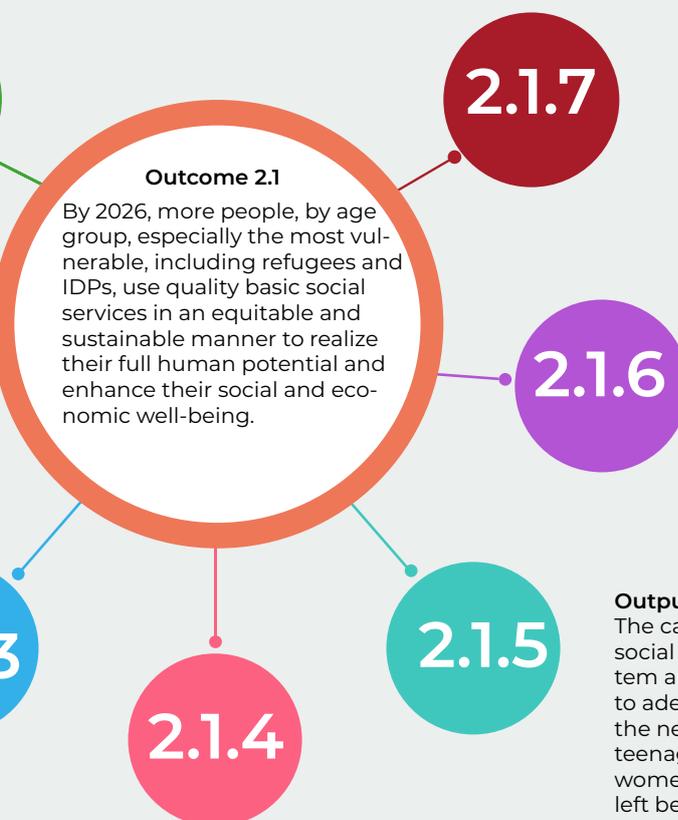
Output 2.1.7: Increased equitable and sustainable access of youth aged 15-35 to vocational training and learning opportunities, relevant to the productive sector.

Output 2.1.2:

The capacities of the national health system are strengthened to provide essential, high-quality services to all, and respond effectively to emergencies and epidemics.

Output 2.1.3:

Increased equitable and sustainable access of children under five, pregnant and lactating women, teenagers, the elderly and vulnerable communities to safe, nutritious, adequate, diversified and secure food and malnutrition prevention services



Outcome 2.1

By 2026, more people, by age group, especially the most vulnerable, including refugees and IDPs, use quality basic social services in an equitable and sustainable manner to realize their full human potential and enhance their social and economic well-being.

Output 2.1.6:

Increased access of children, teenagers, youth, especially girls, and vulnerable groups to inclusive quality education, including literacy training.

Output 2.1.5:

The capacities of the social protection system are strengthened to adequately address the needs of children, teenagers, youth, women and people left behind, with a view to reducing inequalities.

Output 2.1.4:

The capacities of the national food and nutrition security monitoring and coordination system are built to enable effective use of the data by users.



Risks



Strategies



Assumptions

Accelerators

Training in sustainable agriculture; Narrowing the gap in the impact that education has on the employment of men and women; Narrowing the gender gap in employment; Narrowing the gender gap in education by level; Construction of small-scale hydroelectric power plants; Overall healthcare expenditure; Family planning expenditure; Improved governance.



Strategies:

Advocacy; influencing government policy; community partnerships; communication for development; innovation; generating and managing evidence; capacity building; youth and women empowerment; scaling up innovations; strengthening accountability; an approach that is inclusive of refugees and IDPs; strengthening supply chains; knowledge sharing; affirmative action; multi-sectorality and synergy of interventions (age offer).



Risks:

Persistence of the COVID-19. pandemic and other epidemics;

Ongoing conflicts and deterioration of the security situation;

Slow implementation of institutional reforms (decentralisation, etc.);

Lack of community support for development initiatives.



Assumptions:

Budget allocations to social sectors (health, protection, nutrition, education, water and sanitation) comply with regional and international commitments.

The transfer of competences, including resources to the RLAs is effective;

The implementation of national policies contributes to reducing gender-based inequalities;

The commitment of actors to the adoption of social standards for gender equality is effective.

Contribution of the other outcomes to the achievement outcome 2.1

Outcome 1 will create increased employment opportunities providing beneficiaries with income to facilitate their use of and access to quality basic social services;

Outcome 2.2 will ensure an equitable access to these basic social while reflecting greater gender equality and youth empowerment;

Outcome 3 will ensure that there are effective policies and efficient public institutions at national, regional and local levels to deliver quality basic social services to the population, including youth, women and vulnerable groups;

Outcome 4 will enable the populations benefitting from basic social services to live in a healthier and more sustainable environment with the capacity to be resilient to shocks.

Partnerships for outcome 2.1

For this outcome, the United Nations system's comparative advantage lies in its expertise, knowledge of the terrain and the confidence the populations have in the system. Indeed, the United Nations system in Cameroon is the custodian of international standards and principles that guarantee equality and equity within societies. Its staff is made up of a multidisciplinary team with proven experience in several countries around the world. Moreover, its field presence brings it closer to the most vulnerable groups and local realities, thereby complementing the work of the Government and other local development initiatives. The equitable and sustainable use of quality basic social services by more people, especially the most vulnerable, will require the United Nations system in Cameroon to establish solid partnerships at the central and local levels with the Ministry of Health, the Ministries in charge of Basic (MINE-DUB), Secondary (MINESEC) and Higher Education (MINESUP), social services (Ministry of Social Affairs, MINAS, and Ministry of Women's Empowerment and the Family, MINPROFF) and Vocational Training (MINEFOP), as well as their devolved structures. The United Nations system will work with these structures to strengthen the health (including universal health coverage), education and vocational training, and social protection systems, and develop and implement effective programmes to ensure increased access and use of these systems by the population, particularly the most vulnerable groups.

The United Nations system will work in partnership with community-based organizations, civil society organizations, mass media and religious leaders to build the capacity of populations, including youth, women and vulnerable groups, to use health and education services. Communication strategies to promote behavioural change, nutrition education, literacy, family planning and the fight against maternal mortality and gender-based violence, and encourage civil registration will be developed with partners.

These partners will also be used to provide community-based services, particularly in health (community-based service provision), nutrition, and literacy. Furthermore, the United Nations system may extend its partnership to medical and health training, research schools and institutes, scholarly societies, and networks of parliamentarians working in health, population and development.

To improve the funding of health and social protection systems, scale-up and ensure the sustainability of innovations and strengthen universal health and social protection coverage, the United Nations system will cooperate with the Ministry of the Economy, Planning and Regional Development (MINEPAT) and the Ministry of Finance (MINFI).

Basic social services such as health, nutrition and education require continuous evaluation of the impact of interventions on the population. To this end, the United Nations system will work closely with the National Institute of Statistics (NIS) or other bodies specializing in large-scale data production, such as the Central Bureau of Population Censuses and Studies, and the National Bureau of Civil Status (BUNEC), to provide timely, disaggregated and accessible data to measure the impact of interventions. Therefore, the SNU will be able to support the implementation of specific surveys, such as the Multiple Indicator Demographic and Health Survey (DHS), and large-scale operations such as the General Population and Housing Census (RGPH).

The United Nations system will strengthen its cooperation with international financial institutions, including the World Bank, IMF, African Development Bank and Islamic Development Bank, to jointly advocate for the financing of programmes aimed at improving human potential and social welfare through increased access to and use of basic social services and capacity-building in results-based, gender-sensitive, women- and youth-focused budgeting and cost analysis to improve the effectiveness of health and social protection spending. South-South cooperation will be given priority in these areas.



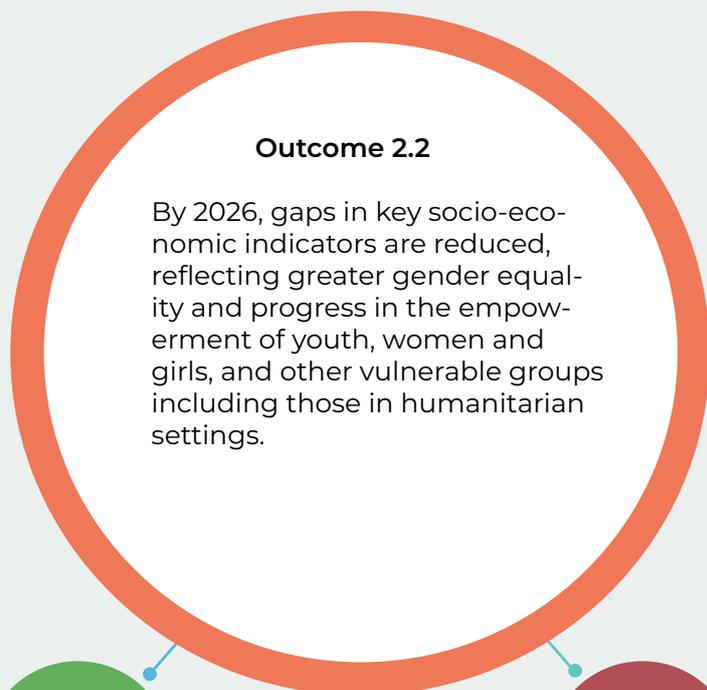
COOPERATION FRAMEWORK OUTCOME 2.2 AND THE THEORY OF CHANGE



Strategic Priority 2 – Quality, inclusive and equitable human and social development (SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17)



Children, youth, men, women and vulnerable groups, including people living with disabilities, achieve their full potential and contribute to the country’s socio-economic development.



Output 2.2.1:

The potential of young girls and women is enhanced to enable them to participate in development efforts in all sectors and enjoy the benefits of growth on an equal basis with men.



Output 2.2.3:

Women and young girls and boys are protected from all forms of violence and discrimination against them in all areas of public life.



Output 2.2.2:

Disparities between men and women are reduced in all areas of national life (political, economic, social, cultural, sports, etc.) and there is statistical data reflecting this.



Risks



Strategies



Assumptions



Accelerators

Training in sustainable agriculture; Narrowing the gap in the impact that education has on the employment of men and women ; Narrowing the gender gap in education by level; Construction of small-scale hydroelectric power plants; Overall healthcare expenditure; Family planning expenditure; Improved governance.



Strategies:

Advocacy; influencing government policy; community partnerships; communication for development; innovation; generating and managing evidence; capacity building; youth and women empowerment; scaling up innovations; strengthening accountability; an approach that is inclusive of refugees and IDPs; strengthening supply chains; knowledge sharing; affirmative action; multi-sectorality and synergy of interventions (age offer).



Risks:

Persistence of the COVID-19 pandemic and other epidemics;

Ongoing conflicts and deterioration of the security situation;

Slow implementation of institutional reforms (decentralisation, etc.);

Lack of community support for development initiatives.



Assumptions:

Budget allocations to social sectors (health, protection, nutrition, education, water and sanitation) comply with regional and international commitments;

The transfer of competencies, including resources to the RLAs is effective;

The implementation of national policies contributes to reducing gender-based inequalities;

The commitment of actors to the adoption of social standards for gender equality is effective

Contribution of the other outcomes to the achievement outcome 2.2

Outcome 1 will create increased employment opportunities by ensuring that the beneficiaries of these opportunities have equitable access while reflecting greater gender equality and youth empowerment. This will involve ensuring, for example, that very small, small and medium-sized enterprises (VSEs, SMEs), cooperative societies and start-ups are largely owned by youth, women and vulnerable groups.

Outcome 2.1 will ensure that these interventions to increase access to and use of basic social services are carried out equitably while reflecting greater gender equality and progress in youth empowerment.

Outcome 3 will ensure the development of effective policies that have an impact on improving gender equity and equality or even youth empowerment.

Outcome 4 will strengthen the contribution of women and youth in protecting the environment and their resilience to shocks.

Partnerships for outcome 2.2

For this achievement, the comparative advantage of the United Nations system will lie in its expertise in gender and gender equality, both through a vertical approach with a specialized agency (UN-Women) and through a cross-cutting approach with a specific working group dedicated to the issue (theme group on gender). As such, the United Nations system has a battery of internationally validated tools at its disposal to work alongside the Government in promoting gender equality and gender mainstreaming at the normative, programmatic and operational levels. Under the outcome on greater gender equality and increased empowerment of youth, women and girls, the United Nations system will build strong partnerships with NGOs (national and international), networks and civil society organizations that promote gender equality and the empowerment of youth, women and girls as well as human rights.⁷

The United Nations system will work with the Ministry of Women's Empowerment and the Family, the Ministry of Social Affairs and other social ministries at the central and devolved levels to ensure compliance with national standards and norms and commitments on gender, human rights and non-discrimination. Special attention will be given to people living with disabilities.

The United Nations system will partner with specialized human rights structures such as the Cameroon Human Rights Commission (CHRC) and networks of parliamentarians who are active in this area to advocate for adopting laws supportive of gender equality, equity and human rights.



GENDER
EQUALITY

COOPERATION FRAMEWORK OUTCOME 3 AND THE THEORY OF CHANGE



Strategic Priority 3 – Institutional support and civic engagement
(SDGs 5, 10, 11, 13, 14, 15, 16, 17)

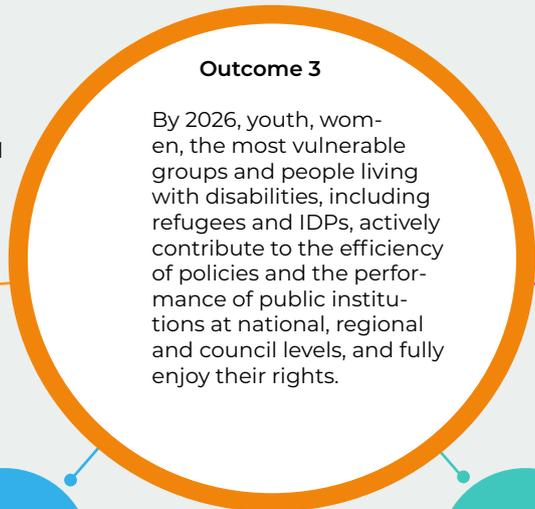


Youth, women, the most vulnerable groups, including refugees and IDPs and people living with disabilities, and decentralized entities evolve in an environment that promotes accountability and the exercise of rights.



Output 3.1:

The capacities of civil society actors and populations, including youth, women and socially vulnerable people, are strengthened for effective and inclusive participation in decision-making processes at community, local, regional and national levels.



Output 3.5:

The National Statistical Information System is strengthened and enables effective participation of stakeholders in the development, implementation and monitoring of development policies.

Output 3.2:

The capacities of institutions and populations to coordinate, anticipate and respond to shocks are strengthened at all levels, thereby improving the effectiveness of development policies.



Output 3.4:

Legal, institutional and technical frameworks are strengthened for better administration of justice, greater respect for rights and increased participation of populations.



Output 3.3:

Decentralisation stakeholders are equipped to strengthen the efficient use of transferred competencies, including resources.



Risks



Strategies



Assumptions



Accelerators

Strengthened institutional processes resulting from improved governance; Increased gender equality in education and employment; Improved governance.



Strategies:

Advocacy; technical innovation; technical capacity-building of key actors, information and knowledge management; partnership with CSOs; involvement of women and youth, leaving no one behind; addressing gender inequalities; an approach that is inclusive of refugees and internally displaced persons; synergies between development and shock-related frameworks within the nexus; enhancement of statistical production systems; transfer of resources to the local level; awareness raising and education on citizen participation and volunteerism.



Risks:

Lack of community support for development initiatives;

Persistence of the COVID-19. pandemic and other epidemics;

Ongoing conflicts and deterioration of the security situation;

Slow implementation of institutional reforms (decentralisation, etc.).



Assumptions:

Economic measures to mitigate the impacts of COVID-19 are equitable and effective;

The regulatory framework is revised and taken into account in the various sectoral;

Public and private funds are mobilised for efficient planning;

Resources (material, financial, etc.) are available to support;

RLAs are resilient and engaged.

Contribution of the other outcomes to the achievement outcome 3

Outcome 1 will increase employment opportunities providing income to the targeted populations. Access to capacity-building initiatives will enable them to actively contribute to policy effectiveness and performance of public institutions at national, regional and local levels, and enjoy their rights fully.

Outcome 2.1 will ensure that interventions aimed at increasing access to and use of basic social services are based on effective policies.

Output 2.2 will ensure that gender equity and equality and youth and women empowerment are taken into account in policy development, implementation and monitoring and evaluation, thereby increasing effectiveness.

Output 4 will provide up-to-date, quality and disaggregated data for evidence-based policy development, implementation, monitoring and evaluation, thereby contributing to policy effectiveness.

Partnerships for outcome 3

Support to institutional strengthening is a common and cross-cutting aspect for all agencies and components of the United Nations system in Cameroon. In terms of expertise, good practices and lessons learned, the United Nations system will leverage the capital accumulated over years of cooperation with Cameroonian stakeholders to achieve a significant result in this outcome. United Nations agencies, in all their diversity, have always prioritized in their policies, methodological approaches and practices, the strengthening of institutional frameworks and the empowerment of all social strata, including the most vulnerable, to enable national potentials to emerge and be more resilient and efficient in the management of public affairs at national, regional and local levels. The United Nations is well-positioned to play a catalytic role in engaging with all stakeholders, including grassroots and groups at risk of marginalization, using its expertise, resources, capacities and tools in various fields. The United Nations system will build on this comparative advantage to provide solid support to the State of Cameroon in implementing its commitment to better administration of justice, greater respect for human rights and increased civic engagement.

In terms of expertise, good practices and lessons learned, the United Nations system will leverage the capital accumulated over years of cooperation with Cameroonian stakeholders to achieve a significant result in this outcome.

For this outcome, which focuses on the contribution of populations to the effectiveness of policies and the performance of public institutions and the enjoyment of their rights, the United Nations system will work closely with strategic state and institutional actors, as well as devolved and decentralized components and populations at the grassroots.

Within the framework of this outcome, the United Nations system will cooperate with the Ministry of the Economy, Planning and Regional Development, Ministry of Finance, and Ministry of Decentralisation and Local Development (MINDDEVEL), as well as with subregional organizations, such as the Community of Central African States and the Central African Economic and Monetary Community. In conjunction with United Nations headquarters, regional offices and specialized entities of the United Nations, these partnerships will contribute to strengthening the capacities of national government officials, youth and women's organizations to ensure their full participation in the formulation, implementation, monitoring and evaluation of policies and programmes aimed at improving the well-being of the population. This capacity-building will focus on the United Nations system key programming principles, namely results-based, evidence-based, gender-sensitive, women- and youth-focused programming and budgeting, and cost analysis, to improve the effectiveness of policies, programmes and expenditures, especially for the use of basic social services in health, nutrition, education and social protection.

Like with the other outcomes, the United Nations system will work closely with the National Institute of Statistics and other specialized agencies to provide data to measure the impact of intervention outcomes.

The United Nations system will collaborate with the Ministry of Justice and other relevant institutions, including the Cameroon Human Rights Commission, to focus on accountability and the effective enjoyment of rights by all. MINPROFF and MINAS will also be involved in this collaboration. In addition to strengthening these actors' institutional and operational capacities, actions will be deployed to empower rights-holders.

The United Nations system will work with the various line ministries and administrative authorities at regional, divisional and local levels in crisis-affected areas to strengthen synergies between humanitarian, development and peacebuilding programmes in the local regions selected as convergence zones in the context of the operationalization of the humanitarian-development-peace nexus approach.



REALISER LES #3ZEROS

UNICEF AFIYAN INFPA CPD25

UNICEF AFIYAN INFPA CPD25

Maternelles des Jeunes

Violence Basée sur le Genre
pratiq

Maternel
le

fait

COOPERATION FRAMEWORK OUTCOME 4 AND THE THEORY OF CHANGE



Strategic Priority 4 – Environmental sustainability, management of climate risks and disasters (SDGs 5, 11, 13, 14, 15, 16, 17)



Youth, women, most vulnerable groups, people living with disabilities, decentralized communities sustainably manage environmental resources and are more resilient to climate shocks.

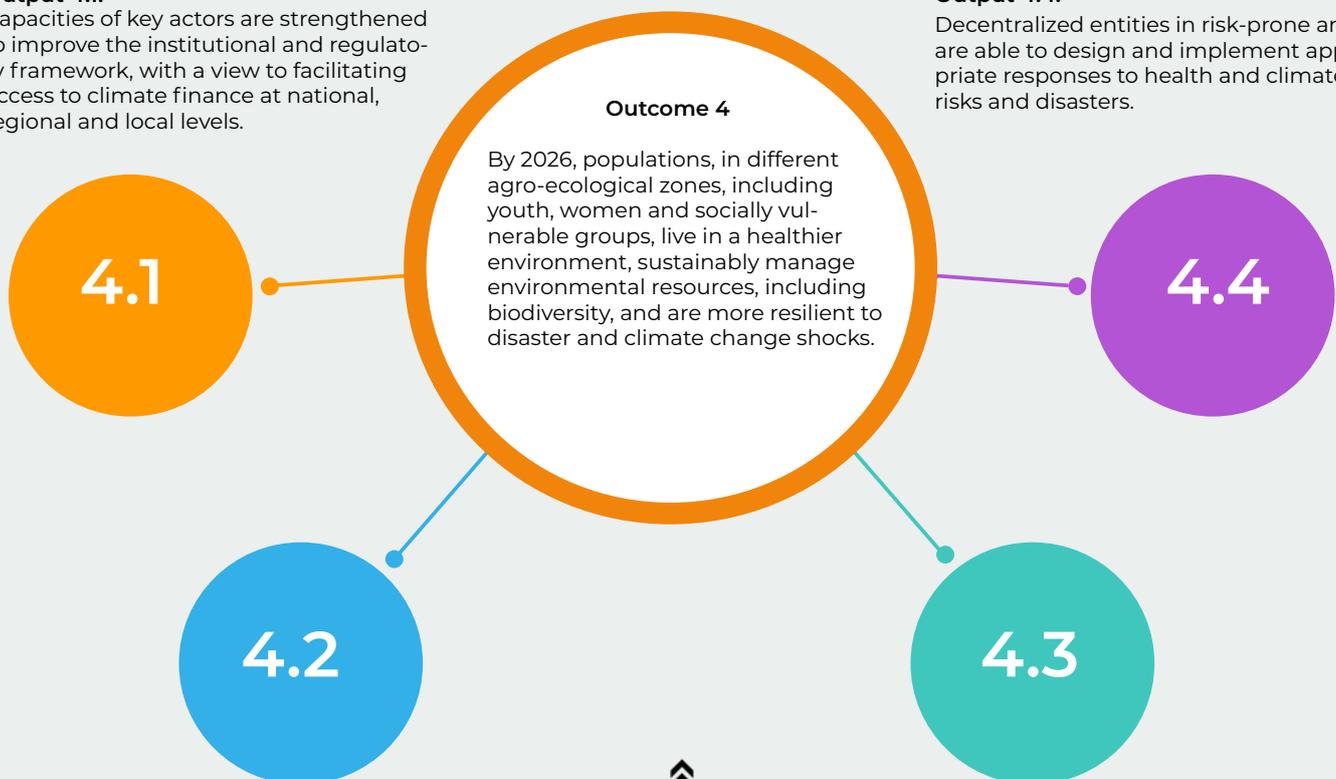


Output 4.1:

Capacities of key actors are strengthened to improve the institutional and regulatory framework, with a view to facilitating access to climate finance at national, regional and local levels.

Output 4.4:

Decentralized entities in risk-prone areas are able to design and implement appropriate responses to health and climate risks and disasters.



Output 4.2:

Institutional and community actors are equipped to design and implement inclusive, integrated and innovative actions to improve the state of the environment and biodiversity, and to contribute to the fight against climate change.



Output 4.3:

Key institutional actors are equipped with capacities to collect, analyse, manage, use, and disseminate environmental data (Sendai framework, Paris Agreement) with a view to influencing development policies and strategies;



Risks



Strategies



Assumptions



Accelerators

Strengthened institutional processes resulting from improved governance; Increased gender equality in education and employment; Development of infrastructure, especially small-scale renewable energy; Development of agriculture, particularly the dissemination of know-how in sustainable agriculture.



Strategies:

Advocacy; technological innovation; technical capacity building and development of key actors; partnership with the private sector (including the informal sector); information and knowledge management; partnership with CSOs; an approach that is inclusive of refugees and internally displaced persons; involvement of women and youth; addressing gender-based inequalities; strengthening environmental statistics production systems; local resource transfer; entrepreneurship incentives (including for the informal sector); awareness raising and education for sustainable environmental management; awareness raising and education for citizen participation and volunteerism; private and public sector cooperation for climate finance; strengthening the implementation of solutions that are inclusive, incentive-based and sustainable; integrated modelling.



Risks:

Lack of community support for environmental initiatives;

Persistence of the COVID-19. pandemic and other epidemics;

Ongoing conflicts and deterioration of the security situation;

Slow implementation of institutional reforms (decentralisation, etc.);

Persistent climate shocks.



Assumptions:

Economic measures to mitigate the impacts of COVID-19 are equitable and effective;

The regulatory framework is revised and taken into account in the various sectoral policies;

Public and private funds are mobilised for efficient planning;

Resources (material, financial, etc.) are available to support programmes;

RLAs are resilient and engaged;

The National Environment and Climate Fund is set up.

Contribution of the other outcomes to the achievement outcome 4

Outcome 1 will increase opportunities, particularly in terms of employment, through the productive private sector i.e., businesses, including the informal sector. In this regard, it will be necessary to ensure that very small and medium-sized enterprises, cooperatives and start-ups run by youth, women and vulnerable groups are committed to environmental protection and contribute to the sustainable management of natural resources.

Outcome 2.1 will ensure that basic social services offered to the population are environmentally sustainable and increase their resilience to disaster and climate change-related shocks. In addition, interventions in education will mainstream the environmental protection component.

Outcome 2.2 will contribute to ensure greater equality and equity as well as youth and women empowerment in interventions aimed at creating a healthier environment, in the sustainable management of environmental resources, including biodiversity.

Outcome 3 will ensure that effective policies with a positive impact on the creation of a healthier environment and the sustainable management of environmental resources, including biodiversity, are developed.

All these other outcomes will need to provide Outcome 4 with data and information on their results for monitoring.

Partnerships for outcome 4

Several national and international⁸ organizations⁹ in Cameroon are working in nature and environmental protection. These organizations work towards a healthier environment and sustainable management of natural and environmental resources. The United Nations system will work with these organizations to build the capacity of populations to adopt environment-friendly behaviour. In this collaboration, the United Nations system will focus on coordinating, planning and strengthening the capacities of local organizations and populations, especially youth and women, to make them more resilient to shocks related to natural disasters and climate change. Ownership will be strengthened by developing results-based environmental governance mechanisms, with an emphasis on the involvement of local entities, including the private sector, civil society, local communities and indigenous peoples.

The United Nations system will cooperate with the Ministries of Forestry and Wildlife, the Environment, Nature Protection and Sustainable Development, Water Resources and Energy, the Economy, Planning and Regional Development, Finance, Mines, and Industry and Technological Development. Inclusive partnerships will be established for the development of projects and programmes. These partnerships will be grounded in principles and values, a shared vision and common goals that place people and natural solutions at the centre of regional, national and local initiatives.

The United Nations system will take advantage of the strategic position of Cameroon within the Congo Basin; its past critical experience and successful track record with the Government, particularly in terms of technical support for the implementation of international agreements in the areas of environment, biodiversity and climate change; the existence of an enabling framework for the development of resilient policies and strategies and their implementation at the national, regional and local levels; and its strengths in coordination and resource mobilization.

8. National Organizations with which partnerships could be developed include: the Centre for Environment and Development, the Foundation for Environment and Development in Cameroon, Solidarité technologique, Green Horizon, Forest and Rural Development, Cameroon Environmental Watch, Green Development Advocates and Fondation camerounaise de la terre vivante.

9. International Organizations with which partnerships may be developed include: the International Union for Conservation of Nature, the World Wide Fund for Nature, African Wildlife Foundation, Zoological Society of London, Wildlife Conservation Society, Centre for International Forestry Research, Global Water Partnership, Agence Française de Développement, Canadian Cooperation, British Cooperation, German Agency for International Cooperation, World Resource Institute and CUSO International.



UNHCR
The UN Agency

VOLONTAIRES

LE BON
THE RICH

2.5. SYNERGIES BETWEEN THE COOPERATION FRAMEWORK OUTCOMES

The Cooperation Framework has adopted an innovative approach of “shared results”, encouraging synergies between the outcomes to optimize the expected positive results. The design and implementation of joint programmes with a geographical and thematic scope will consider the interdependence of the outcomes and the humanitarian-development-peacebuilding nexus approach.

This interconnection between the Cooperation Framework outcomes will require the combined efforts of all stakeholders to achieve the expected results.

As illustrated in the boxes under the previous point, all outcomes will mutually interact to achieve collective results to maximize the impact on the target populations. For example, increased employment opportunities (outcome 1) will provide beneficiaries with the income to facilitate their equitable and sustainable use of and access to quality basic social services (outcome 2.1) and thus build the quality human capital needed to take full advantage of employment opportunities. Similarly, if populations realize their full human potential with health, education, nutrition and social protection services and their social and economic well-being (Outcome 2.1), they will have a greater capacity to contribute to the effectiveness of policies and the performance of public institutions at the national, regional and local levels, while enjoying their full rights (Outcome 3). Also, outcome 4 will enable populations equitably and inclusively provided with basic social services (outcome 2.1) and decent employment opportunities (outcome 1) to live in a healthier environment, manage environmental resources sustainably and be resilient to shocks.

Also, through this outcome 4, current quality and disaggregated data will be made available to inform and ensure the effectiveness of policies for increased population access to basic social services, monitor progress in achieving the outcome results and assess the impact of the outcomes on reducing inequalities, access to services, etc. This interconnection between the Cooperation Framework outcomes will require the combined efforts of all stakeholders to achieve the expected results.

All the Cooperation Framework outcomes will preferentially target groups at risk of being left behind, such as youth, women and socially vulnerable groups, including people living with disabilities, indigenous peoples, refugees and internally displaced persons.

Synergies between the Cooperation Framework, the Humanitarian Response Plan and peacebuilding initiatives, such as projects supported by the United Nations Peacebuilding Fund, will facilitate the achievement of the expected results according to the humanitarian-development-peace nexus approach.

All the Cooperation Framework outcomes will preferentially target groups at risk of being left behind

Also, the outcomes outlined in the Cooperation Framework will complement other existing programmes at the regional level, such as the UN Integrated Strategy for the Sahel, the African Union’s Regional Strategy for Stabilization, Recovery and Resilience of the Boko Haram-affected areas of the Lake Chad Basin, cross-border programmes, especially on forced displacement, and regional emergency operations.

2.6. SUSTAINABILITY

Sustainability is one of the six core programming principles of this Cooperation Framework. Strategies and actions to achieve sustainable results have been mainstreamed into all stages of the planning cycle, from development to implementation to monitoring and evaluating the Framework.

Sustainability was conceived as a vehicle for national ownership of the Framework and its outcomes, complementarity with the actions of other development actors, effective participation of target populations, including groups at risk of being left behind, and accountability.

As explained in the previous sections, the strategic priorities and outcomes under this Cooperation Framework are strictly aligned with the national priorities in Vision 2035 and the NDS30. The various government entities, under the coordination of the Ministry of the Economy, Planning and Regional Development, have been fully involved in the process of drawing up this Cooperation Framework and, through the joint steering and management mechanisms, will play an essential role in its implementation, monitoring and evaluation. Finally, the Cooperation Framework also includes actions aimed at building the capacities of state entities to contribute to the implementation, monitoring and evaluation, and governance of both the NDS30 and the Cooperation Framework. As the implementation of the NDS30 requires more efficient use of increased resources, the United Nations system will support the Government in putting in place an NDS30 financing strategy based on NDS30 budget estimates, including the SDGs, and the results of the financing for development evaluation. This strategy will mainly aim to diversify sources of funding and strengthen domestic resource mobilization. It will be supported by a monitoring and evaluation plan. Moreover, the United Nations system will support the Government to conduct a study that will provide strategic guidance on improvements in local development financing in the context of decentralisation.

Sustainability was conceived as a vehicle for national ownership of the Framework and its outcomes

The design of each strategic priority has taken into account the interventions and comparative advantages of other development actors and prioritized the search for synergies in a broad partnership with technical and financial partners, international financial institutions, international and national non-governmental, and community-based organizations. The partnerships are detailed in the outcomes section.

The target populations, in all their diversity and with particular attention to groups at risk of being left behind, were also involved in the development of this Cooperation Framework through civil society representatives. They will continue to be involved in its implementation, monitoring and evaluation, mainly at the programme and project level.

Accountability, which is another fundamental programming principle, will be ensured by establishing a monitoring and evaluation system that will capture the expected and unanticipated changes resulting from United Nations agencies' collective and individual efforts, including the perceptions of the target populations. Reports capturing the changing context and key findings in terms of progress towards the outcomes will be widely disseminated through appropriate communication channels to reach a broad audience, reflecting the diversity of the target populations.

These three elements of sustainability (complementarity, effective participation, accountability) will be systematically mainstreamed into the programmes and projects resulting from the Cooperation Framework through the development of exit strategies from the design stage.

2.7. UN COMPARATIVE ADVANTAGES AND UNCT CONFIGURATION

The United Nations system in Cameroon is committed to leveraging its comparative advantages to work jointly and more efficiently with the Government and all non-state actors to achieve the objectives set out in the various Cooperation Framework outcomes within the context of the 2030 Agenda. In Cameroon, these comparative advantages are reflected in:

- The United Nations system's good knowledge of the development and humanitarian context owing to its long presence in the country. This long-standing presence has led the United Nations system to build a solid technical and humanitarian cooperation with the Government and non-state actors that positions it as a trusted partner.
- The United Nations system is recognised by development, humanitarian, human rights and technical and financial partners, both national and international operating in Cameroon, as a neutral partner, which impartially upholds the respect of international commitments, norms and standards to which Cameroon has subscribed, especially concerning human rights, gender equity and equality, and non-discrimination. This provides the United Nations system with a unique position to serve as a neutral platform where sensitive political, governance or social issues can be discussed and resolved.
- As the custodian of the 2030 Agenda, the United Nations system positions itself as a key actor in supporting and advising the Government and all development actors in the promotion and support of the achievement of Cameroon's contextualized SDGs.
- The United Nations system in Cameroon, as elsewhere, has a unique approach to effective development that sets it apart from other development actors. This development approach is people-centred, especially for vulnerable groups.

It is based on key programming principles: leaving no one behind, a human rights-based approach, gender equality, resilience, sustainability, transparency and accountability. The United Nations system in Cameroon can mobilize internally and even at the global level a wide range of quality technical expertise and knowledge resources that are useful in building national capacities in all areas, including evidence-based programming taking into account the United Nations system key programming principles, regional pooling of interventions, emerging issues such as climate change, digital economy, demographic dividend, gender-based violence, peacebuilding, mega-data, illegal wildlife and natural resource trafficking, and innovations.

- The United Nations system in Cameroon is a leading actor in humanitarian situations due to its outstanding capacity to be neutral and impartial in responding to humanitarian emergencies and, above all, by adopting a humanitarian-development-peacebuilding Nexus approach.

The composition of the UNCT in Cameroon, responsible for implementing the Cooperation Framework, reflects the wish of United Nations Member States to have a United Nations field presence tailored to the needs. The UNCT in Cameroon will work under the coordination of the Resident Coordinator and in line with the "Delivering as One" approach while considering the comparative advantages of each agency's mission to achieve the joint results expected from the Cooperation Framework.

The UNCT services in Cameroon will essentially focus on capacity-building and the provision of document or financial resources, mainly in the areas mentioned in the comparative advantages.

These services will be provided through national providers such as qualified NGOs. Headquarters and regional offices and other specialized bodies such as the Development Coordination Office will be called for assistance. Technical assistance missions, online or face-to-face training, sharing of resource materials and innovative solutions, and joint or regional capacity-building projects may be organized as required.

The United Nations system will provide strategic advice and advocacy to government institutions and the civil society to strengthen compliance with national and international commitments for the development of laws and policies and the provision of quality services. The UNCT will define appropriate mechanisms to govern human, financial and material resources to ensure the successful implementation of the Cooperation Framework.

Where appropriate, UNCT member agencies will adjust their capacities to meet the Cooperation Framework's capacity requirements for effective implementation.

UNITED NATIONS COUNTRY TEAM IN CAMEROON

UNITED NATIONS COUNTRY TEAM IN CAMEROON	Outcome 1 Increased opportunities in a green economy that creates decent jobs (SDGs 1, 5, 8, 9, 10, 12, 17)	Outcome 2.1 Quality basic social services (SDGs 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 16, 17)	Outcome 2.2 Gender equality and empowerment of youth, women and girls (SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17)	Outcome 3 Effective policies and performance of public institutions, enjoyment of rights (SDGs 5, 10, 11, 13, 14, 15, 16, 17)	Outcome 4 Healthy environment; sustainable management of environmental resources, and resilience to shocks (SDGs 5, 11, 13, 14, 15, 16, 17)
ILO	X	X	X	X	
ECA	X		X	X	X
FAO	X	X	X		X
IFAD	X	X	X		X
OHCHR	X	X	X	X	X
UNHCR	X	X	X	X	X
OCHA	X	X	X		X
IOM	X	X	X	X	X
WHO		X	X		
UNDESA					X
UN-Women	X	X	X	X	X
UN-Habitat	X	X	X		X
UNODC	X		X	X	X
UNIDO	X	X	X	X	X
UNAIDS		X	X		
WFP	X	X	X	X	X
UNDP	X	X	X	X	X
UNEP	X			X	X
ITU	X	X		X	X
UNESCO	X	X	X	X	X
UNFPA	X	X	X	X	X
UNICEF	X	X	X	X	X
UNOPS	X	X		X	X
UNV	X	X	X	X	



3

CHAPTER
COOPERATION
FRAMEWORK
IMPLEMENTATION PLAN

3.1. IMPLEMENTATION STRATEGY AND STRATEGIC PARTNERSHIPS

The United Nations system will support the achievement of the Cooperation Framework outcomes through a wide range of implementation strategies, including:

- Strategic advice, evidence-based analysis, research and technical inputs to address national development challenges;
- Advocacy, technical assistance and capacity-building of government institutions and civil society organizations to strengthen compliance with national and international commitments, for the development of laws and policies and the delivery of quality services;
- Implementation of the humanitarian-development-peace nexus approach in communities selected as convergence zones in crisis areas;
- Designing innovative solutions to development challenges with Government at all levels and the private sector;
- Leveraging global and regional networks and platforms to foster dialogue around development cooperation.

The programme will be nationally executed under the overall coordination of Ministry of the Economy, Planning and Regional Development, MINEPAT through its Directorate-General for Cooperation. Government coordinating authorities for specific United Nations system agency programmes are noted in Annex 2. Government Ministries, NGOs, INGOs and United Nations system agencies will implement programme activities. The Cooperation Framework will be made operational through the development of joint work plan(s)¹⁰ and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the United Nations system agencies and each implementing partner as necessary on the use of resources.

To the extent possible, the United Nations system agencies and partners will use the minimum documents necessary, namely the signed Cooperation Framework and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the Cooperation Framework and joint or agency-specific work plans and/or project documents.¹¹

In planning, implementing, reporting, monitoring and evaluating programmes, the United Nations system in Cameroon, under the leadership of the Resident Coordinator, will be coherent, coordinated and concerted in line with the “Delivering as One” approach.

The United Nations system will set up specific groups to support the Resident Coordinator and his office in coordinating the implementation of the Cooperation Framework. These include the Monitoring and Evaluation, SDG and Results Groups. These groups will be responsible for improving internal coordination and ensuring that the United Nations system, as a whole, coherently implements the Cooperation Framework’s strategic priorities. The Resident Coordinator’s Office will ensure the effective functioning of these groups.

The United Nations system will establish strategic partnerships with the private sector and other technical and financial partners to mobilize resources towards achieving the expected cooperation framework results.

The United Nations system will collaborate with the civil society, including NGOs and communities, to mobilize the grassroots population and secure their involvement in the Cooperation Framework interventions. The beneficiary population, especially the youth, women and vulnerable groups, will be involved at all levels of monitoring the Cooperation Framework’s implementation.

10. As per the UNDG Standard Operating Procedures (SOPs) for countries adopting the “Delivering as One” approach

11. In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government’s participation in each UNDP-assisted workplan. The reference to “Implementing Partner(s)” shall mean “Executing Agency(s)” as used in the SBAA. Where there are multiple implementing partners identified in a workplan, a Principal Implementing Partner will be identified who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the work plan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the work plan.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

3.2. JOINT WORKPLANS

Although the Cooperation Framework between the United Nations system and Cameroon will be implemented through Country Programme Documents (CPDs) of individual United Nations agencies, coordinated implementation of the Framework will be achieved through annual or biannual joint work plans developed by the results groups for each Cooperation Framework outcome. These joint work plans may give rise to joint programmes or projects around which two or more United Nations agencies will collaborate to achieve the outcome.

During the preparation of the Common Country Assessment, joint programme ideas were proposed in maternal mortality, youth resilience, particularly in the Lake Chad Basin, and the care of victims of sexual and gender-based violence, especially in humanitarian crises. These programmes would subsequently shore up or ensure the continuity of initiatives implemented under the previous Cooperation Framework.

These joint programmes will be developed in the spirit of the “Delivering as One” approach by pooling implementation strategies, resources and monitoring systems. Not only will these programmes show partners that the United Nations system operates in a coherent and coordinated manner, but they shall also maximize synergies, avoid overlapping responsibilities and ensure the efficiency of the Cooperation Framework interventions.

In the event of disasters or epidemics, joint programmes will be the first line of action to build the resilience of affected populations in a humanitarian-development-peace-building nexus approach.

3.3. BUSINESS OPERATIONS STRATEGY

Building on the progress made under the previous Cooperation Framework, the United Nations system in Cameroon will pursue its Business Operations Strategy. This strategy is an instrument for creating synergies at the operational level between all United Nations agencies, to provide measurable efficiency gains in the following areas: procurement, logistics, finance, human resources management, information and communications technology and administration.

3.4. GOVERNANCE AND MANAGEMENT STRUCTURE

The governance and management of the Cooperation Framework are underpinned by a few bodies at various levels and with different functions (see diagram on page 55, figure 1).

Joint Steering Committee

The Government of Cameroon and the United Nations system are mutually responsible for achieving the expected Cooperation Framework results. To this end, both parties agree to set up a Joint Steering Committee of the Cooperation Framework. This Committee provides strategic oversight and direction to the Cooperation Framework’s implementation, oversees and evaluates progress in implementation and steers interventions to achieve the expected results.

The Committee is co-chaired by the Minister of the Economy, Planning and Regional Development, and the Resident Coordinator of the United Nations system. It comprises United Nations Entity Heads and the secretaries-general of partner administrations. It may also include representatives of donors, development partners, civil society and the private sector. It meets twice a year statutorily.

The Programme Management Team

A technical cell will also be set up, coordinated by the Directorate General of Cooperation and Regional Integration of MINEPAT and the chair of the UN programme management team. It will be composed of representatives of the Results groups, representatives of the United Nations and the Decentralised Cooperation Directorate of the Ministry of External Relations, the leaders of the programme management team and the monitoring and evaluation group, and the head of the Resident Coordinator's office and, will be responsible for preparing the documentation for the Steering Committee meetings. The Technical Unit will be supported by the different outcome groups and cross-cutting/thematic groups.

The United Nations Country Team

The Country Team is made up of the Heads of United Nations agencies operating in Cameroon, the Programme Management Team lead, the Operations Management Team leads, the United Nations Department of Safety and Security Head and the Head of the Resident Coordinator's Office. It is chaired by the United Nations Resident Coordinator, who exercises this function within the "Management and Accountability Framework of the United Nations Development System and the United Nations Resident Coordinator System" and is supported by his office. The UNCT meets as often as possible and as instructed by the Resident Coordinator.

Under the leadership of the Resident Coordinator, the Country Team makes collective decisions on the Cooperation Framework's implementation, including joint programming, resource mobilization and allocation, and the coordinated response to emerging issues and operational problems. The UNCT oversees and provides general guidance on the Cooperation Framework, mechanisms and coordination bodies.

The Programme Management Team comprises the senior programme managers within the United Nations system agencies. The role of the team is to lead the Cooperation Framework implementation process by providing guidance on its programming, including planning, implementation, monitoring, reporting, evaluation, knowledge sharing and management. It conducts strategic and programmatic thinking to improve programme effectiveness and strengthen the complementarity of interventions. As such, it is responsible for guiding the identification and development of joint flagship programmes according to results groups. The Programme Management Team will identify emerging issues related to the implementation of the Cooperation Framework and bring them to the attention of the UNCT in Cameroon for policy guidance. The Programme Management Team is chaired by an Agency Head. It will ensure that the UN INFO tool is used to produce, disseminate and distribute reports on the implementation of the Cooperation Framework.

The Results Groups

Five Results Groups will be formed based on the five outcomes of the Cooperative Framework Plan. Each group will be responsible for achieving the expected results related to the outcome. The Results Group is co-chaired by the agency Head whose mission is most relevant to the outcome and a Head of Government entity directly related to the outcome. The composition of Results Groups is defined by relevance to the outcome and agreed jointly with the Government.

Each Results Group will develop its multi-year action plan and joint work plans for the coordinated implementation of the Cooperation Framework. Moreover, it shall continuously monitor its implementation and provide periodic reports on progress towards the achievement of the expected results related to the Result Group. These reports will be presented to the Cooperation Framework Joint Steering Committee.

The Monitoring and Evaluation Group

The United Nations Monitoring and Evaluation Group (M&E Group) provides technical assistance to the Results Groups in developing joint work plans, planning reviews, preparing periodic outcome reports, conducting the annual review and update of the Common Country Assessment, developing results reporting frameworks as well as mid-term and final evaluations of the Cooperation Framework. The M&E Group will monitor progress at outcome levels by drawing as much as possible on the indicators attached to these outcomes and national data. It will also ensure that the synergies identified among the five Results Group are implemented for an optimal impact of the different Cooperation Framework outcomes. The M&E Group membership includes all M&E Officers of all UNCT members in Cameroon. It is chaired by an Agency Head with the support of the Resident Coordinator's Office and the Programme Management Team. If necessary, the M&E Group may interact with government bodies responsible for monitoring the NDS30 or the sectoral strategies arising therefrom.

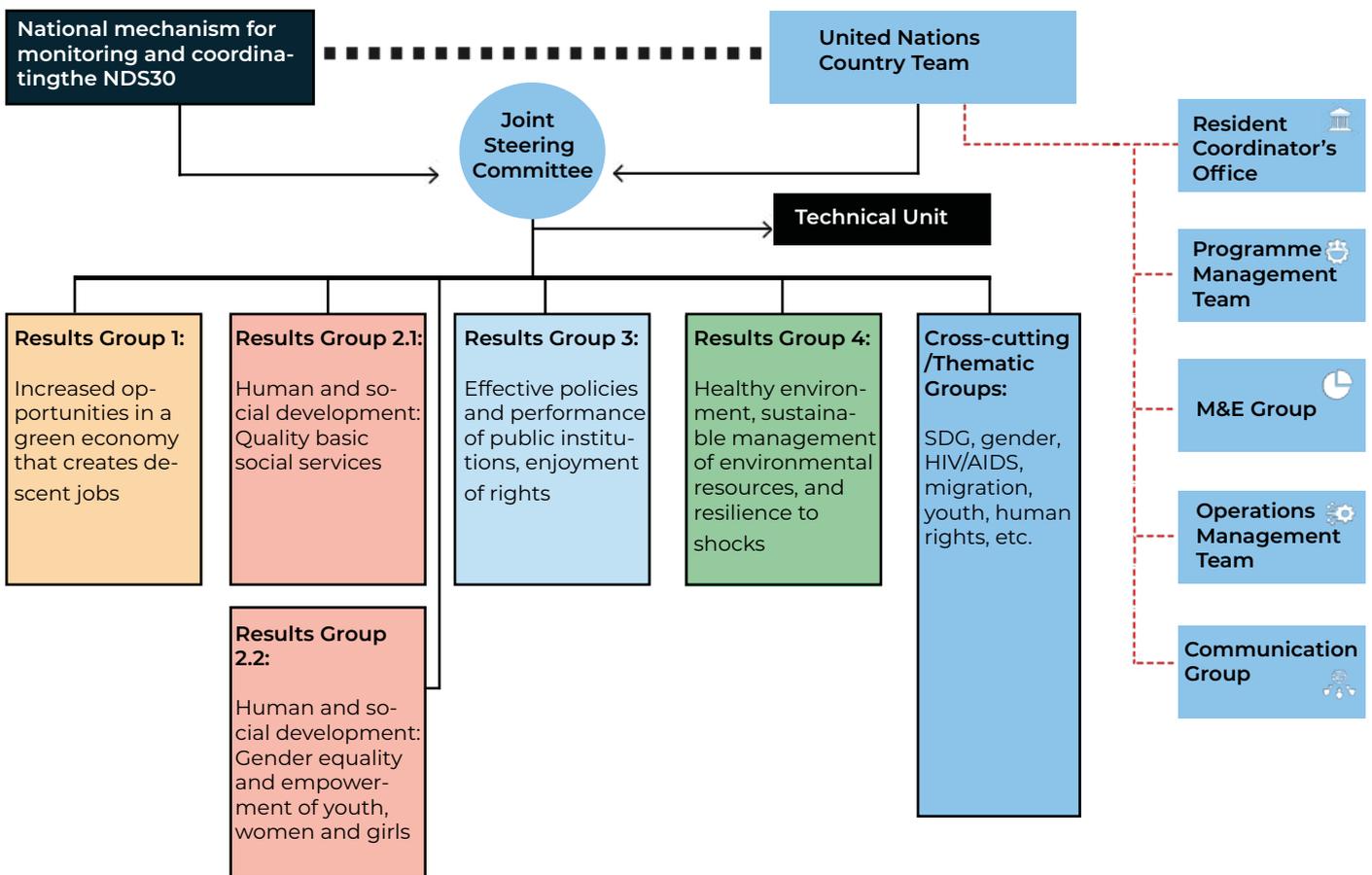
The Sustainable Development Goals Advisory Group

As the custodian of the SDGs, the UNS has established a cross-cutting/thematic group to act as a think tank and provide knowledge and guidance to the UN Country Team to support the Government of Cameroon in achieving the goals of the 2030 Agenda. The SDG Advisory Group will provide upstream advice to the country team on SDG implementation, reporting, including voluntary national reporting, data needs, funding and technical assistance to help the government meet its commitment to the 2030 Agenda and the SDGs.

The Operations Management Team

The Operations Management Team membership comprises United Nations agencies' Operations Managers in the country. It harmonizes and streamlines operational procedures to increase efficiency and productivity gains in the implementation process, and its actions will be guided by the Operational Activities Strategy.

Figure 1: Cooperation Framework Governance Mechanism



The United Nations system will also support existing national monitoring and coordination mechanisms, particularly the National Planning Board in charge of steering the NDS30 and the National Committee for Monitoring and Evaluating the implementation of the NDS30. The United Nations system can support these mechanisms and will endeavour, in managing the Cooperation Framework, to strengthen national monitoring and coordination mechanisms in compliance with the Paris Declaration.

The Communication Group

Composed of communication officers from United Nations system entities, this group has the duty to develop a joint communications strategy and ensure the visibility of the United Nations system, especially its interventions and cooperation with the Government and other stakeholders. In this regard, the Group will;

- Disseminate Cooperation Framework results;
- Share good practices and successful experiences to foster their scale-up;
- Advocate for greater participation and inclusion of vulnerable groups,¹² particularly children, teenagers, youth and women, to reduce disparities and inequalities.

Additional support may include access to United Nations organization-managed global information systems, the network of the United Nations system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of United Nations specialized agencies, funds and programmes. The United Nations system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the United Nations system agencies' funds are distributed by calendar year and in accordance with the Cooperation Framework. These budgets will be reviewed and further detailed in the work plans and project documents. By mutual consent between the Government and the United Nations development system entities, funds not earmarked by donors to United Nations development system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

The Cooperation Framework will be financed by internal and external resources. Regarding external resources, the UNCT will quickly set up a joint strategy to finance the Cooperation Framework and draw up a multi-year action plan to ensure greater predictability of potential funding according to their level of maturity and degree of achievement, to align the objectives of the various programmes more effectively with their real financial capacities.

3.5. RESOURCING THE COOPERATION FRAMEWORK

The United Nations system agencies will provide support to the development and implementation of activities within the Cooperation Framework. This may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the United Nations system entities' support may be provided to non-governmental and civil society Organizations as agreed within the framework of the individual work plans and project documents.

12. See definition in the Theory of Change chapter

The United Nations system will develop a joint and unique resource mobilization strategy based on a mapping of the interventions of all the actors. This strategy could contribute to strengthening Government efforts by building some national capacities, and better identify and mobilize some innovative sources of financing to achieve the SDGs. The United Nations system will explore all avenues, particularly some funding windows such as:

- Green funds through funding windows for the environment and climate change that the Government should pursue to increase the resources allocated to environmental protection and the fight against desertification;
- Specialized funds on some urgent issues in the field of education, health, HIV/AIDS, illicit trafficking of protected wildlife and natural resources, water and the fight against desertification;
- The promotion of the South-South Cooperation aimed at the development and building of some technical capacities related to the diversification of the economy, the development of human capital and the expansion of communication technologies, as well as applied research related to the development of value chains.

The United Nations system will work with the government and state entities to develop strategies and activities. However, greater emphasis will be placed on building strategic partnerships with the private sector and non-governmental organizations to mobilize additional support in terms of resources and expertise to achieve the Cooperation Framework outcomes. The United Nations system in Cameroon will further promote the participation of development beneficiaries in designing and implementing strategies and activities, and the accountability mechanism, especially those from vulnerable and disadvantaged groups.

Joint and agency-specific workplans will be binding on the United Nations system agencies and each implementing partner, where appropriate, on the use of resources. Agency-specific work plans and project documents should be aligned with the joint work plans.

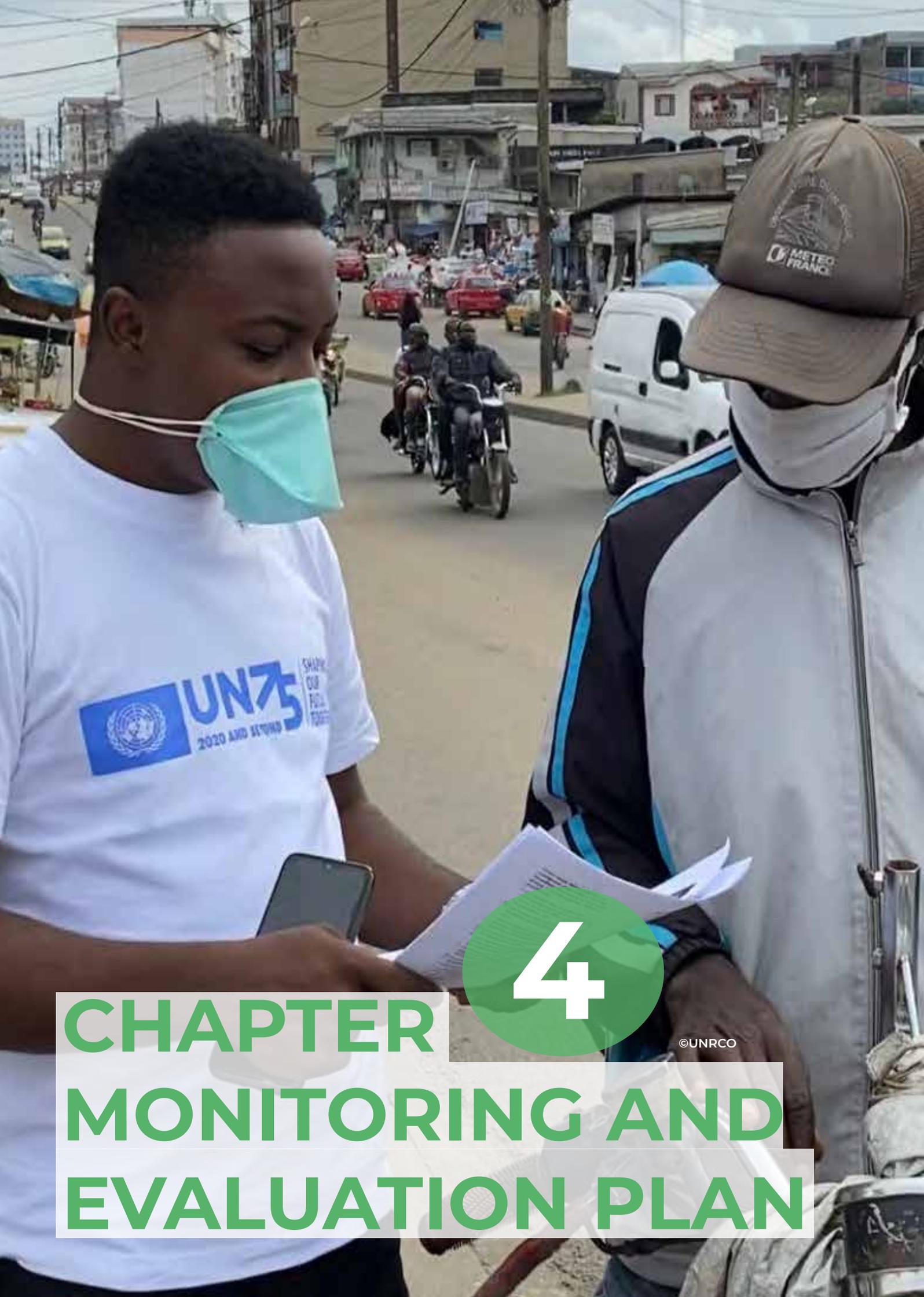
3.6. MISCELLANEOUS: ADMINISTRATIVE AND FINANCIAL MANAGEMENT OF THE COOPERATION FRAMEWORK

The United Nations agencies involved in the Cooperation Framework with Cameroon and having adopted the Harmonized Approach to Cash Transfers (HACT) will implement their country programmes that contribute to operationalizing the Cooperation Framework by applying the clauses and provisions of this approach.





**DECADE
OF
ACTION**



4

CHAPTER MONITORING AND EVALUATION PLAN

©UNRCO

Monitoring and evaluation will be based on the Cooperation Framework results matrix. This matrix presents a structured set of outcomes, expected outputs, indicators with baselines, targets, means of verification and roles and responsibilities for progress reporting.

The United Nations agencies involved in the Cooperation Framework are responsible for its joint monitoring with the ministries they support. The recent cooperation agreement signed between the United Nations system and the NIS will be used to facilitate the processes of collecting, analysing and disseminating the information and data needed to inform the indicators of the Cooperation Framework results matrix.

4.1. MONITORING PLAN

Implementing partners agree to cooperate with the United Nations system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the United Nations system agencies. To that effect, implementing partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the United Nations system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the United Nations system agencies;
2. Programmatic monitoring of activities following the United Nations system agencies' standards and guidance for site visits and field monitoring;
3. Special or scheduled audits. Each United Nations organisation, in collaboration with other United Nations system agencies (where so desired and in consultation with the respective coordinating Ministry), will establish an annual audit plan, giving priority to audits of implementing partners with large amounts of cash assistance provided by the United Nations system agencies, and those whose financial management capacity needs strengthening.

Also, joint annual reviews will be organized for monitoring, reporting on outcomes and identifying lessons learned and good practices that will provide the basis for necessary adjustments and yearly planning, under the coordination of the Resident Coordinator and the Cooperation Framework Steering Committee.

Periodic reviews of the Cooperation Framework results will use methods tailored to each indicator of the results framework. The findings will inform the implementation of the Cooperation Framework by the United Nations system and all partners, to make adjustments as necessary, and enhance learning and accountability.

Analysis of outcome indicators will be made possible through the UNINFO system. Monitoring results and lessons learned will inform the validation of the theory of change, with interventions tailored accordingly.

Analysis of outcome indicators will be made possible through the UNINFO system



4.1.2. Risks identified

The main risks that may undermine the Cooperation Framework outcomes and the achievement of the SDGs in Cameroon are:

- Macroeconomic shocks and global economic conditions (e.g., on trade, aid, debt, investment and remittances);
- A slow implementation of institutional reforms, particularly decentralisation, which is the fundamental pillar for promoting development, democracy and good governance at the local level and would enable the population at the grassroots level to benefit more from the Cooperation Framework outcomes. Unfortunately, the main obstacle to date is that the central government has been slow to effectively relinquish powers transferred to the regional and local authorities and to provide them with appropriate support;
- The ongoing conflicts and the deterioration of the security situation resulting from the socio-political and security crises that Cameroon is facing, and which therefore undermine local and national economic development and public finances needed to improve the well-being of the population, the full enjoyment of their rights and the equitable use of basic social services while living in a healthy environment with an increased capacity for resilience. One of the key assumptions for achieving the objectives of the NDS30 is the gradual return of peace by 2023;
- Environmental and climate change risks, and their related effects, including dangerous migration, food insecurity and internal displacement;
- The impacts of COVID-19 in the medium and long term and the persistence of other epidemics;
- A delay in the implementation of structuring projects, especially in the infrastructure and energy sectors.

One of the key assumptions for achieving the objectives of the NDS30 is the gradual return of peace by 2023;

4.1.3. Review of the Cooperation Framework and presentation of reports

Given the dynamic nature of the Common Country Assessment, the UNCT will update it each year to reflect changes in the country's situation and the findings and lessons learned from the annual Cooperation Framework reviews. This will provide a basis for assessing output and outcome progress, analysing implementation constraints, and considering the necessary adjustments. The Results Groups will submit reports to the Steering Committee on:

1. Contribution to progress towards achieving the SDGs using the joint monitoring and evaluation framework at the outcome level, including the team's collective accountability with respect to results;
2. Attribution, i.e., individual and collective accountability of UN agencies involved in the Cooperation Framework for the outputs achieved through the annual joint work plans.

A unified report on UN system achievements in Cameroon contributing to national priorities will be produced annually. This report will feed into the thematic/sectoral reports prepared by the Government of Cameroon, or the voluntary national reviews conducted within the framework of the High-Level Political Forum.

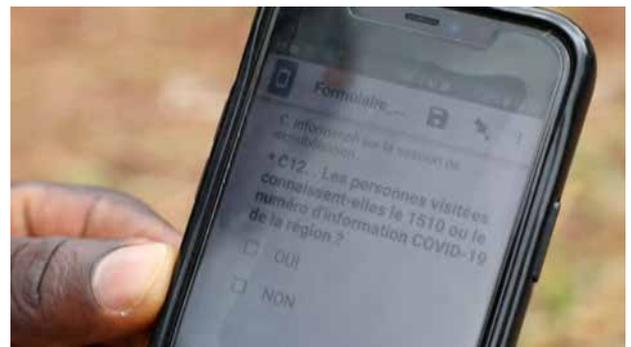
4.2. EVALUATION PLAN

The Cooperation Framework will be reviewed annually (annual performance review) and be subject to a final evaluation in 2025 (the penultimate year of its implementation). The final evaluation will be carried out by a team of independent experts. The management of this evaluation will be done jointly by the UNCT and MINEPAT and will be based on the evaluations of the United Nations agencies country programmes and, where appropriate, the evaluations of the joint programmes. This final independent evaluation will ensure system-wide oversight, promote transparency, accountability and collective learning, and draw lessons from the implementation of the Cooperation Framework to inform the formulation of the next Cooperation Framework.

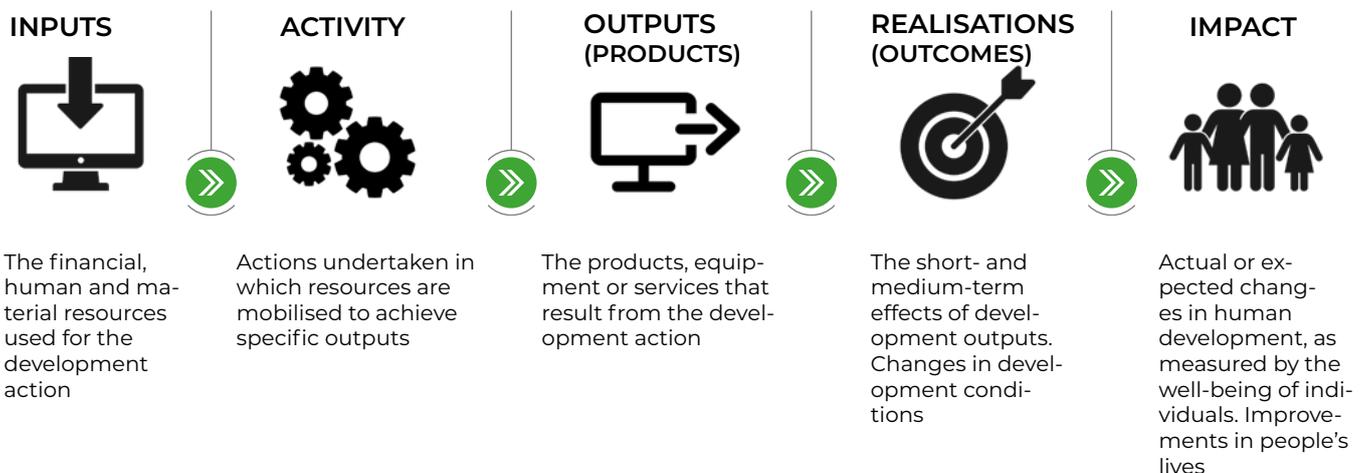
Based on the Common Country Assessment, this independent evaluation will assess whether the expected results have been achieved and whether there have been other unintended results. It will also examine whether the United Nations collective outcomes have made a meaningful, coherent and sustainable contribution to national development efforts towards the achievement of the SDGs. Joint evaluation management mechanisms and roles and responsibilities will be further defined in the integrated monitoring and evaluation plan.

To guarantee the implementation of monitoring and evaluation recommendations, the monitoring, data collection, analysis and dissemination of results will be carried out by the Results Groups. The Inter-agency Monitoring and Evaluation Group, which comprises monitoring and evaluation experts from United Nations agencies, will support the process to ensure programme effectiveness, efficient use of resources and regular provision of evidence. Also, close collaboration with the government will be maintained, especially through the Cooperation Framework signed in 2020 between the United Nations system and the National Institute of Statistics (NIS), to facilitate the planning, implementation, monitoring and reporting of SDG progress.

Details on monitoring and evaluation will be defined in a guide that will be developed jointly following the document's signing.



MONITORING AND EVALUATION



Annex 1: Cooperation Framework Results Matrix for 2022 - 2026



PROSPERITY

Pillars of the NDS30

Pillar 1: Structural transformation of the national economy;

Pillar 2: Development of Human Capital and well-being;

Pillar 3: Promotion of employment and economic integration.

Agenda 2063 - African Union

Goal 1: A high standard of living, quality of life and well being for all citizens;

Goal 4: Transformed Economies;

Goal 5: Modern Agriculture for increased productivity and production;

Goal 8: United Africa (Federal or Confederate);

Goal 9: Continental financial and monetary institutions are established and functional;

Goal 10: World class infrastructure crisscrosses Africa;

Goal 20: Africa takes full responsibility for financing her development.

Sustainable Development Goals



STRATEGIC PRIORITY



Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Mean of Verification	Reporting Entities (United Nations system and Government)
SPI- INCLUSIVE AND SUSTAINABLE GROWTH THROUGH A STRUCTURAL AND GREEN TRANSFORMATION OF THE ECONOMY THAT CREATES DECENT JOBS					
<p>Outcome 1:</p> <p>By 2026, more people, especially youth, women, and socially and economically vulnerable groups, including refugees and internally displaced persons (IDPs), benefit equitably from increased opportunities in a green, diversified, transformative, resilient, and inclusive economy that creates decent jobs in productive sectors.</p> <p>SDGs 1, 5, 8, 9, 10, 12, 17</p>	<p>1.1. Share of the agro-industry in the GDP</p> <p>1.2. Share of the primary sector in the GDP</p> <p>1.3. Overall underemployment rate of youth aged 15-24</p>	<p>7.8% (2016)</p> <p>14.6% (2018)</p> <p>84.8% (2010)</p>	<p>12.1%</p> <p>21%</p> <p>70%</p>	<p>MINEPAT Statistical Yearbook, NIS</p> <p>MINADER Statistical Yearbook, NIS</p> <p>MINADER, MINEPIA, MINEPAT, Statistical Yearbooks, NIS</p>	<p>Government</p> <p>MINADER MINAT MINCOMMERCE MINDDEVEL MINEE MINEPAT MINEPDED MINEPIA MINFOF MINPMEESA MINPROFF MINRESI MINSANTE MINTSS</p> <p>UN</p> <p>IOM OCHA OHCHR UNAIDS UNDP UNESCO UNFPA UN-Habitat UNHCR UNICEF UNV UN-Women WFP</p>

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Mean of Verification	Reporting Entities (United Nations system and Government)
Output 1.1: Output 1.1: Promising value chains (plants, forest, animal and fishery) with high export potential are developed and promoted	1.1.1. Proportion of regional and local authorities covered by the Market Information System (CAMIS)	6% (2020)	30%	MINCOMMERCE Annual Performance Report	MINADER, MINCOMMERCE, FAO, IFAD, UNDP, UNIDO
	1.1.2. The commodity chain approach structured around agropastoral value chains is set up	No	Yes	Annual Performance Reports MINADER, MINEPAT, MINEPIA	MINADER, FAO, IFAD, UNDP, UNIDO
Output 1.2: Output 1.2: Very small and medium-sized enterprises, cooperative societies and start-ups, led primarily by youth, women and vulnerable groups, have better access to inclusive financing mechanisms	1.2.1. Number of youths benefiting from new employment opportunities in the sectors (through access to a financial service)	271 552 (2020)	350 018	MINPMEESA Annual Performance Report	MINFI, MINJEC, World Bank, FAO, IFAD, IOM, UNDP, ILO
	1.2.2. Existence of new financing methods adapted to agriculture (warrantage, etc.)	No	Yes	MINADER Statistical yearbook on Agriculture	MINADER, MINDDEVEL, MINEPIA, MINPMEESA, World Bank, FAO, IFAD, UNDP

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
Output 1.3: The capacities of institutions, very small and medium-sized enterprises, cooperative societies, and start-ups led primarily by youth, women and vulnerable groups are strengthened for an effective contribution to the transformation of the economy.	1.3.1. Per centage of post-harvest losses of agricultural products	50% (2020)	26%	MINADER Statistical Yearbook, NIS	MINADER, MINDDEVEL MINEPIA, MINPMEESA, FAO, IFAD, UNDP, UNIDO
	1.3.2. Per centage of jobs created in the rural sector	22% (2020)	23.2%	MINPMEESA Annual Performance Report	MINADER, MINEPIA, FAO, IFAD, UNDP, UNIDO, ILO
	1.3.3. Proportion of SMEs receiving assistance in the upgrading process	12% (2017)	15.2%	MINPMEESA Annual Performance Report	MINADER, MINEPIA, FAO, IFAD, UNIDO, UNDP
Output 1.4: Regional economic communities and institutional, legislative and regulatory national frameworks are built for better market integration and the promotion of continental free trade.	1.4.1. Value-added in Manufacturing	12.9% (2016)	25%	Annual Performance Reports MINCOMMERCE, MINEPAT	MINADER, MINCOMMERCE, MINDDEVEL, MINEPIA, MINPMEESA, ECA, UNDP, UNIDO
	1.4.2. Share of manufactured exports	26.25% (2015)	54.5%	Annual Performance Reports MINCOMMERCE, MINEPAT	MINADER, MINCOMMERCE, MINDDEVEL, MINEPIA, MINPMEESA, ECA, UNDP, UNIDO
	1.4.3. Share of Cameroon's exports to CEMAC	6.6% (2019)	19%	Statistical Yearbooks MINCOMMERCE, MINEPAT	MINADER, MINCOMMERCE, MINDDEVEL, MINEPIA, MINPMEESA, ECA, UNDP, UNIDO
Output 1.5: The Industrialization Master Plan (IMP) is implemented.	1.5.1. The reviewed Industrialization Master Plan is available	No (2020)	Yes (2026)	Annual Performance Reports MINEPAT MINCOMMERCE, MINEPAT	MINEPAT MINMIDT, MINPMEESA, ECA, UNDP, UNIDO

PEOPLE



Pillars of the NDS30



Pillar 2: Development of Human Capital and well-being.

Agenda 2063 - African Union

- Goal 1:** A high standard of living, quality of life and well being for all citizens;
- Goal 2:** Well educated citizens and skills revolution underpinned by science, technology and innovation;
- Goal 3:** Healthy and well-nourished citizens;
- Goal 17:** Full Gender Equality in All Spheres of Life;
- Goal 18:** Engaged and Empowered Youth and Children.

Sustainable Development Goals



Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
Outcome 2.1: By 2026, more people, by age group, especially the most vulnerable, including refugees and IDPs, use quality basic social services equitably and sustainably to realize their full human potential and enhance their social and economic well-being.	2.1.1. National Human Capital Index	0.39 (2017)	0.45	Human Capital Report	Government MINADER MINAS MINAT United Nations FAO IFAD ILO
	2.1.2. Proportion of the population with health insurance or coverage	22% (2018)	> 50%	MINTSS Annual Performance Report	MINCOMMERCE MINDDLEVEL MINEDUB MINEPAT MINEPDED MINEPIA MINESEC MINESUP MINFOF MINFOP
	2.1.3. Literacy rate (girls/boys)	81% (2017)	91%	Cameroon Household Survey (ECAM 2022)	UN-Habitat UNHCR UNICEF
	2.1.4. Completion rate (B/G) at the primary and secondary education (first cycle)	Primary: 71% (2018) Secondary: 43% (2018)	Primary: 100% Secondary: 100%	Annual Performance Reports MINEPRA MINPMEESA MINPROFF MINSANTE MINTSS	

SP2 - QUALITY, INCLUSIVE AND EQUITABLE HUMAN AND SOCIAL DEVELOPMENT

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
	2.1.5. HIV incidence/1,000	6.9/1 000 (2019)	3.4/1 000	2016 Annual National AIDS Control Committee (CNLS)/ MINSANTE Report on the HIV/AIDS epidemic in Cameroon (GAM)	
	2.1.6 Tuberculosis incidence/100,000	186/100 000	130/100 000 (2024)	Annual Report National Tuberculosis Control Programme (NTCP / MINSANTE)	
	2.1.7. Malaria incidence/1,000	245/1 000 (2018)	210/1 000	Annual Report National Malaria Control Programme (PNLP / MINSANTE)	
	2.1.8. Modern contraceptive prevalence rate	19.2% (2018)	15%	Demographic and Health Survey (DHS)	
	2.1.9. Per centage of women aged 15-19 who have given birth to their first child or are pregnant with their first child	24% (2018)	20%	Demographic and Health Survey (DHS)	
	2.1.10. Chronic malnutrition rate (children < 5 years)	29% (<5 ans) (2018)	<20%	Demographic and Health Survey (DHS)	
	2.1.11. Food insecurity rate	22.3% (2020)	<15%	Harmonized Framework (HF) National Food and Nutritional Security Survey (ENSAN, MINADER)	

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
Output 2.1.1: Increased equitable and sustainable access of newborns, children, teenagers, women, and men to quality services for the prevention and treatment of diseases and malnutrition.	2.1.1.1 Share of health expenditure borne by households	70% (2014)	35%	National Health Accounts	MINSANTE WHO, UNAIDS, UNFPA, UNICEF
	2.1.1.2 Per centage of pregnant women with access to CPNI	72.4% (2020)	90%)	National Health Information System, DIHS2 MINSANTE	MINSANTE WHO, UNICEF, UNFPA
	2.1.1.3 Immunization coverage rate (children <12-23 months)	81% (2020)	95%	National Health Information System, DIHS2 MINSANTE	MINSANTE UNICEF, WHO
	2.1.1.4 Share of the health budget in the national budget	4.3 (2019)	12%	National Health Accounts	MINSANTE, WHO, UNAIDS, UNFPA, UNICEF
	2.1.1.5. Number of women and girls living with obstetric fistula who received surgical repair	825	12 500	National Health Information System, DIHS2 MINSANTE	MINSANTE, MINAS, MINPROFF, UNFPA, WHO, WFP, UNICEF, UNHCR
Output 2.1.2: The capacities of the national health system are built to provide essential, high-quality services to all and respond effectively to emergencies and epidemics.	2.1.2.1. Percentage of 1st, 2nd, and 3rd category health facilities with a 50% or higher technical equipment	40% (2017)	80%	National Health Information System, DIHS2 MINSANTE	MINSANTE WHO, UNFPA, UNICEF, UNAIDS, UNHCR
	2.1.2.2. Per centage of people living with HIV on antiretroviral therapy with suppressed viral load	79.7% (2020)	95%	Annual Report National Tuberculosis Control Programme/ (CNLS / MINSANTE)	MINSANTE UNAIDS, UNICEF, UNFPA, WHO, UNHCR
	2.1.2.3. Prevalence of underweight Moderate/Severe in children <5 years (%)	Moderate: 11% Severe: 3.1% (2018)	Moderate: 9% Severe: 1%	Demographic and Health Survey (DHS)	MINSANTE, MINPROFF, UNICEF, WFP, FAO, UNFPA, WHO

Results	Performance Indicators	Baseline (Year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
Output 2.1.3: Increased equitable and sustainable access of children under five, pregnant and lactating women, teenagers, the elderly and vulnerable communities to safe, nutritious, adequate, diversified and secure food and malnutrition prevention services	2.1.3.1. Percentage of children (6-23 months) receiving the minimum acceptable diet	32.4% (2018)	55%	Demographic and Health Survey (DHS) Report of the anthropometric nutrition and retrospective mortality Survey (SMART) National Health Information System (DHIS2)	MINSANTE, MINPROFF, UNICEF, WFP, WHO, FAO, UNHCR
	2.1.3.2. Proportion of households with an acceptable food consumption score	78% (2015)	90%	Harmonized Framework (HF) National Food and Nutritional Security Survey (ENSAN) (MINADER)	MINADER, MINEPIA, WFP, FAO, UNHCR, UNICEF
Output 2.1.4: The capacities of the national food and nutrition security monitoring and coordination system are built to enable effective use of the data by users.	2.1.3.3. Existence of an integrated mechanism for coordination, data collection, analysis and evidence generation on food security and nutrition	No	Yes	Report of the Harmonized Framework for Food Security Analysis	MINADER, MINEPIA, MINDEVEL, WFP, FAO, UNHCR, World Bank, Fewsnet, CILSS
	2.1.4.1. An early warning system is operational in agro-ecological zones	No	Yes	MINADER Annual Performance Report	MINADER, MINEPIA, MINDEVEL, WFP, FAO, UNHCR, World Bank, Fewsnet, CILSS

Results	Performance Indicators	Baseline (Year)	Target (2026)	Source/Mean of Verification	Reporting Entities (United Nations system and Government)
Output 2.1.5: The capacities of the social protection system are built to adequately address the needs of children, teenagers, youth, women and people left behind, to reduce inequalities.	2.1.5.1. Per centage of people in humanitarian situations who received psychosocial assistance	68%	100%	MINTSS Annual Performance Report	MINTSS, MINAS, MINAT, UNICEF, ILO, OCHA, UNHCR, IOM
	2.1.5.2. Number of chronically poor households benefiting from the social transfer programme	52 000 (2017)	150 000	MINTSS Annual Performance Report	MINTSS, MINAS, MINFI, MINPROFF, MINJEC, MINEPAT, UNICEF, WFP, ILO, UNHCR, IOM, World Bank
	2.1.6.1. Per centage of schools that provided comprehensive life skills-based sexuality and HIV education	55.4% (2020)	80%	MINESEC Annual Performance Report	MINESEC, MINEDUB, UNICEF, UNFPA, UNAIDS, WHO, UNESCO
	2.1.6.2. Number of children from vulnerable families who received cash transfers to access or continue school	83 000	100 000	MINEDUB Annual Performance Report	MINEDUB, MINESEC, NIS, MINTSS, MINEFOP, UNESCO, UNICEF, WFP, UNHCR, World Bank
	2.1.6.3. Number of children in targeted primary schools receiving school meals.	76 000 (2020)	100 000	MINEDUB Annual Performance Report	MINEDUB, MINESEC, NIS, MINTSS, MINEFOP, UNESCO, UNICEF, WFP
Output 2.1.6: Increased access of children, teenagers, youth, especially girls, and vulnerable groups to inclusive quality education, including literacy training.	2.1.6.4. Number of learners enrolled in literacy and non-formal basic education centres	20 507 (2020)	30 000	MINEDUB Annual Performance Report	MINEDUB, MINESEC, NIS, UNESCO, UNICEF, UNHCR
	2.1.6.5. Existence of a statistical yearbook of the education and training sector	No	Yes	Sectoral year-books MINEDUB, MINESEC, MINESUP	MINEDUB, MINESEC, MINJEC, MINEFOP, MINESUP, NIS, UNESCO, MINEPAT, UNICEF

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
	2.1.6.6. Number of children in pre-school, primary and lower secondary education, especially the most vulnerable, who have access to formal and non-formal education through alternative distance learning mechanisms:	0 (2019)	5 257 276	Annual Performance Reports MINEFOP/ONEFOP	MINEDUB, MINESEC, NIS, MINTSS, MINEFOP, ONEFOP, UNESCO, UNICEF, WFP, UNHCR
	- Radio	0 (2018)	2 069 735		
	- SETS	0 (2018)	2 325 711		
	- Internet	0 (2018)	861 830		
Output 2.1.7: Increased equitable and sustainable access of youth aged 15-35 to vocational training and learning opportunities, relevant to the productive sector.	2.1.7.1. Number of youths trained in nationally approved vocational training centres	52 792 (2019)	100 000	Annual Performance reports MINEFOP/ONEFOP	MINEFOP, MINJEC, UNESCO
	2.1.7.2. Labour market integration rate of young vocational education and training leavers	13% (2020)	50%	Annual Performance Reports MINEFOP/ONEFOP	MINEFOP, ONEFOP, MINJEC, UNESCO, ILO
	2.1.7.3. Percentage of secondary school students enrolled in technical and technological education programmes	21% (2020)	50%	Annual Performance Reports MINEFOP/ONEFOP	MINESEC, MINRESI, UNESCO, UNICEF, UNHCR

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
<p>Outcome 2.2:</p> <p>By 2026, gaps in key socio-economic indicators are reduced, reflecting greater gender equality and progress in the empowerment of youth, women and girls, and other vulnerable groups, including in humanitarian contexts.</p> <p>(SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17)</p>	<p>2.2. Proportion of women aged 15–49 who make informed decisions about sex, contraceptive use, and reproductive health care</p>	19% (2018)	25%	Demographic and Health Survey (DHS)	<p>Government</p> <p>MINADER MINAS MINAT MINCOMMERCE MINDDEVEL MINEPAT MINEPDED MINEPIA MINFOF MINPMEESA MINPROFF MINSANTE MINTSS</p> <p>United Nations</p> <p>ILO IOM OCHA OHCHR UNAIDS UNDP UNESCO UNFPA UN-Habitat UNHCR UNICEF UNIDO UNV UN-Women WFP</p>
	<p>2.2.1. Proportion of women and girls aged 15 and over who have lived with a partner or who were physically, sexually, or emotionally abused in the previous 12 months by a current or former partner, by age and location:</p> <ul style="list-style-type: none"> - Physical violence - Sexual violence - Psychological violence 	31.5% (2018)	15%	Demographic and Health Survey (DHS)	
	<p>2.2.2. Narrowing the gender gap in financial inclusion</p>	5.8% (2017)	3%	FINSCOPE Survey	

Results	Performance Indicators	Baseline (Year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
Output 2.2.1: The potentials of young girls and women are enhanced to enable them to participate in development efforts in all sectors and enjoy the benefits of growth on an equal basis with men.	2.2.1.1. Mainstreaming women's unpaid domestic work in national accounts	No	Yes	National Statistics Accounts, NIS	MINPROFF, MINTSS, UN-Women, ILO
	2.2.1.2. Number of women and girls trained in Income Generating Activities	50 000 (2019)	200 000	MINPROFF Annual Performance Report	MINESEC, MINEFOP, MINESUP, MINEPAT, MINPROFF, MINDDEVEL, MINPMEESA, UN-Women, ILO, UNICEF, FAO, WFP, UNHCR
	2.2.1.3. Proportion of girls trained in technological and vocational courses	25% (2017)	50%	Annual Performance Reports MINESEC, MINEFOP, MINESUP	MINESEC, MINEFOP, MINESUP, MINPROFF UN-WOMEN, UNESCO, ITU
Output 2.2.2: Disparities between men and women are reduced in all areas of national life (political, economic, social, cultural, sports, etc.), and there is statistical data to reflect this.	2.2.2.1. Proportion of women/girls who are victims of domestic violence	22% (2018)	15%	Multiple Indicator Cluster Surveys (MICS)	MINFOF, MINAS, MINSANTE, UN-Women, IOM, WFP, UNHCR, UNICEF
Output 2.2.3: Women and young girls and boys are protected from all forms of violence and discrimination against them in all areas of public life.	2.2.3.1. Proportion of public administrations trained on/aware of sexual misconduct prevention and response (Protection from Sexual Exploitation and Abuse/PSEA)	0%	100%	Annual reports of public administrations, Annual reports of the PSEA Network in Cameroon	All public administrations, UN-WOMEN, UNICEF



PEACE

Pillars of the NDS30

Pillar 4: Governance, decentralisation and strategic management of the State.

Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched;

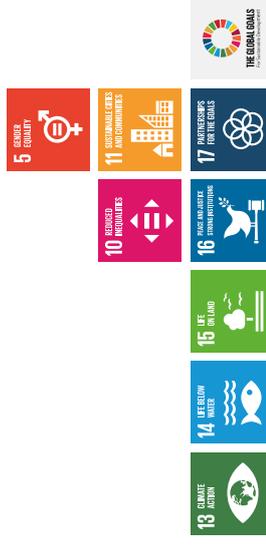
Goal 12: Capable institutions and transformative leadership in place;

Goal 13: Peace Security and Stability is preserved;

Goal 16: African Cultural Renaissance is pre- eminent;

Goal 18: Engaged and Empowered Youth and Children.

Sustainable Development Goals



Agenda 2063 - African Union

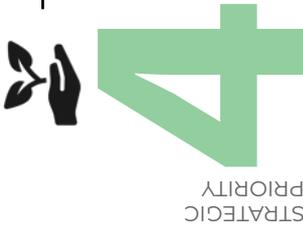
Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Mean of Verification	Reporting Entities (United Nations system and Government)
SP3 - INSTITUTIONAL SUPPORT AND CIVIC ENGAGEMENT					
Outcome 3: By 2026, youth, women, the most vulnerable groups, and people living with disabilities, IDPs actively contribute to the efficiency of policies and the performance of public institutions at national, regional and council levels, and fully enjoy their rights	3.1. Per centage of female mayors, parliamentarians and senators	19.68% (2021)	30%	Annual Performance Reports MINDEVEL, MINEPAT, MINFPRA, MINFI, NIS	Government MINAT MINDEVEL MINEPAT MINJEC MINJUSTICE MINPMEESA MINPROFF United Nations ILO OHCHR UNHCR OCHA IOM UN-Women UNDP UNESCO UNICEF UNV
	3.2. User satisfaction with the quality of public service at national and local levels	75% (2020)	90%	MINFOPRA Annual Performance Report	MINFOPRA, MINPOSTEL, PM's Office, UNDP, IOM, UNHCR
	3.3. Per centage of population that trusts the justice system	46.3% (2020)	65.2%	CHRC Annual Report	HRC, CHRC, MINJUSTICE, OHCHR

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
	3.4. Proportion of contextualized sustainable development indicators reported and disseminated at the national level with full disaggregation where applicable	0% (2020)	100%	BUCREP, NIS (RGPH, DHS, ECAM)	BUCREP, NIS, All United Nations system agencies
Output 3.1: The capacities of civil society actors and populations, including youth, women and socially vulnerable people, are built for effective and inclusive participation in decision-making processes at community, council, regional and national levels.	3.1.1. Proportion of regional and local authorities that have established an inclusive dialogue framework	30% (2020)	60%	Annual report on the state of decentralisation (MINDDEVEL)	MINDDEVEL, MINEPAT, MINFI, MINFOPRA, UNDP, OHCHR, UNICEF
	3.1.2. Number of people trained in civic values, including the responsible use of ICTs	1 965 898 (2017)	8 000 000	MINJEC Annual Performance Report	MINDDEVEL, MINEPAT, MINFI, MINFOPRA, MINJEC, MINPOSTEL, UNESCO, ITU
	3.1.3. Number of volunteers enrolled in the National Volunteering Programme (NVP) (by gender, age group, disability)	12 000 (2019)	15 000	National NVP database	MINESEC, MINJEC, WHO, UNFPA, UNESCO, UNICEF, UNV
Output 3.2: The capacities of institutions and populations to coordinate, anticipate and respond to shocks are built at all levels, thereby improving the effectiveness of development policies.	3.2.1. Number of councils/regions that have set up a participatory and inclusive budget with support from the United Nations system	0 (2021)	50	Annual report on the state of decentralisation (MINDDEVEL)	MINDDEVEL, MINEPAT, MINFI, MINFOPRA, UNDP, UN-Women
	3.2.2. Mass Civil Protection information and education programmes available	No (2020)	Yes	Report on the state of civil protection in Cameroon DPC (MINAT)	RLA, DPC MINAT, MINDDEVEL, MINEPAT, MINFI, FAO, IOM, WFP, UNDP, UNEP, UNHCR

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
<p>Output 3.3:</p> <p>Decentralisation stakeholders are equipped to strengthen the efficient use of transferred competencies, including resources.</p>	<p>3.2.3. Disaster prevention and management strategy developed, validated and implemented</p>	No (2020)	Yes	Report on the state of civil protection in Cameroon DPC (MINAT)	DPC MINAT, MINDDEVEL, MINEPAT, MINFI, FAO, IOM, WFP, UNDP, UNEP, UNHCR
	<p>3.2.4. Proportion of Divisions with at least one disaster risk tool</p>	30% (2015)	100%	Report on the state of civil protection in Cameroon DPC (MINAT)	DPC MINAT, MINDDEVEL, MINEPAT, MINFI, FAO, IOM, WFP, UNDP, UNEP, UNHCR
	<p>3.2.5. Number of shock-affected councils with a joint humanitarian-development-peace action plan</p>	0 (2020)	30	Report on the state of civil protection in Cameroon DPC (MINAT)	RLA, DPC MINAT, MINDDEEL, MINEPAT, MINFI, FAO, IOM, WFP, UNDP, UNEP
	<p>3.3.1. Proportion of councils and regions that have signed at least one agreement</p>	0 (2019)	60%	MINEPAT Annual Performance Report	MINDDEVEL, MINEPAT, MINFI, MINFOPRA, FAO, IOM, WFP, UNDP, UNEP, UNHCR
	<p>3.3.2. Charter on the use of public facilities in public administrations developed.</p>	No	Yes	MINEPAT Annual Performance Report	MINDDEVEL, MINEPAT, MINFI, MINFOPRA, UNDP, OHCHR
	<p>3.3.3. Number of city councils benefiting from at least the partial digitization of services provided by councils.</p>	0 (2021)	25	MINEPAT Annual Performance Report	MINDDEVEL, MINEPAT, MINFI, MINFOPRA, UNDP, ITU

Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
Output 3.4: Legal, institutional and technical frameworks are strengthened for better administration of justice, greater respect for rights and increased participation of the population.	3.4.1. Proportion of citizens aware of their rights and duties.	70% (2020)	80%	MINJUSTICE Annual Performance Report	HRC, CHRC, MINJEC, MINJUSTICE, PM's Office UNDP, OHCHR, UN-WOMEN
	3.4.2. Proportion of Regional and Municipal Councils that have set up platforms for citizen expression.	0% (2020)	100%	Annual report on the state of decentralisation (MIND-DEVEL)	HRC, RLA, MINAT, MINDDEVEL, UNDP, UNHCR, OHCHR
Output 3.5: The National Statistical Information System is strengthened and enables effective participation of stakeholders in the development, implementation and monitoring of development policies.	3.4.3. Existence of a Charter for the reception of public service users	No	Yes	MINFOPRA Annual Performance Report	MINFOPRA, MINPOSTEL, PM's Office, UNDP
	3.5.1. Proportion of administrations that have updated their statistical yearbook	60% (2020)	80%	MINEPAT Annual Performance Report	Public administrations, NIS, MINEPAT, All United Nations system agencies
	3.5.2. Number of national statistical surveys conducted by the government with UNITED NATIONS SYSTEM support	2 (2014 MIS, 2018 DHS)	5 (RGPH, DHS 6, ECAM 5)	MINEPAT Annual Performance Report	BUCREP, NIS, MINEPAT, MINFI, All United Nations system agencies

PLANET



STRATEGIC PRIORITY

Pillars of the NDS30

Pillar 1: Structural transformation of the national economy;

Pillar 4: Governance, decentralisation and strategic management of the State.

Agenda 2063 - African Union

Goal 6: An Africa whose development is people driven, relying on the potential offered by African people, especially its women and youth, and caring for children

Goal 7: Environmentally sustainable and climate resilient economies and communities

Sustainable Development Goals



Results	Performance Indicators	Baseline (year)	Target (2026)	Source/Mean of Verification	Reporting Entities (United Nations system and Government)
<p>Outcome 4: By 2026, populations, in different agro-ecological zones, including youth, women and socially vulnerable groups, live in a healthier environment, sustainably manage environmental resources, including biodiversity, and are more resilient to disaster and climate change shocks. (SDGs 5, 11, 13, 14, 15, 16, 17)</p>	<p>4.1. Sustainably managed forest area</p>	6 530 489 ha (2020)	7 000 000 ha	Statistical Yearbooks MINEPDED, MINFOF	<p>Government MINADER MINAT MINCOMMERCE MINDDEVEL MINEPAT MINEPDED MINEPIA MINFOF MINPMEESA MINPROFF MINSANTE</p> <p>United Nations FAO OCHA UNDP UN DESA UNEP UNESCO UN-Habitat UNHCR UNICEF UNIDO UN-Women WFP</p>
	<p>4.2. Per centage of farming households resilient to climate and weather shocks</p>	5%	15%	Statistical Yearbooks MINADER, MINEPDED, PNIA, RSDS	

SP4– ENVIRONMENTAL SUSTAINABILITY, MANAGEMENT OF CLIMATE RISKS AND DISASTERS

Results	Performance Indicators	Baseline (Year)	Target (2026)	Source/Mean of Verification	Reporting Entities (United Nations system and Government)
Output 4.1: Capacities of key actors are strengthened to improve the institutional and regulatory framework and facilitate access to climate finance at national, regional and council levels.	4.1.1. Number of policy and strategy documents aimed to improve adaptation to the adverse impacts of climate change available and disseminated	6	9	Annual Performance Reports MINEPAT, MINEPDED, MINFOF, ONACC	MINEPAT, MINEPDED, MINFOF, FAO, WFP, UNDR, UNESCO, UNEP
	4.1.2. Per centage of institutional and local level actors with strengthened capacities in programming and mobilizing resources from climate finance	0%	80%	Annual Performance Reports MINEPAT, MINEPDED, MINFI	MINEPAT, MINEPDED, MINFOF, FAO, PAM, PNUD, UNESCO, PNUF
Output 4.2: Institutional and community actors are equipped to design and implement inclusive, integrated and innovative actions to improve the state of the environment and biodiversity and to contribute to the fight against climate change.	4.1.3. The climate information system is operational	No	Yes	Annual Performance Reports MINADER, MINFOF	MINADER, ONACC, MINEPAT, MINFOF, FAO, UNDP, UNEP, UNESCO
	4.2.1. Proportion of regional and local authorities that have introduced innovative environmental protection initiatives	0%	30%	Annual Performance Reports MINFOF, MINEPDED	MINADER, ONACC, MINEPAT, MINFOF, FAO, UNDP, UNEP, UNESCO
	4.2.2. The national report on the state of the environment and biodiversity is updated	No	Yes	Annual Performance Reports MINFOF, MINEPDED	MINADER, ONACC, MINEPAT, MINFOF, FAO, UNDR, UNEP, UNESCO

Results	Performance Indicators	Baseline (Year)	Target (2026)	Source/Means of Verification	Reporting Entities (United Nations system and Government)
Output 4.3: Key institutional actors are equipped with capacities to collect, analyse, manage, use, and disseminate environmental data (Sendai Framework, Paris Agreement) to influence development policies and strategies;	4.3.1. Number of developed climate models that inform development policies and strategies at national, regional and local levels.	0	4	Annual Performance Reports MINFOF, MINFOF, MINEPDED	MINEPAT, MINEPDED, MINFOF, CEA, FAO, UN DESA, WFP, UNDR, UNESCO
	4.3.2. Number of key institutions that have the capacities to use climate modelling tools	6%	25%	Annual Performance Reports MINADER, MINFOF	MINEPAT, MINFOF, CEA, FAO, WFP, UN DESA, UNDP, UNESCO, UNEP
Output 4.4: Decentralized entities in risk-prone areas can design and implement appropriate responses to health and climate risks and disasters.	4.4.1. Proportion of regional and local authorities that have at least one health, climate, and disaster risk response mechanism	10% (2015)	50%	Annual Performance Reports MINDDEVEL, MINEPDED	MINDDEVEL, MINEPDED, CEA, FAO, WFP, UNDP, UN DESA, UNESCO, UNEP
	4.4.2. Proportion of regional and local authorities that have a local land-use and sustainable development plan	0%	70%	Annual Performance Reports MINFOF, MINEPDED	MINDDEVEL, MINEPDED, FAO, UNDP, UN DESA, UN-Habitat

Annex 2: Legal annex of the Cooperation Framework - Cameroon

Whereas the Government of Cameroon (hereinafter referred to as “the Government”) has entered into the following relationships:

a) With the United Nations Development Programme (hereinafter referred to as UNDP), a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA)) which was signed by both parties on 25 October 1991. Based on Article I, paragraph 2 of the SBAA, UNDP assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In the light of this decision, this Cooperation Framework together with a work plan (which shall form part of this Cooperation Framework and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

b) With the United Nations Children’s Fund (UNICEF), a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 30 December 1995.

c) With the Office of the United Nations High Commissioner for Refugees (UNHCR), a Country Cooperation Agreement concluded between the Government and UNHCR on 8 May 1982.

d) With the World Food Programme (WFP), a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 23 January 2001.

e) With the United Nations Populations Fund (UNFPA), a letter from the Government of Cameroon to UNFPA dated 19 December 2006 confirming that the Basic Agreement governing assistance signed on 25 October 1991 by the Government and the United Nations Development Programme applies mutatis mutandis to UNFPA in the country.

f) With the United Nations Industrial Development Organization (UNIDO), the Basic Cooperation Agreement between the Government of Cameroon and the Director-General of UNIDO was signed on 24 April 1989. In the same agreement, the establishment of the UNIDO Office was agreed.

g) With the Food and Agriculture Organization of the United Nations (FAO), the Agreement between FAO and the Government of the Republic of Cameroon on the establishment of the FAO Partnership and Liaison Office in the Republic of Cameroon signed on 4 September 2015.

h) With the Office of the United Nations High Commissioner for Human Rights (OHCHR), a Partnership Agreement signed on 25 September 2001.

i) With the International Organization for Migration (IOM), a Provisional Cooperation Agreement signed on 21 March 2007.

j) With the World Health Organization (WHO), a Basic Agreement on Technical Assistance, signed on 8 December 1962. The Organization shall provide the Government of Cameroon with technical advisory assistance, within the limits of its budgetary possibilities or subject to the availability of funds. The Organization and the Government shall cooperate with a view to developing, by mutual agreement, on the basis of requests from the Government and approved by the Organization, operational plans for the implementation of technical advisory assistance. This technical advisory assistance shall be furnished and received in accordance with the relevant resolutions and decisions of the World Health Assembly, the Executive Board and other organs of the Organization.

k) With the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the Basic Agreement concluded between the Government and the United Nations Development Programme on 25 October 1991 (“the Basic Agreement”) shall apply mutatis mutandis to the activities and personnel of UN-Women, in accordance with the agreement concluded by exchange of letters between UN-Women and the Government, which entered into force on 3 September 2014. Assistance to the Government shall be made available, furnished and received in accordance with the relevant and applicable resolutions and decisions of the UN-Women governing structures.

l) With the Joint United Nations Programme on HIV/AIDS (UNAIDS), a Headquarters Agreement signed on 1 June 2015.

m) With the International Telecommunication Union (ITU), a Basic Cooperation Agreement signed on 11 April 1985.

n) With the United Nations Educational, Scientific and Cultural Organization (UNESCO), a Headquarters Agreement between the Government of the Republic of Cameroon and UNESCO signed on 1 February 1991.

o) With the International Labour Organization (ILO), the 1947 Convention on Privileges and Immunities of the Specialized Agencies and its Annex I relating to the ILO, ratified on 30 April 1992, the Agreement on the Establishment of an Office of the Organization in Yaounde, signed on 7 May 1967, and the Model Technical Assistance Agreement signed on 29 August 1962.

p) With the United Nations Economic Commission for Africa (ECA/SRO-CA), a Basic Cooperation Agreement signed on 10 May 1986.

q) With the United Nations Office for Project Services (UNOPS), the Basic Agreement between the Government and the United Nations Development Programme of 25 October 1991 (“the Basic Agreement”) applies mutatis mutandis to the activities and personnel of UNOPS, as a result of the exchange of letters between UNOPS and the Government on 7 October 2019, reiterated on 4 November 2020 (follow-up on the request for accreditation) Assistance to the Government shall be made available, furnished and received in accordance with the relevant and applicable resolutions and decisions of the UNOPS governing structures.

r) With the International Fund for Agricultural Development of the United Nations (IFAD), a Headquarters Agreement signed on 14 June 2011.

For all agencies, including UN-Habitat, the United Nations Office on Drugs and Crime (UNODC) and the United Nations Environment Programme (UNEP): assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent United Nations system agency’s governing structures.

The Cooperation Framework will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner, that is consistent with the basic agreement between such United Nations system agency and the Host Government.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the paragraph on the Basis of the Relationship.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the “General Convention”) or the Convention on the Privileges and Immunities of the Specialized Agencies (the “Specialized Agencies Convention”) to the Agencies’ property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government.

Also, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

(a) Nothing in this Agreement shall imply a waiver by the United Nations or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13 February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Annex 3: Annex on the Harmonized Approach to Cash Transfers

All cash transfers to an Implementing Partner are based on the work plans¹³ agreed between the Implementing Partner and the United Nations system agencies.

Cash transfers for activities detailed in work plans can be made by the United Nations system agencies using the following modalities:

- 1.** Cash transferred directly to the Implementing Partner:
 - a.** Prior to the start of activities (direct cash transfer), or
 - b.** After activities have been completed (reimbursement);
- 2.** Direct payment to vendors or third parties for obligations incurred by the Implementing Partners based on requests signed by the designated official of the Implementing Partner;
- 3.** Direct payments to vendors or third parties for obligations incurred by United Nations system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The United Nations system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the United Nations system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner.¹⁴ A qualified consultant, such as a public accounting firm, selected by the United Nations system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

13. Refers to results Groups' or agency specific annual, bi-annual or multiyear work plans

14. For the purposes of these clauses, "the UN" includes the International Financial Institutions (IFIs)

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

In case of direct cash transfer or reimbursement, the United Nations system agencies shall notify the Implementing Partner of the amount approved by the United Nations system agencies and shall disburse funds to the Implementing Partner within a timeframe defined by each agency's guidelines.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the United Nations system agencies in support of activities agreed with Implementing Partners, the United Nations system agencies shall proceed with the payment within a timeframe defined by each agency's guidelines.

The United Nations system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor. Where the United Nations system agencies and other United Nations system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those United Nations system agencies.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the United Nations system agency (UNDP/UNFPA/UNICEF) will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for activities and within the timeframe as agreed in the work plans only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans and ensuring that reports on the utilization of all received cash are submitted to the United Nations system agency (UNDP/UNFPA/UNICEF) within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the United Nations system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners, cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans and ensuring that reports on the full utilization of all received cash are submitted to the United Nations system agency (UNDP/UNFPA/UNICEF) within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from the United Nations system agency (UNDP/UNFPA/UNICEF) will provide the United Nations system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by the United Nations system agency (UNDP/UNFPA/UNICEF), together with relevant documentation;
- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and the United Nations system agency (UNDP/UNFPA/UNICEF). Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the United Nations system agency (UNDP/UNFPA/UNICEF) that provided cash so that the auditors include these statements in their final audit report before submitting it to the United Nations system agency (UNDP/UNFPA/UNICEF).
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the United Nations system agencies (UNDP/UNFPA/UNICEF) every quarter (or as locally agreed).
- Where no assessment of the Public Financial Management Capacity has been conducted, or such an assessment identified weaknesses in the capacity of the Supreme Audit Institution:

The audits will be commissioned by the United Nations system agencies (UNDP/UNFPA/UNICEF) and undertaken by private audit services.

Annex 4: Estimated Resources Framework of the Cooperation Framework 2022–2026 in Cameroon

Impacts	Outputs	Resident an non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)	
				Cores (RR)	Non cores (sources) (OR)	Total (B)		
STRATEGIC PRIORITY 1: AN INCLUSIVE AND SUSTAINABLE GROWTH THROUGH A STRUCTURAL AND GREEN TRANSFORMATION OF THE ECONOMY THAT CREATES DECENT JOBS								
Outcome 1: By 2026, more people, especially youth, women and socially and economically vulnerable groups, including refugees and internally displaced persons (IDPs), benefit equitably from increased opportunities in a green, diversified, transformative, resilient and inclusive economy that creates decent jobs in productive sectors (SDGs 1, 5, 8, 9, 10, 12, 17).	Output 1.1: Promising value chains (plants, forest, animal and fishery) with high export potential are developed and promoted	ILO	500,000	0	115,000	115,000	385,000	
		FAO	5,000,000	600,000	1,464,936	2,064,936	2,935,064	
		IFAD	26,278,322	26,278,322	0	26,278,322	0	
		UNESCO	18,463,000	463,000	0	463,000	18,000,000	
		UNOPS	7,300,000	0	7,300,000	7,300,000	0	
		UNHCR	22,245,130	10,403,400	2,368,346	12,771,746	9,473,384	
		UNDP	2,500,000	500,000	-	500,000	2,000,000	
		UNIDO	3,500,000	0	0	0	3,500,000	
		UNEP	30,000	0	30,000	30,000	0	
		Total Output 1.1	85,816,452	38,244,722	11,278,282	49,523,004	36,293,448	
		Output 1.2: Very small and medium-sized enterprises, cooperative societies and start-ups, led primarily by youth, women and vulnerable groups, have better access to inclusive financing mechanisms.	UNICEF	22,957,429	5,084,432	0	5,084,432	17,872,996
			ILO	2,000,000	0	160,000	160,000	1,840,000
			FAO	1,000,000	250,000	0	250,000	750,000
			IFAD	2,546,978	2,546,978	0	2,546,978	0
IOM	1,000,000		0	0	0	1,000,000		
UNOPS	600,000		0	600,000	600,000	0		
UN-Women	1,000,000		0	0	0	1,000,000		
UNHCR	1,518,355		1,143,910	74,889	1,218,799	299,556		
UNDP	350,000		500,000	-	500,000	3,000,000		
UN-Habitat	2,000,000		5,000	50,000	55,000	1,945,000		
UNIDO	1,000,000	0	0	0	1,000,000			
UNEP	30,000	0	30,000	30,000	0			
UNODC	50,000	0	0	0	50,000			
Total Output 1.2	39,202,762	9,530,320	914,889	10,445,209	28,757,552			

Impacts	Outputs	Resident an non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)
				Cores (RR)	Non cores (sources) (OR)	Total (B)	
	Output 1.3: The capacities of institutions, very small and medium-sized enterprises, cooperative societies and start-ups led primarily by youth, women and vulnerable groups are strengthened for an effective contribution to the transformation of the economy.	ILO FAO IFAD UNOPS IOM UNDP UNIDO WFP	4,500,000 1,000,000 956,994 300,000 4,000,000 1300000 500,000 405,000	0 300,000 956,994 0 0 300,000 0 500,000	300,000 0 0 300,000 0 - 500,000 0	300,000 300,000 956,994 300,000 0 300,000 500,000 0	4,200,000 700,000 0 0 4,000,000 1,000,000 - 405,000
		Total Output 1.3	12,961,994	1,556,994	1,100,000	2,656,994	10,305,000
		FAO IFAD UNDP UNIDO	1,000,000 2,512,721 500,000 1,000,000	300,000 2,512,721 200,000 0	0 0 - 0	300,000 2,512,721 200,000 0	700,000 0 300,000 1,000,000
	Output 1.4: Regional economic communities and national institutional, legislative and regulatory framework works are strengthened for better market integration and the promotion of continental free trade.	Total Output 1.4	5,012,721	3,012,721	0	3,012,721	2,000,000
		FAO IOM UN-Habitat UNIDO	1,000,000 500,000 4,500,000 1,500,000	200,000 0 35,000 0	0 0 50,000 0	200,000 0 85,000 0	800,000 500,000 4,415,000 1,500,000
	Output 1.5: The Industrialization Master Plan is implemented.	Total Output 1.5	7,500,000	235,000	50,000	285,000	7,215,000
	Total impact 1		150,493,929	52,579,757	13,343,171	65,922,928	84,571,000
	TOTAL STRATEGIC PRIORITY 1		150,493,929	52,579,757	13,343,171	65,922,928	84,571,000

Impacts	Outputs	Resident an non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)	
				Cores (RR)	Non cores (sources) (OR)	Total (B)		
STRATEGIC PRIORITY 2: QUALITY, INCLUSIVE AND EQUITABLE HUMAN AND SOCIAL DEVELOPMENT								
Outcome 2.1: By 2026, more people, by age group, especially the most vulnerable, including refugees and IDPs, use quality basic social services in an equitable and sustainable manner to realize their full human potential and enhance their social and economic well-being (SDGs 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 16, 17).	Output 2.1.1: Increased equitable and sustainable access of newborns, children, teenagers, women and men to quality services for the prevention and treatment of diseases and malnutrition.	UNICEF	77,531,961	17,171,174	0	17,171,174	60,360,787	
		FAO	1,000,000	100,000	0	100,000	900,000	
		WHO	7,500,000	1,500,000		1,500,000	6,000,000	
		UNHCR	55,262,125	17,069,475	7,638,530	24,708,005	30,554,120	
		UNFPA	17,000,000	2,000,000	0	2,000,000	15,000,000	
		WFP	2,660,000	-	-	0	2,660,000	
		Total Output 2.1.1	160,954,086	37,840,649	7,638,530	45,479,179	115,474,907	
		Output 2.1.2: The capacities of the national health system are strengthened to provide essential, high-quality services to all, and respond effectively to emergencies and epidemics.	UNICEF	6,999,396	1,550,172	0	1,550,172	5,449,224
			FAO	5,000,000	200,000	3,200,000	3,400,000	1,600,000
			ILO	400,000	50,000	220,000	270,000	130,000
UNOPS	23,900,000		0	23,900,000	23,900,000	0		
WHO	2,540,000		508,000		508,000	2,032,000		
UNFPA	3,000,000		500,000	0	500,000	2,500,000		
IOM	1,500,000		0	0	0	1,500,000		
UNAIDS	3,200,000		2,000,000	0	2,000,000	1,200,000		
Total Output 2.1.2	46,539,396		4,808,172	27,320,000	32,128,172	14,411,224		
Output 2.1.3: Increased equitable and sustainable access of children under five, pregnant and lactating women, teenagers, the elderly and vulnerable communities to safe, nutritious, adequate, diversified and secure food and malnutrition prevention services	UNICEF		20,552,023	4,551,702	0	4,551,702	16,000,322	
	IFAD	250,000	250,000	0	250,000	0		
	FAO	5,000,000	1,000,000	400,000	1,400,000	3,600,000		
	WHO	400,000	50,000	0	50,000	350,000		
	UNHCR	26,579,545	10,868,305	3,142,247	14,010,552	12,568,993		
	WFP	50,524,000	-	-	0	50,524,000		
	Total Output 2.1.3	103,305,568	16,720,007	3,542,247	20,262,254	83,043,315		

Impacts	Outputs	Resident and non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)
				Cores (RR)	Non cores (sources) (OR)	Total (B)	
	Output 2.1.4: The capacities of the national food and nutrition security monitoring and coordination system are strengthened to enable effective use of the data by users.	UNICEF	4,086,190	904,977	0	904,977	3,181,212
		FAO	3,000,000	0	0	0	3,000,000
		WHO	250,000	50,000	-	50,000	200,000
		WFP	252,000	-	-	0	252,000
		Total Output 2.1.4	7,588,190	954,977	0	954,977	6,633,212
	Output 2.1.5: The capacities of the social protection system are strengthened to adequately address the needs of children, teenagers, youth, women and people left behind, with a view to reducing inequalities.	IOM	1,000,000	0	0	0	1,000,000
		UNHCR	167,347,580	48,854,265	23,698,663	72,552,928	94,794,652
		WFP	500,000	-	-	0	500,000
		Total Output 2.1.5	168,847,580	48,854,265	23,698,663	72,552,928	96,294,652
		Total Output 2.1.6	131,391,751	41,069,482	1,673,763	42,743,245	88,648,506
Output 2.1.6: Increased access of children, teenagers, youth, especially girls, and vulnerable groups to inclusive quality education, including literacy training.	UNICEF	49,613,461	10,988,002	0	10,988,002	38,625,459	
	UNESCO	32,920,000	9,120,000	0	9,120,000	23,800,000	
	HCR	29,330,290	20,961,480	1,673,763	22,635,243	6,695,047	
	PAM	19,528,000	-	-	0	19,528,000	
	Total Output 2.1.6	131,391,751	41,069,482	1,673,763	42,743,245	88,648,506	

Impacts	Outputs	Resident and non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)
				Cores (RR)	Non cores (sources) (OR)	Total (B)	
Outcome 2.2: By 2026, gaps in key socio-economic indicators are reduced, reflecting greater gender equality and progress in the empowerment of youth, women and girls, and other vulnerable groups including those in humanitarian settings (SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17).	Output 2.1.7: Increased equitable and sustainable access of youth aged 15–35 to vocational training and learning opportunities, relevant to the productive sector.	UNICEF	16,537,820	3,662,667	0	3,662,667	12,875,153
		ILO	2,500,000	175,000	500,000	675,000	1,825,000
		IOM	2,000,000	0	0	0	2,000,000
		UNHCR	11,692,215	8,679,405	602,561	9,281,966	2,410,249
		UN-Habitat	350,000	0	50,000	50,000	300,000
		Total Output 2.1.7	33,080,035	12,517,072	1,152,561	13,669,633	19,410,402
	Output 2.2.1: The potentials of young girls and women are enhanced to enable them participate in development efforts in all sectors and enjoy the benefits of growth on an equal basis with men.	Sub-total impact 2.1	651,706,607	162,764,625	65,025,764	227,790,389	423,916,218
		UN-Women	2,500,000	0	250,000	250,000	2,250,000
		FAO	4,000,000	300,000	0	300,000	3,700,000
		UNFPA	9,000,000	1,500,000	0	1,500,000	7,500,000
	UNIDO	1,000,000	0	0	0	1,000,000	
Output 2.2.2: Gender disparities are reduced in all areas of national life (political, economic, social, cultural, sports, etc.) and there is statistical data reflecting this.	Total Output 2.2.1	16,500,000	1,800,000	250,000	2,050,000	14,450,000	
	UNICEF	3,873,053	857,774	0	857,774	3,015,279	
	ILO	70,000	0	50,000	50,000	20,000	
	WFP	500,000	-	-	0	500,000	
	UNODC	50,000	-	-	0	50,000	
	Total Output 2.2.2	4,493,053	857,774	50,000	907,774	3,585,279	

Impacts	Outputs	Resident an non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)
				Cores (RR)	Non cores (sources) (OR)	Total (B)	
		UN-Women	8,500,000	365,000	0	365,000	8,135,000
		UNHCR	16,741,515	7,488,200	1,850,662	9,338,862	7,402,653
		UNFPA	9,800,000	1,000,000	0	1,000,000	8,800,000
		UN-Habitat	2,500,000	40,000	0	40,000	2,460,000
		WFP	500,000	-	-	0	500,000
		UNODC	100,000	-	-	0	100,000
		Total Output 2.2.3	38,141,515	8,893,200	1,850,662	10,743,862	27,397,653
	Sub-total impact 2.2		59,134,568	11,550,974	2,150,662	13,701,636	45,432,932
	Total impact 2		710,841,175	174,315,598	67,176,426	241,492,024	469,349,151
	TOTAL STRATEGIC PRIORITY 2		710,841,175	174,315,598	67,176,426	241,492,024	469,349,151

Impacts	Outputs	Resident and non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)	
				Co-res (RR)	Non cores (sources)(OR)	Total (B)		
STRATEGIC PRIORITY 3: INSTITUTIONAL SUPPORT AND CITIZEN ENGAGEMENT								
Outcome 3: By 2026, youth, women, the most vulnerable groups and people living with disabilities, including refugees and IDPs actively contribute to the efficiency of policies and the performance of public institutions at national, regional and council levels, and fully enjoy their rights (SDGs 5, 10, 11, 13, 14, 15, 16, 17).	Output 3.1: The capacities of civil society actors and populations, including youth, women and socially vulnerable people, are strengthened for effective and inclusive participation in decision-making processes at community, local, regional and national levels.	UNICEF	2,559,331	566,821	0	566,821	1,992,510	
		UNESCO	24,000,000	500,000	3,000,000	3,500,000	20,500,000	
		FAO	1,000,000		0		1,000,000	
		IOM	1,500,000		0	0	1,500,000	
		UNOPS	1,000,000		0	1,000,000	0	
		UNHCR	21,308,685.00	4,890,630.00	3283614	8174244	13,134,441	
		UNDP	800000	200,000	-	200000	600,000	
		UN-Habitat	200,000	100,000	100,000	200,000	0	
		UNODC	100,000		0	0	100,000	
		Total Output 3.1	52,468,016	6,257,451	7,383,614	13,641,065	38,826,951	
		Output 3.2: The capacities of institutions and populations to coordinate, anticipate and respond to shocks are strengthened at all levels, thereby improving the effectiveness of development	UNICEF	8,991,714	1,991,415	0	1,991,415	7,000,299
			UNESCO	19,000,000	500,000	3,000,000	3,500,000	15,500,000
			UN-Women	500,000		250,000	250,000	250,000
			ILO	150,000		50,000	50,000	100,000
			UNHCR	4,443,195	2,398,450	408,949	2,807,399	1,635,796
UNDP	800000		300,000	0	300,000	500,000		
UN-Habitat	3,800,000		40,000	0	40,000	3,760,000		
UNEP	30,000			30,000	30,000	0		
UNODC	220,000			0	0	220,000		
Total Output 3.2	37,934,909		5,229,865	3,738,949	8,968,814	28,966,095		
Output 3.3: Decentralisation stakeholders are equipped to strengthen the efficient use of transferred competences, including resources.	UNICEF	2,559,331	566,821	0	566,821	1,992,510		
	UN-Women	500,000		250,000	250,000	250,000		
	UNESCO	22,000,000	500,000	3,000,000	3,500,000	18,500,000		
	UNDP	8900000	900,000		900,000	8,000,000		
	UN-Habitat	350,000	50,000	150,000	200,000	150,000		
Total Output 3.3	34,309,331	2,016,821	3,400,000	5,416,821	28,892,510			

Impacts	Outputs	Resident an non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)
				Cores (RR)	Non cores (sources) (OR)	Total (B)	
<p>Output 3.4: Legal, institutional and technical frameworks are strengthened for better administration of justice, greater respect for rights and increased participation of the populations.</p> <p>Output 3.5: The National Statistical Information System is strengthened and enables effective participation of stakeholders in the development, implementation and monitoring of development policies.</p>	UNICEF		506,436	112,162	0	112,162	394,275
	OHCHR		3,750,000	3,750,000		3,750,000	0
	ILO		135,000	0	35,000	35,000	100,000
	IOM		1,000,000		0	0	1,000,000
	UNDP		240,000	400,000		400,000	2,000,000
	UNODC		212,500	-	-	0	212,500
	Total Output 3.4		8,003,936	4,262,162	35,000	4,297,162	3,706,775
	UNICEF		3,873,053	857,774	0	857,774	3,015,279
	FAO		2,000,000	0	1,000,000	1,000,000	1,000,000
	UN-Women		1,000,000	0	0	0	1,000,000
ILO		175,000	25,000	75,000	100,000	75,000	
IOM		400,000	0	0	0	400,000	
UNFPA		6,200,000	1,000,000	0	1,000,000	5,200,000	
UNDP		400,000	400,000	0	400,000	-	
UN-Habitat		300,000	50,000	150,000	200,000	100,000	
UNIDO		1,500,000	0	0	0	1,500,000	
WFP		252,000	-	-	0	252,000	
Total Output 3.5		16,100,053	2,332,774	1,225,000	3,557,774	12,542,279	
Total impact 3		148,816,244	20,099,071	15,782,563	35,881,634	112,934,611	
	TOTAL STRATEGIC PRIORITY 3		148,816,244	20,099,071	15,782,563	35,881,634	112,934,611

Impacts	Outputs	Resident an non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)
				Cores (RR)	Non cores (sources) (OR)	Total (B)	
STRATEGIC PRIORITY 4: ENVIRONMENTAL SUSTAINABILITY, MANAGEMENT OF CLIMATE RISKS AND DISASTERS							
Outcome 4: By 2026, populations, in different agro-ecological zones, including youth, women and socially vulnerable groups, live in a healthier environment, sustainably manage environmental resources, including biodiversity, and are more resilient to disaster and climate change shocks (SDGs 5, 11, 13, 14, 15, 16, 17).	Output 4.1: Capacities of key actors are strengthened to improve the institutional and regulatory framework, with a view to facilitating access to climate finance at national, regional and council levels. Output 4.2: Institutional and community actors are equipped to design and implement inclusive, integrated and innovative actions to improve the state of the environment and biodiversity, and to contribute to the fight against climate change.	FAO	7,300,000	0	0	0	7,300,000
		UNESCO	5,000,000	0	0	0	5,000,000
		IOM	150,000	0	0	0	150,000
		UNDP	520,000	200,000	-	200,000	5,000,000
		UNEP	30,000	0	30,000	30,000	-
		Total Output 4.1	17,680,000	200,000	30,000	230,000	17,450,000
		UNICEF	30,768,236	6,814,309	0	6,814,309	23,953,927
		IFAD	2,000,000	2,000,000	0	2,000,000	0
		FAO	5,244,750	0	2,244,750	2,244,750	3,000,000
		UNOPS	22,000,000	0	22,000,000	22,000,000	0
UNESCO	8,700,000	0	0	0	8,700,000		
UNHCR	3,898,500	2,936,970	192,307	3,129,277	769,223		
UNDP	420,000	200,000	-	200,000	4,000,000		
UN-Habitat	6,500,000	10,000	3,000,000	3,010,000	3,490,000		
UNIDO	14,000,000	0	500,000	500,000	13,500,000		
UNODC	100,000	0	0	0	100,000		
Total Output 4.2	97,411,486	11,961,279	27,937,057	39,898,336	57,513,150		

Impacts	Outputs	Resident and non-resident agencies (United Nations configuration)	Total (USD) (A)	Available resources			Funding gap C= (A-B)
				Cores (RR)	Non cores (sources) (OR)	Total (B)	
		FAO	2,000,000	0	0	0	2,000,000
		UNESCO	1,200,000	0	0	0	1,200,000
		IOM	200,000	0	0	0	200,000
		UNDP	220,000	200,000	0	200,000	2,000,000
		UN-Habitat	150,000	10,000	25,000	35,000	115,000
		UN DESA	200,000	0			
		UNEP	80,000		30,000	30,000	50,000
		Total Output 4.3	6,030,000	210,000	55,000	265,000	5,565,000
		UNICEF	9,119,619	2,019,742	0	2,019,742	7,099,877
		FAO	2,000,000	0	0	0	2,000,000
		UNDP	120,000	200,000	-	200,000	1,000,000
		UN-Habitat	7,200,000	0	200,000	200,000	7,000,000
		WFP	1,771,000	-	-	0	1,771,000
		Total Output 4.4	21,290,619	2,219,742	200,000	2,419,742	18,870,877
	Total impact 4		142,412,105	14,591,021	28,222,057	42,813,078	99,399,027
	TOTAL STRATEGIC PRIORITY 4		142,412,105	14,591,021	28,222,057	42,813,078	99,399,027
		TOTAL ESTIMATED BUDGET OF THE COOPERATION FRAMEWORK OVER 5 YEARS	1,152,563,453	261,585,447	124,524,217	386,109,664	766,253,789

Alignment of the UNSDCF with the SDGs and the NDS30

Strategic Priority: 1

Inclusive and sustainable growth through a structural and green transformation of the economy that creates decent jobs



Strategic Priority: 2

Quality, inclusive and equitable human and social development



Strategic Priority: 3

Institutional support and civic engagement



Strategic Priority: 4

Environmental sustainability, management of climate risks and disasters



NDS30 Pillar 1: Structural transformation of the national economy;

NDS30 Pillar 3: Promotion of employment and economic integration.

NDS30 Pillar 2: Development of Human Capital and well-being.

NDS30 Pillar 4: Governance, decentralisation and strategic management of the State.

NDS30 Pillar 1: Structural transformation of the national economy;

NDS30 Pillar 4: Governance, decentralisation and strategic management of the State.

