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Country programmes and related matters

Country programme document for Cameroon (2022-2026)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Cameroon is a lower-middle-income country with a population above 25 million inhabitants and a human development index (HDI) of 0.563,¹ ranking 153 out of 188 countries. During the second phase of operationalization of the national 2035 Vision, Cameroon adopted the National Development Strategy, 2020-2030 (NDS30), whose objective is to enable the country's transition to a high-income industrialized nation by reducing poverty, promoting strong economic growth, and consolidating democracy. The United Nations Sustainable Development Cooperation Framework (UNSDCF), 2022-2026, developed against the backdrop of the COVID-19 pandemic, aims to contribute to achieving national priorities through four strategic priority areas: (a) inclusive and sustainable growth through structural transformation of the economy and creation of decent jobs; (b) quality, inclusive and equitable human and social development; (c) institutional support and citizen participation; and (d) environmental sustainability and climate and disaster risk management. The UNDP programmatic offer is aligned with the UNSDCF and informed by its comparative advantages in structural transformation, inclusive governance, peacebuilding, climate change and socioeconomic development. The country programme document (CPD) considers the independent country programme review (ICPR) recommendations and the 2019 national SDG reports. UNDP will contribute to the achievement of UNSDCF priorities by addressing four interlinked challenges.

2. *Slow transformation of the economy and non-inclusive growth.* In the last few decades, the effect of economic growth on employment was weak. While national gross domestic product (GDP) experienced inter and intra-sectors growth, the changes were not led by productivity gains, especially in the agricultural sector. The production system is dominated by the tertiary sector with a low technological base, representing 57 per cent of the economy.² Efforts to diversify have not yet led to a substantial increase in export earnings. Between 2010 and 2019, average annual economic growth was 4.5 per cent. Still, this growth was not sufficiently inclusive, as demonstrated by the high multidimensional poverty index of 0.243 and income inequality index of 35.9 per cent during the same period. The COVID-19 pandemic exacerbated poverty and inequality, resulting in a negative growth rate in 2020 of -2.8 per cent, reduction in living standards for 62 per cent of households, and an income drop for 65 per cent of households. In addition, 58.2 per cent of enterprises laid-off workers, among which 62.2 per cent were micro, small and medium enterprises (MSMEs).³

3. *Multifaceted conflicts and slow decentralization process.* Cameroon experiences volatile situations due to violent extremism by Boko Haram in the far-north and the socio-political crisis in the north-west and south-west regions. By March 2021, these conflicts resulted in 711,056⁴ internally displaced persons (IDPs) in the west, centre and littoral regions and the influx of over 440,000 refugees from the Central African Republic and Nigeria to the northern and eastern regions. To respond to the internal social and security challenges, in 2019 the Government organized a national dialogue that recommended granting special status to north-west and south-west regions and forming regional councils to deepen decentralization and drive local development. Despite these efforts, basic service delivery and overall decentralization have been slow because of the limited transfer of resources and expertise to local administrative units called decentralized territorial collectivities (DTCs).

4. *Unsustainable exploitation of natural resources, weak national climate policy and limited preparedness for disaster risk.* Cameroon recorded a deforestation rate of 0.6 per cent (about 20,000 hectares/year) due mainly to unsustainable exploitation of natural resources and non-exhaustive application of forestry regulations, particularly certification of sustainability to timber exported by Cameroon. The high level of deforestation has contributed to an increase in the

¹ *Human Development Report*, UNDP, 2020.

² National Development Strategy, 2020-2030.

³ Government survey report, May 2020.

⁴ UNHCR Cameroon multi-country office factsheet, March 2021.

adverse effects of climate change, land degradation and loss of biodiversity. The Government has set a regeneration target of 2,500 ha/year in forest areas or 50,000 ha in 20 years.⁵ Bridging the significant gap between rate of deforestation and regeneration requires a comprehensive strategy and investments. Over the last five years, the resurgence of extreme weather conditions resulted in severe and unpredictable droughts and floods causing land degradation and displacement of populations. The Government has not been able to mobilize substantial resources to implement the Paris Agreement and the Sendai Agreement on Disaster Risk Reduction due to the absence of a national climate policy.

5. *Persistent inequalities.* The national picture conceals deep inequalities among income groups and regions. In 2014, the highest income quintile accounted for 49.3 per cent of consumption compared to only 4.9 per cent for the poorest quintile. Poverty is more prevalent in rural areas where two-thirds of the population live, increasing from 52.1 per cent in 2001 to 56.8 per cent in 2014. During the same period, the urban poverty rate declined from 17.9 to 8.9 per cent. Inequality has a strong gender dimension, with the national gender inequality index at 0.879 and women 1.6 times more likely to be unemployed.⁶ In addition, only 21.6 per cent of women have land titles, furthering limiting their access to productive assets and financial services.⁷ Youth underemployment stands at 77 per cent (86.9 per cent for women and 67.6 per cent for men) due to unequal access to productive assets. Disability prevalence is about 10.5 per cent;⁸ women with disabilities face double discrimination.

6. Cameroon has immense potential to overcome its socioeconomic challenges. Youth account for nearly 78 per cent of the population. Agriculture plays a pivotal role in the economy, contributing to 15 per cent of GDP and employing 43 per cent of the population. Despite the sector's importance, the country's economy suffers from low productivity, especially in the agriculture sector due to the limited downstream value chain and underdeveloped market. The decentralization programme launched in 2021 will create an enabling environment to accelerate local development by building capacities of youth and other local actors, promoting skills and resource transfers, and mainstreaming environmental issues and the Sustainable Development Goals (SDGs) in local development plans.

7. The ICPR highlighted that the Government considers UNDP a trusted partner to support elaboration of its development policies and strategies. UNDP will build on this position and its integrator role to identify development solutions and address challenges related to poverty and inequality, structural transformation, governance, peacebuilding, climate and disaster risk prevention and management. UNDP played a key convening role during the NDS30 preparation process and was one of the main Government partners in the national response to COVID-19. The ICPR noted that UNDP contributed to restoring State presence in conflict-affected localities and helped develop public policies and strategies to address violent extremism, peacebuilding, civil status and biodiversity conservation.

8. UNDP will deploy its experience in devising innovative solutions to address the country's complex development challenges by: (a) fostering an integrated United Nations inter-agency cross-sectoral approach, focused on joint United Nations activities for evaluations and SDG achievement; (b) acting as a connector and mobilizing its wide networks for SDG acceleration; (c) leveraging innovation work through its accelerator labs; and (d) offering platforms for monitoring and evaluation of NDS30 and SDG acceleration. UNDP will build on its COVID-19 response experience to mobilize resources, strengthen the health care system (including COVID-19 vaccination deployment strategy), and support MSMEs, which account for 90 per cent of overall employment in Cameroon.

⁵ *Forestry Outlook Study for Africa (FOSA)* (document national de prospective) – Cameroon, FAO.

⁶ National report on the state of the population, BUCREP, 2018.

⁷ *Genre, inclusion financière et pauvreté au Cameroun*, Institut national de statistique, Mai 2020.

⁸ Sightsavers, 2016.

II. Programme priorities and partnerships

9. Building on ICPR recommendations and aligned with the NDS30, UNSDCF and UNDP renewed strategic offer in Africa, the programme will focus on supporting Cameroon to accelerate SDG achievement through three integrated strategic pillars: (a) transformative, inclusive and sustainable growth; (b) inclusive governance and peacebuilding; and (c) environmental sustainability, climate risk and disaster management. The interventions in the east, north-west, south-west and the three northern regions will target youth, women, IDPs, people in rural areas and those living with disabilities. UNDP will deliver the three pillars in an integrated approach. The first pillar on transformation, inclusion and sustainable growth includes building a broad-based climate-resilient green economy that contributes to environmental sustainability and building resilience of vulnerable groups. The second pillar, governance and peacebuilding (especially the component on decentralization and accountability), is a key strategic driver to accelerate structural transformation of the economy, foster local development, strengthen social cohesion, and provide effective response to climate change.

10. The programme's theory of change envisions that by 2026, *if* the decentralization process is accelerated, the economy is diversified (leading to structural transformation), mechanisms for inclusive dialogue are strengthened, social cohesion and peacebuilding are strengthened, socioeconomic recovery (especially in conflict-affected areas) is accelerated, and the environment is sustainably managed; *provided* there is strong collaboration with United Nations agencies, full government and local community participation and ownership, engagement of CSOs and the private sector, progress on government structural and institutional reforms, adequate resources, and a safe and secure environment to implement the programme; *then* youth, women and vulnerable people will have decent jobs, be empowered to participate in decision-making processes and be more resilient to climate shocks and disasters.

11. UNDP will contribute to achieving three of the five SDG accelerators identified by the Government: (a) strengthening institutional processes through better governance; (b) strengthening gender equality in education and employment; and (c) improving infrastructure development, especially small-scale renewable energy. In the process, UNDP will consolidate its strategic positioning for policy and strategy support and capitalize on gains from the national response to COVID-19, as a component of the socioeconomic transformation. UNDP support to the Government will align with national priorities articulated in various plans⁹ and includes: (a) mobilizing resources for the SDGs through the integrated national financing framework (INFF); (b) promoting new integrated development solutions; and (c) supporting knowledge and technology transfer through South-South and triangular cooperation. UNDP will continue to support the Government in mobilizing vertical funds and strengthening partnerships with international financial institutions for economic resilience and COVID-19 response. Furthermore, UNDP will partner with bilateral cooperation agencies such as German Corporation (GIZ) on decentralization and the private sector on innovation.

Transformative, Inclusive, and sustainable growth

12. UNDP will support the Government in reducing monetary and multidimensional inequalities and underemployment, particularly among women, youth and vulnerable groups. UNDP will support the transformation from cash to digital government-to-person (G2P) payments using mobile money systems. This has the potential to be replicated and scaled up to a social transfer payment system. UNDP will act at the strategic level to promote structural reforms and at the operational level to reach beneficiaries. The approach will prioritize innovation, capacity building in the digital and green economy, and knowledge management. UNDP will support SMEs and small and medium industries (SMIs) that contribute to expanding local industries and create jobs. To do this, UNDP will rely on government support structures, incubators, the private sector, and universities to ensure the sustainability of interventions. It will also strengthen collaboration with

⁹ National COVID-19 response plan, National COVID-19 vaccine deployment plan, National inclusive finance strategy, Special three-year youth plan, National gender policy, National Development Strategy, 2020 -2030.

the International Labour Organization (ILO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). Furthermore, UNDP will prioritize people affected by COVID-19 and locations hosting IDPs.

13. UNDP will promote entrepreneurship and strengthen inclusive access to finance for women, youth and vulnerable groups. Interventions will focus on developing value chains with high employment potential identified in the NDS30, including promoting inclusive finance through improving financial products and services adapted to the needs of different target groups. UNDP will support the technological transformation of SME/SMIs through partnerships with the United Nations Capital Development Fund (UNCDF), the United Nations Food and Agriculture Organization (FAO), the IsDB, and it will build on ongoing initiatives such as Youth Connekt and the accelerator labs. Within the framework of the decentralization policy, UNDP will strengthen the capacity of municipal employment offices (MEOs) and improve access to market information by supporting the deployment of the Cameroon Market Information System (CAMIS).

14. The programme will strengthen the capacities of national institutions and SMEs to become competitive and contribute to economic diversification for better subregional and continental integration within the framework of the Africa Continental Free Trade Area (AfCFTA). UNDP will collaborate with the United Nations Economic Commission for Africa (UNECA) to develop interconnections between CAMIS and other national price information systems in the subregion.

Inclusive governance and peacebuilding

15. Creating conditions for harmonious, more inclusive development is essential for transformation. UNDP will contribute by strengthening the capacities of national institutions mandated to lead decentralization, such as the Ministry of Decentralization and Local Development (MINDDEVEL) and the National Decentralization Council (NDC) and DTCs. UNDP will partner with the World Bank, AfDB, GIZ and the French Development Agency (AFD) to support the Government with resource mobilization, inclusive and participatory budgeting, and e-governance (dematerialization of services). UNDP will also partner with the National School of Local Administration (NASLA) to strengthen the capacities of DTCs.

16. UNDP will strengthen effective and inclusive decision-making processes focusing on youth, women and vulnerable groups by supporting initiatives for citizen participation, human rights and the rule of law. The programme will establish multi-stakeholder consultation platforms for the NDS30 and the SDGs within the INFFs. Moreover, UNDP will strengthen the capacity of local governments and citizens to anticipate and respond to endogenous and exogenous shocks, make efficient use of resources/skills transfers, and strengthen the legal and institutional environment for citizens' participation and enjoyment of rights.

17. UNDP will accompany the Government in peacebuilding, strengthening social cohesion and preventing violent extremism in collaboration with the United Nations system (UNFPA, UNESCO and UN-Women). To address effects of fragility in the far-north, north-west and south-west regions, UNDP will implement stabilization and recovery initiatives to strengthen social cohesion, rehabilitate basic social services, and revitalize the local economy in collaboration with Japan, Germany, France and United Kingdom. UNDP will deliver the initiatives following key principles, including the human rights-based approach, a people-centred approach based on vulnerability, local ownership, building forward better, and doing no harm. UNDP will work with the country team to ensure harmonious integration of the humanitarian-development-peace nexus with human security as the guiding thread. Furthermore, UNDP will promote a cross-border approach to ensure better integration and management of interventions in key target locations, mainly Lake Chad Basin and the north-west, south-west and east regions. UNDP will closely collaborate with neighbouring countries' relevant institutions and stakeholders, and with other UNDP country offices involved. Cross-border interventions will focus on capacity building of national and community entities on conflict prevention, early warning, inclusive dialogue, mediation and reconciliation with increased participation of women and youth. UNDP will also contribute to strengthening national human rights mechanisms, capacities of law enforcement officers, and accountability institutions.

Environmental sustainability, climate risk and disaster management

18. UNDP will strengthen the capacities of key actors to improve regulatory frameworks and access climate finance to implement the Paris Agreement and the Sendai Framework for Disaster Risk Reduction. UNDP support will focus on: (a) developing a national climate policy to address climate change challenges in an integrated manner through the formulation and early implementation of low carbon emission options resilient to climate shocks; and (b) adopting a national framework for climate finance, integrating requirements and obstacles to the effective use of climate finance. UNDP will forge partnerships with the Green Climate Fund (GCF) and the United Nations Forum on Forests (UNFF).

19. Within the context of environmental fragility related to climate change and increasing pressures on natural resources, UNDP will support initiatives that build the resilience of populations to adverse effects of climate change and natural disasters by implementing techniques for adaptation, mitigation (renewable energy, agroforestry practices) and natural disaster risk management. UNDP will support the promotion of value-added techniques to climate change adaptation and mitigation and the development of tools to manage natural disaster risks for DTCs. UNDP will forge partnerships with international financial institutions (IFIs), FAO and UNESCO to contribute to these results.

20. Effective institutions are critical for driving sustainable development. UNDP will strengthen key institutions capacities, including assessing economic costs of action and inaction related to climate change and natural disasters and links to: (a) development of integrated climate/economic models and predictions, and formulation of resilient sectoral policies; (b) monitoring and forecasting changes in conditions causing floods, droughts and associated impacts; and (c) strengthening the national climate services framework.

21. UNDP will support the Government in consolidating synergies and partnerships between actors to enable communities and DTCs in the far-north regions for disaster preparedness, application of knowledge and innovation on environmental management, biodiversity and ecosystem services, and restoration of degraded land. This will be done by: (a) developing guidelines to capitalize on good practices, knowledge and innovation to improve mechanisms for valuing environmental services and ecosystems; and (c) supporting pilot DTCs to fight poverty through effective use of guidelines to promote environmental services, biodiversity and ecosystems.

III. Programme and risk management

22. UNDP will play an integrator role within United Nations system following the principles of Paris Declaration and Busan Partnership for Effective Development Cooperation. UNDP will develop dialogue platforms for better coordination of the implementation of the NDS30 and the SDGs in partnership with the country team, the Government, technical and financial partners, think-tanks, research institutions, IFIs and the private sector. Partnerships will be promoted within the framework of South-South and triangular cooperation by strengthening the mobilization of development assistance and technical cooperation to take advantage of AfCFTA.

23. This CPD outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and internal control framework.

24. A steering committee chaired by the Ministry of Economy, Planning and Regional Development (MINEPAT) will coordinate the programme and bring together sectoral ministries and other stakeholders involved in programme implementation. The harmonized approach for cash transfers (HACT) will be used in a coordinated manner with other United Nations organizations to strengthen national ownership. If necessary, national execution may be replaced by direct execution for all or part of the programme to allow a response to a case of force majeure.

25. The office saw a sharp increase of 357 per cent in resources and 273 per cent in delivery between 2018 and 2020 with the same staffing structure. The country office will review and adjust its structure to create a nimble, effective set-up to respond to the country office's increasing scope to address complex development needs in recovery, the humanitarian-development-peace nexus, youth employment, and empowerment of women.

26. The main programme implementation risks are financial, environmental (floods, landslides, extreme heats, pollution), health (COVID-19 and other pandemic), deterioration of security and socio-political environment (especially in the far-north, north-west and south-west regions), and slow implementation of institutional reforms. Financial risks relate, among others, to the programme's high dependence on government financing. If the COVID-19 pandemic and its socioeconomic impacts persist and growth stagnates, the Government contribution to the country programme might be affected. To mitigate this trend, the country office will diversify its partnerships with development banks (IsDB, World Bank, AfDB). The strategic partnership with the Government will be strengthened to support programme implementation on recovery and environment. UNDP will develop a communication and partnership strategy to diversify funding sources.

27. To mitigate risks related to security and socio-political crises, UNDP will start implementation in stable areas, monitor progress through established risk mitigation mechanisms, and scale up gradually. The programme will rely on 'proof of concept' in fragile locations and systematically carry out conflict analysis prior to intervention. UNDP will partner with local actors (CSOs/NGOs, faith-based organizations, DTCs) to mitigate security risks. Moreover, UNDP will mitigate the impact of environmental and social risks by systematically carrying out human rights, due diligence and social and environmental standard assessments. To accelerate institutional reforms through decentralization, UNDP will follow a two-pronged approach, including promoting and sensitizing legislators and technical support through the decentralization project.

28. The programme will be regularly reviewed to minimize shocks due to COVID-19. Overall risk analysis will consider gender and community empowerment, including youth and women participation, with continued emphasis on applying leaving no one behind to target people living with disabilities and other vulnerable groups.

IV. Monitoring and evaluation

29. Within the UNSDCF results and resources framework, UNDP will rely primarily on the national statistical information system for the production, regular updating, and dissemination of essential statistics for monitoring CPD indicators, and developing new methodologies. UNDP will support capacity building of the National Institute of Statistics (NIS).

30. Programme implementation will be monitored through coordination meetings, annual reviews and final evaluation of the programme organized jointly with MINEPAT. Quarterly quality assurance activities within the HACT framework will strengthen joint monitoring of programme results. The Government and UNDP will experiment monitoring approaches by multidisciplinary teams while ensuring involvement of beneficiaries by fostering community-level feedback mechanisms to strengthen results-based management.

31. Based on UNDP monitoring and evaluation guidelines, a country office evaluation plan will be drawn up, including project and thematic evaluations for the three programme priorities. External evaluations, independent evaluations and audits, conducted in accordance with corporate guidelines, will guide programme implementation and theory of change adjustment, and the results and resources framework. UNDP will allocate 5 per cent of its programme budget to strengthen monitoring and evaluation, especially for data collection, to set baselines and undertake periodic surveys.

32. The country office will continue to use the UNDP gender marker to ensure that at least 15 per cent of the country programme budget is invested to achieve gender equality and women's empowerment. The country office will review and implement its gender equality strategy and

participate in the gender equality seal. UNDP will strengthen its knowledge management processes through documentation and sharing of experiences to better capitalize on programme achievements with the accelerator lab.

Annex. Results and resources framework for Cameroon (2022-2026)

NATIONAL PRIORITY OR GOAL: Structural transformation of the economy.				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP 1: By 2026, more people, especially youth, women and the socially and economically vulnerable, benefit equitably from increased opportunities in a green, diversified, transformative, resilient and inclusive economy with decent jobs in the productive sectors. (Goals 1, 5, 8, 9, 10, 11, 12, 17).				
RELATED STRATEGIC PLAN OUTCOME: Accelerate structural transformations for sustainable development.				
Cooperation Framework outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines targets)	Major partners/partnerships frameworks	Estimated cost by outcome (United States dollars)
<p>Share of agro-industry in GDP (%) Baseline (2018):7.8 Target (2026): 12.1</p> <p>Share of rural sector in GDP (%) Baseline (2018):14.6 Target (2026): 21</p> <p>Overall underemployment rate of 15 to 24 years old Baseline (2010): 84,8 % Target (2026): 70%</p>	<p>Data source: National Accounts Frequency: Yearly Responsibility: NIS</p> <p>Data source: MINFI¹⁰, MINEPAT¹¹, MINADER¹², NIS, NDS30 Monitoring report Frequency: Yearly Responsibility: MINFI, NIS, MINADER</p> <p>Data source: MINEPAT, NIS, Economic and financial survey of enterprises Frequency: Yearly Responsibility: MINEPAT</p>	<p>Output 1.1. Technical and operational capacities of SMEs, cooperative societies and innovative start-ups enhanced to develop inclusive value chains in agricultural, digital economy, green economy and minerals.</p> <p>Indicator 1.1.1. Number of value chain strengthened to promote employment and wealth creation for youth and women Baseline (2020): 8 Target (2026): 20 Data source: Projects reports Frequency: Annual</p> <p>Indicator 1.1.2. Number of registered SMEs participating in productive sector value chain Baseline (2020): 100 Target (2026): 300 Data source: Project reports</p>	<p>MINEPAT, MINADER, MINCOMMERCE,¹³ MINEFOP,¹⁴ Incubators, World Bank, European Union, AfDB, IFAD</p>	<p>Regular: \$2,800,000 Other: \$45,696,000</p>

¹⁰ Ministry of Finance

¹¹ Ministry of Economy, Planning and Regional Development

¹² Ministry of Agriculture and Rural Development

¹³ Ministry of Trade

¹⁴ Ministry of Employment and Vocational Training

		<p><i>Frequency:</i> Annual and every 6 months</p> <p>Indicator 1.1.3. Number of jobs created through analysed value chains <i>Baseline</i> (2020): 1500 (Male 1050, Female 450, Youth 1200), <i>Target</i> (2026): 6000 (Male 4200, Female 1800, Youth 4800, People with Disability PwD 200) <i>Data source:</i> Project report, survey <i>Frequency:</i> Annual</p>		
		<p>Output 1.2. SMEs, cooperative societies, and innovative start-ups led by women, youth and vulnerable groups enabled access to technology, and inclusive financing.</p> <p>Indicator 1.2.1. Volume of financing granted to SMEs and cooperatives for innovative start-ups led by women, youth and vulnerable groups. <i>Baseline:</i> TBD <i>Target</i> (2026):10 000 000 USD <i>Data source:</i> Project reports <i>Frequency:</i> Annual</p> <p>Indicator 1.2.2. Number of people accessing financial and non-financial assets, disaggregated by target groups <i>Baseline</i> (2020): 5,500 (youths 2500, women 3000 and PWDs 0) <i>Target</i> (2026): 16,200 (youths 10000, women 6000 and PWDs 200) <i>Data source:</i> Project reports <i>Frequency:</i> Annual</p> <p>Indicator 1.2.3. Number of SMEs,</p>	<p>MINPMEESA,¹⁵ MINPROFF,¹⁶ MINEPAT, MINFI, INS, INCOMMERCE, MINMIDT,¹⁷ World Bank, BADEA,</p>	

¹⁵ Ministry of small and medium-sized Enterprises, Social Economy and Handicrafts

¹⁶ Ministry for Women Empowerment

¹⁷ Ministry of Mines, Industry and Technological Development

		<p>cooperative societies, start-ups benefiting from upgraded technological services (digitalization, processing) <i>Baseline (2020): 300</i> <i>Target (2026): 1300</i> <i>Data source: Activities report, Project reports</i> <i>Frequency: Annual</i></p>		
		<p>Output 1.3. Technical and operational capacities of entities at national, regional and local levels enhanced to develop employment opportunities, improve access to market, and build youth and women resilience.</p> <p>Indicator 1.3.1. Number of women, youth and vulnerable groups benefitting from productive capacity building support structures <i>Baseline (2020):300 (Female 120, Male 180 PwD 0)</i> <i>Target (2026): 1500 (Female 600, Male 900, Youth 1200, PwD 75)</i> <i>Data source: Partners' activity reports,</i> <i>Frequency: Annual</i></p> <p>Indicator 1.3.2. Percentage of DTCs with a functioning municipal employment office <i>Baseline (2020): 5%</i> <i>Target (2026): 34%</i> <i>Data source: MEO reports, project reports</i> <i>Frequency: Annual</i></p> <p>Indicator 1.3.3. Percentage of DTCs covered by the information system on prices and agro-pastoral products <i>Baseline (2020): 6%</i> <i>Target (2026): 24%</i> <i>Data source: CAMIS implementation reports</i></p>	<p>MINPMEESA, MINPROFF, MINJEC, MINDDEVEL, MINEPAT, MINADER, MINFI, NIS, MINCOMMERCE, MINEFOP, World Bank, BADEA, IFAD, CNYC</p>	

		<i>Frequency: Annual</i>		
		<p>Output 1.4. Capacities of exporting SMEs and national institutions strengthened for better subregional and continental integration within the framework of AfCFTA.</p> <p>Indicator 1.4.1. Number of facilitation tools developed (e.g., tax services, certification services, etc). <i>Baseline (2020):0</i> <i>Target (2026): 3</i> <i>Data source: Project reports</i> <i>Frequency: Annual</i></p> <p>Indicator 1.4.2. Number of institutions and SMEs strengthened to improve access to export market <i>Baseline (2020):0</i> <i>Target (2026): 200 (10 institutions and 190 SMEs)</i> <i>Data source: Project report</i> <i>Frequency: Annual</i></p>	<p>MINPMEESA, MINJEC, MINMIDT, MINEPAT, MINADER, MINFI, MINEPIA, MINCOMMERCE, MINEFOP, World Bank, European Union, ADB, IFAD, CEMAC, ECCAS, African Union, UNECA, private sector GICAM</p>	
NATIONAL PRIORITY OR GOAL: Governance, decentralization and strategic management of the state (strategic pillar 4 NDS 2030).				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP 1: By 2026, youth, women, the most vulnerable groups, and people living with disabilities actively contribute to the effectiveness of policies and the performance of public institutions at the national, regional, and municipal levels, and fully enjoy their rights. (Goals 5, 10, 11, 13, 14, 15, 16, 17).				
RELATED STRATEGIC PLAN OUTCOME 3: Building resilience to shocks and crises.				
<p>Percentage of women mayors, senators, parliamentarians <i>Baseline (2021): 19.68%</i> <i>Target (2026): 30%</i></p> <p>Rate of user satisfaction with the quality of public service. <i>Baseline (2020):25%</i></p>	<p>Data source: NIS, MINDDEVEL, MINFI, MINEPAT, MINFOPRA Frequency: Annual Responsibility: NIS, MINFOPRA, MINEPAT</p> <p>Data source: NIS, MINDDEVEL, MINEPAT, MINFOPRA, survey reports Frequency: Annual</p>	<p>Output 3.1. Capacities of institutions, civil society actors and populations (youth, women and socially vulnerable people) are strengthened for effective and inclusive participation in decision-making processes at local, regional and national levels.</p> <p>Indicator 3.1.1. Proportion of DTCs with an effective and inclusive dialogue framework in place. <i>Baseline (2020): 30%</i> <i>Target (2026): 60%</i> <i>Data source: DTCs activity reports</i> <i>Frequency: Annual</i></p>	<p>MINAT, MINDDEVEL, MINFI, MINEPAT, MINAS, MINPROFF, MINFOPRA, CVUC, MINJEC CNYC</p>	<p>Regular: \$3,429,000</p> <p>Other: \$72,828,000</p>

<p>Target: (2026): 80%</p> <p>Percentage of population with confidence in the justice system.</p> <p>Baseline (2014):35%</p> <p>Target: (2026): 65%</p>	<p>Responsibility: MINFOPRA, MINEPAT, UNDP</p> <p>Data Source: NIS, MINJUSTICE, Survey Reports</p> <p>Frequency: Annual</p> <p>Responsibility: MINJUSTICE, NIS, UNDP</p> <p>Data Source: MINDDEVEL, MINEPAT, CVUC, survey reports, activity reports</p> <p>Frequency: Annual</p> <p>Responsibility: MINDDEVEL, CVUC</p>	<p>Indicator 3.1.2. Number of CSOs/networks with mechanisms ensuring civic participation and representation in decision-making process</p> <p><i>Baseline (2020):10</i></p> <p><i>Target (2026):50</i></p> <p><i>Data source:</i> Activity reports</p> <p><i>Frequency:</i> Six (6) months</p> <p>Indicator 3.1.3. Proportion of central institutions with operational mechanisms in place to promote participation of women, youth and vulnerable people in decision-making processes.</p> <p><i>Baseline (2020): 0</i></p> <p><i>Target (2026): 50%</i></p> <p><i>Data source:</i> Project reports</p> <p><i>Frequency:</i> Annual</p>		
		<p>Output 3.2. Institutions, communities and vulnerable populations in targeted areas are structured and equipped to foster social cohesion, peace, security and boost local development and recovery from shocks.</p> <p>Indicator 3.2.1. Number of facilities destroyed by natural or manmade disasters restored</p> <p>(a) Schools: <i>Baseline:</i> 100; <i>Target:</i> 130</p> <p>(b) Hospitals and health facilities: <i>Baseline:</i> 9; <i>Target:</i> 25</p> <p>(c) Water facilities: <i>Baseline :</i>250; <i>Target:</i> 350</p> <p>Indicator 3.2.2. Number of people benefitting from emergency jobs and other livelihoods in crisis and post-crisis settings, disaggregated by sex, age and disability</p> <p><i>Baseline (2020):</i> 6000 (Male 4200; Female 1800, PwD 0)</p> <p><i>Target (2026):</i> 18,000 (Male 12600; Female 5400, PwD 300)</p> <p><i>Data source:</i> Project Report</p> <p><i>Frequency:</i> Annual</p> <p>Indicator 3.2.3. Number of strategic partnerships established with IFIs to support resilience-building,</p>	<p>MINHDU, MINAT, MINEPAT, MINPROFF, MINEFOP, MINADER, MINEPIA, MINDDEVEL, MINFOPRA, Japan</p>	

		transformation, and strengthening health systems (including COVID-19 vaccine deployment) <i>Baseline (2020): 3¹⁸</i> <i>Target (2026): 5</i> <i>Data source: Project report</i> <i>Frequency: Annual</i>		
Overall ranking in the Mo Ibrahim Index of African Governance <i>Baseline (2020): 43.5/100</i> <i>Target: TBD</i>		<p>Output 3.3. Decentralization process and local governance systems enhanced to improve service delivery.</p> <p>Indicator 3.3.1. Number of DTCs with a participatory, inclusive and gender-responsive plans and budget <i>Baseline (2020): 0</i> <i>Target (2026): 374</i> <i>Data source: Project activity reports</i> <i>Frequency: Annual</i></p> <p>Indicator 3.3.2. Number of DTCs with functioning resource mobilization and partnership mechanism for local development <i>Baseline (2020): 0</i> <i>Target (2026): 150</i> <i>Data source: Activity reports</i> <i>Frequency: Annual</i></p> <p>Indicator 3.3.3. Number of DTCs with innovative and digitized systems for effective service delivery <i>Baseline (2020): 0</i> <i>Target (2026): 40</i> <i>Data source: Project reports</i> <i>Frequency: Annual</i></p> <p>Indicator 3.3.4. Percentage of DTCs with functional accountability mechanisms <i>Baseline (2020): TBD</i> <i>Target (2026): 60%</i> <i>Data source: Project report</i> <i>Frequency: Annual</i></p>	MINFI, MINEPAT, MINDDEVEL, MINFOPRA, ANTIC, World Bank, Japan, European Union	
		Output 3.4. Legal, institutional, and technical	MINJUSTICE, MINEPAT, MINFOPRA,	

¹⁸ World Bank, IDB and BADEA.

		<p>frameworks are enabled for effective administration of justice, human rights and access to services.</p> <p>Indicator 3.4.1. Average length of pre-trial detention (months) <i>Baseline (2020): 12 months</i> <i>Target (2026): Six months</i> <i>Data source: MINJUSTICE report</i> <i>Frequency: Annual</i></p> <p>Indicator 3.4.3. Number of administrations at central, regional and local level that use Standard 1756 on the quality of service to users. <i>Baseline (2020): 11</i> <i>Target (2026): 31</i> <i>Data source: Project reports</i> <i>Frequency: Annual</i></p> <p>Indicator 3.4.4. Number of law enforcement personnel and other actors (Parliament, public administrations, CDHC, CSOs) with capacities strengthened in gender and human rights issues <i>Baseline (2020):11</i> <i>Target (2026):1000 (100 Parliament, 300 Justice, 600 others)</i> <i>Data source: Project reports</i> <i>Frequency: Annual</i></p>	CNUDH, CONSUPE, MINSANTE, MINAT, National Assembly, CDHC,	
		<p>Output 3.5. Capacity of the National Statistics Information and Planning System enhanced to provide quality data and analysis for planning, implementation, coordination, monitoring and evaluation of development policies and decision making.</p> <p>Indicator 3.5.1. Number of institutions using vulnerability and poverty profiles data for evidence-based policymaking and implementation <i>Baseline: 1</i> <i>Target (2026): 25</i> <i>Data source: MINEPAT report</i> <i>Frequency: Annual</i></p> <p>Indicator 3.5.2. Percentage of Local development plan</p>	MINEPAT, INS, MINDDEVEL	

		using disaggregated data to monitor progress towards SDGs <i>Baseline (2020): 34%</i> <i>Target (2026): 80%</i> <i>Data source: updated PCD</i> <i>Frequency: Annual</i>		
<p>NATIONAL PRIORITIES OR GOALS: Structural transformation of the economy (strategic priority 1, NDS2030); Governance, decentralization and strategic management of the State (strategic priority 4, NDS2030).</p>				
<p>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP 1, Effect 4 UNSDCF: By 2026, people, including youth, women and socially vulnerable groups, in different agro-ecological zones live in a safe environment, sustainably manage environmental resources, including biodiversity, and are more resilient to shocks from disasters and climate change. (Goals 5, 13, 14, 15, 16, 17).</p>				
<p>RELATED STRATEGIC PLAN OUTCOME 3: Building resilience to shocks and crises.</p>				
<p>Proportion of DTCs with a local land use and sustainable development plan <i>Baseline: 0</i> <i>Target: 70%</i></p>	<p>Data source: INS, MINEPDED, MINAT Frequency: Annual Responsibility: MINEPDED, MINAT</p>	<p>Output 4.1. Capacities of key actors and institutions strengthened to access climate finance for the implementation of the Paris Climate Agreement and the Sendai framework.</p> <p>Indicator 4.1.1. Number of legal and institutional framework developed for effective implementation of climate agreements <i>Baseline (2020): 0</i> <i>Target (2026): 2</i> <i>Data source:</i> MINEPDED report, climate policy document <i>Frequency: Annual</i></p>	<p>MINEPDED, MINFI, MINEPAT, MINDDEVEL, ONACC, World Bank, GCF</p>	<p>Regular: \$1,200,000</p> <p>Other: \$24,276,000</p>
<p>Area of sustainably managed forest <i>Baseline (2020): 6 530 489 ha</i> <i>Target (2026): 7,000,000 ha</i></p>	<p>Data source: Report on national strategy for development of the rural sector, report MINEPDED, MINFOF Frequency: Annual Responsibility: TBC</p>	<p>Indicator 4.1.2. Number of SSC and development partnerships with funding on climate action and environmental management <i>Baseline (2020): 0</i> <i>Target (2026): 3</i> <i>Data source:</i> Project reports <i>Frequency: Annual</i></p>		
<p>Percentage of agricultural households resilient to climate and other weather shocks <i>Baseline (2020): 5%</i> <i>Target (2026): 15%</i></p>	<p>Data source: Report on national strategy for development of the rural sector, annual report MINEPDED, MINFOF</p>	<p>Indicator 4.1.3. Number of institutional actors whose capacities are strengthened in programming and financial resource mobilization. <i>Baseline (2020): TBC</i> <i>Target (2026): 500</i> <i>Data source:</i> MINFI, MINEPAT, MINDDEVEL Training reports</p>		

	<p>Frequency: Annual Responsibility: TBC</p> <p>Data source: MINATMINDDEVEL, CVUC</p> <p>Frequency: Annual Responsibility: MINAT, MINDDEVEL, MINEPAT, UNDP</p>	<p><i>Frequency:</i> Annual</p>		
		<p>Output 4.2. The resilience of populations to the adverse effects of climate change and natural disasters is improved through the implementation of techniques for adaptation, mitigation (renewable energy, good agroforestry practices, etc.) and risk management related to natural disasters.</p> <p>Indicator 4.2.1. Number of key actors (at central, regional, and communal levels) that have promoted innovative solutions for the implementation of adaptation and mitigation measures to climate change <i>Baseline (2020):</i> 15 <i>Target (2026):</i> 30 <i>Data source:</i> MINEPDED, MINFOF, MINDDEVEL, activity reports <i>Frequency:</i> Annual</p> <p>Indicator 4.2.2. Number of trained DTCs able to use management and governance tools (prevention and response) of natural disaster risks <i>Baseline (2020):</i> 0 <i>Target (2026):</i> 10 <i>Data source:</i> MINAT/DPC, MINDDEVEL, MINFOF, training reports <i>Frequency:</i> Annual</p> <p>Indicator 4.2.3. Number of community leaders from at-risk areas with adequate capacity to apply adaptation and mitigation techniques to climate change <i>Baseline (2020):</i>140 <i>Target (2026):</i>240 <i>Data source:</i> Project reports</p>	<p>MINFOF, MINDDEVEL, MINAT, World Bank, FAO, UNESCO, AfDB</p>	

		<p><i>Frequency: Annual</i></p>		
		<p>Output 4.3. Key institutions have the capacity to improve climate services including assessment of the economic costs of action and inaction related to climate change and natural disasters (decision support tools, informing policies).</p> <p>Indicator 4.3.1. Number of climate/economic models developed to inform policy-makers of the costs, benefits and potential trade-offs of environmental policies and climate change mitigation scenarios <i>Baseline (2020): 0</i> <i>Target (2026): 5</i> <i>Data source: Report MINEPDED</i> <i>Frequency: Annual</i></p> <p>Indicator 4.3.2. Number of policy/strategy and plans incorporating climate/economic model outputs <i>Baseline (2020): 1</i> <i>Target (2026): 5</i> <i>Data source: Annual report, MINEPDED, MINFOF, MINEPAT</i> <i>Frequency: Annual</i></p> <p>Output 4.4. Community actors and DTCs in at-risk areas can use knowledge and innovations to value environmental, biodiversity and ecosystem services as well as the restoration of degraded lands.</p> <p>Indicator 4.4.1. Number of good practice documents integrating knowledge and innovation management for improved mechanisms for valuing environmental services, biodiversity, and ecosystems. <i>Baseline (2020):0</i> <i>Target (2026):10</i> <i>Data source: Activity report</i> <i>Frequency: Annual</i></p> <p>Indicator 4.4.2. Number of community actors and pilot DTCs with operational mechanisms in place and knowledge to value environmental, biodiversity and ecosystem services <i>Baseline (2020): 10</i></p>	<p>MINEPDED, MINFOF, MINEPAT, ONACC, NIS, GEF, World Bank, COMIFAC</p> <p>MINFOF, FAO, MINEPDED, MINDDEVEL, World Bank</p>	

		<i>Target (2026): 60</i> <i>Data source: Project report</i> <i>Frequency: Annual</i>		
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