

REPUBLIQUE DU CAMEROUN

Paix – Travail – Patrie



REPUBLIC OF CAMEROON

Peace – Work – Fatherland

STATE BUDGET EXECUTION REPORT

FOR THE 2023 FINANCIAL YEAR



SUMMARY

SUMMARY	i
LIST OF TABLES, GRAPHS AND APPENDICES	ii
ACRONYMS AND ABBREVIATIONS	iv
EXECUTIVE SUMMARY	vi
INTRODUCTION	1
PART ONE: STATE BUDGET RESOURCES	1
<i>I- General budget resources</i>	1
<i>II- Resources of Special Appropriation Accounts (SAA)</i>	11
PART TWO : EXPENSES OF THE STATE BUDGET	13
<i>I- Expenses of the general budget</i>	13
<i>II- Expenditure on Special Appropriation Accounts (SAA)</i>	18
PART THREE : RESULTS OF BUDGET EXECUTION	19
<i>I. Budgetary balances</i>	19
<i>II. Financing</i>	21
<i>III. Characteristic indicators of public finances</i>	21
PART FOUR: SPECIFIC ISSUES AND DIFFICULTIES IN BUDGET EXECUTION	26
<i>I- Implementation of decentralization</i>	26
<i>II- Awarding and performance of public contracts</i>	28
<i>III- Difficulties encountered in implementing the budget</i>	31
CONCLUSION	35
APPENDICES	ix
GLOSSARY	xii
TABLE OF CONTENTS	xiii

LIST OF TABLES, GRAPHS AND APPENDICES

List of tables

Table 1: General budget resources for the 2023 financial years (in billion)	1
Table 2: Revenue from taxes and duties (in billion).....	6
Table 3: Customs revenue in 2023 (in billion).....	7
Table 4: Non-tax revenue (in billion).....	8
Table 5: Summary of BTA issuance by maturity (in billion)	10
Table 6: Ressource allocation obtained from OTAs and OTs by maturity (in billion)	11
Table 7: Borrowings (in billion)	11
Table 8: SAA revenue for the 2023 financial year (in millions of CFA francs).....	12
Table 9: Budgetary expenses in 2023 (in billion)	13
Table 10: SAA 2023 expenditures (in millions).....	18
Table 11: Summary of budget implementation (in billion)).....	19
Table 12: Budget balances in 2022 and 2023 (in billion)	20
Table 13: Presentation of spendings and financing resources (in billion of CFA francs)	21
Table 14: Indicators of the monitoring of the economic programme at the end of December 2023	22
Table 15: Indicative targets of the Economic and Financial Programme.....	22
Table 16: Status of implementation of the convergence criteria	23
Table 17: Multilateral surveillance indicators	23
Table 18: Summary situation of the execution of the cash flow plan (in billion)	24
Table 19: Statement of outstanding payments at the end of December 2023 (in billion)	24
Table 20: Breakdown of appropriations transferred to the RLAs (in billion)	26
Table 21: Breakdown of investment resources transferred to RLAs (in millions of FCFA)	27
Table 22: Overall performance of MO/MOD procurement	29
Table 23: Overall performance at 31 December 2023 of the execution of public contracts 2023 by category of MO/MOD	30
Table 24: Expenditure under exceptional procedures in 2023 (in billion).....	32
Table 25: Cash advances in 2023	32
Table 26: Status of imprest accounts in 2022 and 2023	33
Table 27: Estimated stock of floating debt from 2000 to 2019 (in FCFA)	33

List of figures

Figure 1 : Budget revenues in 2023 (in billion)	2
Figure 2 : Share of domestic revenue components in 2022 and 2023	2
Figure 3 : Domestic revenues in 2023 (in billion).....	3
Figure 4 : Oil revenues (in billion)	3
Figure 5 : Non-oil revenue (in billion)	4
Figure 6 : Weight of non-tax revenue components in 2023	9
Figure 7 : Realisation of current expenditure (in billion)	14
Figure 8 : Employee volume as at 31 December 2023 by institutional sector (in billion)	14
Figure 9 : Execution of capital expenditures (in billion).....	15
Figure 10 : Share of debt service components in 2022 and 2023.....	17
Figure 11 : Evolution of the primary balance from 2019 to 2023 (in billion of CFA francs)	20

List of appendices

Appendix 1 : Cash flow plan in 2023 (in billion)	ix
Appendix 2 : Social spending performance.....	ix
Appendix 3 : Public procurement programming.....	x

ACRONYMS AND ABBREVIATIONS

AFD :	French Development Agency
AFL :	Amending Finance Law
AMBACAM :	Embassy of Cameroon
ANR :	Certificate of No Royalties
APE :	Economic Partnership Agreements
BCT :	Balance of Treasury Accounts
BE :	Balance of Entry
BEAC :	Bank of Central African States
BTA :	Assimilable Treasury Bills
BTP :	Public Buildings and Works
C2D :	Debt Reduction and Development Contract
CA :	Commitment Authorisation
CA :	Advance Fund
CAA :	Autonomous Sinking Fund
CAN :	African Cup of Nations
CDI :	Divisional Tax Centre
CEMAC :	Central African Economic and Monetary Community
CIME :	Medium-sized Business Tax Centre
COCAN :	AFCO Organising Committee
COPPE :	Physical Counting of State Personnel
CRI	Regional Tax Centre
CSPH :	Hydrocarbon Price Stabilisation Fund
CUT :	Single treasury account
DGD :	Directorate General of Customs
DGI :	Directorate General of Taxation
DGTCFM :	Directorate General of Treasury, Financial and Monetary Cooperation
DIT :	Douala International Terminal
EFP :	Economic and Financial Programme
EP :	Public Establishments
EVP :	Twenty-Foot Equivalent
FINEX :	External Funding
FL :	Finance Law
GDP :	Gross Domestic Product
HALCOMI :	Stop Illicit Trade
ID :	Direct Interventions
IISF :	Tax Inspector Without Borders Initiative
IMF :	International Monetary Fund
INS :	National Institute of Statistics
IRPP :	Personal Income Tax
IS :	Company Tax
ITFC :	International Islamic Trade Funding Corporation
MAG :	Shortfall

MO/MOD	Project Owner/Delegated Project Owner
OT :	Treasury bonds
OTA :	Assimilable Treasury Bonds
PA :	Payment Appropriations
PEC :	Assumption of liability
PIB :	Public Investment Budget
PLANUT :	Three-year emergency plan
PME :	Small and medium-sized enterprises
RAP :	Outstanding Payments
RI :	Domestic Resources
RLA :	Regional and Local Authorities
SDR :	Special Drawing Rights
SGS :	General Surveillance Company
SNH :	National Hydrocarbon Company
SONARA :	National Oil Refinery
TEC :	Common External Tariff

EXECUTIVE SUMMARY

The 2023 Finance Law was implemented in an international context marked by: (i) persistent inflationary pressures; (ii) the lifting of subsidies on petroleum products in Nigeria, coupled with the devaluation of the Naira; and (iii) volatile commodity prices due to renewed geopolitical tensions and disruptions caused by climate change.

This situation justified the adoption of an Amending Finance Law, which increased the State budget by 367.7 billion to 6,726.9 billion, including 84.4 billion for Special Appropriation Accounts (SAA).

At the end of 2023, budget implementation is characterised by a satisfactory level of resource mobilisation, driven by internal revenue, and by overall control of budgetary expenditure, contained within the forecast limit.

Total State resources amounted to FCFA 6 233.4 billion, of which FCFA 46.6 billion was SAA revenue, representing an implementation rate of 92.7%.

With regard to the **general budget**, out of a revised annual forecast of 6,642.5 billion, resources amounted to 6,186.8 billion, i.e. an implementation rate of 93.1%. This represents an increase of 273.1 billion (+4.6%) compared with the 2022 budget year. Internal revenue accounted for 78.3% of general budget revenue, with borrowing and grants accounting for 21.7%.

Overall budgetary expenditure based on ordinances amounted to 6,475.9 billion (including 38.5 billion for SAA), representing an implementation rate of 96.3%.

By major component, implementation to the end of December 2023 is as follows:

- **General budget execution in terms of resources**

The internal revenue realisation rate was 103.5%, while the borrowing rate was 64.7%. Internal revenue performed well thanks to the effects of the various reforms implemented in the tax administrations.

Oil revenues were collected to the tune of 877.0 billion against a revised target of 841.8 billion, i.e. an implementation rate of 104.2%.

Non-oil revenues amounted to 3,965.5 billion, with a positive variance of 127.8 billion, corresponding to an implementation rate of 103.3%.

Tax revenues amounted to 3,644.6 billion, while non-tax revenues amounted to 320.9 billion, with implementation rates of 102.1% and 119.2% respectively.

On the forecast of 1 862.1 billion, a sum of 1,204.9 billion was disbursed in borrowings, including 490.8 billion in drawings on project loans and 470.9 billion obtained by issuing public securities.

Grants amounted to 139.4 billion against a revised forecast of 101.0 billion, representing an implementation rate of 138.0%.

- **General budget expenditure**

General budget expenditure amounted to 6,437.4 billion out of revised forecasts of 6,642.5 billion, i.e. an implementation rate of 96.9%.

In terms of budgetary expenditure¹, authorisation amounted to 5,095.2 billion, 222.9 billion more than the revised annual forecasts.

The main components of budget expenditure were as follows:

Current expenditure (excluding interest on debt) came to 3,657.3 billion against a forecast of 3,453.5 billion, an overrun of 203.8 billion. This is made up of expenditure on personnel, which amounted to 1,357.0 billion against a forecast of 1,313.2 billion, an overrun of 91.3 billion; expenditure on goods and services, which amounted to 1,152.9 billion against a revised allocation of 967.5 billion, an overrun of 185.4 billion; and transfers and subsidies, which amounted to 1,172.8 billion against a forecast of 1,147.4 billion, an implementation rate of 97.8%. Compared with 2022, current expenditure increased by 426.3 billion (+13.2%).

Capital expenditure was implemented to the tune of 1,117.8 billion against a forecast of 1,142.2 billion, i.e. an implementation rate of 97.9%. Compared with 2022, capital expenditure fell by 161.1 billion (-12.6%) and represented only 17.4% of all expenditure authorised.

Public debt servicing was executed to the tune of 1,662.4 billion out of a revised forecast of 2,046.8 billion, representing an execution rate of 81.2%. Compared with 2022, this represents an increase of 290.4 billion (+21.2%) and the largest item of expenditure (25.6% of expenditure authorised).

As regards the budget outturn at the end of December 2023, the overall balance deficit is 181.4 billion compared with a revised annual forecast of 222.6 billion. The primary balance showed a surplus of 138.8 billion. Cameroon has met all the periodic quantitative performance criteria of the IMF programme. The wage bill to tax revenue ratio is 33.9%, compared with 34.7% in 2022.

With regard to other aspects of budget execution, the monitoring of expenditure by function still poses difficulties in steering budget execution. The volume of expenditure implemented by derogatory procedures remains high. The results of the audit of the floating debt of the State and its subdivisions for the period 2000-2019 reveal that the stock of debt is 671.7 billion. The process of clearing this debt will begin in 2024 and will be spread over a period of 03 years.

¹ Budget expenditure comprises current and capital expenditure

INTRODUCTION

This report sets out the state of implementation of the State budget for the 2023 financial year, as authorised by Finance Law N°2022/020 of 27 December 2022, amended and supplemented by Ordinance N°2023/001 of 02 June 2023. It is intended for public information and contributes to budget transparency in accordance with Law N°2018/011 of 11 July 2018 on the Code of Transparency and Good Governance in the Management of Public Finances. The report reviews the implementation of resources and expenses of the State's general budget and special appropriation accounts in 2023. It describes and analyses the key developments in both the global and national economies that have had an impact on the implementation of this budget.

In 2023, the State budget was implemented in an international context marked mainly by: (i) the multiplication of obstacles to trade, linked to the disruption of supply chains, as a result of increased geo-economic fragmentation and the continuation of the Russo-Ukrainian war; (ii) inflationary pressures leading to the tightening of monetary policy by central banks; (iii) the volatility of commodity prices due to renewed geopolitical tensions and disruptions caused by climate change; (iv) the lifting of subsidies on petroleum products in Nigeria, coupled with the devaluation of the Naira; (v) the decline in global demand and the change in its composition, in favour of domestic services; (vi) the reduction in budget support, against a backdrop of high indebtedness.

According to the IMF ², the world economy is expected to grow by 3.2% in 2023, after 3.5% in 2022. This slowdown is the result of weak growth in the **eurozone** (+0.4% after +3.4%), despite the dynamism seen in the United States (+2.5% after +1.9%). The trend in the **United States** is attributable to increased business investment and a rise in consumption, with expansionary government budgets. In **China**, growth is accelerating from 3.0% in 2022 to 5.2% in 2023.

In **sub-Saharan Africa** in particular, the growth rate will be 3.3% after 4.0% in 2022. This deceleration is mainly observed in South Africa (+0.6% after +1.9%) and Nigeria (+2.8% after +3.3%). The slowdown in growth in Nigeria is attributable, on the one hand, to lower-than-expected oil and gas production and, on the other, to the double shock of the devaluation of the naira and the end of oil price subsidies.

In the **CEMAC zone**, growth slows from 2.8% in 2022 to 2.5% in 2023, as a result of the slowdown in the non-oil sector.

In terms of prices, global inflation falls to 6.8% in 2023 from 8.7% in 2022. In the CEMAC region, household final consumption prices fall from 5.6% in 2022 to 5.7% in 2023. With regard to commodities, the energy price index falls by 29.9% after rising by

² Global Economic Outlook, April 2024

58.0% in 2022. This decline is attributable to the 3.8% fall in the price of crude oil to \$82.05 a barrel.

At **national level**, the budget for 2023 was initially forecast at 6,345.1 billion in resources and expenditure. This breaks down into 6,274.8 billion for the general budget and 70.3 billion for the 12 earmarked accounts. In order to meet the requirements of the State Financial System, the reform of the Special Appropriation Accounts (SAA) has been underway since 2019. This has led to their rationalisation and automation. Rationalisation has reduced the number of SAA from 15 to 12. Automation has led to the introduction of a software package called PROBMIS-CAS, which is used to prepare and execute the SAA budgets.

The budget execution context is marked by: (i) an economic growth rate of 3.3% in 2023 after 3.6% in 2022; (ii) an inflation rate of 7.4% after 6.3% in 2022; (iii) the increase in fuel prices at the pump since 1 February 2023, with the aim of reducing the subsidy bill; (iv) an average increase of 5.2% in the salaries of the State's civil and military personnel; (v) the satisfactory conclusion of the 4th and 5th reviews of the Economic and Financial Programme, which led to the disbursement of additional budgetary support; (vi) the adoption of an amending Finance Law..

Box 1: Changes brought about by Ordinance N°2023/001 of 02 June 2023 on the main budget headings

The State budget has been revised upwards to 6,726.9 billion (of which 6,642.5 billion for the general budget and 84.4 billion for the Special Appropriation Accounts), compared with 6,345.1 billion in the initial 2023 Finance Law; this represents an increase of 381.8 billion in absolute terms and 6% in relative terms, with an overall budget deficit that has narrowed slightly to 0.8% of GDP compared with 0.9% in the initial Finance Law.

General budget resources were revised upwards by 367.7 billion (+5.9%) compared with the initial 2023 Finance Law (IFL), mainly as a result of an increase of around 273.7 billion in loans and grants.

Expenditure was revised upwards by the same amount and reallocated. This resulted Public procurement programming in :

- an increase of 55.5 billion (+4.4%) in personnel expenditure: 1,313.2 billion compared with 1,257.7 billion in the initial Budget Law, mainly due to the salary increase measure;
- a reduction of 108.3 billion (-10.1%) in expenditure on goods and services: 965.4 billion compared with 1073.7 billion in the initial Finance Law. The aim of this effort is to create budgetary space to enable additional expenditure to be taken on, subject to compliance with the non-oil budget deficit of 2.4% of GDP set in the Economic and Financial Programme;
- an increase of 139.8 billion (+13.5%) in transfers and subsidies: 1,172.8 billion compared with 1,033.0 billion in the initial budget; essentially justified by: (i) the upgrading of the subsidy on fuel prices at the pump (+453.3 billion compared with 350 billion in the initial budget) to take account of arrears for 2022; (ii) the inclusion of the gas price subsidy (+32 billion) and (iii) the increase in the subsidy for the social safety net project (+4.5 billion);
- an increase of 308.2 billion in debt: 2,046.8 billion compared with 1,738.6 billion in the LFI.

The SAA budget was re-evaluated at 84.4 billion compared with 70.3 billion in the initial Budget Law, representing an increase of 14.1 billion in absolute terms due to the strengthening of the resources of the Special Fund for Financing the Reconstruction and Development of the Far North, North West and South West Regions. The ceiling of this Fund has risen to 29.1 billion from the initial 15 billion.

The budget deficit resulting from the revision of State revenue and expenditure in 2023 amounts to 226.3 billion compared with 257.6 billion in the initial Finance Law, i.e. a reduction in absolute terms of 31.3 billion.

This report comprises four (04) parts: the first is devoted to the implementation of State budget resources; the second deals with the related expenditure; the third presents the budgetary results; the fourth looks at the specific themes and difficulties linked to the implementation of the budget.

With regard to performance analysis, the resources mobilised and the expenditure implemented or authorised are compared with the forecasts in the Amending Finance Law.

PART ONE: STATE BUDGET RESOURCES

In 2023, State budget resources were mobilised to the tune of 6,233.4 billion (including 46.6 billion from SAA resources), against forecasts of 6,726.9, representing an implementation rate of 92.7%.

I- General budget resources

In 2023, the resources of the general budget provided for by the AFL are 6,642.5 billion, made up of budgetary revenue and borrowing revenue. A total of 6,186.8 billion was raised, representing a 93.1% realisation rate. This result is attributable to borrowing, which had a realisation rate of 64.7%. Compared with the outturn for the 2022 financial year, they are up by 273.1 billion (+4.6%). This increase can be explained by, among other things, the positive effects of the policy of broadening the tax base through several reform measures.

Table 1: General budget resources for the 2023 financial years (in billion)

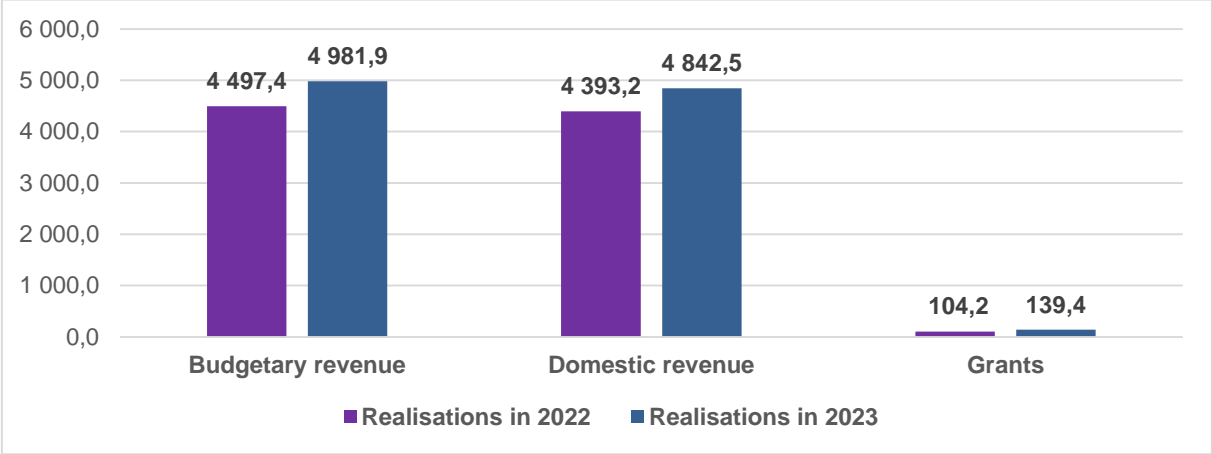
Heading	I.F.L.	A.F.L.	Achievements		Variation 2023/2022		Execution rate
	2023	2023	Year 2022	Year 2023	(in value)	(in %)	(in %)
	(a)	(b)	(c)	(d)			(d) / (b)
A- BUDGETARY REVENUE (I+II)	4676,5	4 780,5	4 497,4	4 981,9	484,5	10,8	104,2
I- Domestic revenue (1+2)	4 585,5	4 679,5	4 393,2	4 842,5	449,4	10,2	103,5
1-Oil revenue (i+ii)	807,0	841,8	973,8	877,0	-96,8	-9,9	104,2
<i>i- Royalties SNH</i>	605,4	594,5	774,5	622,8	-151,7	-19,6	104,8
<i>ii- Tax on oil companies</i>	201,6	247,3	199,3	254,2	54,8	27,5	102,8
2- Non-oil revenue (2.1+2.2)	3 778,5	3 837,7	3 419,3	3 965,5	546,2	16,0	103,3
2.1- Tax revenue (a+b)	3 528,1	3 568,4	3 187,0	3 644,6	457,6	14,4	102,1
a- Taxes and duties revenues	2 523,4	2 594,7	2 285,9	2 622,0	336,1	14,7	101,1
<i>of which - VAT</i>	900,0	914,0	785,9	822,1	36,2	4,6	89,9
<i>- Non-oil IS</i>	500,0	515,0	464,3	534,5	70,1	15,1	103,8
<i>- Excise duty</i>	310,0	310,0	280,2	304,4	24,2	8,6	98,2
<i>- Registration and stamp duties</i>	135,8	141,1	120,4	242,4	122,0	101,3	171,8
<i>- TSPP</i>	155,0	155,0	150,3	177,6	27,4	18,2	114,6
b- Customs revenue	1 004,7	973,7	901,2	1 022,6	121,5	13,5	105,0
<i>of which - Customs/import duty</i>	419,7	365,8	361,7	386,0	24,3	6,7	105,5
<i>- Import VAT</i>	437,7	446,1	426,3	462,5	36,2	8,5	103,7
<i>- Excise duty/import.</i>	61,3	60,9	54,9	66,3	11,4	20,8	108,9
<i>- Exit duty</i>	61,3	58,0	41,3	57,2	15,9	38,5	98,6
2.2- Non-Tax revenue	250,4	269,3	232,3	320,9	88,6	38,1	119,2
II- Grants	91,0	101,0	104,2	139,4	35,2	33,8	138,0
B- BORROWINGS	1 598,3	1 862,1	1 416,4	1 204,9	-211,5	-14,9	64,7
- Project loans	795,4	795,4	639,3	490,8	-148,6	-23,2	61,7
<i>- IMF loans</i>	139,0	136,0	131,4	133,6	2,2	1,7	98,3
<i>- Other budget support</i>	101,0	88,1	165,0	49,6	-115,4	-70,0	56,2
<i>- Issuance of government securities</i>	450,0	450,0	410,6	470,9	60,3	14,7	104,6
<i>- Bank loans</i>	71,7	271,7	0,0	0,0	0,0	NC	0,0
<i>- SDR allocation</i>	0,0	80,0	70,0	60,0	-10,0	-14,3	75,0
<i>- Other funding</i>	41,2	40,9	0,0	0,0	0,0	0,0	0,0
Budgetary resources	6 274,8	6 642,5	5 913,8	6 186,8	273,1	4,6	93,1

Source: MINFI

1.1- Budget revenue

Budgetary revenues include domestic revenues and grants. Out of a revised annual forecast of 4,780.5 billion, revenue of 4,981.9 billion was raised, representing an achievement rate of 104.2%. This represents an increase of 10.8% compared with 2022, following an increase of 24.7% compared with 2021.

Figure 1 : Budget revenues in 2023 (in billion)

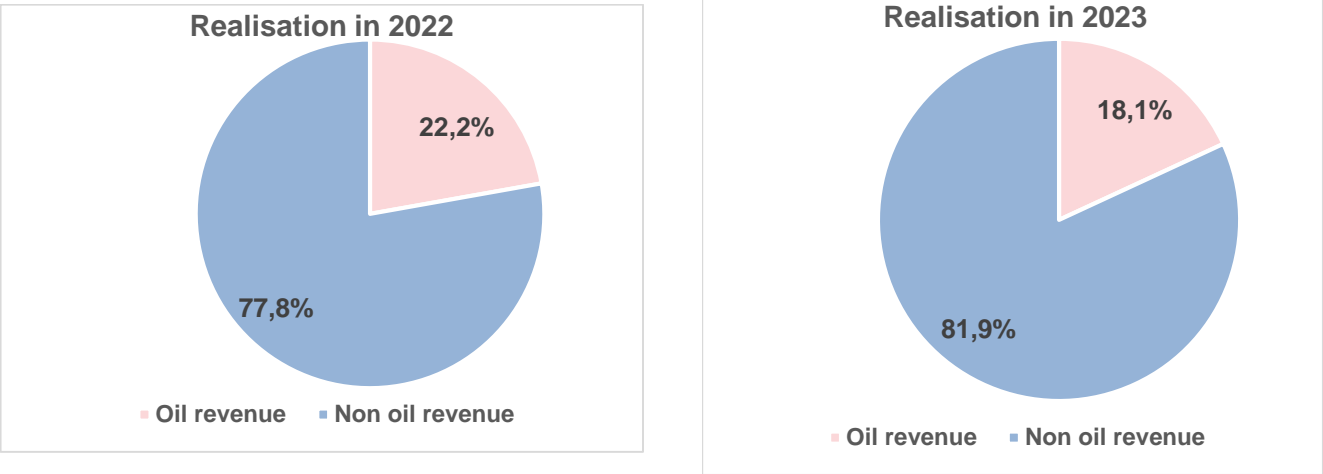


Source : MINFI

1.1.1. Domestic revenue

Domestic revenues are made up of oil revenues and non-oil revenues raised on the national territory. In 2023, the share of non-oil revenues will increase while that of oil revenues will decrease.

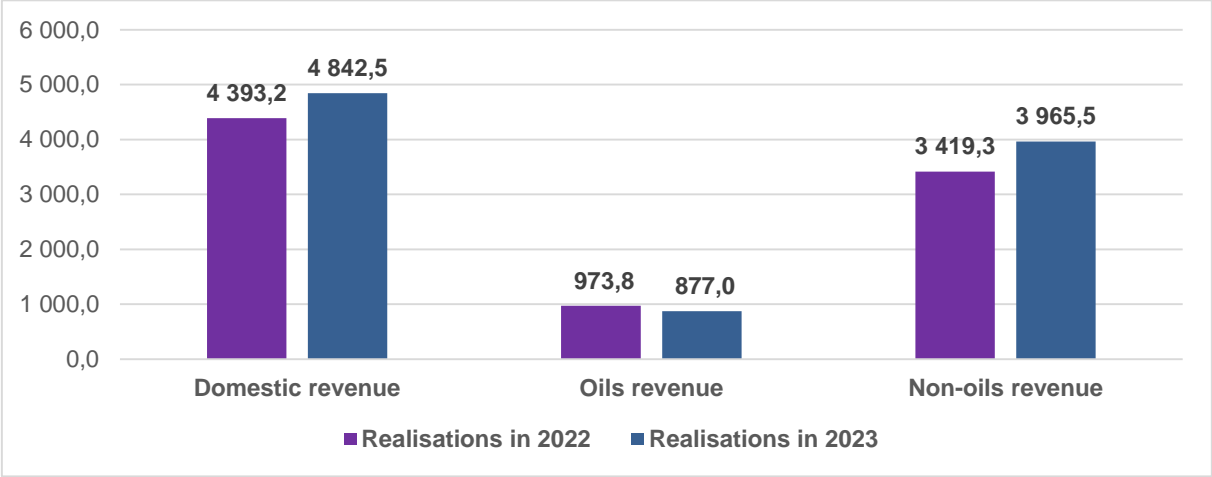
Figure 2 : Share of domestic revenue components in 2022 and 2023



Source: MINFI

Domestic revenue collected during the 2023 financial year amounted to 4 842.5 billion, i.e. 97.2% of budget revenue and 78.3% of general budget revenue. This represents a realisation rate of 103.5% of the AFL forecasts. Compared with 2022, revenue will increase by 449.4 billion (+10.2%), mainly as a result of non-oil revenue.

Figure 3 : Domestic revenues in 2023 (in billion)

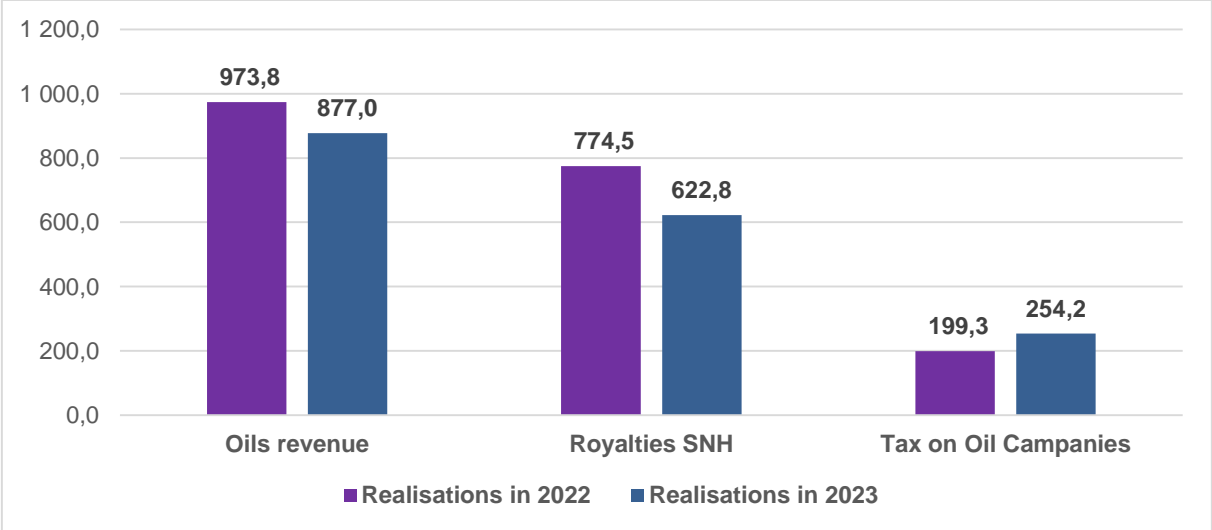


Source : MINFI

1.1.1.1 Oil revenues

In 2023, oil revenues collected amounted to 877.0 billion, down from 96.8 billion (- 9.9%) in 2022, due to lower production and world prices. However, they are 35.2 billion higher than the revised annual forecast. Oil revenues break down into 622.8 billion in SNH royalties and 254.2 billion in tax on oil companies.

Figure 4 : Oil revenues (in billion)



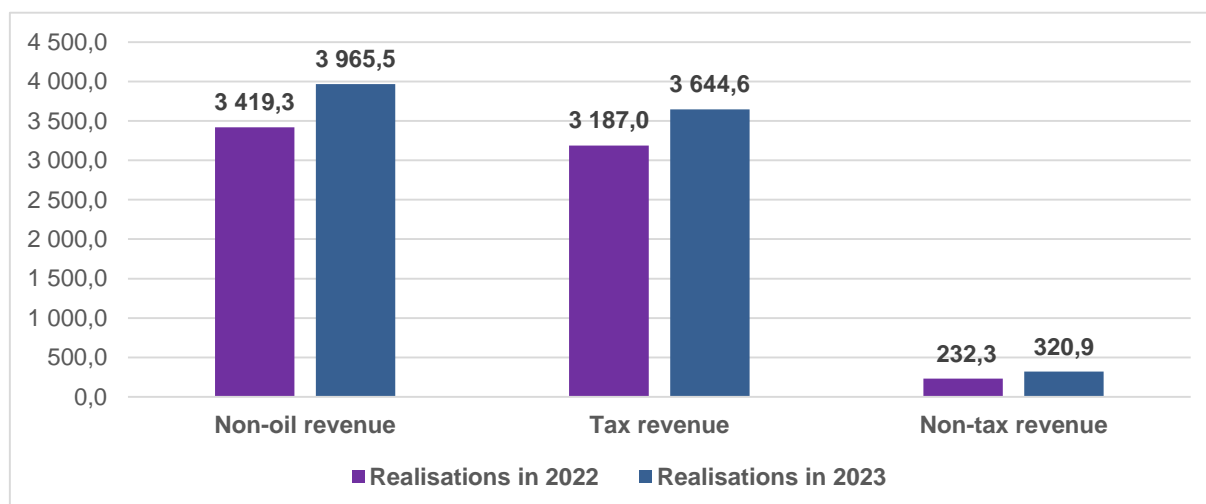
Source : MINFI

1.1.1.2. Non-oil revenues

Non-oil revenues are made up of tax and non-tax revenues. By 2023, non-tax revenue will account for 8.1% of non-oil revenue, compared with 6.8% in 2022.

For an annual forecast of 3,837.7 billion, non-oil revenues were mobilised to the tune of 3,965.5 billion, i.e. an implementation rate of 103.3%. Compared with 2022, non-oil revenue will be 546.2 billion higher, mainly due to an increase in tax revenue (+457.6 billion).

Figure 5 : Non-oil revenue (in billion)



Source : MINFI

1.1.1.2.1- Tax revenue

In 2023, tax revenues will amount to 3,644.6 billion, of which 71.9% will come from taxes and duties and 28.1% from customs. Compared with 2022, they will increase by 457.6 billion (+14.4%). This increase is driven by the two components.

1.1.1.2.1.1- Taxes and duties revenue

Out of a target of 2,594.7 billion, 2,622.0 billion was raised in taxes and duties, representing an achievement rate of 101.1%. Compared with 2022 revenues, this represents an increase of 336.1 billion (+14.7%).

This good performance is due to: (i) the broadening of the tax base, in particular by exploiting sources of information on foreign trade, customer and supplier lists, Statistical and Fiscal Declarations (DSF) and monthly taxpayers' declarations; (ii) the optimisation of the taxation of restructuring operations by certain large companies; (iii) clearing the tax debts of public entities; (iv) effectively accounting for passport and visa stamp duties; and (v) consolidating reforms to dematerialise procedures and reorganise tax departments, which have led to better monitoring of taxpayers' returns.

The new tax policy measures in the 2023 Finance Law also contributed to this performance, with an added value of 23.0 billion, in particular: (i) the increase in stamp

duty rates (+20.0 billion) and (ii) the inclusion of natural gas in the scope of the Special Tax on Petroleum Products (+3.0 billion).

By type of revenue, the following taxes and duties performed well:

- **stamp duties:** out of a target of 53.0 billion, 147.0 billion was raised, representing an achievement rate of 277.3%. This performance is due in particular to the recognition in 2023 of 20.0 billion in stamp duties for passports and 12.9 billion in stamp duties for visas in 2022. Compared with the 2022 level, stamp duties are up by 97.6 billion (+197.2%);
- **Tax on Income from Moveable Capital (IRCM):** 108.3 billion was raised against a target of 70.0 billion, representing an achievement rate of 154.7% due to: (i) the 33.0 billion IRCM levy on the capital gains from the takeover of Guinness Cameroun by Société Anonyme des boissons du Cameroun (SABC) and (ii) the lifting of the suspension of dividend distribution in the banking sector. Compared with 2022, IRCM will increase by 47.7 billion (+78.6%);
- **Registration fees:** against a target of 88.1 billion, 95.3 billion were collected, representing an achievement rate of 108.2%: (i) the registration of the Guinness Cameroon takeover mentioned above for 14.4 billion and (ii) the impact of the reform of the Special Registration Units (CSE). Compared with the revenue of 70.9 billion raised in 2022, these duties are up by 24.4 billion (+34.4%);
- **Tax on Money Transfer Transactions (TTA):** 26.3 billion of the 21.8 billion target was collected, representing a realisation rate of 120.5% and an increase of 6.3 billion (+31.6%);
- **Special Tax on Petroleum Products (TSPP):** compared with the target of 155.0 billion, 177.6 billion was collected, an achievement rate of 114.6%, due in particular to the introduction of the TSPP on gas and the recovery of TSPP arrears on consumption of petroleum products by sovereign administrations for an amount of 16.1 billion. Compared with the figures for 2022, TSPP revenue is up by 27.4 billion (+18.2%);
- **Non-oil corporate income tax (IS):** 534.5 billion raised against a target of 515.0 billion, i.e. an achievement rate of 103.8%, due to the substantial revenue collected in respect of the tax arrears of certain public enterprises and the good performance of the annual balances. Compared with 2022, non-oil revenue is up by 69.9 billion (+15.1%).).

However, this performance was mitigated by below-target collections for certain taxes, in particular:

- **Value Added Tax (VAT),** where the 89.9% achievement rate is the result of (i) the decline in VAT paid by SONARA (-34 billion) and (ii) the performance of VAT deducted at source on public orders, which fell short of the initial projections;
- **forestry revenues,** which show a realisation rate of 75.4% and a 12.6% decline relative to 2022, due to a slowdown in external demand for forestry products;

- **tax on wages and salaries**, with a target achievement rate of 89.9% and a stagnation in the amount raised. There are two components to the withholding tax on wages and salaries: withholding tax on State employees, amounting to 46.6 billion, whose yield rose by 7.4 billion (+19.0%), and the private sector component, amounting to 142.2 billion, which fell by 7.5 billion (-5.0%);
- **the Special Tax on Income (TSR)** had a take-up rate of 84.4% and a drop of 17.0 billion (-13.7%) due to the slowdown in activity in the upstream oil sector.

Table 2: Revenue from taxes and duties (in billion)

Taxes and duties	Objectives as at 30/12/2023	Achievements		Execution rate (%)	Variation 2023/2022 (%)
		2023	2022		
Tax on non-oil companies (IS)	515,0	534,5	464,5	103,8	+15,1
Tax on wages and salaries	210,0	188,8	188,9	89,9	-0,1
Tax on Income from Transferable Securities (IRCM)	70,0	108,3	60,6	154,7	+78,6
Special Tax on Income (TSR)	127,0	107,2	124,2	84,4	-13,7
Value Added Tax (VAT)	914,1	822,1	785,9	89,9	+4,6
Special Tax on Petroleum Products (TSPP)	155,0	177,6	150,3	114,6	+18,2
Excise Duty	310,0	304,4	280,2	98,2	+8,6
Tax on money transfer operations (TTA)	21,8	26,3	20,0	120,5	+31,6
Forest revenues	21,9	16,5	18,9	75,4	-12,6
Registration duties and taxes	88,1	95,3	70,9	108,2	+34,4
Stamp duties	53,0	147,0	49,5	277,3	+197,2
Other tax revenues	108,8	93,9	72,1	86,3	+30,3
TOTAL	2 594,7	2 622,0	2 285,9	101,1	+14,7

Source : MINFI-DGI

1.1.1.2.1.2- Customs revenue

In 2023, customs revenue will amount to 1,022.6 billion compared with 901.2 billion in 2022, an increase of 121.5 billion (+13.5%). Compared with the AFL forecast of 973.7 billion, the implementation rate is 105.0%. This performance can be explained by (i) the positive impact of certain new measures of the Finance Law (+58.3 billion); (ii) the dynamism of the activity marked in particular by an increase in the number of manifests at the Ports of Douala and Kribi, of containers declared at entry, and of imports in value ; and (iii) a better recovery of the Marketeers' debt.

By nature, the following customs revenues performed well:

- **Import VAT**: out of a target of 446.1 billion, 462.5 billion was collected, representing an achievement rate of 103.7% and an increase of 36.2 billion (+8.5%) compared with 2022.

- **Customs import duties:** out of a target of 365.8 billion, 386.0 billion was collected, representing a realisation rate of 105.5%. Compared with 2022, this represents an increase of 24.3 billion (+6.7%) ;
- **Excise duties:** 66.3 billion were collected against a forecast of 60.9 billion, a realisation rate of 108.9%. Compared with 2022, excise duties increased by 11.4 billion (+20.8%) ;
- **Exit duties** were raised to the tune of 57.2 billion against a target of 58.0 billion, i.e. an implementation rate of 98.6%, due to the late application of the provision of the 2023 Finance Law relating to the introduction of a 10% exit duty on the export of cocoa beans. Compared with 2022, they are up by 15.9 billion (+38.5%);
- **IT royalties** raised amounted to 22.4 billion against a target of 21.2 billion, representing an achievement rate of 105.3%. As a result of the increase in the rate from 0.45% to 1% and the transfer to the State budget, this revenue, which was 0.7 billion in 2022, rose by 21.7 billion;
- **Other customs revenue:** against a target of 21.7 billion, 28.3 billion was raised, representing an achievement rate of 130.4%, due to the allocation of 32% of Community contributions to budget revenue, resulting in additional revenue of 9.2 billion.

However, this performance was mitigated by constraints that hampered the customs revenue collection process. These included: (i) the accumulation of debt by the State (56.1 billion), marketers (36.2 billion) and SONARA (9.5 billion); (ii) the application of a fixed taxable value to imports of refined petroleum products in order to maintain stable prices at the pump, which resulted in a shortfall of 83.7 billion; (iii) the negative impact of the EPA between Cameroon and the European Union, estimated at 17.8 billion.

Table 3: Customs revenue in 2023 (in billion)

Type of axes and duties	Objectives as at 31/12/2023	Achievements		Execution rate (in %)	Variations 2023/2022	
		2022	2023		(in value)	(in %)
Import customs duties.	365,8	361,7	386,0	105,5	24,3	6,7
Import VAT.	446,1	426,3	462,5	103,7	36,2	8,5
Import excise duties	60,9	54,9	66,3	108,9	11,4	20,8
Exit duties	58,0	41,3	57,2	98,6	15,9	38,5
IT tax	21,2	0,7	22,4	105,7	21,7	3 178,1
Other customs revenues	21,7	16,3	28,3	130,4	12,0	73,3
Total customs revenue	973,7	901,2	1 022,6	105,0	121,5	13,5

Sources : MINFI

1.1.1.2.2- Non-tax revenues

They consist of revenues from State property (royalties and rents for the use of State property, disposals of State property assets) ; service revenues (proceeds from the sale of goods and services) ; pension contributions ; oil transit duty and other non-tax

revenues (dividends paid by companies in which the State is a shareholder, port fees, remuneration of bank deposits, extraordinary income, fines, etc.).

In 2023, non-tax revenue mobilised will amount to 320.9 billion, representing a realisation rate of 119.2% of the revised annual forecasts. This performance can be attributed to the ongoing support provided by the Directorate General of Budget (DGB) to the tax-collecting authorities. Compared with the 2022 budget year, they are up by 88.6 billion (+38.1%).

Table 4: Non-tax revenue (in billion)

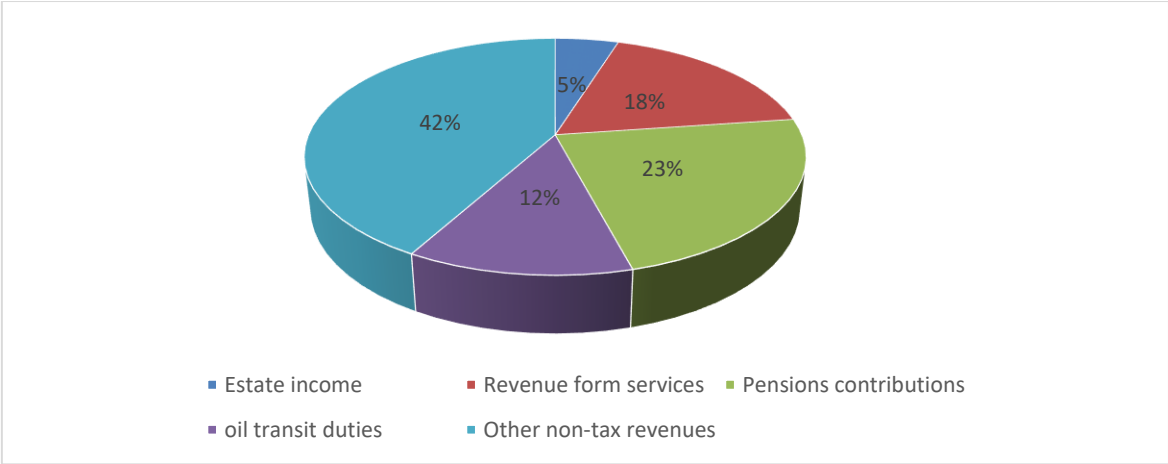
Title	AFL	Achievements		Variation 2023/2022		Execution rate (%)
	2023	2022	2023	Value	(%)	
Estate income	7,9	6,8	15,6	8,8	129,4	197,5
Income from services	75,5	53,8	57,5	3,7	6,9	76,2
Pension contributions	64,5	56,3	74,0	17,7	31,4	114,7
Oil transit duty	45,2	36,5	39,4	2,9	7,9	87,2
Other non-tax revenues	76,2	78,9	134,4	55,5	70,3	176,4
of which : Dividends	/	25,8	66,3	40,5	157,0	NC
TOTAL	269,3	232,3	320,9	88,6	38,1	119,2

Source : MINFI

Non-tax revenues in 2023 by major category are as follows :

- 15.6 billion, representing an **achievement rate** of 197.5%. Compared with 2022, this represents an increase of 8.8 billion. This increase is due to the revaluation of certain tariffs introduced in the 2023 Finance Act, such as the cost of issuing certificates of ownership, which was increased from FCFA 3,000 to FCFA 25,000.
- **Revenue from services** amounted to 57.5 billion, representing an achievement rate of 76.2%. Compared with 2022, this represents an increase of 3.7 billion (+6.9%), mainly due to higher toll and weighing revenues (+1.6 billion) and gold revenues (+1.13 billion).
- **Oil transit duties** amounted to 39.4 billion, against a target of 36.5 billion, representing an 87.2% achievement rate. Compared with 2022, they increased by 2.8 billion (+16.3%) due to the higher volume of oil exported by Chad;
- **Pension contributions** amounted to 74.0 billion against a target of 64.5 billion, representing an achievement rate of 114.7%. Compared with 2022, this represents an increase of 17.7 billion;
- **Other non-tax revenue** was 134.4 billion against a target of 76.2 billion, an achievement rate of 176.4%. Compared with 2022, this represents an increase of 55.5 billion (+70.3%). This increase is attributable to higher dividend income (+40.5 billion), other exceptional income from accrued financial income (+5.1 billion) and cancellations of charges recorded in previous years (+7.6 billion);

Figure 6 : Weight of non-tax revenue components in 2023



Source : MINFI

1.1.2. Grants

In 2023, **grants** received will amount to 139.4 billion, representing an implementation rate of 138.0% of the revised annual forecasts. This performance is due to the inclusion of C2D grants. These are made up of programme grants worth 60.2 billion (including 58.0 billion from C2D) and project grants worth 79.2 billion.

1.2- Borrowings

Borrowings consist of project loans, program loans (IMF loans and other budget support), government securities issues and other borrowings (bank loans and SDR allocations). In 2023, borrowings are mobilized to the tune of 1,204.9 billion out of a revised forecast of 1,862.1 billion, i.e. an execution rate of 64.7%. This result is mainly due to the low mobilisation of project loans due to difficulties in obtaining counterpart funds.

1.2.1. Loans

The implementation rate of project loans is 61.7% for drawings of 490.8 billion, including 13.1 billion for the Special appropriation accounts "Special Fund for the Financing of the Reconstruction of the NOSO". By component, they consist of multilateral borrowing (\$337.9 billion), bilateral borrowing (\$130.9 billion) and commercial borrowing (\$21.9 billion). These loans made it possible to finance, among others, projects to upgrade the electricity transmission network (67.6 billion), the Yaoundé-Sanaga drinking water supply project (40.9 billion), and the second phase of the Kribi deep-water port project (36.4 billion). Compared to the 2022 financial year, they decreased by 148.6 billion (-23.2%).

As for **programme loans**, their realisation is 1832 billion, ie a realisation rate of 817%. They are made up of IMF loans to the tune of 1336 billion and other budget support to the tune of 496 billion.

Other budget support dropped both compared to the revised annual target (-385 billion) and compared to the 2022 amount (-1154 billion) It comes from the African Development Bank (233 billion) and the French Development Agency (262 billion).

1.2.2. Issuance of government securities

The AFL 2023 has empowered the Government to issue public securities, in particular Treasury bonds for a maximum amount of 450 billion. During the 2023 financial year, **issuance of government securities** (net of redemptions of assimilable treasury bills-BTA) amounted to an amount of 470.9 billion, including 188.0 billion of net BTA issuances, 106.6 billion in Assimilable Treasury Bonds (OTAs) and 176.3 billion in Treasury Bonds (OT). The execution rate of government securities issuance was therefore 104.6%.

BTAs issued amounted to 7418 billion, while redemptions stood at 5538 billion (including 2312 billion from outstanding amounts at the end of 2022 and 3226 billion for 2023)

Table 5: Summary of BTA issuance by maturity (in billion)

Maturity		13 weeks	26 weeks	52 weeks	Grand total
Émissions	2022	58,7	301,5	13,5	373,7
	2023	151,2	520,2	70,4	741,8
	<i>Variation</i>	92,5	218,7	56,9	368,1
Refunds	2022	71,6	230,0	81,9	383,5
	2023	181,4	358,9	13,5	553,8
	<i>Variation</i>	109,8	128,9	-68,4	170,2
Net emissions	2022	-12,9	71,5	-68,4	-9,8
	2023	-30,2	161,4	56,9	188,0
	<i>Variation</i>	-17,3	89,9	125,3	197,9
Outstanding	2022	44,7	173,0	13,5	231,2
	2023	14,5	334,4	70,4	419,2
	<i>Variation</i>	-30,2	161,4	56,9	188,0
TIMP (in %)	2022	3,3	3,2	3,5	
	2023	5,1	5,2	6,1	
	<i>Variation</i>	1,8	2,0	2,6	

Source : MINFI

With regard to **OTAs**, the Government has chosen to diversify issuance through the market for public securities with free subscription issued by auction and the sub-regional financial market during the 2023 financial year this resulted in the issuance of eight OTA lines for maturities ranging from 2 to 10 years OTA issuance was FCFA 1066 billion.

As for **Treasury Bonds** issued by public offering, the innovation consisted in issuing a multi-tranche line, i.e. maturities of 3, 4, 6 and 8 years for rates of 5.8%, 6%, 6.75% and 7.25% respectively, corresponding to a weighted average interest rate of 6.1%. The amount raised was 176.3 billion.

- 3 years : 78,7 billion, either 44,6% ;
- 4 years : 61,5 billion, either 34,9% ;
- 6 years : 25,1 billion, either 14,2% ;
- 8 years : 11,0 billion, either 6,3%.

Table 6: Ressource allocation obtained from OTAs and OTs by maturity (in billion)

Maturity	Émissions				TIMP (in %)		
	2022	2023	Variation	Variation (%)	2022	2023	Variation
2 years		34,5	34,5	-		5,5	
3 years		30,0	30,0	-		5,1	
4 years	74,5		-74,5	-100,0	4,7		
5 years	142,6	14,5	-128,1	-89,8	5,4	5,8	0,3
6 years	13,3	7,5	-5,7	-43,3	6,0	6,3	0,3
7 years	20,0		-20,0	-100,0	6,5		
10 years	9,9	20,0	10,2	-103,0	5,0	7,2	2,2
Total OTA	260,2	106,6	-153,6	-59,0			
ECMR	235,0	176,3	-58,7	-25,0	6,3	6,1	-0,2
Grand total	495,2	282,8	-212,3	-42,9			

Source : MINFI

1.2.3. Other Borrowings

The Government has not resorted to **bank loans**. Out of a revised forecast of 2717 billion, the implementation rate was zero

SDR allocations are mobilised to the tune of \$600 billion out of a revised forecast of \$800 billion, representing a realisation rate of 75%.

Table 7: Borrowings (in billion)

Heading	2023	Realisation		Variation 2023/2022		Execution rate
	Amending Finance law (AFL)	2022	2023	Value	(%)	(%)
Project loans	795,4	639,3	490,8	-148,5	-23,2	61,7
Program loans	224,1	296,4	183,2	-113,2	-38,2	81,7
<i>IMF Loans</i>	136	131,4	133,6	2,2	1,7	98,3
<i>Other budget support</i>	88,1	165	49,6	-115,4	-70,0	56,2
Issues of government securities	450	410,6	470,9	60,3	14,7	104,6
<i>of which:-OTA and BTA</i>	450	369,8	294,6	-75,2	-20,3	65,5
<i>-ECMR</i>	0	0	176,3	176,3	NC	102,0
Bank loans	271,7	0	0,0	0,0	NC	0,0
DTS Allocation	80	70	60,0	-10,0	-14,3	75,0
Other funding	40,9	0	0,0	0,0	NC	0,0
TOTAL	1 862,1	1 416,4	1 204,9	-211,5	-14,9	64,7

Source : MINFI, CAA

II- Resources of Special Appropriation Accounts (SAA)

In 2023, the forecast of SAA resources was 84.4 billion and resources were mobilized to the tune of 46.6 billion, i.e. an implementation rate of 55.2%. This achievement rate is explained, among other things, by the non-execution of the SAA budget "Special Fund for financing the reconstruction of the NOSO", this due to the late signing of the related distribution decree.

Of the forecasts of 844 billion, 244 billion come from the general budget and 60 billion are from resources of SAA's. Of these 60 billion, 466 billion have actually been mobilised, ie a realisation rate of 777%.

Apart from the SAA "Support for cultural policy" which has a completion rate of 13.2%, the other SAA's have rates above 50%. The revenue realization rates of the SAAs: "Special Fund for Electronic Security", "Forestry Development" and "Special Fund for Telecommunication Development" are above the revised annual targets.

Table 8: SAA revenue for the 2023 financial year (in millions of CFA francs)

Heading	Initial finance law	Amending finance law	Realisation	Execution rate
Support for cultural policy	500,0	500,0	66,2	13,2
Financing of sustainable development projects in the field of water and sanitation	900,0	900,0	448,8	49,9
Electricity Sector Development Fund	15 000,0	15 000,0	8 987,6	59,9
Special Fund for Electronic Security	1 000,0	1 000,0	1 268,0	126,8
National Fund for Environment and Sustainable Development	2 000,0	2 000,0	1 306,2	65,3
Telecommunications Development Special Fund	25 000,0	25 000,0	26 500,0	106,0
Support for the development of tourism and leisure activities	1 000,0	1 000,0	615,3	61,5
Production of secure transport documents	6 000,0	6 000,0	3 149,6	52,5
Forestry development	2 500,0	2 500,0	3 457,4	138,3
Special Wildlife Development Fund	500,0	500,0	274,2	54,8
Development of the postal sector	900,0	900,0	567,8	63,1
Special Fund for the Financing of the Reconstruction of the NOSO	15 000	29 131,0	0,0	0,0
GRAND TOTAL	70 300	84 431,0	46 641,1	55,2

Source : MINFI

PART TWO : EXPENSES OF THE STATE BUDGET

In 2023, the State budget expenses were executed to the tune of 6,4759 billion (including 385 billion for the SAA) against 6,7269 billion of the revised forecasts, ie an execution rate of 963%.

I- Expenses of the general budget

Budgetary expenses include current expenditure (excluding debt interest), capital expenditure and public debt servicing. In 2023, the total authorised expenditure amounts to 6,4374 billion, ie an implementation rate of 969%.

Transfers and transfers of appropriations impact the allocations of the AFL and modify the authorizations of voted expenditure, in accordance with Article 38 of Law No. 2018/012 of 11 July 2018 on the fiscal regime of the State and other public entities. This situation may lead to overruns in the implementation rates of the components of budgetary charges.

Table 9: Budgetary expenses in 2023 (in billion)

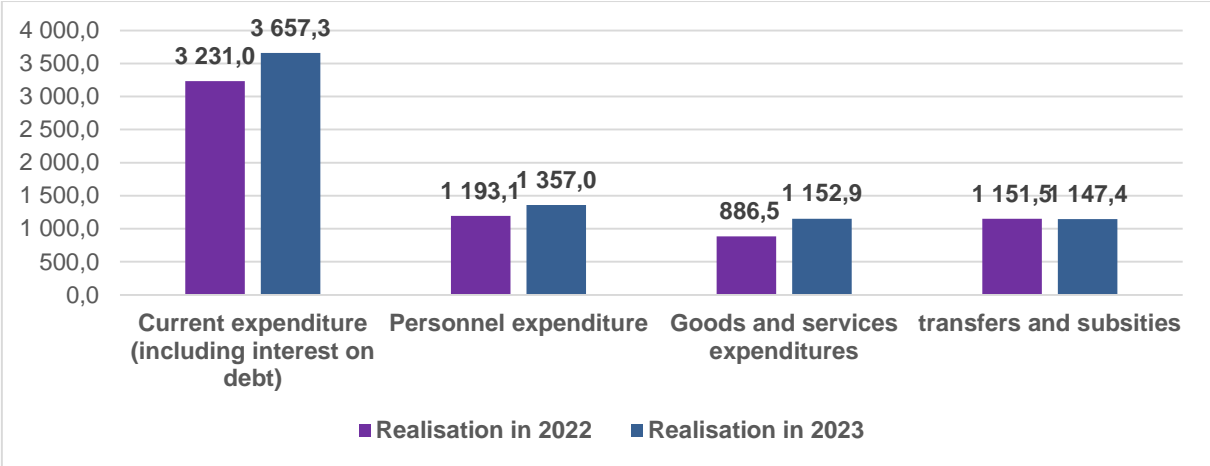
Heading	IFL 2023	AFL 2023 (a)	Realisation		Variation		Taux d'exécution
			2022 (b)	2023 (c)	(in value) (c/b)	(in %)	(%) (c/a)
A-Current expenditure	3 366,5	3 453,5	3 231,0	3 657,3	426,3	13,2	105,9
I - Staffexpenditure	1 257,7	1 313,2	1 193,1	1 357,0	163,9	13,7	103,3
Salaries (Wages)	1 211,0	1 266,5	1 106,7	1 238,8	132,1	11,9	97,8
Other personnel expenditure	46,7	46,7	86,4	118,2	31,8	36,8	253,1
II - Goods and services	1 075,8	967,5	886,5	1 152,9	266,5	30,1	119,2
of which FINEX	107,2	107,2		151,7	NC	NC	141,5
III - Transfers and subsidies	1 033,0	1 172,8	1 151,5	1 147,4	-4,0	-0,4	97,8
Scholarships and Grants	773,8	913,6	901,2	892,6	-8,6	-1,0	97,7
Transfer (including pensions)	259,2	259,2	250,3	254,8	4,5	1,8	98,3
B-Capital expenditure	1 169,7	1 142,2	1 278,8	1 117,8	-161,1	-12,6	97,9
I - Investment expenditure on RI	416,2	388,7	580,6	680,1	99,6	17,1	175,0
Internal Resources (IS) Government	217,3	189,8	383,6	680,1	296,5	77,3	358,3
Intervention expenditure	198,9	198,9	197,0	0,0	-197,0	-100,0	0,0
II – Participation	20,0	20,0	10,0	28,5	18,5	184,8	142,4
III - Rehabilitation / Restructuring	10,0	10,0	0,0	2,4	2,4	NC	24,4
IV - External financing	723,5	723,5	688,3	406,7	-281,5	-40,9	56,2
C – Public debt	1 738,6	2 046,8	1 371,9	1 662,4	290,4	21,2	81,2
I - Domestic public debt	840,6	1 148,8	614,9	890,8	276,0	44,9	77,5
Principal	586,7	716,7	493,0	721,1	228,1	46,3	100,6
Interest	79,9	82,6	41,9	110,5	68,6	163,8	133,8
VAT Credits Refund	84,0	84,0	80,0	59,3	-20,8	-25,9	70,6
II - External public debt	898,0	898,0	757,0	771,5	14,5	1,9	85,9
Principal	704,0	704,0	588,6	561,8	-26,7	-4,5	79,8
Interest	194,0	194,0	168,5	209,7	41,2	24,5	108,1
Budgetary Expenditures (A+B+interest)	4 810,1	4 872,3	4 720,2	5 095,2	375,0	7,9	104,6
Total (A+B+C)	6 274,8	6 642,5	5 881,8	6 437,4	555,7	9,4	96,9

Source : MINFI

1.1- Current expenditure (excluding interest on debt)

They include personnel costs, expenditure on goods and services, and expenditure on transfers and subsidies. In 2023, current expenditure stands at 3,657.3 billion out of a forecast of 3,453.5 billion, i.e. an overrun of 203.8 billion. Compared to 2022, they increased by 426.3 billion (+13.2%), driven mainly by spending on goods and services.

Figure 7 : Realisation of current expenditure (in billion)



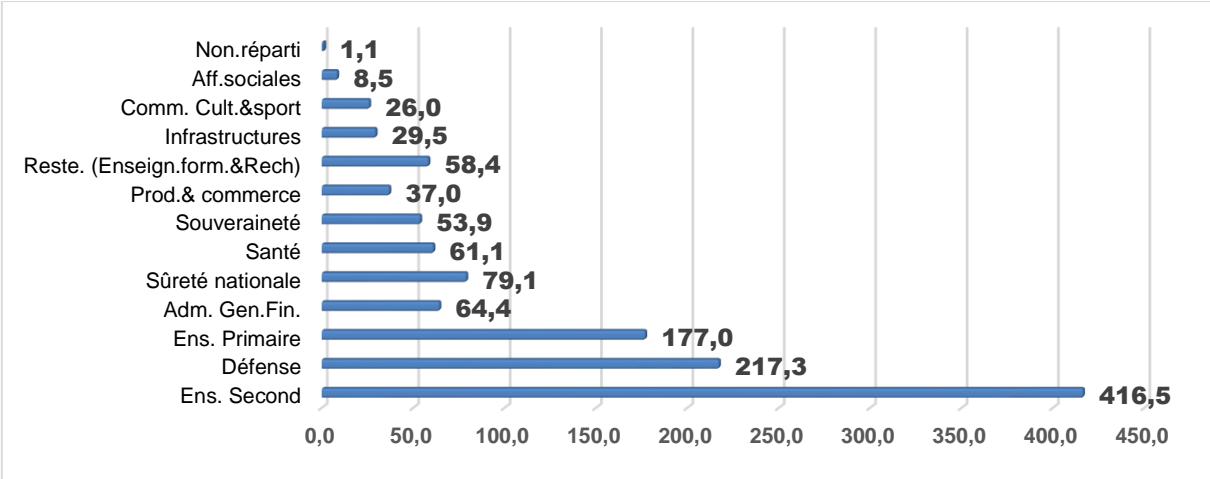
Source : MINFI.

1.1.1. Personnel expenditure

Personnel costs consist of salaries, about 95%, and other personnel costs. They are executed by order of the Minister of Finance after payment. In 2023, the wage bill amounted to 1,238.8 billion, i.e. an execution rate of 97.8%. Compared to 2022, it increased by 132.1 billion (+11.9%) due to the acceleration of care (ex-temporary, primary school teachers and health personnel) and the salary adjustment at the rate of 5% in February 2023.

The payroll paid includes arrears. That is to say, salary arrears due to career benefits that were due, amounting to 159.7 billion in 2023. Out of a forecast of 46.7 billion, other personnel expenditures were authorized to the tune of 118.2 billion, i.e. an execution rate of 253.1%.

Figure 8 : Employee volume as at 31 December 2023 by institutional sector (in billion)



Source MINFI

1.1.2. Expenditure on goods and services

They concern the acquisition of goods and services intended for the functioning of the administration. In 2023, expenditure on goods and services was executed to the tune of 1152.9 billion out of a revised allocation of 967.5 billion, i.e. an overrun of 184.5 billion. Compared to the 2022 financial year, they increased by 266.5 billion (+30,1%).

1.1.3. Transfer Expenditures and Grants

Transfers and subsidies are made up of scholarships, subsidies and pensions. In 2023, this expenditure amounted to 1,147.4 billion against a forecast of 1,172.8 billion, ie an execution rate of 978% Compared to the 2022 financial year, transfer and subsidy spending dropped by 4 billion (-0,4%).

Scholarships and grants consist of grants to be paid, scholarships and internships and contributions to international organizations. They were implemented to the tune of 892.6 billion out of an allocation of 913.6 billion, i.e. an implementation rate of 97.7 billion. Compared to 2022, scholarships and grants dropped by FCFA 8.6 billion (-1,0%).

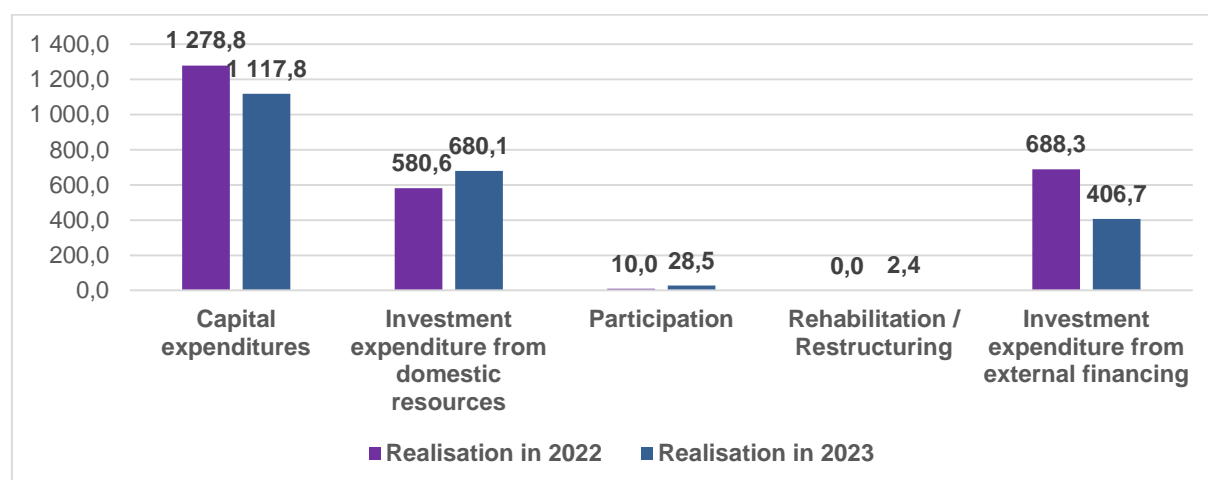
The authorizations made for pensions amounted to 254.8 billion for an allocation of 259.2 billion, i.e. an implementation rate of 98.3%. Compared to 2022, pensions increased by 4.5 billion (+1,8%).

1.2- Capital expenditures

Capital expenditure is that which contributes to gross fixed capital formation. They include investment expenditure from domestic resources and investment expenditure from external financing.

At the end of the 2023 fiscal year, capital expenditure was authorized to the tune of 1,117.8 billion out of a revised allocation of 1,142.2 billion, i.e. an implementation rate of 97.9%. Compared to 2022, this expenditure decreased by 161.1 billion (-12.6%) due to external financing (-281.5 billion).

Figure 9 : Execution of capital expenditures (in billion)



Source : MINFI.

1.2.1. Investment expenditure from domestic resources

Capital expenditure financed from domestic resources is set at 680.1 billion in order, i.e. an overrun of 291.4 billion. Compared to 2022, this expenditure increased by 99.6 billion (+17.1%). This evolution can be explained, among other things, by the reduction in the time taken to carry out certain expenses requiring amendments.

1.2.2. Investment expenditure from external financing

Investment expenditure financed from external resources reached 4067 billion in scheduling, out of an annual forecast of 7235 billion, ie an execution rate of 562% They dropped by 2815 billion (-409%) compared to 2022.

Since 2021, the FINEX disbursement rate has been on a downward trend This decrease is explained by, among other things: (i) the preponderance of jointly financed projects whose agreements were signed between 2019 and 2023 Indeed, the years 2018-2020 were marked by the acceleration of major projects with external financing in the run-up to the 2021 AFCON. These projects being in the terminal phase, have left the portfolio; (ii) the problem of liberating the sites for certain projects to kick start; (iii) the insufficient maturation of certain externally financed projects budgeted in recent years.

In addition, the spike observed in 2022 can be explained by the inclusion of disbursements on grants from the Global Fund, the GAVI Alliance and KfW for a total amount of CFAF 9051 billion, the payments of which do not go through the CAA Also, some conditionalities regarding EXIM Bank of China's loans have been lifted, resulting in significant disbursements related to calls for funds issued in previous years by PAEPYS and PAK.

1.3- Public debt service

Public debt service includes external public debt service and domestic public debt service. At the end of the 2023 financial year, public debt service was executed to the tune of 1,662.4 billion out of a revised forecast of 2,046.8 billion, i.e. an execution rate of 81.2%. Compared to 2022, public debt service increased by 290.4 billion (+21.2%), mainly due to the increase in domestic debt service (+ 276,0 billion). The ratio of debt service to internal revenues is 343% compared to 296% in 2022.

1.3.1. Domestic public debt service

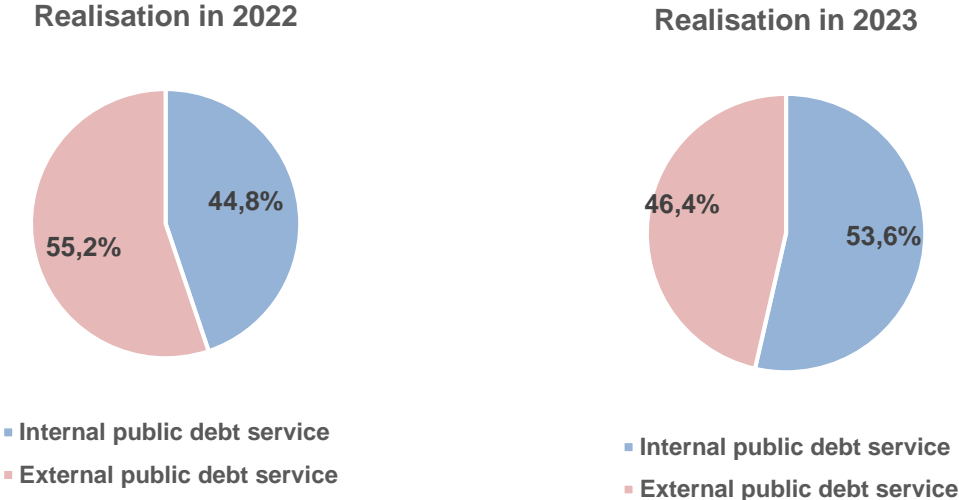
Domestic public debt service for the 2023 financial year is 890.8 billion, against a forecast of 1,148.8 billion, i.e. an execution rate of 77.5%. Compared with the 2022 financial year, it increased by FCFA 276.0 billion (+44.9%) due to the inclusion of the first repayment maturities on the new structured and cross-debt agreements, and the gradual clearance of the salary debt, including 157 billion for teachers, and the unstructured debt of domestic service providers and creditors.

1.3.2. External public debt service

At the end of the 2023 financial year, external public debt service amounted to 771.5 billion, i.e. an execution rate of 85.9%. Compared to the 2022 financial year, it increased

by 14.5 billion (+1.9%), due to the repayment of the first instalments of budget support obtained under the Economic and Financial Program with the IMF, combined with the repayment of the maturities of the rescheduled loans under the G20 Debt Service Suspension Initiative.

Figure 10 : Share of debt service components in 2022 and 2023



Source : MINFI.

II- Expenditure on Special Appropriation Accounts (SAA)

SAA expenses at the end of December 2023 amounted to 385 billion, representing an execution rate of 456% of the annual forecast of 844 billion. This relatively low rate can be explained by the low level of scheduling of the Support for Cultural Policy SAA (175%) « Electricity Sector Development Fund" (23.2%), "Financing of sustainable development projects in the field of water and sanitation" (26.4%). On the other hand, those of the "Special Fund for the Development of Telecommunications" (106.0%) and the "Special Fund for Electronic Security" were executed above 91.4%.

Table 10: SAA 2023 expenditures (in millions)

HEADING	INITIAL FINANCE LAW	AMENDING FINANCE LAW	Realisation	Execution rate
Support for cultural policy	500,0	500,0	87,3	17,5
Financing of sustainable development projects in the field of water and sanitation	900,0	900,0	237,2	26,4
Electricity Sector Development Fund	15 000,0	15 000,0	3 480,6	23,2
Special Fund for Electronic Security	1 000,0	1 000,0	913,5	91,4
National Fund for Environment and Sustainable Development	2 000,0	2 000,0	1 145,9	57,3
Telecommunications Development Special Fund	25 000,0	25 000,0	26 500,0	106,0
Support for the development of tourism and leisure activities	1 000,0	1 000,0	770,0	77,0
Production of secure transport documents	6 000,0	6 000,0	2 851,8	47,5
Forestry development	2 500,0	2 500,0	1 755,5	70,2
Special Wildlife Development Fund	500,0	500,0	223,7	44,7
Development of the postal sector	900,0	900,0	561,7	62,4
Special Fund for the Financing of the Reconstruction of the NOSO	15 000	29 131,0	0,0	0,0
GRAND TOTAL	70 300	84 431,0	38 527,2	45,6

Source : MINFI

PART THREE : RESULTS OF BUDGET EXECUTION

The results of the execution of expenditure at the end of December 2023 are satisfactory both in terms of achieving intermediate targets and in terms of compliance with management rules. All budget balances improved (reduced) compared to 2022. Moreover, the overall budget deficit has narrowed relative to the annual target.

I. Budgetary balances

The following table summarises budgetary resources and expenditures and shows the various balances characteristic of budget execution.

Table 11: Summary of budget implementation (in billion))

REVENUE	AMOUNT	EXPENDITURE	AMOUNT
I. GENERAL BUDGET			
INTERNAL REVENUE	4 922,7	CURRENT EXPENSES	3 977,5
Gross Tax Revenue	3 644,6	Interest and commissions	320,2
Including VAT credit refunds	59,3	Personnel expenditure	1 357,0
Net tax revenue	3 585,3	Goods and services	1 152,9
Oil revenues	877,0	Current transfers	1 147,4
Non-tax revenue	320,9		
Total Net Internal Revenue	4 783,3	CAPITAL EXPENDITURE	1 117,8
DONATIONS	139,4	External financing	406,7
Scheduled Donations	60,2	Own resources	680,1
Project Donations	79,2	Participation/Restructuring	30,9
EXCEPTIONAL REVENUES	0,0	OTHER EXPENDITURE	16,9
PRIVATIZATION REVENUES		Net loans	16,9
NET REVENUE GENERAL BUDGET	4 922,7	EXPENSES GENERAL BUDGET	5 112,2
II – TREASURY SPECIAL ACCOUNTS			
Special Appropriation Accounts	46,6	Special Appropriation Accounts	38,5
TOTAL NET GOVERNMENT BUDGET REVENUE	4 969,3	TOTAL STATE BUDGETARY EXPENDITURE	5 150,7
III - BALANCE			
	Amount	% of GDP	
NET LENDING/REQUIREMENT	-164,5	-0,6%	
OVERALL BALANCE	-181,4	-0,6%	
PRIMARY BALANCE	138,8	0,5%	
NON-OIL PRIMARY BALANCE	-738,3	-2,5%	

Source : MINFI

*(Internal Revenue - Refund of VAT Credits) or (Net Tax Revenue + Non-Tax Revenue + Non-Oil Revenue)

**Current expenses (excluding interest on debt) + (interest and commissions)

1.1. Overall budgetary balance

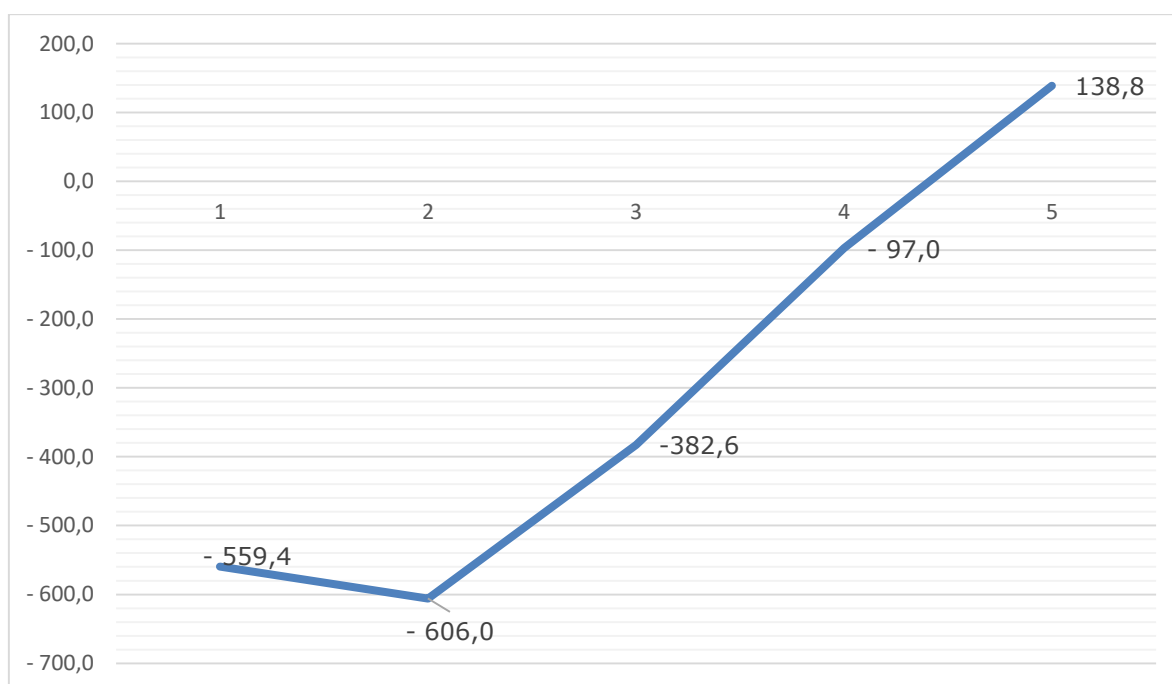
The overall budgetary balance is the difference between budgetary revenue and total expenditure. A negative balance expresses a budget deficit while a positive balance reflects a budget surplus. In 2023, this balance is in deficit of 1814 billion, or 06% of GDP against 11% of GDP in 2022. Compared to 2022, the deficit has decreased by 1263 billion.

1.2. Primary balance

The primary balance is the difference between revenue and expenditure excluding interest on the debt. It is an indicator that provides information on a country's ability to meet its commitments without recourse to external resources.

In 2023, the primary balance is in surplus of 138.8 billion CFA francs out of a revised forecast of 200.3 billion, after a deficit of 97 billion CFA francs.

Figure 11 : Evolution of the primary balance from 2019 to 2023 (in billion of CFA francs)



Source : MINFI

1.3. Non-oil primary balance

The non-oil primary balance deficit is the difference between the primary balance and the oil revenue. The non-oil primary balance deficit narrowed by FCFA 332.6 billion compared to 2022 to be established at FCFA 738.3 billion in 2023.

Table 12: Budget balances in 2022 and 2023 (in billion)

Nature of the balance	Amount Amending Finance law 2023	Realisation 2022	Realisation 2023	Variation 2023/2022
Primary balance	200,3	-97,0	138,8	235,8
% of GDP	0,7	-0,4	+0,5	
Non-oil primary balance	94,5	-1 070,9	-738,3	332,6
% of GDP	0,3	-3,9	-2,5	
Overall balance	-226,3	-307,7	-181,4	126,3
% of GDP	-0,8	-1,1	-0,6	

Source : MINFI

II. Financing

2.1. Spendings

In addition to the 181.4 billion financing requirement representing the budget deficit, in 2023 the Government faced other financing and cash expenses amounting to 1,245.8 billion, made up of the amortisation of structured debt (1,143.7 billion), 59.3 billion in respect of the repayment of VAT credit, treasury accruals (including unstructured CAA debt) of -62.4 billion and payments to Treasury correspondents of 16.7 billion; the financing gap being 88.5 billion.

2.2. Resources

To cover its needs in 2023, the State mobilised funding amounting to 1,427.2 billion, including 490.8 billion in project loans, 470.9 billion in public securities issues, 183.2 billion in budget support, 205.4 billion in bank financing, 60.0 billion in drawings on SDRs and 16.9 billion in other external borrowings.

Table 13: Presentation of spendings and financing resources (in billion of CFA francs)

FUNDING AND CASH-FLOW REQUIREMENTS	AMOUNT	FUNDING AND CASH RESOURCES	AMOUNT
Overall budget deficit	181,4	Project loans	490,8
Repayment of Structured Debt	1 143,7	Issuance of public securities	470,9
External debt	561,8	PEF budget support	159,9
Domestic debt	581,9	Bank funding	
Outstanding payments Treasury/unstructured debt CAA	-62,4	VAT escrow account	205,4 59,3
Repayment of VAT loans	59,3	Exceptional funding	83,3
Net cash outflow to Correspondents		ADB budget support (PARPAC)	23,3
Overall budget deficit	16,7	SDR	60,0
Repayment of Structured Debt	88,5	Other external borrowings	16,9
TOTAL	1 427,2	TOTAL	1 427,2

Source : MINFI

III. Characteristic indicators of public finances

The state of public finances can be analysed by a set of indicators, each of which is tailored to a specific issue, and the shortcomings of one can be compensated for by the characteristics of the other. The indicators used make it possible to compare the results of budget execution with the objectives of the IMF's economic and financial programme and CEMAC's convergence and multilateral surveillance.

3.1. Monitoring indicators for the 2021-2024 Economic and Financial Programme (EFP)

On July 29, 2021, the Government concluded with the IMF a program supported by the Extended Credit Facility and the Extended Fund Facility for the period 2021-2024.

This program is monitored, among other things, through quantitative criteria and indicative targets. In 2023, the findings of the fourth and fifth reviews of the EFP were satisfactory.

3.1.1. Periodical quantitative criteria

At the end of December 2023, Cameroon respected all four (04) periodic quantitative performance criteria.

Table 14: Indicators of the monitoring of the economic programme at the end of December 2023

A- Periodic quantitative performance criteria	Target	Realisation
1-Floor of the non-oil primary budget balance	-745,0	-746,4
2-Central Administration Net Domestic Financing Ceiling (excluding IMF financing)	39,0	-62,3
3-Ceiling on the Central Government's net borrowing requirement from the Central Bank (excluding IMF financing)	111,0	64,9
4-Ceiling for the disbursement of non-concessional external debt	691,0	257,4

Source : MINFI/DP

3.1.2. Indicative targets

Regarding the indicative targets at the end of December 2023, the country has complied with two (02) out of four (04) namely: those relating to non-oil revenues and social spending. Indeed, non-oil revenues stand at 3,9655 billion against a minimum target of 3,754 billion and social spending amounts to 1,2848 billion against a floor target of 1,2250 billion.

However, the targets for SNH interventions and net domestic payment arrears were not met. At the end of December 2023, SNH had paid out 1854 billion in the form of direct interventions for a ceiling set at 145 billion.

Table 15: Indicative targets of the Economic and Financial Programme

Heading	Target	Realisation
1- Floor on non-oil revenues	3 754,0	3 965,5
2- Floor of social spending on poverty reduction	1 325,0	1 418,0
3- Ceiling for direct interventions by SNH	145,0	185,4
4- Ceiling on the net accumulation of domestic payment arrears	-374	-

Source : MINFI.

3.2. Convergence criteria and indicators of CEMAC multilateral surveillance

In the CEMAC zone, four convergence criteria have been adopted to strengthen the credibility of the parity of CFA francs with the euro but also to accelerate the process of economic integration of member countries. Multilateral surveillance indicators aim to strengthen the monetary discipline and credibility of this area.

3.2.1. Convergence criteria

In 2023, Cameroon met one (01) criterion out of the four (04) This is the State's debt ratio (outstanding debt to GDP) which must be less than or equal to 70%.

Table 16: Status of implementation of the convergence criteria

Indicators	Standard	2021	2022	2023
Reference budget balance (% of GDP)	> -1,5%	-3,0	-3,0	-1,7
Annual average inflation rate (%)	< 3%	2,5	6,3	7,4
Stock of public debt / nominal GDP (%)	≤ 70%	40,3	45,3	44,2
Accumulation of arrears (in billion)	0		155,8	196

Source: INS, MINFI, CAA

3.2.2. Multilateral surveillance indicators

The monitoring indicators have been in force in the CEMAC zone since 2017. They serve as warning signal on the various risks weighing on the macroeconomic situation.

The tax burden rate defines the relative importance of compulsory levies in the national economy; it reflects the effort to recover the State's resources to meet its costs. The tax burden rate excluding oil revenues dropped from 12.7% in 2022 to 13.5% in 2023. Cameroon did not meet this criterion (above 17%).

The ratio of wage bill to tax revenue measures the ability of a State to support its wage bill from the tax revenues mobilized. This ratio dropped from 34.7% in 2022 to 34%, below the ceiling of 35%. Cameroon met this criterion for the second time.

Table 17: Multilateral surveillance indicators

Indicators	Standard	2020	2021	2022	2023
1. Primary fiscal balance excluding oil revenues (% GDP excluding oil)	/	-4,2	-3,5	-4,2	2,7
2. Tax burden rate excluding oil revenues (non-oil revenues/non-oil GDP)	≥ 17 %	11,6	12,2	13,1	14,0
3. Debt service/tax revenue (%)	/	32,5	38,1	36,9	45,6
4. Payroll/tax revenue	≤ 35 %	41,1	37,8	34,7	33,9
5. Operating expenditures/tax revenues	/	96,9	100,1	101,7	100,3
6. Share of productive investment in total expenditure	/	32,3	27,1	27,1	21,9

Source: MINFI, INS.

3.3. Execution of the cash flow plan

The year 2023 was marked by a mobilization of cash-based resources of 5,928.9 billion, consisting of 3,972.0 billion in own revenue and 1,956.9 billion in financing (including drawings in reserve accounts). Expenditure, on its part, amounted to 5,959.2 billion, consisting of budget expenditures worth 2,656.8 billion and cash expenses of 3,302.4 billion.

Table 18: Summary situation of the execution of the cash flow plan (in billion)

Heading	2022	2023	Variation (b/a)	
	a	b	Value	(in %)
Total cash Receipts and Funding	5 807,9	5 928,9	120,9	2,1
Receipt of cash	3 706,0	3 972,0	266,0	7,2
Cash resources	2 101,9	1 956,9	-145,1	-6,9
Total Disbursements	5 783,8	5 959,2	175,4	3,0
Budgetary Expenditures	2 633,3	2 656,8	23,5	0,9
Cash Flow Expenses	3 150,5	3 302,4	151,9	4,8
Availability at the beginning of the period	8,0	32,2	24,1	301,0
Cash balance	32,2	1,8	-30,4	-94,4

Source : MINFI.

As of 31 December 2023, outstanding payments are estimated at 7436 billion, up 687 billion (+102%) compared to 31 December 2022. They are made up of 1402 billion in arrears from the years prior to 2023 and 6034 billion from the 2023 bodies.

As for the outstanding payments of the financial years prior to 2022 assessed at the end of 2022, they have been reduced by 5348 billion, mainly due to actual payments. The clearance of these instances concerns other personnel costs (-167 billion), goods and services (-1612 billion), capital expenditure (-1947 billion) and transfers and subsidies (-1592 billion).

Despite the resources mobilised to settle the proceedings of previous years, the increase in outstanding payments is mainly due to the underperformance recorded in the mobilisation of certain resources, in particular the financing and payment of certain urgent and priority expenses that had not been budgeted (assignment of certain receivables, over-payment of direct interventions, etc.) or whose budget appropriations were insufficient (monetisation of ENEO's claim). As of 31 December 2023, payment terms remained very high (more than 150 days after the payment to the Treasury, whereas the deadline for the EFP is a maximum of 90 days).

This situation is explained by the factors previously noted, in particular (i) cash advances on non-budgeted expenses that exclude regularly budgeted expenses from the payment circuit; (ii) cross-debt agreements made enforceable during the year in which they are signed and which contribute to improving the performance of the tax base administrations through the resulting hedges while the counterpart in expenditure is either linked to a previous budgetary year or allocated to servicing the domestic debt; (iii) poor budgetary procedures (credit safeguard) unrelated to available or projected cash flow.

Table 19: Statement of outstanding payments at the end of December 2023 (in billion)

Heading	Prior years	2023 Financial year	Total
Other personnel expenditure	4,55	19,45	24,0
Goods and services	42,25	189,53	231,78
Capital expenditures	37,95	217,56	255,51
Transfers and subsidies	54,03	176,91	230,94
Floating debt	1,41	0	1,41
Total	140,19	603,45	743,64

Source : MINFI.

As of 31 December 2023, the cumulative balance of correspondents' and depositors' accounts stood at 8064 billion, down 167 billion (-20%) year-on-year. Additionally, the audit of these accounts, followed by the cancellation of undue balances, continues.

PART FOUR: SPECIFIC ISSUES AND DIFFICULTIES IN BUDGET EXECUTION

This section highlights main issues or problems that underpin or impact budget execution. These include the implementation of decentralization, the award and execution of public contracts, overriding procedures and the terms and conditions for the execution of external finance expenditure.

I- Implementation of decentralization

In accordance with the law of December 24, 2019 on the general code for decentralized and local authorities, the State contributes to local development in two main ways: (i) directly through the general decentralization grant; (ii) indirectly through taxation via equalization mechanisms and tax transfers.

For the purposes of this report, we will confine ourselves to the first modality, which represents direct financial support from the central government to the Regional and local Authorities (RLA). The budgetary appropriations transferred to the RLAs are expenditure lines included in the general budget of ministerial chapters, and are automatically delegated to the heads of local executives.

1.1. Execution of the General Decentralization Allocation

The General Decentralization Allocation (GDA) for fiscal year 2023 is 252.6 billion. This represents an increase of 53.6 billion compared with 2022, and breaks down into 137.3 billion for operations and 115.3 billion for investment. At the end of the fiscal year, authorized expenditure was estimated at 231.4 billion, representing a 91.6% execution rate.

Table 20: Breakdown of appropriations transferred to the RLAs (in billion)

ECONOMIC NATURE	Execution 2022	Allocation 2023	Execution 2023	Execution rate 2023	Variation 2023/2022
Investment	101,7	115,3	111,5	96,3%	9,6%
Operating	97,2	137,3	119,9	87,3%	23,4%
TOTAL	198,9	252,6	231,4	91,6%	16,3%

Source : MINFI, MINEPAT, MINDDEVEL.

1.2. Operating expenditure

In 2023, operating expenditure represents 52.0% of the GDA. The bulk of these appropriations was devoted to financing: (i) the traditional expenses of the bodies steering the decentralization process, including the National Decentralization Council (NDC) and the National Local Finance Committee (NALFCO); (ii) women's and family promotion centers and communal employment offices; (iii) the minimum operating package for elementary school; and (iv) multifunctional youth promotion centers.

Table 22: Operating expenditure in the RLAs (in billion)

ECONOMIC NATURE	Ord 2022	Revised Allocation 2023	Execution 2023	Execution rate 2023	Variation 2023/2022
RT operating	61,2	102,2	83,7	81,8%	36,63%
Regional allocation	30,0	30,0	30,5	101,7%	1,70%
Other uses	6,0	5,0	5,7	114,8%	-4,33%
TOTAL	97,2	137,2	119,9	87,4%	23,33%

Source : MINFI, MINEPAT, MINDDEVEL.

With regard specifically to the Regions, after their commissioning in 2021, consolidated in 2022, the year 2023 was characterized by the gradual establishment of regional administrations, the implementation of planning documents and the continued signing of decrees setting out the terms and conditions for the exercise of their powers. Satisfying these prerequisites should lead to the full exercise of the powers transferred to the Regions.

1.3. Capital expenditure

In 2023, the investment grant within the GDA concerned only municipalities. It amounted to 115.3 billion compared with 101.7 billion in 2022, an increase of 9.8 billion (+9.6%). This envelope was used to finance mature communal projects agreed between the beneficiary Communes, the Ministry in charge of public investment, and the sectoral Ministries concerned.

Table 21: Breakdown of investment resources transferred to RLAs (in millions of FCFA)

Administration	Execution 2022	Allocation 2023	Execution 2023	Execution rate 2023	Variation 2023/2022
MINAC	247,8	350,0	328,5	93,8%	32,6%
MINEDUB	14 097,7	16 422,4	15 760,1	96,0%	11,8%
MINSEP	376,6	500,0	486,0	97,2%	29,0%
MINCOMMERCE	468,7	530,0	519,4	98,0%	10,8%
MINTOUL	1 145,5	1 200,0	1 190,0	99,2%	3,9%
MINESEC	19,9	0,0	0,0		-100,0%
MINJEC	1 406,0	1 800,0	1 645,7	91,4%	17,0%
MINDDEVEL	34 336,5	39 907,7	38 242,4	95,8%	11,4%
MINEPDED	464,4	590,0	574,9	97,4%	23,8%
MINADER	7 318,8	8 214,1	7 972,3	97,1%	8,9%
MINEPIA	2 894,4	3 600,0	3 438,6	95,5%	18,8%
MINEE	8 330,1	9 870,0	9 617,5	97,4%	15,5%
MINFOF	299,7	328,4	308,2	93,9%	2,8%
MINEFOP	582,6	570,0	569,7	99,9%	-2,2%
MINTP	12 550,7	12 532,6	12 102,2	96,6%	-3,6%
MINHDU	5 260,3	7 584,7	7 442,8	98,1%	41,5%
MINPMEESA	761,6	700,0	673,9	96,3%	-11,5%
MINSANTE	7 510,9	8 300,0	7 980,9	96,2%	6,3%
MINAS	680,9	702,0	632,5	90,1%	-7,1%
MINPROFF	495,4	664,5	646,1	97,2%	30,4%
INTERVENTIONS	2 458,3	1 384,1	1 384,1	100,0%	-43,7%
TOTAL	101 707,0	115 750,0*	111 516,0	96,3%	9,6%

Source : MINDDEVEL, DGEPIP

* Net transfers to investment (deducted from losses of non-executed resources) + ad hoc investment support for local authorities

II- Awarding and performance of public contracts

The public procurement situation at December 31, 2023 is assessed in terms of programming, awarding and execution. In addition, major developments have been recorded, and measures have been taken to improve the efficiency of public procurement.

2.1. Public procurement programming

The award and execution of public contracts for the 2023 financial year have been programmed by the contracting authorities (MO) and the delegated contracting authorities (MOD), in conjunction with the Ministry of Public Procurement (MINMAP).

By December 31, 2023, of the 8,726 contracts budgeted, 8,607 had been identified and programmed online on the COLEPS (Cameroon Online E-procurement System) platform, representing a programming rate of 98.6%. These programmed contracts correspond to 7,376 Tender Documents (Invitation to tender documents - TD), for a total estimated amount of 1,388.5 billion, broken down as follows:

- 1,060 contracts for ministerial departments, corresponding to 920 TD, for a total of 478.5 billion;
- 658 contracts for Projects/Programs, corresponding to 581 TD, for a total amount of 382.5 billion;
- 809 contracts for Public Establishments, corresponding to 718 TD, for a total amount of 153.4 billion;
- 468 contracts for decentralized government structures (SDE), corresponding to 450 TD, for a total of 24.9 billion euros;
- and, 5,612 contracts for RLAs, corresponding to 4,707 TD, for a total amount of 349.2 billion.

This public procurement programming was made public through the wide distribution of the resulting Contract Programming Journals (CPJ) and their "online" publication on the COLEPS platform (www.marchespublics.cm), as well as on the MINMAP website (www.minmap.cm), having regard to the requirements of Law n°2018/011 of July 11, 2018 on the Code of Transparency and Good Governance in the Management of Public Finances in Cameroon.

2.2. Public procurement

At the end of fiscal 2023:

- 7,003 planned calls for tender were launched, representing a rate of 100%, up 4.3 percentage points on 2022;
- 7,550 contracts were awarded out of the 8,216 expected, representing an award rate of 91.9%, down 3.3 percentage points on 2022;
- 7,302 contracts have been signed out of the 8,187 expected, representing a signature rate of 89.2%, compared with 93.1% in 2022.

Compared with fiscal 2022, the performance of project owners/delegated project owners (MOs/MODs) in public procurement, including by mutual agreement, is down by an average of 3.9 points. The same applies to the performance of Projects/Programs, Public Establishments and Decentralized Territorial Authorities. However, there was an improvement in contracting by ministerial departments (+2.4 points) and by decentralized State services (+0.5 points).

Table 22: Overall performance of MO/MOD procurement

CATEGORY MO/MOD	Launch AO				Contract award			Contract signature		
	Number of planned AOs (1)	Number of tenders actually launched (2)	Number of corresponding	Rate (%) of AO launches [(2) / (1)]	Number of contracts planned (3)	Number of markets actually attributed (4)	Allocation rate (%) marchés	Number of contracts planned (5)	Number of contracts actually signed (6)	Rate (%) of contracts signed
MINISTERIAL DEPARTMENTS	853	853	992	100,0	992	900	90,7	986	875	88,7
PROJECTS/ PROGRAMS	562	562	639	100,0	637	397	62,3	615	356	57,9
PUBLIC INSTITUTIONS	703	703	794	100,0	794	730	91,9	793	713	89,9
REGIONS	4 885	4 885	5 793	100,0	5 793	5 523	95,3	5 793	5 358	92,5
DSS	409	409	427	100,0	427	418	97,9	427	405	94,8
SDR	122	122	127	100,0	127	120	94,5	127	116	91,3
SDD	287	287	300	100,0	300	298	99,3	300	289	96,3
RLAs	4 476	4 476	5 366	100,0	5 366	5 105	95,1	5 366	4 953	92,3
Regional Councils	263	263	377	100,0	377	364	96,6	377	328	87,0
Public Independent Conciliators	3	3	3	100,0	3	3	100,0	3	3	100,0
Urban Communities	348	348	351	100,0	351	220	62,7	351	172	49,0
Communes	3 862	3 862	4 635	100,0	4 635	4 518	97,5	4 635	4 450	96,0
TOTAL GENERAL	7 003	7 003	8 218	100,0	8 216	7 550	91,9	8 187	7 302	89,2

Source: MINMAP DSS: Decentralized State Services

RLA: Regional and Local Authorities

2.3. Execution of public contracts

The performance of public procurement contracts fell by an average of 8.3 points compared with fiscal 2022, in terms of start-up and acceptance of services, as follows:

- 7,140 services have actually started out of a total of 8,179 expected; i.e., a service start-up rate of 87.3%, below the 91.7% at the end of 2022;
- 5,091 services have actually been accepted out of the 7,347 expected; i.e. 69.3% acceptance rate, also down on the 77.6% observed by the end of 2022.

Only Deconcentrated State Services saw an improvement of 5.2 points compared with the end of 2022. As regards the Regulation derogation procedure, 69 projects were actually carried out under this procedure out of the 176 authorization requests granted and notified to the applicants.

Table 23: Overall performance at 31 December 2023 of the execution of public contracts 2023 by category of MO/MOD

CATEGORY MO/MOD	Start-up services			Service acceptance		
	Number of contracts planned (1)	Number of contracts actually started (2)	Start-up rate (%) [(2) / (1)]	Number of services (3)	Number of services actually received (4)	Acceptance rate (%) [(4) / (3)]
MINISTERIAL DEPARTMENTS	986	860	87,2	812	539	66,4
PROJECTS/ PROGRAMS	609	300	49,3	307	122	39,7
PUBLIC INSTITUTIONS	793	700	88,3	672	425	63,2
REGIONS	5 791	5 280	91,2	5 556	4 005	72,1
DSS	427	397	93,0	417	314	75,3
SDR	127	114	89,8	124	80	64,5
SDD	300	283	94,3	293	234	79,9
RLAs	5 364	4 883	91,0	5 139	3 691	71,8
Regional Councils	376	314	83,5	287	115	40,1
Public Independent Conciliators	3	3	100,0	3	2	66,7
Urban Communities	351	137	39,0	297	56	18,9
Communes	4 634	4 429	95,6	4 552	3 518	77,3
TOTAL	8 179	7 140	87,3	7 347	5 091	69,3

Source: MINMAP DSS: Decentralized State Services

RLAs: Regional and Local Authorities

2.4 Major events in the awarding and execution of public contracts

At the end of the 2023 financial year, the main highlights include:

- control of the 10% threshold for exceptional direct agreement procedures, which stood at 9.3%;
- the average time taken to award public contracts was 118 days, or 03 months 28 days for national procedures, an improvement of 05 days compared with its value at the end of 2022;
- the average time taken by CCCMs to carry out a priori controls was 11 days for the examination of a TD, 12 days for the examination of an award proposal, 10 days for the examination of a draft contract by mutual agreement, and 12 days for the examination of a draft amendment, i.e. an average of 11 days, compared with the regulatory time limit of 10 days for formulating their opinions on files;
- the rate of contracts awarded within less than 5 months is 80.1%, up from 73.4% at December 31, 2022;
- the cancellation of 637 projects, including 24 following credit transfers, 32 for credit foreclosures and 140 for lack of funding;
- the award of 12 projects by Public Independent Conciliators (PICs), of which 03 from the South-West PIC were programmed;

- 174 contracts were awarded "on-line" via COLEPS, for a total of 9.5 billion, representing 38.6% of the 451 contracts to be awarded "on-line" by 80 pilot MOs/MODs, short of the target of 80%.
- the award of 1,472 contracts for a total of 518.7 billion without any prior programming, including 1,032 awarded in the Regions for a total of 101.6 billion. This is contrary to the provisions of article 59, paragraphs 1 and 5 of the Public Procurement Code, reiterated in points 64 and 66 of its Application Circular.

2.5. Measures to improve the efficiency of public procurement

To improve the performance of the public procurement sector, several actions have been undertaken in fiscal 2023:

- the organization of workshops to disseminate and appropriate the application texts of the Public Contracts Code and other signed texts;
- the adoption of two explanatory and prescriptive texts, namely: (i) Circular-Letter n°000005/LC/MINMAP/CAB of December 26, 2023 relating to the implementation of the categorization of Companies in the Building and Public Works sector; (ii) Order n°358/A/MINMAP/CAB of November 13, 2023 setting the amount of indemnities paid as part of the activities of the company categorization commission.
- the creation of nine (09) Tenders Boards (CPM);
- the appointment of 106 CPM Chairmen, including 09 new appointments, 14 one-off replacements and 83 renewals following expiry of terms of office;
- the issuance of 156 sanctions, including 31 contract cancellations and 46 suspensions of players in the public procurement process.
- Continued support for 80 pilot MOs/MODs in awarding 80% of their programmed contracts "online" via COLEPS, with a view to implementing in 2024 the structural measure of the International Monetary Fund (IMF), as part of the three-year 2021-2024 Economic and Financial Program, to operationalize electronic public procurement for administrations in the Infrastructure, Education, Health and Telecommunications sectors.

III- Difficulties encountered in implementing the budget

3.1. Abusive use of derogation procedures

Derogatory procedures relate to expenditure which has been paid without having followed all the prior stages, and which must therefore be subject to budgetary regularization after the event. They include cash advances, imprest accounts and provisional commitments.

Circular N°00000006/C/MINFI of December 30, 2022, on Instructions relating to the Execution of Finance Laws, and the Monitoring and Control of the Execution of the Budget of the State and Other Public Entities for the 2022 financial year, stipulates the

limitation of recourse to derogatory procedures. As regards imprest accounts and the release of funds, the volume of expenditure carried out via this channel remains high.

At the end of December 2023, spending under the derogatory mode amounted to 544.4 billion, or 12.5% of total spending (excluding FINEX and debt servicing), compared with 14.1% in 2022. Compared with the 5% ceiling set under the Economic and Financial Program with the IMF, this expenditure is 7.2 points higher.

Table 24: Expenditure under exceptional procedures in 2023 (in billion)

Expenditures	Amount	Rate
Imprest accounts	61,3	1,4%
Provisional commitment	0	0,0%
Cash advances	483,1	11,1%
Amount of special procedures	544,4	12,5%
Total expenditure (excluding FINEX and debt servicing)	4 368,3	

Source : MINFI.

3.1.1. Use of treasury advances

Cash advances correspond to disbursements made without prior commitment to deal with urgent or exceptional situations. These advances are subject to subsequent budgetary adjustment.

Table 25: Cash advances in 2023

Nature of Expenditure	Amount (in billion)	
	Cash disbursed	Regularized
Investment	0,01	0,01
operating	483,09	483,09
Total general treasury advances	483,10	483,10

Source : MINFI.

3.1.2. Increase in imprest account funds

Imprest accounts are a form of budget execution introduced to enable credit managers to make payments for urgent expenditure that cannot be met through the normal budget execution procedure. Their implementation is governed by the MINFI circular on the execution of the budget of the State and other public entities.

For the 2023 financial year, gross expenditure under this procedure is estimated at 61.3 billion, compared with 57.3 billion in 2022, an increase of 4.0 billion (+7.0%).

This situation is mainly explained by the creation of 08 imprest accounts within MINAT, mainly for monitoring refugee management and supporting administrative authorities with forecasting information, 02 imprest accounts at MINEPAT, 01 imprest account at DGE/DGI, 01 imprest account for intervention by the President of the Southern Regional Council/Special Delegation, 01 imprest account at PRC/Intendance, 04 imprest accounts at MINEDUB, 07 one-off imprest accounts at MINTP and 02 imprest accounts at the MINAC Arts Development and Promotion Department.

Table 26: Status of imprest accounts in 2022 and 2023

Category	Number of Imprests accounts		Annual Volume (in billion)	
	2022	2023	2022	2023
Imprest accounts created	30	37	3,6	1,4
Imprest accounts re-opened	381	394	53,7	59,9
Total	411	431	57,3	61,3

Source : MINFI.

3.2. Uncontrolled floating debt

Floating debt refers to the State's unpaid debts arising, among other things, from the contractual commitments of public administrations, current consumption, rents, compensated tax debts, as well as SONARA and marketers shortfalls in connection with fuel price support at the pump. Although efforts are being made to reduce the stock of this debt, it poses a problem of accounting accuracy and efficiency in cash management.

In 2023, the results of the audit of the floating debt of the State and its dismemberments for the period 2000-2019 reveal that its stock is 671.7 billion euros.

Table 27: Estimated stock of floating debt from 2000 to 2019 (in FCFA)

Nature of Debt	Central Public Administrations	Regional and Local Authorities	Public establishments and companies, Public Service Bodies	Total
Payroll debt	303 340 435 778	-	-	303 340 435 778
Tax and customs debt	77 588 115 717	151 341 041	138 121 113 335	215 860 570 093
Commercial debt	69 541 649 949	14 670 497 147	37 469 145 465	121 681 292 561
Academic debt	-	-	15 689 664 657	15 689 664 657
Rental debt	9 080 317 328	2 495 000	1 990 000	9 084 802 328
Social security debt	1 570 223 834	974 905 984	3 131 639 421	5 676 769 239
Compensation	410 402 290	-	-	410 402 290
Total amount	461 531 144 896	15 799 239 172	194 413 552 878	671 743 936 946

Source : MINFI

In general terms, clearance of the stock of floating debt will begin in fiscal 2024, and should be spread over a period of 03 years. The preferred method is direct payment via budget appropriations, in order to avoid both increasing public debt and exposing banks to the resulting risks. However, there are a number of specific features :

- highly sensitive debts, such as academic, rental, social and compensation debts, will be fully borne by the State budget and paid in 2024;
- commercial debt will be shared between the State and debtor entities (70% State share and 30% debtor entity share);
- the tax and customs debt of debtor public entities will be fully assumed by the State over a period of 07 years, starting with the 2024 fiscal year.

Payroll debt, in particular, is estimated at 266.7 billion, made up of salary arrears arising from acquired benefits and the assumption of responsibility for new civil service recruits. The education sector will have received a total of 157 billion (59.7%) of the State's wage debt. The government is committed to paying the entire debt owed to teachers by 2024, as part of the implementation of the measures prescribed by the Head of State in response to their demands.

3.3. Financial reports

Difficulties persist in relaying information between departmental and regional financial controls, and between the regions and headquarters. As a result, information is difficult to access in real time.

3.4. Other difficulties

The network infrastructure does not cover the entire scope of budget execution. Despite computerization, divisional financial controls are not interconnected with regional financial controls. As a result, data on budget execution in the decentralized areas only reaches headquarters at the end of each month, which is not conducive to generating budget execution statements in real time.

Power supply problems also disrupt budget execution, as does the lack of interconnection between the various public finance management information systems. In addition, the current system does not function optimally, due to the absence of internal controls capable of guaranteeing the quality of budgetary accounting data.

CONCLUSION

Overall, the state of execution of the State budget at the end of December 2023 shows that the Cameroonian economy continues to be resilient despite the multiple exogenous shocks.

The overall balance showed a deficit of 181.4 billion against a revised annual forecast of 222.6 billion. The primary balance showed a surplus of 138.8 billion. The wage bill/tax revenue ratio stood at 34.0% versus 34.7% in 2022.

Cameroon has met all the periodic quantitative performance criteria of its program with the IMF to the end of December 2023. It has met two of the four indicative targets.

Internal revenues performed well, thanks to the effects of the various reforms implemented in the tax administrations.

Expenditure execution was broadly contained within the forecast limit (96.9% executed), despite an overrun of 203.8 billion in current expenditure (excluding interest on debt).

By economic nature, debt servicing accounted for 25.8% of ordinances, followed by personnel costs (21.1%), goods and services (17.9%) and transfers and subsidies (17.8%). Capital expenditure accounted for only 17.4% of total expenditure.

However, some anomalies persist in terms of budget management. They include among others : the fragility of the security situation, the abusive recourse to derogatory procedures, the management of floating debts and reporting difficulties.

APPENDICES

Appendix 1 : Cash flow plan in 2023 (in billion)

Code	Grandes rubriques budgétaires	Budget approuvé	Janv.	Févr.	Mars	Avr.	Mai	Juin	Juil.	Août	Sept	Oct	Nov	Déc	2022	Total						
			2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023		2023	2023	2023				
			Réal.	Réal.	Réal.	Réal.	Réal.	Réal.	Réal.	Réal.	Réal.	Réal.	Réal.	Réal.		Réal.	Réal.	Prév.	Réal.	Ecart	Tx Réal.	Gliss Annuel
110	Ressources propres	4676,5	358,1	303,5	465,6	379,5	308,8	304,1	382,4	257,4	277,0	317,8	266,3	351,3	3726,1	3758,5	3972,0	213,5	105,7%	6,6%		
111	Recettes des impôts et taxes	2523,4	176,0	168,9	322,1	182,1	185,5	185,8	166,6	150,0	160,2	150,8	162,7	214,7	2083,8	2 180,3	2 225,3	45,1	102,1%	6,8%		
112	Recettes douanières	1004,7	78,1	75,2	75,7	76,3	88,1	91,7	83,9	83,6	84,4	71,9	72,0	81,0	783,7	868,3	962,0	93,8	110,8%	22,8%		
113	Impôts sur les sociétés pétrolières	201,6	28,9	0,0	4,5	67,6	1,0	0,0	81,2	0,0	2,2	68,7	0,0	0,0	199,1	211,0	254,1	43,1	120,4%	27,6%		
114	Redevance SNH	605,4	65,0	56,4	52,4	40,1	30,0	17,3	43,5	17,4	20,2	23,1	29,9	42,3	590,6	400,3	437,5	37,2	109,3%	-25,9%		
115	Recettes non fiscales	250,4	10,2	3,1	11,0	13,4	4,2	9,3	7,2	6,4	9,9	3,3	1,7	13,3	68,8	98,7	93,0	-5,7	94,3%	35,1%		
116	Dons	91,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	#DIV/0!	#DIV/0!			
120	Financement	1155,4	136,2	143,8	142,6	131,6	132,6	186,2	270,7	107,4	222,3	111,9	142,6	229,1	2101,9	1 899,9	1 956,9	86,8	6,7	-0,3		
121	Décassements de prêts	690,0	90,0	72,2	62,6	46,4	29,6	138,9	135,6	54,9	128,5	71,9	66,2	194,8	1079,9	1 086,2	1 091,6	5,4	100,5%	1,1%		
122	Autres financements	465,4	46,1	71,5	79,9	85,2	103,0	47,3	135,1	52,6	93,8	40,0	76,4	34,3	1022,0	828,7	865,2	36,5	104,4%	-15,3%		
100	ENTRÉES DE TRÉSORERIE TOTALES	5831,9	494,3	447,3	608,2	511,1	441,4	490,3	653,1	364,8	499,3	429,7	408,9	580,5	5828,1	5 658,4	5 928,9	270,5	104,8%	1,7%		
210	Dépenses budgétaires	3812,7	155,2	188,5	245,3	223,4	158,0	288,4	264,2	185,2	260,4	218,7	182,9	286,7	2650,1	2 564,4	2 656,8	92,5	103,6%	0,3%		
211	Salaires et pensions	1440,6	102,3	105,9	107,0	107,3	112,0	108,5	107,8	108,6	109,2	110,8	109,6	110,5	1227,1	1 323,0	1 299,7	-23,3	98,2%	5,9%		
212	Autres dépenses de personnel	76,4	0,0	0,0	2,3	0,0	4,0	6,0	1,2	3,3	8,7	2,1	0,7	1,0	42,6	39,6	29,3	-10,3	74,0%	-31,2%		
213	Biens et services	1075,8	49,1	78,1	112,1	82,6	30,3	135,2	120,4	64,9	111,5	63,5	59,3	57,4	755,6	571,2	964,3	393,1	168,8%	27,6%		
214	Dépenses en capital	446,2	0,0	0,3	2,4	0,2	0,0	22,5	9,2	2,0	13,8	32,6	12,3	79,3	196,0	316,1	174,6	-141,5	55,2%	-10,9%		
215	Transferts, Subventions et Contributions	773,7	3,8	4,2	21,5	33,3	11,8	16,1	25,6	6,4	17,2	9,7	1,1	38,4	428,8	314,5	189,0	-125,5	60,1%	-55,9%		
220	Opérations de trésorerie	2279,3	371,0	231,1	390,1	288,5	282,9	198,1	386,0	186,8	238,7	211,2	225,6	292,3	3150,5	3 293,2	3 302,4	9,3	100,3%	4,8%		
221	Service financier des correspondants	0,0	18,1	24,4	52,8	28,5	23,6	32,8	33,4	36,6	32,9	47,9	25,4	33,0	410,5	305,6	389,4	83,8	127,4%	-5,2%		
222	Apurement des restes à payer	100,0	76,6	46,5	76,3	64,2	31,0	12,2	34,7	3,6	16,6	1,7	0,1	5,5	325,8	242,7	369,0	126,4	152,1%	13,2%		
223	Dettes extérieures	898,0	63,0	79,5	92,0	47,2	64,5	34,0	184,7	51,5	65,7	42,0	60,3	65,3	687,0	1 044,6	849,7	-194,9	81,3%	23,7%		
224	Dettes intérieures	1213,8	169,6	36,4	113,6	93,6	123,7	48,6	97,7	58,5	73,1	78,5	109,5	165,9	810,3	1 101,9	1 168,7	66,7	106,1%	44,2%		
225	Autres opérations de trésorerie	67,5	43,7	44,3	55,4	55,0	40,1	70,5	35,5	36,6	50,4	41,1	30,4	22,6	916,8	598,4	525,6	-72,8	87,8%	-42,7%		
200	TOTAL DES SORTIES DE TRÉSORERIE	6092,0	526,2	419,5	635,4	511,9	440,9	486,5	650,2	371,9	499,2	429,9	408,5	579,0	5800,6	5 857,5	5 959,2	101,7	101,7%	2,7%		
300	LE FLUX DE TRÉSORERIE NET	-260,1	-31,9	27,8	-27,2	-0,8	0,5	3,8	2,8	-7,1	0,1	-0,1	0,4	1,4	27,5	-199,1	-30,4	168,8	15,2%	-210,5%		
	Solde de trésorerie																					
000	Solde d'ouverture		32,2	0,3	28,1	0,8	0,0	0,5	4,3	7,2	0,1	0,1	0,0	0,4			32,2	32,2	#DIV/0!	#DIV/0!		
001	Le flux de trésorerie net		-31,9	27,8	-27,2	-0,8	0,5	3,8	2,8	-7,1	0,1	-0,1	0,4	1,4			-30,4	-30,4	#DIV/0!	#DIV/0!		
002	Solde de clôture		0,3	28,1	0,8	0,01	0,5	4,3	7,2	0,1	0,1	0,0	0,4	1,8			1,8	1,8	#DIV/0!	#DIV/0!		

Source : MINFI

Appendix 2 : Social spending performance

Social expenditure is public spending in the State budget on priority programs to accelerate the achievement of the Government's social development objectives. It covers current and capital expenditure by government departments involved in the social sectors (MINSANTE, MINEDUB, MINESEC, MINEFOP, MINTSS, MINJEC, MINPROFF, MINAS), as well as subsidies on administered prices (fuel at the pump, household electricity), expenditure linked to CAS COVID and the Filets Sociaux project.

Overall, social expenditure reached 1,418.0 billion. This level of execution enabled us to reach the end-December 2023 target (1,325.0 billion), with an over run of 93.0 billion. The level of execution achieved is attributable to current expenditure, which accounts for 93.2% of overall expenditure, and is driven by MINESEC personnel expenditure (31.8% of overall expenditure) and fuel expenditure at the pump (32.4% of overall expenditure). The table below summarizes this performance.

At the end of December 2023, current expenditure totaled 1,321.6 billion. This exceeded the current expenditure target defined in the social expenditure profile for end-December 2023 (1,231.5 billion) by 90.1 billion. This level of achievement is mainly driven by current expenditure by MINESEC (444.1 billion), MINEDUB (217.0 billion) and the fuel pump subsidy (460.0 billion), which together account for 1,121.2 billion of current expenditure, representing 84.8% of the overall level of current expenditure. Compared with end-December 2022, current expenditure increased by 90.1 billion. The table below summarizes social spending in 2022 and the third quarter of 2023.

At the end of December 2023, capital expenditure was 96.4 billion. This level of execution enabled us to achieve the capital expenditure target for the end of December 2023, as defined in the social expenditure profile (93.5 billion), i.e. an over run of 2.9 billion. Compared with end-December 2022, the level of capital expenditure execution has fallen by 48.9 billion.

Tableau 3 : Exécution Globale des dépenses sociales (en milliards)

Nature de la dépense	Réalizations trimestrielles de l'exercice 2022 (a)				Objectif 2023 (b)				Réalisations du trimestre n de l'exercice 2023 (c)	Écarts réalisation - objectif du trimestre pris en compte (d)= (c)- (b)
	T1	T2	T3	T4	T1	T2	T3	T4	T4	T4
Dépenses courantes	247.4	416.2	865.8	1380.2	281.2	583.4	922.6	1231.5	1 321,6	90,1
Dépenses en capital	3.1	4,7	12.8	163.7	24.8	40.6	70.4	93.5	96,4	2,9
Dépenses de couverture				32.1						
Total	250.5	420.9	878.6	1 576.0	306.0	624.0	993.0	1325.0	1 418,0	93,0

Source : MINFI/DGB

Appendix 3 : Public procurement programming

CATEGORIE DE MO/MOD	Initial program ming		Net program ming		Launch AO				Contract award		Contract signature		Start-up services		Service acceptance												
	Number of projects Programmed	Number of corresponding DAOs	Number of projects	Number of corresponding DAOs	Number of examinations planned (3)	Number of DAOs examined (4)	Number of AO planned (5)	Number of tenders actually launched (6)	Number of corresponding projects (7)	Rate (%) of AO launches vs.		Number of contracts planned (8)	Number of contracts actually awarded (9)	Rate (%) of contract awards vs.		Number of contracts planned (10)	Number of contracts actually signed (11)	Rate (%) of contracts signed vs.		Number of contracts planned (12)	Number of contracts actually started (13)	Rate (%) of service start-ups compared to		Number of services planned (14)	Number of services actually received (15)	Rate (%) of services received vs.	
										Planned [(6)/(5)]	DAO examined			Planned [(9)/(8)]	Launched [(9)/(7)]			Planned [(11)/(10)]	Allocated [(11)/(9)]			Planned [(13)/(12)]	Contracts signed [(13)/(14)]			Planned [(15)/(14)]	Services started
MINISTERIAL DEPARTMENTS	609	514	992	853	833	833	832	92	100,0	100,0	920	920	90,7	90,7	986	875	88,7	97,2	986	860	87,2	98,3	812	539	66,4	62,7	
PROJECTS/PROGRAMS	616	545	639	562	562	562	563	639	100,0	100,0	637	397	62,3	62,1	615	356	57,9	89,7	609	300	49,3	84,3	307	122	39,7	40,7	
PUBLIC INSTITUTIONS	768	730	794	703	703	703	704	709	100,0	100,0	740	730	91,9	91,9	793	713	89,7	97,3	700	703	88,3	98,2	672	425	63,2	60,7	
REGIONS	5230	4372	5793	4885	4885	4885	4885	5893	100,0	100,0	5733	5233	95,3	95,3	5793	5388	92,5	97,0	7910	280	91,2	98,5	556	005	72,1	75,9	
SDE	395	375	427	409	409	409	409	427	100,0	100,0	427	418	97,9	97,9	420	405	94,8	96,7	427	397	93,0	98,0	417	314	75,3	79,1	
SDR	106	99	127	122	122	122	122	127	100,0	100,0	127	120	94,5	94,5	121	116	91,3	96,7	127	114	89,8	98,3	124	80	64,5	60,2	

SDD	28 9	276	30 0	28 7	2 8	2 8	2 8	2 8	3 0	10 0,0	100, 0	3 0	2 9	99, 3	99, 3	30 0	2 8	96, 3	97, 0	30 0	28 3	94, 3	97, 9	29 3	23 4	79 9	8 2, 7
RLA	4 83 5	3 997	5 36 6	4 47 6	4 4	4 4	4 4	4 4	5 3	10 0,0	100, 0	5 6	5 0	95, 1	95, 1	5 36 6	4 9	92, 3	97, 0	5 36 4	4 88 3	91, 0	98, 6	5 13 9	3 69 1	71 8	7 5, 6
Regional Councils	16 2	139	37 7	26 3	2 6	2 6	2 6	2 6	3 7	10 0,0	100, 0	3 7	3 6	96, 6	96, 6	37 7	3 8	87, 0	90, 1	37 6	31 4	83, 5	95, 7	28 7	11 5	40 1	3 6, 6
Public Independent Conciliators	/	/	3	3	3	3	3	3	3	10 0,0	100, 0	3	3	10 0,0	10 0	3	3	10 0,0	10 0,0	3	3	100 0	10 0	3	2	66 7	6 6, 7
Urban Communities	23 0	229	35 1	34 8	3 8	3 8	3 8	3 8	3 1	10 0,0	100, 0	3 1	2 0	62, 7	62, 7	35 1	1 2	49, 0	78, 2	35 1	13 7	39, 0	79, 7	29 7	56	18 9	4 0, 9
Communes	4 44 3	3 629	4 63 5	3 86 2	3 6	3 6	3 6	3 6	4 3	10 0,0	100, 0	4 3	4 1	97, 5	97, 5	4 63 5	4 5	96, 0	98, 5	4 63 4	4 42 9	95, 6	99, 5	4 55 2	3 51 8	77 3	7 9, 4
TOTAL GENERAL	7 22 3	6 161	8 218	7 003	7 00	7 00	7 00	7 00	8 21	100 0	100, 0	8 21	7 55	91, 9	91, 9	8 18	7 30	89, 2	96, 7	8 17	7 14	87,3	97, 8	7 34	5 09	69 3	7 1, 3

GLOSSARY

Allocation of revenue	Exceptionally, revenue may be allocated directly to certain expenses or structures (notably public administrative establishments), without passing through the general budget.
Advance decree	Appropriations may be opened or cancelled to meet urgent needs not provided for in the initial Budget Law.
Government deficit	The public deficit is the sum of the budgetary balance of the State, local authorities and social organizations.
Gross expenditure	Disbursements for the year including tax refunds and rebates
Net expenditure	Gross expenditure less tax refunds and rebates
Tax expenditure	Legislative or regulatory provisions whose implementation entails a loss of revenue for the State.
Budget mission	Set of programs contributing to a ministerial or inter-ministerial public policy
Performance targets	The annual performance plans (PAP) for each program include objectives that express the strategic priorities of each program. The objectives are measured by performance indicators
Compulsory taxation	All taxes and social contributions
Budgetary principles	Unity, universality, annuality, non-contradiction of revenue and expenditure, non-allocation of revenue, sincerity
Gross Domestic Product (GDP)	Indicator of national wealth, i.e. the sum of added values of all branches of production
Budget program	Grouping of credits intended to implement an action or a coherent set of actions. The program is the unit of credit specialization and the level of expenditure authorization.
Annual Performance Project (APP)	Appendices to the PLF, setting out the appropriations for each program and various items of information (strategy, actions, objectives, expected results).
Annual performance reports (APR)	Appendices to the settlement bill, providing information on budget execution (variances from forecasts, results and indicators)
Gross revenues	Revenue collected, before deduction of tax refunds and rebates
Net revenue	Gross revenue less tax refunds and rebates
Credits carried forward	Commitment authorizations or payment appropriations available on a program at the end of the year may be carried forward to the following year, within certain limits.
Primary balance	It is made up of the difference between net income and net expenditure, before payment of interest on debt.
Bank transfer	Modification of credit allocation between programs of different ministries
Credit transfer	Modification of credit allocation between programs in the same ministry

TABLE OF CONTENTS

SUMMARYi

LIST OF TABLES, GRAPHS AND APPENDICESii

ACRONYMS AND ABBREVIATIONSiv

EXECUTIVE SUMMARYvi

INTRODUCTION1

PART ONE: STATE BUDGET RESOURCES1

I- General budget resources.....1

1.1- Budget revenue.....2

 1.1.1. Domestic revenue 2

 1.1.1.1 Oil revenues..... 3

 1.1.1.2. Non-oil revenues 4

 1.1.1.2.1- Tax revenue..... 4

 1.1.1.2.1.1- Taxes and duties revenue 4

 1.1.1.2.1.2- Customs revenue 6

 1.1.1.2.2- Non-tax revenues 7

 1.1.2. Grants 9

1.2- Borrowings.....9

 1.2.1. Loans 9

 1.2.2. Issuance of government securities..... 10

 1.2.3. Other Borrowings 11

II- Resources of Special Appropriation Accounts (SAA).....11

PART TWO : EXPENSES OF THE STATE BUDGET13

I- Expenses of the general budget.....13

1.1- Current expenditure (excluding interest on debt) 13

 1.1.1. Personnel expenditure 14

 1.1.2. Expenditure on goods and services 15

 1.1.3. Transfer Expenditures and Grants..... 15

1.2- Capital expenditures 15

 1.2.1. Investment expenditure from domestic resources 16

1.2.2. Investment expenditure from external financing	16
1.3- Public debt service.....	16
1.3.1. Domestic public debt service	16
1.3.2. External public debt service	16
II- Expenditure on Special Appropriation Accounts (SAA).....	18
PART THREE : RESULTS OF BUDGET EXECUTION.....	19
I. Budgetary balances	19
1.1. Overall budgetary balance	19
1.2. Primary balance	20
1.3. Non-oil primary balance	20
II. Financing	21
2.1. Spendings	21
2.2. Resources.....	21
III. Characteristic indicators of public finances.....	21
3.1. Monitoring indicators for the 2021-2024 Economic and Financial Programme (EFP) 21	
3.1.1. Periodical quantitative criteria	22
3.1.2. Indicative targets	22
3.2. Convergence criteria and indicators of CEMAC multilateral surveillance.....	22
3.2.1. Convergence criteria	23
3.2.2. Multilateral surveillance indicators	23
3.3. Execution of the cash flow plan.....	23
PART FOUR: SPECIFIC ISSUES AND DIFFICULTIES IN BUDGET EXECUTION 26	
I- Implementation of decentralization.....	26
1.1. Execution of the General Decentralization Allocation.....	26
1.2. Operating expenditure.....	26
1.3. Capital expenditure	27
II- Awarding and performance of public contracts.....	28
2.1. Public procurement programming	28
2.2. Public procurement	28
2.3. Execution of public contracts	29
2.4 Major events in the awarding and execution of public contracts	30

2.5. Measures to improve the efficiency of public procurement	31
III- Difficulties encountered in implementing the budget.....	31
3.1. Abusive use of derogation procedures.....	31
3.1.1. Use of treasury advances	32
3.1.2. Increase in imprest account funds	32
3.2. Uncontrolled floating debt	33
3.3. Financial reports.....	34
3.4. Other difficulties	34
CONCLUSION	35
APPENDICES	ix
GLOSSARY	xii
TABLE OF CONTENTS.....	xiii