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THE DEPARTMENT OF ENGLISH



REPUBLIQUE DU CAMEROUN

Paix – Travail – Patrie

UNIVERSITE DE YAOUNDE I

FACULTE DES ARTS, LETTRES ET SCIENCES
HUMAINES

CENTRE DE RECHERCHE ET FORMATION
DOCTORALE EN ARTS, LANGUES ET CULTURES

UNITE DE RECHERCHE ET DE FORMATION
DOCTORALE EN ARTS, LANGUES ET
LITTERATURE

DEPARTEMENT D'ANGLAIS

Indicative Error Margins in Excerpts of Cameroon's French-English Translations of Ministerial Performance Reports of 2016 and 2017

**A Thesis Defended in Public on 3 February 2025, in Partial Fulfilment of
the Requirements for the Award of a Ph.D. in Applied Linguistics
Specialisation: Translation**

BY

EWANG Javis Aidan NGWANE

B.A. (Hons) History, University of Yaounde 1

M.A. in Translation, University of Buea

Registration No. 91L154



Members of Jury

Position	Names and Surnames	University
President :	SUH Joseph , Full Professor	University of Buea
Supervisors :	Stephen A. MFORTEH , Full Professor	University of Yaounde I
	Valentine N. UBANAKO , Full Professor	University of Yaounde I
Examiners:	KOUEGA Jean-Paul , Full Professor	University of Yaounde I
	TABE Florence , Full Professor	University of Yaounde I

FEBRUARY 2025

TITLE PAGE

Indicative Error Margins in Excerpts of Cameroon's French-English Translations of Ministerial Performance Reports of 2016 and 2017

By

EWANG Jarvis Aidan NGWANE

Supervisors:

Stephen A. MFORTEH,

Full Professor,

University of Yaounde I

Valentine N. UBANKO,

Full Professor,

University of Yaounde I

DECLARATION

I, the undersigned, Mr EWANG Jarvis Aidan NGWANE, student of English Modern Letters, Faculty of Arts, Letters and Social Sciences, University of Yaounde I, registration number 91L154, hereby acknowledge by this oath of probity and intellectual property that this piece of work is entirely the product of my mind, as well as the fruit of my intellectual investigations under the co-supervision and guidance of Prof. Stephen A. MFORTEH and Prof. Valentine N. UBANAKO. It is therefore not, in any way subject to plagiarism or counterfeiting. All borrowings and exploited materials have been quoted and acknowledged by means of citations or references, in accordance with conventions in science at large and in my field of study in particular.

EWANG Jarvis Aidan NGWANE

Date: _____

CERTIFICATION

This is to certify that the thesis titled “Indicative Error Margins in Excerpts of Cameroon’s French-English Translations of Ministerial Performance Reports of 2016 and 2017” was carried out by Mr EWANG Jarvis Aidan NGWANE, registration number 91L154, in the Department of English, Faculty of Arts, Letters and Social Sciences, University of Yaounde I, in partial fulfilment of the requirements of the award of Doctor in Philosophy Degree (Ph.D.) in Applied Linguistics, Translation, under our co-supervision and guidance.

Stephen A. MFORTEH,

Full Professor,

University of Yaounde I

Valentine N. UBANAKO,

Full Professor,

University of Yaounde I

DEDICATION

To my mother, Francisca AHON DE MESAPEH

ACKNOWLEDGEMENTS

First of all, my sincere thanks go to my supervisors, Professor Stephen AMBE MFORTEH and Professor Valentine UBANAKO NJENDE, for their benign and brilliant guidance.

I would like to thank the staffs of the Library of the University of Buea, the Library of the Faculty of Arts, Letters and Social Sciences of the University of Yaounde 1 and the Library of ISTIC Yaounde, for enabling me to access the necessary documents.

I would also like to thank fellow workers of the Legislative and Linguistic Affairs Department of the National Assembly for helping me to secure all the French and English copies of ministers' presentations before the National Assembly in November 2016 and in November 2017.

I wish to equally thank Dr Oumarou MAL MAZOU for putting his stock of PDF documents on translation studies at my disposal.

Special thanks to AMASSEGUENA ISSEKOU Celine and TAMBE Nicoline for consistently helping me out with the typing of Chapter Six.

My ultimate indebtedness goes to my wife and children.

ABSTRACT

This study set out to pinpoint routine use of the literal method of translation in French-English translation excerpts of Cameroon's 2016 and 2017 ministerial performance reports as the main reason for having high percentages of errors in the reports. The percentage of errors determined in excerpts of 2016 performance reports were compared with the percentage of errors in excerpts of 2017 performance reports. To this end, the theory of error analysis was used to process and analyse data while inspiration was drawn from equivalence and purpose theories to propose corrections to erroneous renderings. All the foregoing was done by using empiricism as the main research design. In this way, the research strategy consisted of testing 2 (two) hypotheses, 2 (two) research questions and analysing the problem of the routine use of the literal method of translation at ministerial levels. At the same time, research variables such as content errors, language errors and aberrations have been used in the research process to obtain concrete results by measuring the variables quantitatively and quantifying them into percentages. Hence, in line with the objectives of the study, the findings show that the average percentage of errors in the 17 (seventeen) excerpts of performance reports translated from French to English at ministerial levels in Cameroon in 2016 is **62.29**. Meanwhile, the average percentage of errors in the 17 (seventeen) excerpts of performance reports translated from French to English at ministerial levels in Cameroon in 2017 is **59.26**. The study has thus made it crystal clear that excerpts of English translations of ministerial performance reports of 2016 are slightly worse than excerpts of English translations of ministerial performance reports of 2017. This is to say that an average percentage of 59.26 only means that the translations are defective and unusable products. The study also found that errors in Cameroon's 2016 and 2017 performance reports translated from French to English at ministerial levels are either translation-induced errors (TRINER) or usage-induced errors (USINER). It was also found that the percentages of TRINER and USINER in all the 34 (thirty-four) excerpts of ministerial performance reports are **79.34%** and **20.66%** respectively. In essence, the margins of error in English translations of the reports at ministerial levels in 2017 are still very high. This means that the creation and setting up of the National Commission on the Promotion of Bilingualism and Multiculturalism in the first quarter of 2017 did not change the rather skewed use of Cameroon's official languages in ministries. This is understandably so because the predominant use of French in ministries had been provided for in Article 59 of Cameroon's Federal Constitution of 1961. Even though Article 59 had been suppressed, its ramifications are, as this study has shown, still glaring.

RESUME

La présente étude vise à déterminer la marge d'erreur dans la traduction français-anglais des rapports de performance (RP) des ministères de 2016 et 2017 au Cameroun. Elle part d'un constat, à savoir le peu d'intérêt accordé par les Traducteurs à l'évolution de la traductologie, et leur incapacité à produire des traductions satisfaisantes pour le public cible. L'objectif est de comparer le pourcentage d'erreurs entre les rapports de ces deux années. A cette fin, nous avons utilisé la théorie de l'analyse des erreurs pour le traitement et l'analyse des données ; et celles de l'équivalence et de la finalité pour la correction des traductions erronées. Notre démarche s'appuie essentiellement sur l'empirisme. Ainsi, notre stratégie de recherche a consisté à tester deux (2) hypothèses, deux (2) questions, et à analyser le problème de l'usage récurrent de la traduction littérale dans les départements ministériels au Cameroun. Parallèlement, des variables (erreurs de contenu, fautes de langue, et aberrations) ont été utilisées dans la recherche, afin d'obtenir des résultats concrets grâce à la quantification desdites variables, notamment en pourcentages. L'étude montre que le pourcentage moyen d'erreurs relevées dans les dix-sept (17) extraits de RP des ministères traduits du français vers l'anglais en 2016 au Cameroun est de **62,29**, contre **59,26** pour les dix-sept (17) extraits de RP ministériels traduits en anglais en 2017. L'étude démontre donc clairement, sur la base des échantillons retenus pour les deux années, que la traduction des RP en 2017 est légèrement meilleure que celle des RP en 2016. Un pourcentage moyen d'erreurs de 59,26 signifie une seule chose : les traductions sont médiocres et inutilisables. L'étude révèle également que les erreurs recensées dans ces rapports de performance émanent soit de la traduction (TRINER), ou de l'usage (USINER). Les pourcentages de TRINER et d'USINER dans les trente-quatre (34) extraits de rapports de performance ministériels sont respectivement de **79,34**, et **20,66**. En définitive, la marge d'erreur dans les rapports traduits en anglais dans les départements ministériels en 2017 demeure très élevée. En conséquence, la création de la Commission nationale pour la promotion du bilinguisme et du multiculturalisme au premier trimestre 2017 n'a pas corrigé le déséquilibre dans l'usage des langues officielles dans les ministères au Cameroun. Cette situation s'explique par la prédominance du français dans ces institutions, consacrée par l'article 59 de la Constitution fédérale de 1961. Malgré l'abrogation de cette disposition, ses conséquences persistent, comme le démontre la présente étude.

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ABBREVIATIONS AND ACCRONYMS

Table 1: Abbreviations and Acronyms

S/N	ENGLISH	MEANING
1	AASME	Support Programme for Agriculture and Agribusiness SME
2	ACEFA	Programme to improve the Competitiveness of Agro-pastoral Smallholdings
3	ADRC	Appeal and Dispute Review Committee
4	ARSO	Council of the African Organisation for Standardisation
5	EFL	English as a Foreign Language
6	FALSS	Faculty of Arts, Letters and Social Sciences
7	FEMS	Faculty of Economics and Management Sciences
8	FLPS	Faculty of Law and Political Sciences
9	ICE	Interministerial Committee on the Environment
10	ISPISS	Integrated Support Programme for Informal Sector Stakeholders
11	ISTIC	Higher Institute of Translation, Interpretation and Communication
12	ITN	Identifying Taxpayer's Number
13	KYCP2	Keep Yaounde Clean Project 2
14	LIA	Labour-Intensive Approaches
15	LIFIDEP	Livestock and Fish Resources Development Project
16	MACENIP	Mass Civic Education and National Integration Project
17	MPA	Ministerial Performance Agenda
18	NACSRO	National Civil Status Registration Office
19	NOEVOT	National Observatory of Employment and Vocational Training
20	OECD	Organisation for Economic Cooperation and Development
21	PBF	Performance-Based Financing
22	PIAP/SDSD	Project to Increase Agricultural Production/ Support to Dairy Sector Development
23	RRIs	Rapid Result Initiatives
24	RSP	Research Support Programme
25	SAQA	Standards and Quality Agency
26	SCOFMA	Special Council Fund for Mutual Assistance
27	SCPE	Subcontracting and Partnership Exchange
28	SLA	Second Language Acquisition
29	SPCD/SME	Support Programme for the Creation and Development of SMEs to process and conserve local products of mass consumption
30	SPECT	Special Programme to ensure products comply with quality standards before transportation
31	SPIMSAR	Support Programme for Integrated Management and for Safeguarding Agro-pastoral Resources
32	ST	Source Text
33	TL	Target Language
34	TYEP	Three-Year Emergency Plan
35	YIBFA	Yaounde International Book Fair

INTRODUCTION

The present study was born out of the need to compare percentages of errors in excerpts of Cameroon's 2016 ministerial performance reports in English with percentages of errors in excerpts of Cameroon's 2017 ministerial performance reports in English. The aim of comparing the percentages of errors was to find out if the creation and establishment of the National Commission on the Promotion of Bilingualism and Multiculturalism in the first quarter of 2017 engendered a significant reduction in percentages of errors in excerpts of 2017 reports in English.

1.1 Motivation

The motivation to conduct a study on this particular topic stemmed from my observation as Head of the Translation Service of the National Assembly that those who translate ministerial performance reports routinely subscribe to literal translation with ambivalent results. The recurrent use of such an inconsequential method to translate continued to irk me and so the onset of the Anglophone crisis plus the celerity with which the OHADA Treaty was translated into English motivated me to use the ministerial performance reports of 2016 and 2017 to determine whether ministers and the translators working under their authority had, in line with public discourse at the time, reformed their attitude towards English and their approach to translation respectively.

From the translational point of view, the translator's resolute willingness to know and make it possible for the readership of their translation to know or access all the transferable content and style of the source text is what makes the difference in the performance of translation tasks. In fact, translators cannot make known what they do not know and translating what is not known will almost certainly culminate in glaring discrepancies between the content of the source text and that of the target text. Such discrepancies are glaring in Cameroon's ministerial performance reports translated from French to English in 2016 and 2017. Consequently, the readership in English was deprived of the information that was meant for it and that amounted to deprivation of the right to information even though the very essence of performance budgeting is to keep the public adequately informed on results achieved by government departments (ministries). The above situation was another source of motivation to explore possibilities of translating the contents of excerpts of ministerial performance reports from French to English prose acceptably. Hence, the motivation is to use correct, acceptable

and, consequently, informative translations as building blocks of social relations and to ultimately contribute in enhancing social cohesion in our country.

The motivation to carry out this study was equally born out of the need to document empirical evidence on routine use of the literal method of translation to discharge translation tasks at the level of ministries in Cameroon and ipso facto show its limitations by having recourse to workable methods in situations where literal translation cannot help the translator to communicate acceptably. There was also the need to repackage translation principles that can be relied on in the translation process, in general, and in translating Cameroon's ministerial performance reports acceptably, in particular, and ipso facto get vital information in the reports across to English-speaking Cameroonians.

1.2 Statement of Research Problem

It can be discerned from the salient facts broached, so far, that acceptable translations hinge on the appropriation of theoretical knowledge on translation and use of strategies that are relevant to the language pair and text-type. Conversely, translators who do not take cognisance of developments in translation science and the special niche to be carved out for a translation in the TL community will almost certainly elicit renderings with wide error margins. For example, most of the translations of excerpts of ministerial performance reports into English that are reviewed in the present study are fraught with:

- renderings that are incomprehensible and bereft of information;
- renderings that routinely replicate the word order of the French source text utterance in English;
- renderings that do not generally conform to the idiom in English.

Clearly, ministerial performance reports are, in compliance with the Constitution, translated from French into English in Cameroon. Unfortunately, English translations of the reports are replete with errors that seriously distort the meaning of ministerial performance reports in French and the information meant for English-speaking Cameroonians is consequently misrepresented.

1.3 Research Questions

Answers are sought to two questions in this work, viz:

- 1) what are the margins of error (content and language errors) in excerpts of English translations of Cameroon's ministerial performance reports of 2016 and 2017 and

how do such margins of error in the translations reflect translators' unsatisfactory knowledge base?

- 2) which other categories of errors in excerpts of English translations of Cameroon's ministerial performance reports of 2016 and 2017 are caused by setting unreasonable translation service delivery deadlines?

1.4 Research Objectives

The objectives of this study are:

- i. to determine the margins of error (content and language errors) in excerpts of English translations of Cameroon's ministerial performance reports of 2016 and 2017 and find out if such margins of error are a reflection of translators' unsatisfactory knowledge base;
- ii. to determine the percentage of any other category of error or aberration in excerpts of Cameroon's 2016 and 2017 ministerial performance reports translated from French into English.

1.5 Research Hypotheses

The translation of nonliterary texts revolves around the creation of an appropriate situation of language use in the receiving language for the communicative content being rendered in the latter. This means that failure to create an appropriate situation of language use will result in language errors and any communicative content in the French source text that does not correlate with that in the English target text will result in content errors. The present study has two hypotheses:

General Hypothesis

Large error margins in excerpts of Cameroon's ministerial performance reports of 2016 and 2017 are a reflection of translators' unsatisfactory knowledge base;

Specific Hypothesis

Setting unreasonable deadlines for completing translation tasks in Cameroon's ministries results in dismal translation quality.

The two hypotheses for the present study are means to an end, nay tools for analysis. After formulating these two hypotheses, errors in excerpts of English translations of Cameroon's ministerial performance reports from 2016 to 2017 have been used in the present study to test the hypotheses.

1.6 Significance of this Study

The present study is concerned with refining, retranslating or translating some segments of ministerial performance reports translated from French to English or omitted in English in excerpts of 2016 and 2017 reports and ipso facto contribute to making the translations thus reviewed communicatively acceptable from the translational point of view. It also makes it possible for the readership in English to access and understand a reliable source of information from which material can be exploited and used for many other befitting purposes.

The present study is equally important as a case study on some “finished” translations that do not have a justified existence because they do not serve the purpose for which they were intended. It would enable some translators to correct their errors while others could draw inspiration from corrected errors and deepen their knowledge in the field.

As a study on translation criticism, it clearly points to the need for translations to be continually reviewed in order to enhance quality and improve the perception of translators and their work. All this would make it possible for translation to impact bilingualism positively. Lastly, the present study shows translation stakeholders, in practice, how translation quality and accuracy are assured by consciously having recourse to translational possibilities of eliciting renderings that are acceptable from the point of view of style and information accessed.

1.7 Importance of this Study

The importance of the present study lies in the empirical evidence it documents on the use of English in Cameroon’s ministries and the necessary insight it provides into the quality of English that is used in the excerpts of French-English translations of Cameroon’s ministerial performance reports reviewed. It, therefore, enables the reader to have a picture of the actual use of English in Cameroon’s public administration, especially as the English excerpts of ministerial performance reports actually reflect English usage problems that exist in the 35 ministerial performance reports translated from French to English in 2016 and in 2017 in Cameroon. As a result, the excerpts of the 34 ministries provide a case-by-case study on the real situation of English usage in Cameroon.

CHAPTER ONE

BACKGROUND TO THE STUDY

The present study focuses on error margins in excerpts of English translations of Cameroon's ministerial performance reports of 2016 and 2017. It seeks to determine error margins in excerpts of English translations of Cameroon's ministerial performance reports and to ascertain whether excerpts of English translations of such reports in the aftermath of the creation of the National Commission on the Promotion of Bilingualism and Multiculturalism in 2017 are better than excerpts of English translations of the reports in 2016. After introducing the study, this chapter proceeds with the background to the study.

1.8 Background to the Study

When the National Commission on the Promotion of Bilingualism and Multiculturalism (NCPBM) was created on 23 January 2017 and set up on 15 March 2017, there was an outflow of optimism that bilingualism or the use of English and French as official languages in the administration of Cameroon will, from hence, be institutionalised. Accordingly, it was hoped that constitutional provisions pertaining to French and English as Cameroon's official languages with equal status would be respected. Such wishful thinking was further entertained when the Commission dispatched its members to ministries in June 2017.

The outflow of optimism after NCPBM was created and set up was, however, short-lived. For example, of the 35 ministries that reported to the National Assembly during the November 2017 Ordinary Session of the National Assembly, only the Ministry of External Relations (MINREX) reported that the Commission's visit to MINREX enabled the latter to kick-start the desired constructive dialogue to seek lasting solutions to the problem of giving preference to one official language, the French language, in the administration of Cameroon.

Besides, some student translators of ISTIC who rounded off their practicum at the Ministry of Housing and Urban Development (MINHDU) in September 2020 noticed that there was an avalanche of press releases at MINHDU that were not translated into English. This prompted TIE to tackle the translation of 28 press releases by MINHDU in his end of course dissertation.

During the same period, another student translator of ISTIC, MOUNE, noticed that most press releases published in Cameroon Tribune were fraught with errors. She went on to summarise percentages per error type in her dissertation as follows: 34.71% for lexical errors;

21.76% for literal translation; 14.71% for grammatical errors; 10.59% for omission; 5.88% for borrowing; 4.71% for over translation; 4.12% for partial translation and 3.53% for calque.

It should be noted that Wikipedia defines a press release as an official statement that provides information to a target group or to the general public and opines that press releases are a primary source of information. Hence, failure to translate them or translating them with errors that distort the meaning of the information packaged through them constitutes a serious breach to the right to information. In other words, translating and publishing press releases, for example, with errors thwarts efforts made in having them translated. That is why there is a sharp contrast between the translation that routinely reproduces the structure of the paragraphs in the press release translated below and its correction by this researcher.

Communiqué de Presse

100 cadres de l'Assemblée Nationale à l'Ecole des Usages et Pratiques Protocolaires, du Marketing-Pays, de la Diplomatie Parlementaire et de la Rédaction Administrative.

L'objectif étant d'accroître l'efficacité de son administration ainsi que la contribution de la diplomatie parlementaire au chantier de construction nationale et de l'amélioration de l'image du Cameroun.

Ce sera du 29 Septembre au 06 octobre au Palais des Congrès de Yaoundé avec la collaboration du Ministère des Relations Extérieures et des experts.

Cette sequence constitue la dernière phase du programme annuel 2020 de renforcement des capacités de son perosnel, instruit par le Président de l'Assemblée Nationale, le Très Honorable CAVAYE YEGUIE Djibril et qui regroupera tous les Secrétaires des Organisations Interparlementaires et Groupes d'Amitié et les Responsables des Structures Administratives et du Protocole.

Le Secrétaire Général

Gaston KOMBA

Translator's Translation Press Release

The National Assembly announces advanced training on Protocol Practices and Customs, Country Marketing, Parliamentary Diplomacy and Administrative Writing for 100 senior Employees.

The training will focus on enhancing operational efficiency of the parliamentary administration and using parliamentary diplomacy as a tool for nation-building and improving Cameroon's image.

The initiative is set to hold from 29 September - 6 October 2020 at the Yaounde Conference Centre in collaboration with the Ministry of External Relations and various experts.

The seminar marks the culmination of the 2020 Annual capacity-building programme for personnel of the National Assembly under the auspices of the Speaker of the National Assembly, the Right Honourable CAVAYE YEGUIE Djibril. Participants will include all Secretaries of Interparliamentary Organisations and Friendship Groups as well as heads of administrative services and protocol.

The Secretary General

Gaston KOMBA

Researcher's Translation

Press Release

The National Assembly will, in collaboration with the Ministry of External Relations and appropriate experts, organise a refresher course on **rules of protocol, country marketing strategies, parliamentary diplomacy and administrative correspondence** for 100 members of staff of the National Assembly at the Yaounde Conference Centre from 29 September to 6 October 2020.

The objective of the course is to improve on the performance of its parliamentary administration and contribute in nation building and in improving the image of Cameroon through its parliamentary diplomacy.

The refresher course is the last in-service training earmarked in the 2020 annual programme for building the capacity of its staff as recommended by the Speaker of the National Assembly, the **Right Honourable CAVAYE YEGUIE Djibril**. The training is intended for administrative secretaries of interparliamentary organisations, parliamentary friendship groups, heads of administrative units and protocol staff.

sgd

Gaston KOMBA

The Clerk of the National Assembly

Meanwhile, a communiqué is an official announcement or statement, especially one made to the media. This means that the French word, communiqué, is not translated into English. It is reproduced. Unfortunately, Cameroon Tribune has, through misguided supposition, been routinely translating communiqué as “release” in English. In the reasoning of its officials, since “communiqué de presse” is rendered in English as press release, communiqué therefore becomes release when translated into English—a phoney supposition indeed. Below is an example of a communiqué by the Minister of Finance that is printed in Cameroon Tribune. Only the first paragraph of the communiqué is reproduced for illustrative purposes.

Communiqué

Le Ministre des Finances informe les contribuables que le délai de transmission électronique des déclarations statistiques et fiscales (DSF) et de paiement des soldes d'impôts de fin d'exercice y afférent pour le compte de l'exercice 2022 initialement fixé au 15 mars est prorogé au 27 mars 2023 ...

Cameroon Tribune's Translation

Release

The Minister of Finance informs taxpayers that the deadline for the electronic filing of statistical and tax returns (STR), and the payment of the related year-end tax balances for the 2022 fiscal year, initially scheduled for the 15th March 2023 is extended to the 27th of March 2023 ...

Researcher's Translation

Communiqué

The Minister of Finance hereby informs enterprises that the deadline for submitting their annual income statements and tax balances for the 2022 financial year that was initially scheduled for 15 March 2023 has been extended to 27 March 2023 ...

The researcher's proposed correction of the English translation of the communiqué above actually shows that the translator cannot translate what does not make sense or is not equivalent to the intended meaning of the source text and think the job is done because English words have been written out in a text.

In the same vein, the problem of a single language mainstream is observed in many sectors of activity. For example, even when tender notices are translated into English, the English translations are replete with errors. In fact, it is one thing to access tender notices of the Ministry of Public Contracts and another to access their information content with ease. This is so because the tender notices are not originally designed and written in English. As a result, some of the business opportunities associated with tender notices are missed by English-speaking Cameroonians who cannot understand tender notices in French.

The situation that obtains in the armed forces is even more disquieting. In the words of Wuteh (2012:3):

The language of instruction and daily routine in the armed forces, police and gendarmerie is French. Anglophones recruited into these forces have to learn French overnight or perish ...the originators of this unintelligible stuff know full well that in bilingual countries the world over, all official communication: bill boards, memos, letterheads, road signs, application forms, court forms, police documents, health forms, driver's licenses, hospital discharge forms

and a host of others, are all written in the official languages of the country in question. Failure to do so is tantamount to a violation of the constitution, an illegal act punishable by law in countries that respect the rule of law.

Indeed, to be reluctant to fully enforce constitutional provisions on the use of English and French as official languages with equal status is bad, but even worse is the unwillingness to copy the good example of other bilingual countries. For example, English-speaking workers of most public institutions in the country continue to have annual leave and step progression attestations issued to them in French exclusively. If government had institutionalised the use of English and French in the administration of the country by taking bold steps to have acceptable translations of tender notices, press releases, communiqués, etc., acceptable English translations would have reversed the lopsided use of English in the administration of our country.

Interestingly, Munday (2008) asserts that acceptable translations for source texts always reveal inherent relationships between two languages by bringing them together. This means that valid translations of excerpts of ministerial performance reports in our country, for example, will clearly bring out the relationships between the French and English cultures, uphold mutual respect for the two cultures and create an enabling environment for the two cultures to gain traction in Cameroon. It is only when such conducive conditions are created for reciprocal relationships to emerge between English-speaking and French-speaking Cameroonians that it would be feasible to nurture and sustain them. As Pym (2010, p. 155) has observed, “translations become the basic building blocks of social relations, and thereby of societies...”

This is to say that only translation makes it possible for languages to accommodate one another as evidenced by the age-old juxtaposition of English words in French and French words in English. For example, if all executive and administrative instruments such as decrees, orders, decisions, business correspondence, etc. were routinely and acceptably translated in our country up to this day, newly recruited translators in the different administrative units of our country would have inherited pragmatic expressions and the standard layout of business correspondence in English and French, in general, and in English, in particular. Unfortunately, that is not the situation today as it is, generally, common to reproduce the layout of French business correspondence in English. The routine translation of all executive instruments and administrative documents would have also impacted translation practice in Cameroon positively since translators will draw inspiration from earlier acceptable English translations of such documents to translate pragmatically.

Hence, as enshrined in the preamble of the 1996 Constitution, English and French are Cameroon's official languages with equal status. Such a constitutional provision is an important milestone in our country's unity in diversity drive. Unfortunately, the way that constitutional stipulation is translated into reality continues to be limited. In other words, only routine and acceptable translations of administrative instruments and governmental policy blueprints in Cameroon will, like in the European Union, sustain the feeling of equal respect and equal rights amongst English-speaking Cameroonians vis-à-vis French-speaking Cameroonians. This is so because the exclusive use of French in the administration of an officially bilingual Cameroon actually demonstrates that language is power and all power is language. As a result, English-speaking Cameroonians are relentlessly pressing for the use of English in the administration of Cameroon in order to receive copies of their recruitment and leave decisions, assumption of duty and resumption of duty attestations, etc., in English.

It is also increasingly obvious that the more a translational-driven reciprocal turn-taking relationship is created between any two specific languages, the more the communities speaking the two languages will follow suit to accommodate each other. Informative texts that are translated acceptably will, for example, become reference material in the annals of bilingualism and translation practice in our country if it is found, as Gutt in Venuti (2004) has pointed out, that the information embedded in SL texts is conveyed in TL texts in a way that makes the amount of information received by the TL readership the same as that received by the source text audience.

Linguistic norms also come into play during the translation process. For example, the claim that English is simpler than other languages would mean that if French is not as simple as English, then French is, comparatively, more difficult to understand. Hence, if it is more difficult to understand French than English, then comprehension problems in French will engender translation errors and wide margins of error when translating from French into English.

Besides, studies on contrastive stylistics and applied discourse analysis specific to translation from French into English indicate that the translator, as Hatim and Munday (2004) suggest, needs to stick to the tendency in English to use more explicit, precise and concrete qualifiers in order to maintain cohesion in the translation. The same contrastive stylistics indicates that the French impersonal pronoun "on" will almost always require the translated English sentence to be in the passive voice while adjectives placed after a noun in French will need to be placed in front of the equivalent English noun. Meanwhile, since it is what translators

do with what they know that matters in the translation process, the pragmatic translator will devise a way of accounting for the French word or phrase that lacks one-word or phrasal equivalence in English. Hence, Larson (1984) justifiably points out that in cases where ST concepts are unknown in the TL, such concepts can be translated by stating the meaning components of the ST word or phrase.

Furthermore, the translator has to keep meaning similar, at least, because sameness of information and force is another facet of fidelity in translation practice. This can be seen clearly from the correction of the translation of the press release proposed by this researcher. Hence, if meaning and force are kept the same and if the TT is equivalent to the ST, then stipulations on sameness of information and force have been respected (Bellos, 2011). In the words of Lefevere in Venuti (2004, pp. 236-237),

the way in which language reflects culture...is often most troublesome to translators. Since different languages reflect different cultures, translations will nearly always contain attempts to “naturalize” the different culture, to make it conform more to what the reader of the translation is used to.

This means that since the ST is always bound to the SL culture, it will only be normal for the translator to elicit a TT that is oriented towards the TL culture and is, accordingly, acceptable from the translational point of view as can be seen from the correction of the translation of the press release proposed above.

That is why the translator does not have to translate as if the TL is not different from the SL. As Frawley in Venuti (2004) reiterates, what makes it possible for a translator’s interlingual translation to offer any information is differential recoding. According to Lewis in Venuti (2004), when translating from French into English, the translator would not, generally, make the French utterance express what it expresses in French because it is not possible for the translated utterance to relate to previous utterances in the same chunk of discourse in the way the French utterance did naturally. That is why the translator tends to interpret the French utterance pragmatically in order to articulate a functional equivalence of the ST in English. Lewis in Venuti (2004) further points out that the translator who translates from French into English tends to add conjunctions, concessives and adversatives to ensure that crisply separated French sentences are more cohesive in English. It is also common for the translator to transform elliptical utterances in French into well-formed sentences with a subject and verbal complement in English and to add a word or phrase in English translations for stylistic reasons. In the opinion

of Lewis (ibid., p. 207), “English calls for more explicit, precise, concrete determinations, for fuller, more cohesive delineations than does French.”

The situation depicted above could only be actualised in a bilingual setting where the use of two languages is balanced. That is, however, not the case in Cameroon’s bilingual setting. In fact, the lopsided use of English in Cameroon’s ministries as evidenced in the translation corpora of the present study can be traced from the federal constitution with its linguistic, economic and political ramifications from 1961 to date.

1.8.1 The 1961 Federal Constitution and Language Imbalance

The Federal Constitution of 1961 formalised the union between the French administered and independent UN Trust Territory of Cameroon and the British administered UN Trust Territory of Cameroon in 1961. In essence, through a United Nations-supervised plebiscite of 11 February 1961, the people of Southern Cameroons (hitherto administered through Nigeria by the British) decided to become independent by entering into a political union with the former French administered and independent people of “La République du Cameroun” whom they considered as their brothers and fellow countrymen. The union between the English-speaking people of Southern Cameroons and the French-speaking people of “La République du Cameroun” was formalised with a federal constitution on 1st September 1961. According to the preamble of the Constitution of the Federal Republic of Cameroon, English and French were to be the official languages of the country. The above provision of the federal constitution was watered down by Article 59 of the same constitution which states “this Constitution shall replace the Constitution of the Republic approved on 21st February 1960 by the people of Cameroon; shall come into force on the 1st October 1961, and shall be published in its new form in French and in English, the French text being authentic”. (« Les présentes dispositions qui portent révision de la Constitution de la République adoptée le 21 février 1960 par le Peuple camerounais entreront en vigueur le 1er octobre 1961. La Constitution ainsi révisée sera publiée en français et anglais, le texte français faisant foi »). As enshrined in the 1961 Constitution of the Federal Republic of Cameroon, the imbalance between French and English as official working languages continues to haunt the nation and to undermine national unity in Cameroon.

In fact, the provisions of Article 59 clearly show that the policy option to disregard English in post-colonial Cameroon was embedded in the Federal Constitution of 1st September 1961. While it is true that the obnoxious provisions of Article 59 of the Constitution of the Federal Republic of Cameroon were suppressed in the constitutions of 1972 and 1996, its

linguistic, economic and political ramifications are quite visible in the fate reserved for English as an official language that is not always used to draft all the documents of Cameroon's public administration. The excerpts of ministerial performance reports that are used as data for the present study are classic examples of documents that are not drawn up in English. The excerpts, like the reports, are exclusively drawn up and presented in French. Hence, the stipulations of Article 59 of the 1961 Constitution of the Federal Republic of Cameroon that only the French version is authentic set an important precedent in the paramountcy of French and French-speaking Cameroonians in the conduct of public affairs in Cameroon.

1.8.2 Ramifications of the Use of English and French

Going by the preamble of the 1996 Constitution, French and English are official languages of the Republic of Cameroon with equal status. In other words, the 1996 Constitution provides that English and French have to be used equally in Cameroon's public administration. Unfortunately, the status accorded to French and English in Cameroon's public administration is completely different from constitutional provisions in that regard. So, instead of having a bilingual civil service in our country, it is a crop of Cameroonians who are bilingual. As a result, administrative documents are predominantly produced in French. Such a state of affairs not only promotes the bilingualism of the individual, but also enables Cameroon's French-speaking political class to use our compatriots' knowledge of French as an instrument for the selection and appointment of functionaries and technocrats with Anglican aspirations. In the same vein, English-speaking Cameroonians use their knowledge and communication in French as bargaining chips.

It should be noted that none of the 34 (thirty-four) excerpts of ministerial performance reports presented in this study was written in English and the privileged English-speaking Cameroonian who presented his ministry's report made his presentation in French. Clearly, the use of French and English as Cameroon's official languages is, in contravention of constitutional provisions, lopsided. Our country's history partly explains the status, so far, reserved for English in the conduct of public affairs. In essence, late President AHIDJO only respected the people of West Cameroon and their institutional provisions for a few years. In West Cameroon, parliament, according to Abouem À Tchoyi (2019, p. 26):

...which was comprised of two Houses; the House of Assembly and the House of Chiefs, was jealous of its prerogatives. President

Ahidjo himself, in spite of all his authority realised this on several occasions, especially in 1966.

In the wake of legislative elections organised that year, the KNDP possessed the greatest number of MPs in the House of Assembly. But its President, J. N. Foncha, who, until then, was Vice-President of the Federal Republic and Prime Minister of West Cameroon, could not cumulate these two functions in view of a recently voted law. President Ahidjo decided to have him replaced by Hon. S. T. Muna who he considered more of a federalist than the No.2, Augustine Ngom Jua. However, Parliament sent him a firm message, indicating its opposition to the investiture of a Government led by a minority party. Ahidjo was forced to appoint Hon. Ngom Jua, the Vice President of KNDP whose leaning towards autonomy irritated him.

After respecting the legal provisions and and aspirations of the people of West Cameroon as indicated above, President AHIDJO decided to flout them two years after by appointing Honourable Solomon TANDENG MUNA as Prime Minister of West Cameroon in 1968 to replace Honourable Augustine NGOM JUA without the required parliamentary assent and in contravention of the law which did not permit MUNA to handle the posts of Federal Vice President and Prime Minister of West Cameroon concomitantly. Hence, just as the law and the wishes of the people of West Cameroon were disregarded and MUNA was allowed to handle the two posts concomitantly, so too have constitutional provisions on the use of English and French as official languages with equal status been disregarded. The lopsided use of English and French as official languages could be averted by creating a mechanism to enforce the use of English and French on the same footing in Cameroon's public administration.

1.8.3 Economic Ramification of the Federal Constitution of 1961

The Federal Constitution of 1961 also has economic ramifications in administrative and developmental affairs. According to Ndongko (1974), the experience of the Federal Republic of Cameroon in economic planning began with the Second Five-Year Economic and Social Development Plan (July 1966-June 1971) and continued with the Third Five-Year Plan (July 1971-June 1976). He also stressed that authority over matters pertaining to development planning, economic policies, control and organisation of credit, national budget and determination of taxes and levies required to meet government expenditure was exercised jointly by the Presidency of the Republic and the National Assembly, two institutions that were created by the federal constitution. Ndongko (ibid.) equally posits that the largest share of investment planned for 1966 (18 p c) went to the Littoral Region which accounted for 10 p c of

the total population while the South-Centre Region which accounted for 20 p c of the total population was allocated the second largest share (12.2 p c).

In contrast, projected investment in the West Cameroon Region, as per the same source, which accounted for 21 p c of the total population in 1965 was approximately 11.8 p c of total planned investment. Ndongko (ibid.) further posits that investment allocations were not made on sectoral and project bases in the 1971-1976 Plan as was the case in the 1966-1971 Plan. As a result, it was difficult to determine the volume of planned investment that was earmarked for each province. One can, therefore, agree with Ndongko that investment funds allocated to the West Cameroon Region in 1966 did not reflect the size of its population and regional planning in Cameroon did not, in general, aim at any balanced development of different economic and administrative regions of Cameroon. This only means that regional balance was used by authorities to make political decisions on what to give to regions. As Mbome (1997, p. 19) asserts, regional balance has remained “a more than contestable solution” even at the level of recruitment of civil servants. In fact, it has, generally, not led to balanced development of Cameroon’s Regions.

1.8.4 Political Ramification of the Federal Constitution of 1961

German colonial authorities have to be credited for succeeding in unifying the multi-ethnic communities of Cameroon in ways that the two post-colonial administrations of Cameroon have not succeeded. The existence of a unified Cameroon under German colonial administration and the hope of post-colonial Cameroonians to build a united nation on the foundation laid by the Germans have been lucidly summarised by Samson A. George as cited by Elenga (1989, pp. 221-222):

... when the Germans carved it out and gave it the political expression which we now know to be Kamerun, the wars came- two world wars- the country was torn into two again, and yet in the first act of partition which was sanctioned by the League of Nations, the country in both Sections was still called Kamerun, even in the agreement by which they were administered as mandated territories.

In later years, when the mandate was changed into a trusteeship system, the two sections are still called Cameroons/Cameroun in each case. When the British Section was further cut in two, even that section which choose (sic) to remain in Northern Nigeria

continues to be called Cameroons. No matter what we do, no matter how we have tried, no matter how our enemies have tried, they have not succeeded in eliminating that one world that is the symbol of the unity of the country of Kamerun. It is the foundation of our existence and it is upon that I hope and pray that we shall build our nation.

According to Elenga (ibid.), in contradistinction to a problem existing in the imagination of a political leader, the ‘Anglophone problem’ needs to be construed and addressed as a peculiar problem of English-speaking Cameroonians to prevent it from undermining the unity of our beloved country. It is in cognisance of the foregoing that Elenga (ibid., p. 222) asserts:

Il en va autrement du problème du West-Kamerun dans les conditions actuelles. Particulièrement depuis que plusieurs de nos compatriotes posent déjà ce problème en termes explicites de séparation. Le lecteur comprend donc la nécessité et l'utilité de réserver une place à part à ce problème.

(“That is not the case with the West Cameroon problem in the prevailing circumstances, especially as many of our compatriots continue to call for secession because of the problem. It is, therefore, necessary and important to treat it as a specific problem”) (my translation).

Elenga’s publication in 1989 is eloquent proof that French-speaking Cameroonians have, since then, acknowledged the existence of a specific problem that continues to undermine the unity of our beloved country. In the opinion of Elenga, it is necessary to give special attention to the problem created by Southern Cameroon’s union with “La République du Cameroun” in order to silence calls for secession and consolidate national unity. The sparing use of English as an official language in ministries, in particular, and the second fiddle played by English and English-speaking Cameroonians in the administration of the country, in general, had cropped up as a result of the union.

More importantly, it has been established that the paramountcy of French and French-speaking Cameroonians in the conduct of public affairs was the undoing of the credulity of West Cameroon’s leadership since it accepted the 1961 Constitution without having it endorsed by the Southern Cameroon House of Assembly. Worse still, the Federal Constitution of 1961 was promulgated into law by late President AHIDJO as President of the “Republic of Cameroon” on 1st September 1961 when the federation was still to come into existence. After

imposing the 1961 Constitution on West Cameroon, President AHIDJO went on to dismantle the federal structures in May 1972. Now, considering that it was politically unwise, nay dangerous, in those days to hold and express views that were different from those of President AHIDJO on any issue, English-speaking Cameroonians saw the unitary state as a political dispensation imposed on them by circumstances beyond their control.

It can be seen clearly that today's Cameroon was incontestably created out of a political partnership in which the two partners (East Cameroon and West Cameroon) had deserving political shares with reasonable provisions in the articles of partnership to safeguard the interests of both partners. However, as West Cameroon leaders jockeyed for political power, they inadvertently sold West Cameroon's political shares to their numerically superior brothers of East Cameroon. The post of prime minister of West Cameroon was suppressed in 1972 and transformed into Speaker of the National Assembly. Thereafter, an English-speaking Cameroonian was appointed Speaker of the National Assembly, but French continued to be the predominantly used language in the administration of the National Assembly during the tenure of the two English-speaking Cameroonian Speakers of the National Assembly. In essence, the political stance of East Cameroon's political leaders continues to evolve while that of West Cameroon's political leaders remains as passively static as the use of English in the administration of Cameroon. The predominant use of French in the administration of the National Assembly, to date, follows suit from the predominant use of French in the administration of our country-Cameroon.

So, when the highest authority of the Republic of Cameroon addressed delegates to the 60th Commonwealth Parliamentary Association Conference at the Yaounde Conference Centre in French on 6 October 2014, he was actually demonstrating his full commitment to the enterprise of bequeathing to successive generations a country having English and French as official languages, but that exclusively uses French to communicate to the outside world. Indeed, since the predominant use of French in the administration of Cameroon had become a "fait accompli" or seemingly irreversible, it was not surprising that Commonwealth delegates were made to receive the message of Cameroon's Head of State in French during the opening ceremony of the 60th CPA Conference in Cameroon in 2014. Such is the real situation of our political practice in the use of English and French as official languages.

1.8.5 Resource Budgets

According to Google Dictionary, a resource budget is the spending plan for governmental programmes that are measured in resource terms to reflect the full cost of activities. It includes administration and programme expenditure on actual basis as well as capital charges. It is worthy to note that resource budgets were an integral part of the financial regime of Cameroon from 1961 (when West Cameroon and East Cameroon reunited) to 2012. As a result, the Law on the New Financial Regime of the State that was passed by the National Assembly in 2007 came into force in 2013 and Cameroon started executing the very first performance budget in its history.

1.8.6 Performance Budgets

The adoption by the National Assembly of Cameroon of the new financial regime of the State and its subsequent promulgation into law in 2007 heralded Cameroon's subsequent switch from a resource budget (conventional budget) to performance budgeting. Section 2 of the Law on the new Financial Regime of the State which stipulates that the finance law presents the set of programmes contributing to the achievement of the economic, social and cultural development objectives of the country institutionalised performance budgeting which, in accordance with the provisions of the same law, went into effect for the first time in Cameroon in 2013.

Performance budgeting, the appellation preferred by the Organisation for Economic Cooperation and Development (OECD), is what is referred to as "output budgeting" in Britain and as "programme budgeting" in the United States of America. It is through it that resources are allocated to purposes and objectives with greater focus on results. Performance budgeting shifts the focus of attention from the expenditure of a ministry, for example, to the expenditure and resulting outputs of specific programmes of the ministry and creates the necessary link between development planning and results. As Bennett in Baker and Balogun (1975) points out, the growth rate of the economy, the balance of payments, the level of employment and the whole web of socioeconomic development ultimately hinge on appropriate formulation and implementation of programmes. Performance budgeting was adopted as a remedy to the yearly resource budget which was used in Cameroon before 2013 because, unlike the latter, the former enables the country to budget for several years and Cameroon has specifically opted to budget for 3 (three)-year periods.

1.8.6.1 Rationale for Performance Budgeting

Budgeting for three-year periods aside, performance budgeting was deemed necessary in our country because of increasing complexity and scope of government activities, including multi-year commitments. The rationale for multi-year budgeting is the need by ministries to know what can be spent in the coming years and consequently plan beforehand and get a proper balance and order into expenditures. In the opinion of Bennett in Baker and Balogun (1975, p. 162), “chopping and changing and living from year to year are very damaging to efficiency and economy both in the field of capital expenditure and the running of public services”. Besides, the very first of the procedural elements associated with multi-year planning is the one that demands that ministries should schedule the resource requirements of each planned programme, subprogramme and activity year by year for a period of four to six years. Another important aspect of multi-year planning in the context of performance budgeting has to do with the need for ministries to clearly state the level of achievement, including workload and output data required for each programme, subprogramme and activity.

As a marriage of planning and budgeting, performance budgeting is, generally, used by departments or ministries because it is management oriented. According to Bennett in Baker and Balogun (*ibid.*, p. 166), the purpose of performance budgeting

is to help administrators to assess the work efficiency of operating units by (i) casting budget categories in functional (i.e. activity) terms, and (ii) providing work-cost measurements to facilitate the efficient performance of prescribed activities. In performance budgeting the objective is fixed and the quantity of inputs and outputs is adjusted to an optimal relationship. Performance budgeting sees the budget as a “work programme”.

It should be noted that a performance budget is also called “programme performance budget” and every programme formulated in the context of performance budgeting has a major objective. In the words of Bennett in Baker and Balogun (*ibid.*, p. 155), “programme definition is equivalent to definition of objectives”. Bennett (*ibid.*) further maintains that large-scale programmes are made up of sub-programmes (i.e. projects or actions) and activities. According to Bennett (*ibid.*, p. 157),

...a programme of preventive health services may include a sub-programme, “malaria control”, which might be sub-divided into three activities-spraying, bush clearing, drainage-each of which would be measured appropriately. Three to four hierarchical levels are usually sufficient for a ministry.

In concrete terms, Bennett (ibid.) is saying that a ministerial programme in the context of performance budgeting will normally comprise a subprogramme and activities (i.e. a programme is broken down into a subprogramme (project/action) which is, in turn, broken down into activities. Performance budgeting is used by government departments (ministries) to show the link between taxpayer funds and the outcome of services delivered by ministries through information that is provided on public sector performance. It is, however, worthy to note that no immediate transformation of public administration is to be expected from the adoption of performance budgeting. This is because performance budgeting is a long-range undertaking and its potential is only realised in the long term. That notwithstanding, performance budgeting should, in the words of Bennett in Baker and Balogun (ibid., p. 182), be seen “to push harder for quantifiable facts on which to base decisions, to turn figures of speech into figures of arithmetic, and to raise the level of numeracy in public life”.

1.8.6.2 Types of Performance Budgets

The 2008 OECD Policy Brief identifies three types of performance budgeting, namely:

- presentational performance budgeting which presents performance information in budget documents or other government documents. Such information is presented in terms of targets or results or both and is included in background information for accountability and discussions with parliament and citizens on public policy issues;
- performance-informed budgeting which indirectly earmarks resources for future or past performance. The performance information is deemed important in the budget decision-making process, but it is not used to determine the amount of funds allocated since other sources of information are factored in the decision-making process;
- direct performance budgeting is the allocation of resources on the basis of results achieved. The use of direct performance budgeting is limited to sectors like universities where the number of students who are awarded a postgraduate degree may determine the following year’s funding for the university running the programme.

It is worthy to note that it is presentational performance budgeting that has been operational in ministries in Cameroon since 2013. What is more, presentational performance budgeting is used to provide the relevant input and output data to those responsible for specific programmes and to satisfy the public’s need to know and better understand government’s goal and priorities plus what is working and what is not. This is all the more so because the budget allocated to ministries is, in the context of performance budgeting, seen as a work programme, nay a performance programme on which ministers duly report to the Nation’s representatives.

The present study is aimed at reviewing the translation of excerpts of performance reports of 34 ministries from French to English. It is worthy to note that the first three-year period of performance budgeting in Cameroon ended on 31 December 2015. Hence, the present study's corpora of translated texts focus on the first two years of the second three-year period (i.e. 2016 and 2017).

Besides, the present study's translation corpora was initially made up of 35 (thirty-five) ministerial performance reports which all require domain-specific terminology or language for specific purposes. However, owing to research imperatives, the task was reduced to translations of 17 (seventeen) excerpts of ministerial performance reports of 2016 and 17 (seventeen) excerpts of ministerial performance reports of 2017. It is worthy to note that the excerpts translated by ministries were reviewed while bearing in mind that they are excerpts of reports which are informative texts in nonliterary disciplines, that is in specialised fields with specific terminology or special vocabulary in each field, the supporting vocabulary of technical terms (i.e. the linguistic environment of a technical term) and subjuncts (i.e. words that have no field-specific meaning).

It should be noted that the target audience of specialised texts is, generally, the specialists and not the nonspecialists. Thus, in terms of subject matter and interpretation, the typical specialised text is not readily accessible to most source language speakers and so its meaning becomes difficult to grasp by those who have learnt the source language as a second language.

1.9 Rationale for Presenting Excerpts of Performance Reports

The overall objective of the present study is to identify, correct and determine the percentage of errors in 34 (thirty-four) excerpts of French-English translations of performance reports at the level of each ministry. After determining such percentages, the average percentage of errors in 17 excerpts of English translations of 2016 reports as well as that of errors in 17 excerpts of English translations of 2017 reports were then determined.

However, since the sheer size of the reports militated against presenting the full performance report of each ministry, only excerpts of each ministry having at least 400 to less than 600 words in French with their corresponding English translations have been presented. That is why percentages of errors in excerpts are seen as tips of the iceberg and only indicative of error escalation trends resulting from routine use of the literal method of translation by translators of ministerial performance reports from French to English in Cameroon.

1.10 Scope of the Study

The present study focuses on margins of error in English translations of excerpts of ministerial performance reports of 2016 and 2017 in Cameroon from French to English. It shows how to discharge the task of refining or retranslating some portions of translated reports presented by government ministers before the Committee on Finance and the Budget of the National Assembly, in particular, and to the National Assembly, in general. Such reports, generally, cover the period from January to October of the reference year, but the reporting period could extend to the end of November for some ministries. Seventeen excerpts of 2016 reports and 17 excerpts of reports of 2017 are presented, processed and their percentage of errors are compared in the present study.

1.11 Structure of the Study

The present study is divided into six chapters. The first chapter, the general introduction, lays the groundwork of the study. The second chapter concerns itself with theoretical considerations and review of related literature. The third chapter presents the methodology. The fourth chapter is devoted to processing of excerpts of French-English translations of ministerial performance reports of 2016 plus error detection, correction and determination of percentage of errors in each excerpt. The fifth chapter is, in turn, devoted to processing of excerpts of French-English translations of ministerial performance reports of 2017 for error detection, correction and determination of percentage of errors in each excerpt. Chapter six analyses errors identified and the study is followed by the conclusion.

By introducing and providing the background to the study, it was possible to depict the research strategy that actually forms the basis for determining error margins in excerpts of 34 performance reports translated from French to English at ministerial levels in Cameroon from 2016 to 2017. A picture of the quality of translations that serve as data for the present study is also painted in this first chapter.

CHAPTER TWO

THEORETICAL CONSIDERATIONS AND REVIEW OF RELATED LITERATURE

This chapter focuses on theoretical considerations and review of related literature. In the reasoning of Bassnett (2002), the purpose of translation theory is to reach an understanding of the processes involved in the act of translation. Translation theory tends to instruct translators on the optimal solution and its purpose is not to provide a set of norms for effecting the perfect translation.

2.1 The Translation Process

The aim of this study is to determine error margins in excerpts of French-English translations of ministerial performance reports in Cameroon from 2016 to 2017. Error margins are characteristically variable for any translated text or translator because a translation, generally, reflects the translator's ability to elicit a new linguistically pragmatic target language (TL) text from the source language (SL) text. In the words of Bassnett (2002, p. 10), "it is up to the writer to fix words in an ideal, unchangeable form and it is the task of the translator to liberate those words from the confines of their source language and allow them to live again in the language into which they are translated". This is to say that it is up to the translator to use the target language to portray reality and shape the meaning of the SL text in the target language. As Newmark (1988, p. 6) explains:

... translation is first a science, which entails the knowledge and verification of the facts and the language that describes them—here, what is wrong, mistakes of truth, can be identified; secondly, it is a skill, which calls for appropriate language and acceptable usage; thirdly an art, which distinguishes good from undistinguished writing and is the creative, the intuitive, sometimes the inspired, level of the translation; lastly, a matter of taste, where argument ceases, preferences are expressed, and the variety of meritorious translations is the reflection of individual differences.

It can, therefore, be discerned from the foregoing that an acceptably translated text is born out of the intelligent reflection of the translator (Robinson, 2007). That is why the translator's success in translating a text acceptably or pragmatically must not be taken for granted since translators, generally, translate texts conveying information that is not always part of the knowledge shared by the TL audience or even the translator. Under such circumstances, translators have, as Larson (1984) opines, to consult dictionaries, encyclopaedias and reference materials in order to upgrade their knowledge before they can proceed with the translation of such texts. Now, considering that almost all translators work in such a way, their good or dismal

performance of any translation task will reflect their corresponding levels of dexterity, especially as the TL product of the translator is the reality check of how well or dismally the task was performed.

Besides, trainee translators, like professional translators, need to realise that using computer skills and having recourse to new information and communication technologies in their day-to-day work only helps to facilitate the performance of their task. Even an acceptable knowledge base and knowledge of domain specific phenomena plus having recourse to technology tools will not automatically produce intelligible translations.

The present study shows how an acceptable knowledge base and knowledge of domain specific phenomena are used to review excerpts of French-English translations of ministerial performance reports presented before the Committee on Finance and the Budget of the National Assembly of Cameroon. It dissects excerpts of French-English translations of the reports by refining the translations in a three-pronged process which consists of revising inexact renderings, translating omitted content and adapting diction to the domain or context of the utterance. The task of refining translations also consists of reviewing the thought processes underlying the translations. In essence, when the reasoning underlying the translations and the use of language are incongruent, the translation critic either proceeds to revise translations that are not sensible or to correct translations that are given a sense that is wrong.

Understandably, working as a translator, like training in translation, is intellectually and technically demanding. Text-types, for example, are always varied and the translator or translation student has to elicit renderings from a new text throughout the period of practice or training as texts with repetitive contents are comparatively less frequent. As a result, every translation task is a fresh challenge to solve translation problems. In other words, the translator who takes up the task of translating a text knows beforehand that appropriate solutions must be sought for text-specific problems. So even though translation begins when the translator receives the source text and ends when the target text is produced, a translation is only deemed acceptable, as the present study shows, when the source text and its target text have proportionally compatible realities. This is so because the translator's ability to understand the text depends on what the translator already knows. As a result, translators' competence hinges on their knowledge base or cosmo view that is activated by the textual material of the source text.

What is more, translation is an exacting task that challenges the translator's knowledge and know-how to capture source text (ST) information and convey the said information

acceptably in the target text (TT). Hence, without such knowledge and know-how, the translator's renderings will fall short of conveying ST information acceptably and will thus become laden with mistakes, nay translation errors. Hence, going by the above perspective and the fact that the present study also concerns itself with proposals of acceptable translations for informative source texts, texts whose main purpose is to convey information, the translator, according to Munday (2008), needs to convey the referential content of the ST in plain prose which according to Newmark (1988, p. 23) has to be used "to achieve the greatest possible correspondence, referentially and pragmatically, with the words and sentences to the SL text". Indeed, the need to conform to acceptable usage of TL when translating informative texts is further underscored by Newmark's (ibid. p. 26) assertion: "... you cannot translate properly if the TL is not your language of habitual usage". In other words, a translation is, generally, pragmatic when the translator's use of language is translationally acceptable in the TL. An acceptable rendering is, therefore, one that fits the target language and culture as a whole, the context of the information conveyed, the TL audience and leaves no room for anyone to misunderstand it. As Nida echoes E.E. Milligan in Venuti (2004), a translation that does not make sense to the TL audience will not have any justified existence.

It is also important to note that the translational meaning of a word or an utterance is the relevant contextual meaning that, in translational terms, is linguistically acceptable in a given communication situation. In other words, linguistic cues are embedded in the creation of meaning in any translation. Hence, although linguistic or language errors in a translation are readily distinguished from translation errors in the said translation, translation errors actually embody a translator's linguistic ineptitude in the sense that they are first a manifestation of the translator's dented interlingual mediation before standing out as errors in a translation. This is all the more so because translators are, generally, known to be averse to all forms of "substandard" language since they instinctively seek to avoid being taken for less than fully cultivated writers of their TL (Bellos, 2011).

Hence, just as language is the primary means for the writer's self-definition, translators' renderings, generally, define them. As Duff (1984, p. 20) succinctly puts it, "nothing will reveal flaws in thinking so quickly as translation". This is to say that the renderings of translators equally portray their sense of discourse organisation, logic, cohesion and coherence as writers. This, therefore, shows how translation revolves around multiple demands for knowledge which are echoed by Johnson and Whitelock in Bell (1993, p. 36):

...the professional (technical) translator has access
to five distinct kinds of knowledge; target

language (TL) knowledge; text-type knowledge;
source language (SL) knowledge; subject area
(‘real world’) knowledge; and contrastive
knowledge.

Knowledge is, therefore, what enables the translator to write out in the TL text what amounts to the same content conveyed in the SL text. In fact, as Appiah in Venuti (2004) opines, it is linguistic knowledge that will offer better prospects for the translator to explore the means of writing in the TL what has the same meaning as the content of the SL text. As such, the translator’s knowledge of both languages has to be one that is commensurate with the task of translating a particular text before that knowledge is processed to obtain what in the TL has the same meaning as the content of the SL text. It is after settling on what has the same meaning in the TL as the SL utterance that the translator proceeds to find an acceptable way of articulating the same meaning in the TL text as in the SL text. By so doing, the translator will, as Quine in Venuti (2004) maintains, embed the TL text with the meaning that correlates with the meaning in the SL text. Quine (*ibid*, p. 117) further maintains that it is better to rely on such correlations because “a message in one language cannot always be reproduced identically in another language”.

The foregoing is further corroborated by Larson (*ibid*.) who opines that translators need pragmatic knowledge to determine when a literal translation will suffice and when it will not since they may opt for the literal translation of a word combination because they do not know that there is a better one-way an idiomatic one. Larson (*ibid*., p. 205) further opines:

one of the reasons why literal translations do not communicate is that they keep the source language skewing. The skewing in the source language will not match the skewing of the receptor language. This is why it is helpful to think of the semantic structure (the meaning) rather than the grammar (forms) as one translates.

This means that the translator should only have recourse to literal translation when literal translation is reasonably idiomatic in the communication situation of the TL. In other words, translators who routinely use literal translation to translate excerpts, in particular, and ministerial performance reports into English, in general, will not be natural in their expression and will, on the whole, fail to communicate acceptably, ostensibly because fidelity in reproducing the form will almost certainly make it impossible to convey the sense of the ST. According to Walter Benjamin in Venuti (2004), language is a science that we do not always know sufficiently-whence the need to improve our knowledge of it. Newmark (1988) also

asserts that a translator needs intelligence, sensitivity and intuition as well as knowledge to translate acceptably.

And the fact that instances when translators use equivalent referential or lexical meanings of words are infinitesimal means that only a competent and pragmatic translator will, based on the context and situation, circumvent the difficulty of translating the bulk of words whose contextual meanings differ from their formal equivalents in the language into which the source text is being translated. All this could, everything being equal, be possible if enterprising translators continue to expand their vocabulary. This is because an improved vocabulary increases the ability of the translator to understand or interpret utterances more appropriately on the basis of contextual cues and further develops one's capacity to process information in order to distinguish the literal meanings from their intended meanings. This means that translators must continue to improve on their knowledge of linguistic resources to be able to process the source text appropriately in order to translate it satisfactorily.

This is all the more necessary in translation practice because while the theoretical principles underlying what the translation process entails could always be described in comprehensible terms, the art or science of translating acceptably tends to border on the arcane. This means that translating acceptably is hardly automatic. What is more, translation, like writing, in general, involves a lot of careful consideration and strategic choices in the organisation of discourse and the special emphasis that is, generally, laid on the use of appropriate diction. In fact, the use of appropriate words, generally, enables the translator to create meaning, generally, the same meaning as another translator. This has been corroborated by the following assertion by Clark and Clinton (1994, p. 44)

...while we all create meaning using different patterns and procedures, much of our success in communication is the result of coming close to creating the same meaning as another person within a given communication situation.

This means that linguistic ingenuity is necessary for source language concepts to be acculturated in the target language when the asymmetry between the two languages tends to render translation in that regard unlikely. This is because translation tends to hinge more on contextual meaning which, in turn, helps the translator to grasp the meaning in context before exploring linguistic resources from which to select words that could best convey the intended meaning and ward off lexical ambiguity. As Clark and Clinton (*ibid.*, p. 28) put it,

...words are arbitrary symbols. They have certain general meanings within a particular language and culture, but it is the people who use them who give them their precise meanings in a particular situation.

Hence, a translational analysis of an utterance is the process that consist of making explicit the translator's understanding of a source text utterance for correspondingly explicit renderings, granted that what is explicitly understood would, everything being equal, be explicitly rendered.

Knowledge of the two languages, cultures and their corresponding norms is also necessary, especially as the translator has to mediate between two languages that are rooted in their respective cultures. In fact, as an activity, translation is determined by relations governing a cultural system (Itamar Even-Zohar in Venuti, 2004). As a result, translators have to cope with inherent linguistic and cultural differences between the SL and the TL in order to discharge their task acceptably. Interestingly, Hervey and Higgins (2002) have pointed out that cultural differences sometimes create more obstacles to acceptable renderings than linguistic ones. Not surprisingly Juri Lotman asserts in Bassnett (2002, p. 22) that “no language can exist unless it is steeped in the context of culture; and no culture can exist which does not have at its center, the structure of natural language.” In fact, the importance of cultural deposits in the translation process has prompted many to agree with Bassnett (2002, p. 22) that “the translator treats the text in isolation from culture at his peril”.

That is why cultural knowledge and cultural difference are, in line with translation theory, factored in translator training because of the recognition that translators cannot bridge communication gaps between two linguistic communities without immersing themselves in the other culture through language. As a result, it is necessary to analyse a source text linguistically and culturally, or even otherwise as warranted, during the translation process. Hence, by undertaking an analysis of the source text along such lines, a translator will, as Robinson (2007) reiterates, be able to grasp the linguistic conventions of each language and eventually make the necessary adjustments based on what each language is capable of doing and expressing.

It is also important to concur with Munday (2008) that a translated version of a ST is, generally, acceptable because the translator succeeded to trade off linguistic and cultural differences between the SL and the TL. Now, while the above process sometimes results in entropy, it tends to generate countervailing gains. In the words of Newmark (1988, p. 4), “... in spite of the hoary adages (“translation is impossible”, etc.), the majority of translations nowadays are better than their originals-or at least ought to be so.”

It is worthy to note that translation theories are coterminous with or subsume definitions of translation. In fact, there are as many definitions of translation as there are translation theorists. What is more, a close look at the definitions proposed by different theorists clearly shows that each theorist has something new to stress on-a vantage point from which translation is construed. Furthermore, Translation Studies has confirmed that word order, sentence structure, ways of presenting information are language-specific and, as Hatim and Mason (1990) opine, a translator who translates a sentence on the basis of the meaning of individual words the sentence is made of is bound to miss important aspects of meaning. In fact, appropriate knowledge of translation theories is important in guiding translators to either have recourse to relevant strategies to cope with translation difficulties or to adopt a valid approach vis-à-vis a specific translation task in line with the translator's conception of the latter either as a literary or nonliterary translation task. But as Hatim and Mason (*ibid.*, p. 2) point out, "it proves very difficult to devise criteria for distinguishing, in any systematic way, between what constitutes literary and non-literary discourse; whatever is said to characterise the one will also be present, to some degree at least, in the other".

The above remark by Hatim and Mason is a clear indication that translation theory is eclectic and so any attempt to construe the performance of any translation task from the standpoint of a single approach would be restrictive. That is why the use of different theories is necessary to discharge any given translation task satisfactorily. For example, a linguistic approach will almost always be needed to address a linguistic problem, a sense or interpretive approach will almost always be needed to tackle extralinguistic issues-whence the development of different approaches to translation which will be taken up in the next section.

2.1.1 Approaches to Translation

Approaches to translation continue to evolve with time. While new approaches have been emerging to broaden the scope of translation theory and practice, text types and their nature continue to prompt translators to have recourse to different approaches. This section seeks to look at different approaches to translation.

2.1.2 Philological Approach to Translation

As the predominant approach in the pre-1950s, the philological approach focuses on the text to be translated, usually a literary text, and especially on the theme, the stylistic devices used and circumstances under which the text was written. The philological approach sees

translation as a creative literary process through which the style and the aesthetic qualities of the original text are reproduced.

According to the philological approach, the translation of a literary text primarily entails literary appreciation or literary criticism of the text while due consideration is given to the extent to which the intention of the author and the stylistic devices used by the latter could be recreated in the translation process. In this wise, the philological approach maintains that the translator of a literary text creates a new cultural value under sociolinguistic or historical conditions.

The proponents of the philological approach, particularly St Jerome, Martin Luther, Dryden etc., consider translation as an activity that could be carried out at two levels concurrently. The first level is the translation of the sense of the source text and the second level is the translation of the style of the source text. In practice, it was difficult to do so because the risk of mistranslation was quite high. Besides, the philological approach paid scant attention to the linguistic processes involved in translation and it generally prescribed how literary works should be translated.

2.1.3 Literary Approach to Translation

The proponents of the literary approach opine that it is impossible to provide an exhaustive explanation of creativity norms in literary translation by relying on linguistics alone. That is all the more so because literary translation is predicated on such factors as the creativity of the source text author and that of the translator, the level of development of native literature to which the source text and target text belong, the understanding and expectations of readers of the source text and the target text.

The literary approach failed to recognise that to translate is to interpret the source text adequately in terms of its literary, historical and social background and to render the target text in a way that will make it become a part of the literary polysystem of the target culture. Some of the proponents of the literary approach are James Holmes, George Steiner, etc. and the issues that left them divided are, inter alia, whether translation should be free or literal, whether poetry should be translated in prose or not or whether translation is a science or an art.

2.1.4 Linguistic Approach to Translation

Linguistic approaches to translation are based on the comparison of linguistic structures of the source text and those of the target text. The common denominator in the linguistic approach to translation is, irrespective of whether we are dealing with a literary or nonliterary

text, the linguistic sign. The linguistic approach sees translation as an ensemble of linguistic processes designed to reproduce the source text accurately in the target language in spite of differences in both languages. The linguistic approach focuses on the meaning of linguistic signs since every linguistic sign has meaning.

Linguistic approaches to translation consider linguistic transfer as a creative process because the translator has to choose from different words and structures to render the source text content adequately, ostensibly because there is no perfect correspondence between any given language pair at the lexical, syntactic, phonological and graphological levels. According to linguistic approaches, languages are not mere collections of words and structures that are used to label universal realities since each language structure presents reality in its own way or uses its own metaphors to present reality. In essence, linguistic approaches to translation consider translation as a purely linguistic operation. Linguistic approaches assume that there is some preexistent “meaning” which can be expressed in both codes.

In spite of the foregoing, there is little attempt to link meaning within language to actual language use in society in linguistic approaches to translation. In other words, preoccupation with the cognitive examination of language structure beclouded pragmatic needs of language use in linguistic approaches. The above limitation led to the development of sociolinguistic and communicative approaches to translation.

2.1.5 Sociolinguistic/Communicative Approaches to Translation

These approaches focus on the information content of any given text, especially its meaning at the lexical, syntactic or orthographic level. The sociolinguistic and communicative approaches see a translation as an act of interlingual communication. In the opinion of some of the proponents of these approaches (Nida and Taber, Pergnier, Newmark, for example,) a translation is not just the transfer of a message from one language to another, it is the transfer of a message from a given source to a given set of receptors, each with its specific background and culture.

That is why to ensure that receptors understand the message, sociolinguistic and communicative approaches pay greater attention to receptors during the translation process than other types of translation approaches. As such, the translator is free to build redundancy into the target text or add short explanatory phrases, as warranted, to enhance comprehension. In these approaches, reference is made to the receptor language and not to the target language. Hence, by bearing in mind the problems the translator may encounter, proponents of these

approaches propose that the translator's aim should be to produce as nearly as possible the same effect on their readership as was produced on the readership of the text from which the translation is derived.

These approaches, therefore, establish a dialectical relationship between translation and sociolinguistics. Sociolinguistics, in simple terms, refers to the use of language in society for communication and there is no doubt that the way language is used is different from one society and culture to another. As a result, proponents of these approaches insist on the fact that information could be manipulated to enable target receptors to understand the message.

2.1.6 Interpretive Approach to Translation

Danica Seleskovitch, a French translation scholar and former Head of the Paris School of Interpreters and Translators, was initially the main proponent of the interpretive approach to translation. She was later joined by Mariane Lederer. The proponents of this approach to translation maintain that translation concerns itself with the transfer of meaning and they see meaning not as the meaning of linguistic signs in isolation but the meaning of a message. They, therefore, hold that the translator must go beyond the meaning of linguistic signs by factoring in the necessary extralinguistic information. In their opinion, after the meaning of the message has been construed, the translator has to find in the target language a befitting linguistic formulation to articulate the meaning of the message.

According to the interpretive approach to translation, the text to be translated has to undergo three different stages for it to be rendered acceptably. The three different stages are comprehension, deverbalisation and reformulation. At the level of comprehension, the translator is expected to understand the text before translating it. This means the translator has to decode all linguistic, contextual and cultural aspects that are in the text before embarking on the translation process per se. At the level of deverbalisation, the translator strives to extract meaning from what has been understood and sees to it that the said meaning fits its context. At the level of reformulation, the translator has to reproduce the text in another language after understanding and decoding the message properly. In essence, the main thrust of the interpretive approach to translation is the message because the translator is translating the message or information and not the language.

The interpretive approach to translation revolves around four pillars: command of the native language which in some cases refers to the language of habitual use, command of the language of the source text, command of relevant world and background knowledge and

command of interpreting methodology. The interpretive approach to translation has been used in several domains, namely legal, economic, medical and sometimes literary. It underpins the different stages of the translation process, including the expectations and needs of the readership. Its deverbalisation part, in particular, is recognised by most translation scholars as a useful pedagogical tool for keeping trainees away from literal renderings. The theory makes it clear that to interpret and translate is not to lay down what is said in the source text by using corresponding words in the target text that will result in a translation that the target readers cannot understand. The theory, therefore, emphasises that the task of interpreting and translating is an entirely creative task.

2.1.7 Semiotic Approach to Translation

These approaches view translation in terms of code switching. In this approach, translation is not seen as a mere linguistic activity, it is seen as a linguistic transformation. According to this approach, codes include verbal and non verbal codes, natural languages, artificial languages and, generally, all signs and symbols. It is worthy to note that the signs and symbols may carry messages which the translator should grasp after carrying out a contextual or extralinguistic analysis. According to semiotic approaches to translation, implied meaning is more important in the transfer process than referential meaning, that is, meaning at the surface level. The proponents of the semiotic approach, notably Alexander Ludskanov and Wolfram Wilss, opine that the place of the target text (TT) is in semiotics and not in linguistics or literature.

2.1.8 Text Linguistic Approach

Text linguistic approaches see translation as a text-oriented exercise while the source text is perceived as the relevant unit of translation. In this approach, translation is regarded as an interaction between the author, the translator and the readership of the target language text. These approaches lay emphasis on how pragmatic features can be transposed from the ST to the TT. As a result, how to translate depends on the text type as well as the function of the TT. The proponents of these approaches include Newmark, Neubert and Reiss.

2.1.9 Functionalist and Descriptivist Approaches

Purpose, in the sense of intended communicative function, is the central concept of the skopos theory. According to these approaches, it is the skopos or purpose of a translation and the extent to which the linguistic conventions of the target culture are respected in a translation that is important in ascertaining the validity of a translation. These approaches are target-

oriented. They emphasise the role of the translator as the creator of the TT while the latter is produced to function properly in its situation and context of use. These approaches, generally, emphasise communicative acceptability and also assign a secondary role to the ST. As a result, these approaches, generally, proceed from the translation to the ST. Hence, translation equivalence is not seen as a relationship between ST and TT in these approaches. It is seen as a “functional-relational notion” in the sense that what a translation means is construed by the receiver.

Functionalist and descriptivist approaches tend to focus on the function or functions of STs and their translations. They make use of descriptive methods (for example, parallel text analysis) to locate and compare the communicative norms and conventions of the linguistic culture of ST and that of TT. In these approaches, the validity of a translation is seen from the point of view of its form and function inside the receiving culture.

Lastly, these approaches concern themselves with issues such as who translated what, for whom, when, where, how and why. These approaches tend to describe or prescribe translation strategies or methods depending on the functions of translations-whether they are to be preserved or changed for a new target readership purpose. As a result, they are credited for their applicability to professional translation activities. In essence, the skopos theory maintains that the prime principle determining the choice of method and strategy in any translation process is the purpose of the overall translational interaction which takes place between cooperating parties across language and culture boundaries-whence the skopos rule, “the translation purpose determines the translation procedures”.

However, while the skopos theory places a high premium on the provision of adequate guidelines for translating and sees itself as a form of applied translation studies predominantly concerned with professional translating, descriptivism dwells more on literary translation. In other words, questions associated with producing and receiving translations with their impact, especially literary translations, take centre stage in descriptivism.

2.1.10 Postmodernist and Deconstructionist Approaches

The aim of proponents of these approaches, notably Lawrence Venuti and Rosemary Arojo, is to investigate translations from a philosophically and politically critical point of view and ipso facto bring out underlying unequal power relations and the characteristic manipulation of ST. In this way, the proponents of these approaches strive to make translations and translators more “visible”. They associate the unequal power relations plus the characteristic manipulation

of STs with the choice of texts to be translated and further claim that translated texts exclusively serve the interests of powerful ideologies that reflect group and private interests.

The postmodernist and deconstructionist approaches also point out that language is not neutral and natural as it has historically been depicted. They have accordingly maintained that language has typically served the interests of powerful entities that have used it to subordinate women and colonial subjects to men and colonial powers respectively and, in the process, powerful entities have misrepresented women by assimilating them into the discourse of men and concealing alternative realities.

According to postmodernist and deconstructionist approaches, translators must take responsibility for their decisions and should not pretend they are invisible by hiding behind the notion that they are simply repeating what they find in the ST or what the author might have intended. These approaches resist the assimilationist ethic by signifying linguistic and cultural differences of the text within the major language. Lastly, while the ultimate goal of proponents of these approaches, which are suitable for or applicable to literary texts, is to challenge linguistic and ideological hegemonies, the proponents also acknowledge that foreignisation has to be factored in the translation of a literary text with caution to render it readable.

2.2 Theoretical Framework

Three theories are deemed relevant to the present study. Two theories are used to review excerpts of English translations of ministerial performance reports and one theory is used for textual analysis. It should be noted that theories of equivalence and functionalism or descriptivism have, in spite of the deficiencies in them, continued to receive the attention of translation scholars and professional translators because some of the tenets of the theories provide the necessary clues to cope with the age-old translation problem-the problem of representing otherness in familiar terms. By definition, the age-old translation problem is first holistic before being translator-specific. The holistic translation problem to be solved during the translation process is that of meaning and to say that a translation problem is, generally, translator-specific simply means that what may be a translation problem to one translator may not be a translation problem to another. Similarly, a translation problem in Cameroon's bilingual setting may not exist in different bilingual settings. Hence, it is the specific problem that has been identified in the present study that made the choice of three theories worthwhile. The theories, precisely equivalence, skopos or functionalism, the latter's affinity with descriptivism plus error analysis, would be reviewed in that order.

2.2.1 Equivalence Theory

The equivalence paradigm was predominant in the 1960s and 1970s. It does not claim that languages are the same. It only claims that cultural values in a fixed ST expressed in the form of its translation equivalence could be the same. Mendoza and Ponce-Márquez (2009, p. 133) opine that the concept of equivalence denotes the “effort to convey the same message as the one expressed in the source text”. In the reasoning of Pym (2010, p. 6), “equivalence does not say that languages are the same; it just says that values can be the same”. That is why the concept of equivalence is used to activate the same or approximately the same function in the present study.

What is more, equivalence is presumed to exist, in some cases, prior to the act of translation. This kind of equivalence is known as natural equivalence. This means that it is not possible to differentiate between a source text and its translation. Unlike natural equivalence, directional equivalence makes it possible to achieve equivalence in an alternative way as translation goes from ST to TT and not the converse.

Directional equivalence in translation is illustrated by Chesterman in Pym (2010) when he talks of divergent similarity and convergent similarity. The former, as opposed to the latter, which is characterised by the same two-way movement in natural equivalence, is illustrated with the metaphor of mother and daughter. In effect, Chesterman sees the resemblance between a source text and its translation in the light of the resemblance between mother and daughter because it is the daughter that takes after her mother and not the converse. In the same vein, Wilss in Pym (2010) defines translation from a directional point of view. According to Wilss (*ibid.*, p. 27), “(translation) leads from a source-language text to a target-language text which is as close an equivalent as possible and presupposes an understanding of the content and style of the original”.

Besides, as part of the natural equivalence sub-paradigm, Seleskovitch, later joined by Lederer, put forward the theory of sense as a solution to the problem of untranslatability by encouraging translators to listen to the sense or to deverbilise the source text so that they could be aware of the sense which they will then express in another language. So, in contradistinction to the comparative method of Vinay and Darbelnet (1958), the sense theory discourages translators from eliciting renderings that are predicated on linguistic form.

As earlier mentioned, equivalence is a relation of equal value between a source-text segment and a target-text segment which could be established at the level of words and phrases or at the level of function. As Pym (2010, p. 8) points out, “equivalence need not say exactly which kind of value is supposed to be the same in each case; it just says that equal value can be achieved on one level or another”. As a term, equivalence is the kind of relation that would make it possible for the British to equate the Exchequer with the French Minister of Finance because both designations activate approximately the same cultural function. As a theory, equivalence is a pointer to what could be done in a situation where there is no formal linguistic correspondence and the translator is left to determine a dynamic equivalence with the result that the translation produced could be equivalent to many different things. For example, the use of “good morning” as the greeting at day break in English is equivalent to the use of different expressions in other languages to greet people in the morning. This means that the sub-paradigm of dynamic equivalence does not refer to exact values since it is what is usually said in the target language culture that takes precedence over competing choices.

Meanwhile, Koller in Pym (2010) opines that it is the source text that determines the kind of equivalence that is necessary. So, depending on ST, the translator could opt for denotative equivalence (based on extralinguistic factors), connotative equivalence (based on the way ST is expressed), text-normative equivalence (based on respect of or a change in textual and linguistic norms), pragmatic equivalence (based on receiver of TT) and formal equivalence (based on the formal aesthetic qualities of ST). Like Koller’s, Reiss’s notion of equivalence in Pym (ibid.) amounts to the reproduction of what is functional in ST and the resulting equivalence is determined by the nature of ST.

Moreover, although natural equivalence notions such as equal value or deverbalisation are hardly exact or concrete in translational sense, Pym (ibid., p. 21) maintains that “their operational functions correspond to some very widespread ideas about what translation is (or should be)”. Natural equivalence, at least, served as the starting point for subsequent paradigms like the indeterminist theory which holds that no ST actually determines its translation since translations are products of observations and interpretations. Hence, it is the indeterminist theory and not the theory of equivalence that accounts for differences and disagreements between different translators vis-à-vis their translation products.

Furthermore, equivalence is still possible where the language structure is different. For example, when translators cannot reproduce the stable meaning of a source text utterance in

their translation, they can go for the contextual meaning—one that will not be tenable when the context changes. Pym (ibid.) has illustrated the two meaning options for the translator's equivalent renderings by pointing out that French, for instance, has no word for shallow (as in “shallow water”), but the signification can be conveyed by two words “peu profond (not very deep)”. Like many others, the above example clearly shows that to be able to do much of their work, translators need to ensure that source text realities, though incompatible with target text realities, are formulated in proportionally compatible terms in the target text. This is to say that a translational analysis of a source text utterance entails making the translator's understanding of the source text utterance explicit in order to render it explicitly. In other words, using the words ‘not very deep’ to translate ‘shallow’ in French is not only explicit, it also fills a semantic gap.

Furthermore, Baker (1992) sees the theory of translation equivalence from four different perspectives: word level and above word level equivalence, grammatical equivalence, textual equivalence and pragmatic equivalence. After exhorting translators to pay attention to the gender, number and tense of the single word to be translated, Baker (ibid.) maintains that equivalence at word level should be the first to be sought in a bottom-up approach to translation. She also subscribes to the idea of equivalence in difference when she posits that different grammatical structures in the SL and TL may cause remarkable changes in the way the information or message is translated into another language. This leads her to talk of translation by addition or omission. In her opinion, textual equivalence refers to equivalence between a SL text and a TL text in terms of information and cohesion. Lastly, pragmatic equivalence, in the reasoning of Baker (ibid.), refers to implicatures, nay implied meanings. It is translation equivalence resulting from implied meanings worked out in translation by recreating the source text writer's intention in another linguistic culture in order to enable the target language reader to understand the message of the source text writer clearly.

As for Hermans (2019), a target text has to display the required amount of equivalence to be recognised as a valid translation. As such, equivalence is the name given to the ‘translational relation’ existing between two texts from the moment one of them is accepted as a translation of the other. Equivalence is, therefore, obtained when there is no significant difference between information conveyed in the source text and in the target text.

It is worthy to note that the equivalence theory was deemed useful to this study because it provides guidelines for seeking translation equivalences as intended by the source text author.

Besides, when compared to literal translation, equivalence is a better model. Above all, the theory of equivalence is at the heart of translation practice.

2.2.2 Skopos Theory

Credited to Hans Vermeer, the advent of the skopos theory in the 1970s with its “functional consistency”, the closest parallel the skopos theory has with equivalence, as one among many of the translator’s desired goals is a clear indication that translation entails transformations. According to Vermeer in Mendoza and Ponce-Márquez (2009, p. 134), “the word *skopos*... is a technical term for the aim or purpose of a translation...”

Put differently, the special niche carved out for equivalence in the skopos theory is small. In contrast, the descriptive paradigm sees equivalence as “a feature of all translations”. So, while the skopos theory made equivalence narrower, the descriptive paradigm has made it wider. That is why the basic tenets of equivalence theory continue to underpin much of the work done on translation. This is understandably so because the skopos theory and equivalence theory both recommend the replication of ST function when the situation so demands.

The difference between equivalence theory and the skopos theory is that, according to the latter, the purpose of the TT could be different from that of the ST. In fact, the skopos theory maintains that one ST could be translated in different ways in order to carry out different functions. In this way, the translator has to rely on the brief to pursue the specific goals the translation is meant to attain. This basically means that the translator seeks to achieve the skopos, the communicative intention of the translation and does not routinely adhere to source text words. As a result, the translator’s decisions hinge on duly spelt out reasons for the translation or what the end-user wants the translation for. As Pym (2010, p. 44) puts it, purpose theories “thus invite the translator to look in a new direction”. According to skopos theory, therefore, the choices of the translator are not determined by the source text or by equivalence relations, except ST and equivalence relations are part of the brief. In fact, the skopos theory sees translations as projects and not as texts.

The skopos theory further maintains that the translator could, if necessary, give more information than is in ST and, if required, less information. Hence, it is the specific function of the translation that enables the translator to decide what the readership has to know in a particular communication situation. That is why Vermeer in Pym (2010, p. 54) opines that to translate is to make a text “function in the situation in which it is used and with the people who want to use it and precisely in the way they want it to function”. This means that what translators

do could be to produce equivalence to various aspects of ST, to embark on rewriting, to give advice or anything in-between.

Functionalist or purpose theorists are, however, divided as to who has to determine the optimal information that is really intended. For example, while Vermeer avers that it is the translator, Nord in Pym (2010) maintains that it is the client who has the final say. Purpose theories do not also take cognisance of contexts as interpretative constructions that are, generally, built on the basis of words or phrases through which anything about function or situation could be conceptualised. And just as textual meaning is prone to diverse interpretations and is never fixed, so too are the purposes or functions of a translation.

Besides, the large proportion of theoretical work which, according to the skopos theory, has to be done in order to make translations a lot better inadvertently takes the theory from a descriptive stance to a prescriptive one. In the words of Pym (2010, p. 59), "...the paradigm shift from equivalence to purpose has been anything but smooth". For example, Gouadec in Pym (2010) sees the translator as a language technician who follows explicit instructions as part of a team. His view contrasts with that of Holz-Manttari and Vermeer. The latter see the translator as an expert individual who is able to make decisions and take responsibility for them. Accordingly, while proponents of translation purposes have taken the latter to one direction, Gouadec who is keen to establish agreement (possibly on equivalents) with a view to reducing the margins in which translators have to decide for themselves has taken translation purposes to another direction.

The skopos theory was also deemed useful to this study because it gives priority to the function of the translation in the receiving language and not to replication of source text words. This alone has the added advantage of making the translation function in the situation in which it would be used and the way the target audience wants to use it.

In summation, equivalence and purpose theories are considered relevant to the present study because they focus on translating acceptably. And the clues they give on translating acceptably are in line with the objective pursued in the present study: translation quality refinement by either refining or retranslating the translations proposed with errors by ministries acceptably or acceptably translating the content omitted in excerpts of English translations of ministerial performance reports of 2016 and 2017 in Cameroon.

2.2.3 The Theory of Error Analysis

The theory of error analysis was put forward by Pit Corder in 1967 in an article on “The Significance of Learner Errors”. Error analysis is a comparison between the errors made in the target language and that language itself. As indicated earlier, while inspiration was drawn from equivalence and purpose theories to refine or acceptably retranslate excerpts of English translations proposed with errors by 34 ministries in Cameroon, the theory of error analysis specially provides the methodology and procedures for textual analysis in the present study. Besides, since the errors sampled in the aforementioned translations have been labelled already, this section concentrates on reviewing different procedures.

As an approach to error identification, error analysis was preceded by contrastive analysis. According to Fries in Aloba (2015, p. 634), contrastive analysis is a “systematic comparison of specific linguistic characteristics of two (or more) languages in order to identify points of structural similarity and differences between native languages (NLS) and target languages (TLS)”. What is more, Freedman and Long in Aloba (ibid.) depict contrastive analysis hypothesis in the following words: “where languages are similar, positive transfer will occur, where they are different, negative transfer or interference will result”. More importantly, Stern in Aloba (2015) points out that interference as an error type tends to impair communication significantly or to distort a writer’s message.

Hence, since the claim that there is a predictable interference when two languages come into contact is not always true, especially as errors which do not occur are predicted while errors which really occur are not, these inadequacies prompted the emergence of error analysis. This is because linguists had realised that there are other sources of error which are different from interference or negative transfer. Interestingly, the importance of error analysis in the reasoning of Corder in Aloba (2015, p. 634) is that once an error is identified, sampled and corrected, the probability that it will reoccur will, in comparison to when it is not identified, be low.

According to Aloba (2015), error analysis describes how and explains why errors are as they are, illuminates alternative courses of action and identifies the implication of choosing among those alternatives by enabling researchers and language teachers to have a better understanding of language, in general. As defined by Corder in Heydari (2012), error analysis is a procedure that is used by researchers and language teachers to collect samples of discourse in order to identify errors in the sample, describe the errors, classify them according to their

nature and causes and evaluate their seriousness. In simple terms, error analysis methodology comprises the following procedures:

- collection of data;
- identification of errors;
- classification of errors;
- quantification of errors;
- analysis of sources or causes of errors;
- attempt to account for errors.

Error analysis, therefore, provides data on language use problems and equally constitutes a more efficient basis for designing language teaching strategies. In the words of James in Al-Khresheh (2016, p. 50), error analysis is “the process of determining the incidence, nature, causes and consequences of unsuccessful language”.

After exploring the relevant facets of the three theories that are applied in the present study, the next section examines the concepts of language contact associated with translation-the product of language contact mediated by the translator.

2.2.4 Language Contact Phenomena

This section looks at some features of language contact. It actually examines those features of language contact that are found in the translation corpora of this study. Such features of language contact are then discussed to show the nature of language contact in Cameroon’s ministries and how the dominant use of French actually affects the use of English in Cameroon.

According to Frajzyngier (2015), language contact is evidently instrumental to the emergence of new functions in a receiving language which the latter then codes by its own means. It is equally evident that usage in one language is affected by a person’s knowledge of another and such evidence is confirmed by the translation corpora of 34 excerpts of performance reports presented by ministries in this study. All this clearly shows that the use of a language in a bilingual setting will, depending on a person’s dominant use of one of the languages, generally, impact the language that is less used by that person. In other words, it is usage in the dominantly used language that influences usage and knowledge of the other language.

In the reasoning of Lucas (2015, p. 522), the dominance of one language in a bilingual setting “forms a key part of the explanation of why bilingualism can cause usage that deviates

from what could be expected...” Indeed, recurrent errors in translations from French to English in documents produced by ministries in Cameroon during the period under study could be traced from the explanation Simpson (2015, p. 539) gives to “heritage speaker bilingualism” and “subtractive bilingualism”:

‘Incomplete acquisition’ or ‘heritage speaker bilingualism’ is the result of acquiring a heritage language as a child either in a multilingual community in which the heritage language is not the dominant language, or by shifting from a community in which the heritage language is dominant to one in which it is either not spoken as a dominant language. ‘Heritage speaker bilingualism’ focuses on bilingual communication involving a greater or lesser proportion of the heritage language. ‘Subtractive bilingualism’ indicated that the learning of a second language can hinder the development of the first language.

According to Simpson, therefore, L1 attrition is due to the fact that the language practices of a person affect and are affected by those of the people the person interacts with, precisely by the predominantly used language in their interactions. This means that when we look at the way bilingualism affects discourse, we can pinpoint the effects of language contact.

Meanwhile, the observation made by Lucas (ibid.) that straightforward cases of lexical borrowing of the matter-replication type do not deviate from usage norms corroborates the fact that getting prepositions and the supporting vocabulary

to specialised terms right in a language contact situation and in a translation respectively is quite tricky. As a result, language contact tends to generate bilingualism-induced specious prepositional equivalents or mistaken collocations.

According to Van Coetsem’s notion of the stability gradient in Lucas (ibid.) syntax and morphology are more “stable” than lexicon. The only exception, as Lucas (ibid.) maintains, is syntactic borrowing which is fairly common and can be explained by L1 (language of habitual use in our context) attrition (i.e. reduced accessibility of L1 knowledge), cognitive processes associated with L2 acquisition, new concept formation, etc.. The instability of the lexicon, therefore, means the latter, generally, keeps changing. Not surprisingly, the most frequent effect of language contact is borrowing of lexical items that do not exist in the language that borrows. In the opinion of Pavlenko in Simpson (2015) even ways of expressing ideas may be borrowed through restructuring.

On their part, loan words are traces of language contact and are, generally, used to accommodate new concepts in the receiving language. In this vein, Thomason and Kaufman identify two types of language contact outcomes in Lucas (2015, p. 521), namely “borrowing” and “interference through shift”. According to Thomason and Kaufman in Lucas (ibid, p. 522), borrowing “is the incorporation of foreign features into a group’s native language by speakers of that language: the native language is maintained but changed by the addition of the incorporated features”. Thomason and Kaufman (ibid., p.521) also point out that interference through shift takes place when “a group of speakers shifting to a target language fails to learn the target language perfectly”.

Another concept associated with language contact is transfer. As Van Coetsem points out in Lucas (2015, p. 522), transfer is from the ‘source language’ (SL) to the ‘recipient language’ (RL). Van Coetsem (ibid.) further makes a distinction between ‘borrowing’ (transfer that is dominant in RL) and ‘imposition’ (transfer that is dominant in SL). It should be noted that the general term for transferred items is loan words and the latter are adopted and adapted to the phonological and morphological peculiarities of the receiving language and are warranted when a translation equivalent cannot be found. As Jakobson (1959, p. 234) opines, “whenever there is deficiency, terminology may be qualified and amplified by loan words or loan-translations, neologisms or semantic shifts, and finally, by circumlocutions”.

On its part, ‘imposition’ as perceived by Van Coetsem in Lucas (ibid.) refers to cases where the syntactic properties of isolated lexical items of the dominantly used language are incorrectly perceived and imposed as equivalents of RL items on SL items because of insufficient exposure to all aspects of the morphosyntax of the items concerned.

Meanwhile, in addition to borrowing via restructuring which, according to Lucas (ibid.), refers to changes brought about by the use of deviant forms that do not involve direct transfer or imposition, language contact equally results in convergence via identical structures in languages in contact. This now lead us to look at implications of language contact phenomena on translating.

Interestingly, the language contact phenomena examined above is known to have an affinity with translating. For example, the notion of transfer depicted above underlies Wolfram Wilss’ definition of what the translator does in Pym (2010, p. 27): “(translation) leads from a source-language text to a target-language text which is as close an equivalent as possible and

presupposes an understanding of the content and style of the original”. Even Vinay and Darbelnet’s definition of translation as “le passage d’une langue A à une langue B pour exprimer une “même réalité X” (“moving from language A to language B to convey the same “X” reality) shows that “X” reality is transferred from one language to another.

It is worthy to note that the perception of transfer in second language acquisition (SLA) is different from its perception in translation theory and practice. When seen from an SLA perspective, transfer can either be positive or negative. And just as positive transfer is considered in an SLA context as evidence of successful learning outcome, negative transfer is valued for its pedagogic relevance in that very context. But there is no elbow room for negative transfer in translation practice since professional translation has to do with rendering service and translation services, like other services, do not make allowance for errors as learning devices. As Bowker (2001, p. 347) rightly observes, “in a professional setting, clients who commission translations are not interested in educating the translator-if the quality of the target text proves to be unacceptable, the commissioners will take their business elsewhere”.

More importantly, transferred items in a translation may, as earlier indicated, be borrowed items or loan translations-two translation techniques that enable the translator to reproduce the original term and that are in consonance with translation practice. But while language interference or negative transfer may be valued in an SLA context, it has to be avoided in a translation that is underpinned by language use for specific purposes. This is because negative transfer impairs communication or distorts the message from the source text producer to the target text readership. The same is true for the imposition of incorrectly perceived RL equivalent items on SL items.

Furthermore, even though loan words are the most salient effects of borrowing, Simpson (2015) aptly points out that they cannot be easily differentiated from codeswitching. As a result, their incorporation in a translation only becomes acceptable when they are adapted to the phonological and morphological features of the receiving language. Similarly, although linguists tend to associate language contact with language variety in an SLA context, translation theory and practice do not, generally, make allowance for “substandard” language in the translation of informative texts for which plain prose is recommended. In essence, it is the prevalence of language interference or negative transfer features or errors that prompted the translation quality refinement option of the present study.

2.2.5 Error Detection in Translations

The professional implications of error detection and correction have already been broached in the present study. The aim of highlighting the importance of error detection and correction in translation practice is to emphasize that errors in students' translations, like errors in the translations of professional translators, impair communication or distort the message from the source text producer to the target text reader. Hence, Adriana Pagano's observation in Klaudy (1996, pp 198-199) that "teacher centered practice.... disregards the 'acceptability' which a translated text is required to have in the new context of reception" delineates the dichotomy existing between academic and professional translation.

To corroborate the error correction dichotomy in academic and professional settings, Klaudy contrasts the translation teacher's approach to error correction with the reviser's approach to error correction. According to Klaudy, while the aim of the translation teacher's error correction strategies is to develop the translation skills of prospective translators, the aim of the reviser's error correction strategies is to facilitate understanding of source language writer by the target language audience. Hence, while revisers tend to be product-oriented, translation teachers tend to be process-oriented and their highly academic bound approaches tend to favour word-for-word translation in contradistinction to sense for sense translation which is favoured in professional settings. As a result, the reviser has no choice but to correct all the errors and mistakes in translations.

Such is not the case with translation teachers as they can adopt a new quality assessment and error correction model in order to attain the desired goal. This is a clear indication that unlike translation teachers who have the right to choose between the different approaches to error correction, revisers have no other choice but concentrate on the end product by correcting all the errors in translations. Hence, based on evidence in the translation corpora serving as data for the present study, it is more compelling to refine the quality of translations constituting the said data and ipso facto contribute to science by providing insight into error correction, mentoring and translation quality refinement in professional settings. Details of the strategy

adopted to refine the quality of translations that serve as data for the present study are given in the next section.

2.2.6 Reducing Translation Error Margins

Learning translation principles, methods, and procedures begins in a translation school and continues in professional settings. As lifelong learners, translators can only work satisfactorily when they demonstrably have the requisite knowledge and skills. The demands of professional translation warrant translators to write well and to read voraciously. As Cohen (2004, p. 2) points out, “we also read because it is crucial to learning how to write...To write well-to express your ideas efficiently and clearly-you need to observe how others do it. You need to see examples of the ways writers write, the techniques and the forms they use”. This clearly shows that translators need to have an excellent command of their working languages, in general, and their language of habitual use, in particular. As Ubanako (2023, pp. 86-87) cogently puts it,

one of the best translation practices is always looking for and reading professional literature in the domain one frequently translates into. Reading this literature enables the translator to become familiar with the style and terminology in the field. Moreover, there are frequent changes within different domains, and the translator who is abreast with these changes by reading the most recent literature in the domain will have the edge over the others. Since translators may not have degrees or may not be specialists in the areas they are called upon to translate, they need to read the material in the specific domain, which could be highly specific, cultural or technical.

It is also necessary for all the foregoing to be complemented with professional development programmes. Professional development refers to training that professional translators need to receive in the form of workshops, courses, seminars, etc. In fact, the excellent linguistic abilities of a translator play a decisive role in text comprehension and production. It has also been established that in any freelance activity like translation, you either read to create the right mindset or you peter out in the profession. The benefits of excellent linguistic abilities are tersely expressed by Tanen (1986, p. 187): “it is easier to conceive of something if we have a word for it; we instinctively feel that something for which there is a word really exists...” This simply means that if the translator’s vocabulary is quite reduced, they would only think with the words they know. So, even though words that translators do not know exist, they would not exist for their use. As Clark and Clinton (1994, p. 62) point out, “... it is crucial to be aware of how our particular language limits and/or is limited by our perception”.

It should be noted that translators provide linguistic and communication services. However, their success in doing so by reading, comprehending and converting written messages

from one language to another hinges on proper understanding of the source language and culture. It is for this reason that they need to attend seminars and workshops on translation techniques, transfer skills and language consolidation. Attending such courses will keep them abreast of professional developments, help them to better understand the new dynamics of translation practice and upgrade their performance of translation tasks. And as their performance gets better, the number of errors in their renditions would reduce.

2.2.7 Interlingual Pragmatic Translation Strategy

This section looks at the pragmatic dimension of translation and the special niche carved out for pragmatic equivalence in the present study through the range of pragmatic aspects of language explored. Pragmatics is defined in Students' Companion (2006, p. 249) as “meaning derived in context”. This means that pragmatics explores the utilitarian nature of utterances in discourse. That is why the translator’s analysis of what the source text (ST) actually communicates or intends to communicate has to be pragmatically correct for the translator to construct, nay build pragmatic meaning in the target text.

Hence, for the objective of the translation of any given source text to be achieved, pragmatic resources must be properly used by the translator. Put differently, since a translation is a product of interlingual mediation, precisely an interculture-specific textual subset that is produced by echoing the textual form of social culture-A which has been reasonably transformed or naturalised in textual form in social culture-B, an awareness of cross-cultural pragmatics is a sine qua non for the translator. So, for interlingual translation to be pragmatic, the translator:

- has to use language in the target text (TT) in a way that pragmatically corresponds to the language use situation in ST (e.g. if the language use situation is figurative (“porter de l’eau au moulin”, whose possible meaning in English is “bringing coal to Newcastle”) the translator has to use a figurative expression in the target language whose meaning corresponds to the French);
- has to reformulate the culture-specific expressions of the source language text in strict respect of target language conventions in TT;
- has to associate meaning with the context of culture for communicative purposes;
- has to see meaning, where necessary, beyond style (the way words are put together in written form) in order to interpret the meaning of ST utterances and ensure that

the linguistic and cultural givens of the source text are acceptably transformed into linguistic and cultural givens of the target text.

The reason for factoring in the foregoing inputs in the translation process is to produce a translation that is intelligible, comprehensible and knowledgeable. In this way, a translation is seen as a cross-contextualisation of language use with attendant sites of meaning which reflect the pragmatism of the translator in embedding their language with cultural sites of meaning. Accordingly, the linguistic preferences of the translator have to be employed in an intelligible manner for the readership to comprehend and know what it would have been ignorant of without translation. As a result, this interlingual pragmatic translation strategy is seen from the prism of intelligibility, comprehensibility and knowledgeability of the translation corpora refined.

Intelligibility has to do with eliciting renderings that are intelligible i.e. renderings that make sense and have a logical frame encompassing cohesive and coherent trappings that render their reading fluid. This is to say that if the meanings of ST utterances are successfully negotiated in their contexts by the translator and the latter accordingly makes the necessary adjustments to accommodate the negotiated meanings in the target language text through the pragmatic use of linguistic and extralinguistic resources, the resulting TT will be intelligible. In this pragmatic approach, a literal translation that conforms to the idiom of the target language is also considered intelligible.

On its part, comprehensibility is first of all tacit, encapsulating the quality of a translation that is comprehensible to its readership without the latter's recourse to ST. Comprehensibility is also enhanced when the language use situation in ST renders the translator's interpretation of ST utterances plus the necessary permutations made in TT comprehensible. Comprehensibility may also mean that the creativity employed to embed the translation with, at least, the closest meaning of ST or to have recourse to loan words and footnotes, for example, is acceptable. Comprehensibility may even entail naturalisation of a loan term or culture-specific expression by adopting and adapting its meaning to the textual situation for translational ends. In summation, comprehensibility pertains to the overall metamorphosis undergone by ST in the translation process for the sake of eliciting acceptable renderings which then become valid and, generally, comprehensible from the point of view of the translation of the reference ST.

As regards knowledgeable, it is obvious that an intelligible translation that has cohesive and coherent trappings or an internal logic and is comprehensible from the point of view of its source will embed knowledge. This is because a translation is, generally, meant to make knowledge in a foreign language accessible and ipso facto prevent the said knowledge from remaining inaccessible to the receiving culture. That is why in order to translate ST utterances that will not make sense when translated literally, translators try to see if their encyclopaedic knowledge could be relied on to interpret the meaning of such utterances. If that turns out to be futile, translators will, because of the need to get the meaning right, proceed to carry out research on the subject matter since the chances of translating ST utterances better and producing a knowledgeable translation increase when the translator has a good mastery of the subject matter of ST.

This means that what matters in discharging any given translation task in this strategy is what translators do with what they know. In other words, what the translator does with translation theory while translating is more important than what the translator knows about translation theory, especially as a translation task is only accomplished by translators when their translations are acceptable.

In this wise, the translation quality refinement strategy adopted for the present study ascribes a double role to context since the latter is used to interpret a ST utterance and to validate the resulting translation. According to this strategy, therefore, translations cease to be valid when the contexts that rendered them pragmatically valid have been altered. Accordingly, intelligibility, comprehensibility and knowledgeable are, as depicted above, the criteria used to ascertain the pragmatic validity of refined translations, retranslations and translations of content omitted in the present study.

2.2.8 Method of Translation

According to Newmark (1988), the central problem of translation is the overall choice of a method of translation for a text. Generally speaking, a translator needs to make a distinction between the literal meaning and what is implied but not said. It is the latter that needs to be conveyed accurately. In other words, translators do not sometimes translate what they see. It is also the translator's job to account for every source language word and to work out meaning from linguistic and situational contexts. To do so, the translator should, where necessary, change the form in order to convey the pragmatic meaning. In the reasoning of Newmark (*ibid.*, p. 76), "... 'interpret the sense, not the words' is ... the translator's last resource; an essential

resource, certainly, and a touchstone of his linguistic sensitivity and creativity, not to mention his alertness and perspicacity, when words mislead.”

Newmark (*ibid.*) also makes a distinction between translation methods and translation procedures. He maintains that translation methods relate to whole texts while translation procedures are used for sentences and the smaller units of language. According to Newmark (1988, p. 45),

the central problem of translating has always been whether to translate literally or freely. The argument has been going on since at least the first century BC. Up to the beginning of the nineteenth century, many writers favoured some kind of ‘free’ translation: the spirit, not the letter; the sense not the words; the message rather than the form; the matter not the manner.

It is worthy to note that excerpts of French-English translations of Cameroon’s ministerial performance reports of 2016 and 2017 that have been refined or retranslated in Chapters 4 and 5 are a true reflection of the age-old translation problem. Hence, where the initial translator (s) opted, say, for the literal method of translation and it resulted in dismal performance of the translation task, the researcher had recourse to an alternative method through the translations proposed. Lastly, Gadamer in Newmark (*ibid.*, p. 79) advises the translator “to place himself in the direction of what is said (i.e. in its meaning) in order to carry over what is said into the direction of his saying”. The precise use of these methods in the present study are examined in Chapter 7.

2.2.9 Translation Criticism

Translation criticism consists in showing that a source text may, depending on the method used by the translator, be differently translated. In concrete terms, the translation critic has to clearly state their approach to translation and, according to Newmark (*ibid.*, p. 185), “elucidate the translator’s principles, and even the principles he is reacting against (or following).” It should be noted that the basic principles of the translator are correct use of the target language and translations that are explicit and devoid of instances of ambiguity.

According to Newmark (*ibid.*), literal translation is the basic translation procedure in communicative and semantic approaches to translation because translation starts from there. However, literal translation becomes counterproductive above the word level. Translation principles that take a toll on excerpts of French-English translations of Cameroon’s ministerial performance reports of 2016 and 2017 are, but not limited to, source language interference;

word-for-word renderings that do not make sense; renderings that routinely reproduce the French word order in English; renderings that do not conform to the idiom in English; and renderings that are not as informative as source language utterances in terms of knowledge and language use.

Contrary to the foregoing, the researcher's approach to translation in the present study is one that perceives the target text as a manifestation of the intended or documented meaning that the translator has rebuilt from the communicative sequence of source text words. To the researcher, source text words, utterances and sentences become source text idea, message or information demanding the use of target language words that articulate the source text idea, message or information when put together in strict respect of target language conventions. This is achieved by ensuring the translation makes sense and reads naturally; each word in the source text is accounted for; standardised terms are not translated literally; the meaning of the writer, and not what the writer says, is conveyed; the words used fit the situation; and ambiguity is avoided by repeating the most specific term or the proper name.

2.2.10 Translation Evaluation

The difference between the evaluation of a translation in a professional setting and in an academic environment was examined earlier in this chapter. The only thing that needs to be pointed out here is that a translation is treated as a product in a professional setting. As a result, errors in a translation are seen as defects in the product. The objective of a translation evaluator in a professional environment is to get rid of all defects in a translation. Such is the objective pursued in this research work.

It should be noted that the translation of a segment of the source text is like the image of a person in a mirror. It reflects the meaning of the source text segment that has been adequately or inadequately understood and conveyed accordingly. In other cases, it reflects the meaning of the source text unaccounted for. It, therefore, defines the translator since it is before the evaluator like the reflected image of the person in a mirror. Through it, its evaluator in a professional environment sees what is there as it is. So like a mirror which portrays the face of a person with wrinkles, the translation of a source text segment is seen by an evaluator as it is: with wrinkles, that is errors, no errors, few or many errors. The excerpts of Cameroon's ministerial performance reports of 2016 and 2017 are used to illustrate how the researcher evaluated translations of source text segments as they are: with few or many errors or with no errors.

2.2.11 Translation Practice

Translation practice is also known as professional translation. Translation practice has an ideal- acceptable renderings or valid translations. This means that translationally acceptable utterances are the *raison d'être* of translation practice. Translation practice propels the practising translator to stop at nothing to endow the renderings elicited with the seal of acceptability by getting down to details that are necessary to do so. The ultimate goal of translation practice is acceptable translation.

The present study which is informed by experience in translation practice considers translations that convey the content of their source texts acceptably as invariable offshoots of their *skopos* or function. In light of the foregoing, *skopos* is determined by an acceptable translation. Such is the vantage point from which the *skopos* of a translation is seen in the present study. This means that you need to look at acceptable translations to see their functions or *skopos*.

2.3 Review of Related Literature

The purpose of this section is to review related literature. Hence, literature on the key terms of this study (error and error margins), translation theory, translation quality assessment models and on errors in translated texts would be reviewed in that order.

2.3.1 Conceptual Review

This section looks at the definition of key terms in the topic of the present study. The purpose of defining key terms is to highlight the standpoint from which the terms are construed in this study. Hence, the meanings given to key terms in this section are those that will run through the present study.

2.3.1.1 Error

The meaning of an error in a translation varies from one translation theorist to another. For example, while Dancette (1989) attributes errors in a translation to the translator's inability to understand the source text, Gouadec (1989) sees an error as lack of congruence between a source text and its translation or a distortion of the message of a segment of the source text or the message of the whole text. Hansen (2009) prefers to classify translation errors into lexical interference manifested through unidiomatic transfer of source language words and phrases to the target language; syntactic interference that involves the transfer of the source language structure or word order to the target language; and text semantic interference, i.e. the transfer of pronouns, articles, etc. Pym (2010) defines a translation error as a manifestation of a defect

in any of the translation skills that should underlie the translator's competence and proceeds to classify errors into binary and non-binary errors.

In fact, translation theorists tend to categorise errors in a translation although such categorisation differs from one translation scholar to another. The present study will follow suit to categorise errors in ministerial performance reports translated in Cameroon in 2016 and 2017 from French to English into content errors and language errors. Now, since language is used to transfer the content of a message, the present study maintains that language errors are coterminous with content errors in translations. Content errors are induced by translation while language errors are induced by target language usage.

Even though translating is an exacting task, translators do all they can to get rid of errors in their renderings with varying degrees of success. It is necessary to determine the margins or percentages of error in their translations when they do not succeed in getting rid of all possible errors. Such is the task to be discharged in the present study. The error margins determined in this study are purely indicative. This is because percentages of errors are determined from excerpts of 34 ministerial performance reports and not from detailed performance reports presented by 34 ministries. In fact, high percentages of error in excerpts of thirty-four ministerial performance reports indicate that routine use of the literal method of translation that caused them will still cause percentages of error in 34 detailed ministerial performance reports to be high. Hence, since routine use of the literal method of translation by ministries resulted in high margins of error in 34 excerpts of ministerial performance reports, it will also result in high percentages of error in 34 detailed ministerial performance reports. Clearly, high margins of error in excerpts indicate that the margins of error in detailed reports is also high.

2.3.1.2 Error Margins

According to Kosar, Bohra and Mernik (2018), the margin of error (confidence interval) is the level of precision, the range within which the true value of an estimate lies. They maintain that the typical error margin the researcher is willing to accept in many fields of study is 5%. They then disclose that the objective of their research on systematic mapping study driven by the margin of error is to ensure that the latter is indeed suitable and comparable to the standard approach when carrying out a systematic mapping study. According to the authors, margin of error refers to errors in the estimate of the number of observations with a specific characteristic in the population as a whole. After using SMS driven by the margin of error, the authors come to conclusions that remain valid as in the original study.

On its part, Wikipedia (2021) maintains that the margin of error is a statistic expressing the amount of random sampling error in the results of a survey. The larger the margin of error, the less confidence one should have that a poll result would reflect the result of a census of the entire population. The margin of error will be positive whenever the entire population is not sampled and the outcome measure varies.

According to Dovetail (2023), a margin of error shows that you acknowledge survey results will vary from sample to sample and also from the actual population mean. It allows you to express how much the results could vary based on the rules of probability and how much confidence you have in this variance. The margin of error can be presented as high and low values on either side of the mean value reported in a survey. The margin of error is often used interchangeably with confidence interval because it indicates how much confidence the people can have in the survey results. The smaller the margin of error, the closer the survey findings are to the correct value and the larger the margin of error, the further they are.

It therefore emerges from online articles that margin of error is the 95% confidence interval of survey. Put differently, margin of error is, from the point of view of online articles, the allowance made for error in survey. The present study is on the same wavelength with Wikipedia (ibid.) when the latter points out that the larger the margin of error, the less confidence one should have that the sample result would reflect the result of a census of the entire population.

Hence, while online articles give an account of surveys with a margin of error that is at most 5%, the error margins (percentages of errors) in this study are averagely more than 50% with a less than 42% average confidence level. Furthermore, error margins are used in the present study to signal the researcher's desire to know how large the margins of error in selected excerpts of reports are. Lastly, while online articles on margin of error paint a picture of the margin of error tolerated for surveys in different fields, error margins as used in this study refers to percentages of errors that are not tolerated because they are high and impact translation quality negatively.

2.3.2 Works on Translation Theory

The objective of this section is to review works on translation that have different premises, but actually espouse theories that are relevant to the present study and from which inspiration was drawn to refine erroneous renderings or translate source text segments omitted in English translations.

In their publication, Nida and Taber (1982) opine that it is the content of a message which must be preserved at any cost when transferring the message from one language to another. They maintain that in order to preserve the content of the ST in the TT, contextual consistency has to take precedence over verbal consistency, ostensibly because it behoves the translator to effect the changes in form that are warranted by the communication situation. The authors see a good translation as one that focuses on the meaning or content and aims to preserve the latter. According to Nida and Taber, the ultimate test of a translation must be based on three major factors: (i) the correctness with which receptors understand the message of the original, (ii) the ease of comprehension and (iii) the involvement a person experiences as a result of the adequacy of the form of the translation. In their reasoning, any failure to produce a meaningful equivalent amounts to default in one's translation task. As a result, Nida and Taber insist that conveying the content has to take precedence over form, meaning has to take precedence over style, equivalence has to be preferred to identity, the closest equivalence has to be preferred to any equivalence and naturalness has to be preferred to formal equivalence.

Nida and Taber point out that it is when a translation is seen from the point of view of intelligibility, or in terms of the total impact the message has on the readership, that we talk of dynamic equivalence since the translator precisely lays emphasis on linguistic forms understood and accepted by the audience for which the translation is intended. They, accordingly, point out that one and the same term may have quite different sets of meanings in specific contexts and so instead of treating words as a single set of meaning, the intended meaning of words needs to be sought and chosen carefully. In their reasoning, the personal problems which confront the average translator are largely unconscious predispositions about translation procedures which tend to taint the average translator's work and ultimately impair the acceptability of a great proportion of the renderings the average translator may honestly be attempting to elicit.

The importance of preserving the message content of the ST and translating it intelligibly as enunciated by Nida and Taber is in line with the theoretical and practical orientation of the present study which, unlike the former, concerns itself with error margins in translated texts. Furthermore, while Nida and Taber use Bible passages to explore problems of unconscious predispositions about translation procedures that taint the work of some translators, the texts used in the present study to highlight such problems and propose possible solutions as Nida and Taber do are informative.

In his publication, Duff (1984) thoroughly examines the translation difficulties encountered, irrespective of the source language and the setting, when translating into English. He focuses on those difficulties that cannot be resolved with the help of dictionaries. While the present study concerns itself with strategies for resolving translation difficulties where lexical or referential meanings tend to be inaccurate in translation from French to English, the texts used to highlight such difficulties in the present study are different. Even the focus on error margins in translated texts distinguishes the present work from that of Duff (*ibid.*). This research endeavour, therefore, carves out a special niche for French-English translation problems at the level of ministries in Cameroon. Furthermore, unlike Duff's (*ibid.*) work which focuses on recurrent problems of translation into English *per se*, the present work seeks to find out the error margins in excerpts of ministerial performance reports translated from French to English in Cameroon at a specific time.

On her part, Larson (1984) maintains that since it is meaning that is being transferred in a translated text, it must be held constant. She avers that to translate acceptably, the translator has to work out the meaning of the source text before exploring befitting target language forms which express the same meaning appropriately. According to Larson (*ibid.*), the fact that each language has its own distinctive forms for representing meaning makes translation a complicated task since the same meaning may have to be expressed in another language by a very different form. That is why it is often necessary to change the latter during the translation process. In the reasoning of Larson (*ibid.*), the meaning of the source text must serve as the base for translation into another language.

Larson (*ibid.*) further maintains that one must know the situational setting of the communication to properly determine the meaning of the source text and that requires a translator's clear understanding of the words or phrases in the context in which they occur. In this wise, an adequate equivalent for a key word will be more crucial to communication than an adequate equivalent for other words in the source text. She opines that translation evaluation is underpinned by accuracy (i.e. ascertaining whether or not the meaning of the TT is the same as that of the ST), clearness (i.e. ascertaining whether or not the target audience understands the TT clearly) and naturalness (i.e. ascertaining whether or not the form of the TT is readable and natural). Larson (*ibid.*) also opines that one of the ways of achieving the foregoing is by resorting to restatement, i.e. to say the same thing in another way without additions and deletions.

According to Larson (ibid.), since the people of a given culture look at things from the perspective of their culture, many words which look like they are equivalent are not. So when cultures are very different, it is often difficult to find equivalent lexical items. That is why she opines that knowing which words go together is (provided one bears in mind that collocations which form semantically correct meaning in one language may not do so in another) an important part of understanding the meaning of a source text and translating it well. This is to say that the more the lexical structures of the two languages are different, the more the concepts will be expressed differently. She pinpoints “false friends” or specious equivalents as one of the major causes of translation error on the lexical level when translating into related languages.

In the opinion of Larson (ibid.), the lack of sameness between the knowledge bank of the audience of the source text and the knowledge bank of the audience of the target text warrants the translator to make a good deal of information explicit in the target text. This means that the translator must help the target audience to understand the content and intent of the source text by translating with both cultures in mind. According to Larson (ibid.), a target text that is less predictable will be more difficult to understand. That is why besides having his/her audience in mind at all times as s/he translates, the translator must have skills of cross-language transfer, understand translation principles and be able to apply them in strict respect of the structural differences between the two languages. Larson (ibid.) concludes that a translated text that does not effectively communicate the message or information content of the source text is unusable.

The different concepts explored by Larson (ibid.) in the foregoing are compatible with the perception of the task of refining translations with errors and retranslating translations that are beyond revision in the present study. However, the differences between Larson’s (ibid.) work and the present work lie in the fact that the latter focuses specifically on French-English translation adequacy and the determination of error margins in excerpts of ministerial performance reports translated from French to English in Cameroon from 2016 to 2017.

In his publication, Fawcett (1997) maintains that linguistics has something to offer the study of translation. In his reasoning, the relationship of linguistics to translation is twofold. Firstly, it has to do with applying the findings of linguistics to translation practice and lastly it has to do with putting forward a linguistic theory of translation. As a result, the sociolinguistic variation in a text to be translated can provide the necessary input to cope with the situation. It is also possible to apply the linguistic theory to the entire concept of translation. That is why as a sociolinguistics of translation, Nida’s theory of dynamic equivalence describes the way

translators can adapt texts to the needs of a different audience. Hence, a translation is said to be good when the translator properly or serendipitously hits on the appropriate collocation. This is so because no language has the 'right way' of saying things and the order in which we put words is governed by "syntax", those rules of our language which tell us what kind of word can come in place in a sentence.

In the opinion of Fawcett (*ibid.*), while sociolinguistics is at the edge of linguistics and shades over from language use into real-world knowledge and experience, pragmatics focuses on what we actually do with language, the things we accomplish by speaking and writing. So, a linguistics that disregards meaning is not of any use to translation studies for which the question of meaning is of paramount importance. Besides, comparative linguistics demonstrates that meaning structures do not match between languages, ostensibly because each language is full of gaps and shifts when compared with other languages. Hence, one useful technique for solving translation problems is to opt for hypernym (a more general term) or hyponyms (more specific terms).

It is worthy to note that the number of hyponyms at the disposal of users differ from one language to another and thus creates problems in translation. That is why those who think translation is an impossible undertaking because of the loss of noncentral meanings of some words ignore the fact that there are also gains in translation. This is because the meaning that is transferred is determined by situation and context and not by the dictionary. Besides over-reliance on dictionaries can be time consuming and lead to poor translations.

Fawcett (*ibid.*) also points out that a linguistic theory of translation should, *inter alia*, define a catalogue of translation techniques required to overcome differences between languages. He further opines that the central problem of translation practice has to do with eliciting a target text that is equivalent to the source text in linguistic and extralinguistic terms. This also means that it is only the translator of a target text which is equivalent to the source text who can answer questions concerning the validity of the translation. That is why it does not make sense to define the nature and conditions of eliciting equivalence in translation in general terms. As a result, an acceptable translation is ample evidence that the translator adopted an appropriate translation strategy.

By highlighting the role of linguistics in addressing translation problems, the work of Fawcett (*ibid.*) is on the same wavelength with the present study which seeks to use linguistic resources to address the problem of errors in the translation corpora reviewed. However, while

the work of Fawcett (ibid.) focuses on linguistic approaches to address translation problems, the present study draws inspiration from different approaches to translation to correct translation errors in the translation corpora reviewed.

In her publication, Bassnett (2002) asserts that the translator operates criteria that transcend the purely linguistic by undertaking a process of decoding and recoding in order to produce a target language version that corresponds to the source language version and, by so doing, discharge his responsibility to the target language readers.

In the opinion of Bassnett (ibid.), it is up to the translator to find a solution to even the most daunting problems and see to it that the function of the target text remains the determining factor in the translation process. This means that the translator begins by determining the function of the source language system before proceeding to find a target language system that will adequately render that function. She then concludes that interlingual translation is bound to reflect the translator's own creative interpretation.

The present study is on the same wavelength with Bassnett's (ibid.) work when the latter maintains that the job of a translator entails eliciting renderings that render the function of the source language system. Like the present study, Bassnett's (ibid.) work underscores the need to produce a target language version that corresponds to the source language version. The difference between Bassnett's (ibid.) work and the present study is that the former focuses on Translation Studies as a discipline while the present study focuses on error margins in excerpts of performance reports translated into English by ministries in Cameroon.

In their work, Koskinen and Paloposki (2010) define retranslation as multiple translations into one language and further make a distinction between 'passive retranslations' or simultaneous retranslations for different markets and 'active retranslations' or retranslations competing for the same audiences. Koskinen and Paloposki (ibid.) also make it clear that texts containing chunks of revised earlier translation and chunks of retranslation are hybrids and the reason for retranslation lies with a deficient previous translation. While acknowledging that there are multiple causes for retranslating texts, the authors conclude that extensive basic research on retranslation is needed to better understand the phenomenon of retranslation and ipso facto open new perspectives to central issues in Translation Studies that span from the ethical to the aesthetic.

The *raison d'être* of the present study is justified by the opinion expressed by Koskinen and Paloposki (ibid.) that the reason for retranslation lies with deficient previous translation.

The present study is, in line with the foregoing, prompted by wide error margins in French-English translations of Cameroon's ministerial performance reports of 2016 and 2017. However, while Koskinen and Paloposki (ibid.) focus on the *raison d'être* of retranslation, the present study focuses on how the errors could be minimised.

On her part, Schäffner (2010) focuses on the central role the concept of norms plays in Descriptive Translation Studies and points out that it is used in a different sense than in functionalist approaches. According to Schäffner (ibid.), norms generally express social notions of correctness or appropriateness akin to a particular community at a particular time. It is in this light that equivalence-based translation theories refer to norms on linguistic correctness. Accordingly, translators are expected to elicit renderings which are correct in the use of the target language and appropriate vis-à-vis text norms or genre conventions.

Schäffner (ibid.) also reviews regularities in translators' behaviour across languages, cultures, time and text genres as well as some universal laws or general characteristics of translation. She reviews the law of interference (translations which tend to reflect the influence of the source language), the law of growing standardisation (translations which tend to be more conventionalised than their source texts) and the law of explicitation (the fact that translated texts tend to be more explicit than their source texts). She equally revisits the types of norms distinguished by Chesterman, precisely professional norms emerging from competent professional behaviour which govern the accepted methods and strategies of the translation process and expectancy norms which refer to what the target community expects a translation to look like. After differentiating accountability norms from communication norms and expectancy norms, for example, Schäffner (ibid.) makes it clear that expectancy norms are governed by clarity, accountability norms are governed by trust while communication norms are governed by the value of understanding.

The present study, like Schäffner's work, maintains that translators are expected to elicit renderings which are correct in the use of the target language and are appropriate vis-à-vis text norms or genre conventions. However, Schäffner's article concerns itself with norms of translation while the present study concerns itself with error margins in excerpts of Cameroon's ministerial performance reports translated from French to English in 2016 and 2017.

Meanwhile, Stolze (2010) opines that the subjective nature of translation competence as regards comprehension and writing is best analysed against the background of hermeneutics. What is more, the translator's art of understanding the original has to be based on relevant

knowledge, ostensibly because a naive interpretation cannot be acceptable for responsible translation. As a result, a translator's horizon of knowledge needs to be enlarged for the translator to be able to grasp a text's message that was written against another horizon.

Besides, adequate comprehension of a text will create a cognitive representation of that text's message. In this way, translation is a creative act that changes the words and even the original meaning in some instances. This is because the message understood from the original finds a new expression in the translation. Hence, while understanding the original is important, expressing what has been understood from the original is more important. It is for this reason that language proficiency, style awareness and confidence in one's own creativity are decisive. In summation, the hermeneutical approach to translation presented by Stolze (*ibid.*), encompasses the idea that the translational dealing with texts is basically the same for all text genres in literature and in specialist communication. Only the required knowledge base and language proficiency is different-whence the dependence of translation on one's textual interpretation and language proficiency.

The present study concurs with the opinion of Stolze (*ibid.*) that the translator's horizon of knowledge needs to be enlarged for the translator to grasp a text's message that was written against another horizon in view of giving the original a new expression in the target text. However, the scope of the present study goes beyond that of Stolze's (*ibid.*) work.

Shreve (2012) opines that translators use an array of mental resources to translate. He maintains that to "know how to translate" presupposes that one has L1 and L2 linguistic knowledge which, in essence, means one is bilingual. Hence, translation skills arise from persons who have developed linguistic competence in two languages. According to Shreve (*ibid.*), different bilinguals develop different translation skills that range from natural translation skills to highly specialised professional translation skills.

Shreve (*ibid.*) also points out that translation involves a reading subtask where L2 forms are activated to extract meaning and a writing subtask where those meanings induce L1 forms. He proceeds to enumerate the subprocesses of translation, precisely source text reading and comprehension, cross-language lexical matching and transfer as well as target text production. He also points out that to understand translation capacity as a special case of bilingualism, one needs to understand bilingualism.

In his opinion, translators do not only need to acquire more detailed knowledge of the forms and structures of L1 and L2 than the typical bilingual, they are also keen to develop a

deeper knowledge of the correlation (s) or correspondences between such forms and structures. Translators use their knowledge of lexical correspondences and possibilities for correspondence to perform their translation task. In this way, the translator carefully chooses alternative L1 lexical forms on the basis of their correspondences with L2 representations that have been established through the acquisition of both languages and experience in translation practice. That is why besides being a linguistic or bilingual notion, the notion of transfer in translation is a concept that is grounded firmly in the task itself.

The present study concurs with Shreve's (ibid.) work that translation demands linguistic competence in two languages as well as translation skills ranging from natural translation skills to highly specialised professional translation skills. The present study also validates the subprocesses of translation presented in Shreve's (ibid.) article, especially the subprocesses of source text reading and comprehension, cross-language lexical matching and transfer as well as target text production. Lastly, the present study acknowledges the suggestion in Shreve's (ibid.) work that translators carefully choose alternative L1 lexical forms on the basis of their correspondences with L2 representations that have been established through the acquisition of both languages and experience in translation practice.

However, while Shreve's (ibid.) article is concerned with understanding bilingualism as a special case of translation capacity, the present study instead seeks to determine error margins in excerpts of French-English translations of Cameroon's ministerial performance reports of 2016 and 2017 and to use linguistic competence in French and English to correct translated utterances with errors.

Ramos Pinto (2012) posits that one of the main criticisms of linguistic approaches to Translation Studies is the underlying assumption that meaning, irrespective of language and culture, is stable and independent. Such a view contrasts sharply with sociolinguistics which sees meaning as dynamic, subjective and context-dependent. Accordingly, sociolinguistics focuses on understanding the uses of language within a society. She also points out that language change, multilingualism, language interaction, language contact and language planning/policy all fall under sociolinguistics.

In the reasoning of Ramos Pinto (ibid.), the bond between sociolinguistics and translation is a very natural one. Besides, the natural changes in a language can promote translational activity through retranslation, that is the production of new translations of works that have previously been translated into a particular language. The rapprochement between

Translation Studies and Sociolinguistics has been motivated by the need to include the contextual elements surrounding the production, circulation and reception of translations in Translation Studies analysis.

What is more, the theoretical models and concepts developed in Sociolinguistics have not only led to a better understanding of communicative acts and specific situational contexts at micro level, it has also stimulated a new approach to translation as the product of a communicative act itself and promoter of change at macro level. By drawing its analytical tools from social sciences and linguistics, sociolinguistics clearly has an affinity with Translation Studies which, in turn, has an important impact on methodological and theoretical terms.

Like Ramos Pinto's (ibid.) article, the present study acknowledges that theoretical models and concepts in sociolinguistics have not only led to a better understanding of communicative acts and specific situational contexts at micro level, it has also stimulated a new approach to translation as the product of a communicative act itself and promoter of change at macro level. However, while Ramos Pinto's (ibid.) article shows the affinity that sociolinguistics has with translation, the present study focuses on determining error margins in excerpts of French-English translations of Cameroon's ministerial performance reports of 2016 and 2017 and draws inspiration from the bond existing between sociolinguistics and translation to correct translated utterances with errors.

Schäffner (2013) defines discourse as an actual and meaningful instance of communication in a specific context of situation and maintains that discourse analysis consists in examining the structure and function of language in use. She proceeds to define translation as an act of communication across linguistic and cultural boundaries, an interlingual and intercultural communication as well as a text-production for addressees in a new cultural context.

According Schäffner (ibid.), the concepts and methods of discourse analysis have a stake in translation, especially as translation typically involves two texts in two languages and represents language in use and in context. What is more, translation decisions regarding invariant information to be transferred to the target text as well as changes to be made are the offshoot of discourse analysis. As a consequence, discourse analysis is, *inter alia*, used to carry out detailed pre-translational source text analysis, compare source texts with target texts in order to assess their appropriateness and quality and to highlight culture-specific genre conventions.

The present study concurs with the assertion by Schäffner that translation is an interlingual and intercultural text-production for addressees in a new cultural context. The present study is also in line with Schäffner's view that discourse analysis has a stake in translation and, like translation, represents language in use and is an instrument to compare source texts with target texts in order to assess the validity of translations. The difference between Schäffner's work on "Discourse Analysis" and the present study lies in the fact that the former looks at the affinity discourse analysis has with translation while the latter focuses on the margins of error in excerpts of French-English translations of Cameroon's ministerial performance reports of 2016 and 2017 in order to have a clear picture of their quality.

In their work, Vandepitte and De Sutter (2013) assert that contrastive linguistics focuses on differences between languages both in terms of system and usage while translation studies describes and explains the typical characteristics, individual and social functions and contexts of translation products and processes. The above descriptions of contrastive linguistics and translation studies show that both have one basic element in common-translations. The latter arise in the context of two different languages and are useful data for both domains.

As such, Translation Studies can be informed by Contrastive Linguistics when describing, explaining and predicting linguistic features of translation products and processes. Similarly, Contrastive Linguistics can be informed by Translation Studies when describing and hypothesising about different languages, building on translations and their source texts. Indeed, language differences and similarities have remained important contributions of contrastive linguistics to translation studies through contrastive grammars and handbooks that acquaint translation trainees, in particular, with different linguistic conventions of the source and target languages. Contrastive linguists, therefore, use translations to show elements commonly associated with each other across languages. Professional translators also use contrastive knowledge.

The present study subscribes to the assertion by Vandepitte and De Sutter (ibid.) that the inputs of contrastive linguistics are used in discharging some translation tasks and as, a result, it is not possible to come up with a fully-fledged theory of translation without the aid of Contrastive Linguistics. The difference between Vandepitte and De Sutter's work and the present study is that the latter looks at errors in translations, their margins and causes.

Murtisari (2016) defines explicitation as a shift in translation from what is implicit in the source text to what is explicit in the target text. She also maintains that information that is explicit is encoded in linguistic forms while information that is implicit is information that can only be recovered through inference. In the reasoning of Murtisari (*ibid.*), explicitation is employed by Vinay and Darbelnet to spell out pragmatic meanings, to cater to the readership and, therefore, make a sentence more “self-sufficient” by making its comprehension “less dependent on the context or situation” which then “frees the reader from referring to either”. As such, explicitation comes from contextually recoverable meanings and it is a shift to resolve ambiguity and make processing easier.

Inspiration has been drawn from the concept of explicitation expatiated above to refine or retranslate erroneous English translations of segments of excerpts of ministerial performance reports of 2016 and 2017 in Cameroon. The difference between the article of Murtisari (*ibid.*) and the present study lies in the fact that the former looks at explicitation in Translation Studies while the latter focuses on determining margins of error in excerpts of English translations of ministerial performance reports of 2016 and 2017 in Cameroon.

Meanwhile, Hermans (2019) discusses, *inter alia*, issues of accuracy and what translation is or can be. In his opinion, accuracy involves the search for an equivalent content or sense as well as the substantial and stylistic meaning residing in the words of the source text. He maintains that accuracy cannot be born out of literal or word-for-word translation because the meaning of words is determined by the context in which they occur. Hence, since literal translation obsessively relies on words or even their component parts and does not take into account the context in which words are used, any translation endeavour that is based on literal translation as standard for accuracy is fundamentally false. Hermans (*ibid.*) further posits that the study of translation is now associated with the examination of what translation is and can be and not what it ought to be but never is.

The present study subscribes to Hermans’ (*ibid.*) perception of translation accuracy and equally seeks to depict what translation is or can be by correcting errors in excerpts of 2016 and 2017 ministerial performance reports translated from French to English in Cameroon and showing that obsessive reliance on the literal method of translation to translate is fundamentally wrong. Unlike Hermans’ work which looks at translation accuracy, the present study focuses on error margins in excerpts of French-English translations of Cameroon’s ministerial performance reports of 2016 and 2017.

2.3.3 Works on Translation

This section is devoted to empirical literature on translation and, in particular, works on translation from which inspiration was drawn to refine erroneous renderings or to propose translations for omissions in English translations of excerpts presented in this study. Works from which inspiration was drawn are presented below.

Newmark (1988) points out that to know a foreign language and your subject is less important than to be sensitive to language and to be competent to write your language dexterously, clearly, economically and resourcefully. In the opinion of Newmark (*ibid.*), while a satisfactory translation is always possible, it never satisfies a good translator as the latter would be keen to have it improved. Hence, since translation is normally used to transfer meanings and to convey messages, the task of translating begins with reading the source text to understand its subject and to analyse it from a translator's point of view by bearing in mind that for the translator the function of the source text takes precedence over the description.

According to Newmark (*ibid.*), there are normally limits to the meaning of any word and dictionaries are there to indicate the semantic ranges of words, their collocations and main senses. As such, the job of a translator is to achieve the greatest possible correspondence, referentially and pragmatically, with the words and sentences of the source language text. For example, it would be normal to have recourse to literal translation if the translation of a sentence has no problems. It is, however, obvious that the chief difficulties in translating are lexical and so all translation problems turn out to be problems of the target language. Hence, it is up to the translator to account for each word in the target language, either by translating it or by compensating for some words whose translation could result in over-translation.

Newmark (*ibid.*) also opines that literal translation is the first step in translation and it is when a literal version is plainly inexact that a good translator abandons it. Hence, the translator who is not conscious of source language interference is always at fault. Accordingly, the role of the translator is to make people to understand ideas by expressing them clearly. That is why if the function of a sentence is obscure, the translator may have to foreground it by putting it in the first place. So, it is not uncommon to put purpose before proposition if the subject remains the same. So the more inflected a language, the easier it is to change the word-order in order to emphasise meaning. Hence, word-order is influenced by logical order. As a result, Newmark (*ibid.*), maintains that to translate a text, you have to understand it and temporarily know the vocabulary that is used in the text.

Like Newmark (*ibid.*), this researcher sees the need to write English dexterously, clearly, economically and resourcefully. In fact, the present study concurs with the assertion that the translator has to understand the subject of the source text and analyse the latter from a translator's point of view by giving priority to the function of the source text. The present study also draws inspiration from Newmark's (*ibid.*) work. It upholds the latter's objective of achieving the greatest possible correspondence, referentially and pragmatically, with the words and sentences of the source language text. It further subscribes to the view that a translator who is not conscious of source language interference is always at fault. Lastly, the present study shares the perception of the translator's role in Newmark's (*ibid.*) work and agrees that to translate a text the translator has to understand it and temporarily know the vocabulary that is used in the text. Unlike Newmark's (*ibid.*) work, the present study looks at errors in excerpts of French-English translations of performance reports in Cameroon at ministerial levels from 2016 to 2017.

Hatim and Mason (1990) look at the work of translators and point out that aids to translators such as word processor and dictaphone, etc. are improving all the time without ever solving the basic problems encountered by translators in their work, that is comprehension of ST, transfer of meaning and assessment of TT. Hatim and Mason (*ibid.*) also discuss the pragmatic dimension of context in translation, but only use the translation of short utterances as illustrations.

It is clear from the foregoing that the present study is on the same wave length with the work of Hatim and Mason (*ibid.*) concerning the nature of the basic problems encountered by translators in their work and the pragmatic dimension of context in translation. However, the present work focuses on the work of professional translators and is specifically concerned with determining error margins in excerpts of ministerial performance reports translated from French to English in Cameroon from 2016 to 2017.

On his part, Bell (1993) opines that in a rapidly changing world in which knowledge is expanding at an unprecedented rate, information transfer depends on efficient and effective translation. He appraises translator competence, presents a psycholinguistic model of translating that draws inspiration from work in cognitive science, text processing and systemic linguistics and uses the model he proposes to translate a short poem from French to English. Drawing inspiration from linguistics and cognitive science, Bell (*ibid.*) also provides the kind of insight that helps translators to elicit renderings that make sense during the translation

process, especially with regard to the kind of decisions they need to make and the means they have at their disposal to implement the decisions made.

While Bell's (ibid.) work focuses on the theory and practice of translation and translating, the prime concern of the present study is to determine error margins in excerpts of ministerial performance reports translated from French to English in Cameroon from 2016 to 2017. Furthermore, while a short poem is translated from French to English in the work of Bell (ibid.), the translations of informative texts are, depending on their wording, refined or retranslated in the present study. As a result, the practical dimension of translation is more elaborate in the present study than in the work of Bell (ibid.).

Meanwhile, Samuelsson-Brown (1993) opines that translation has to do with a lot more than just transferring information in texts from one language to another and the work of a translator is intense and so mentally draining at times, particularly when the translator is up against very tight deadlines. As a result, the translator's approach to the translation process should be tailored according to the task in hand. Hence, when people question translators' use of language, it is up to translators to justify their translation or accept the more appropriate style or terminology proposed.

According to Samuelsson-Brown (ibid.), the source language is the language the translator is working from while the target language is the language the translator is working into and is also referred to as the translator's language of habitual use. He highlights the problem of target language deprivation which occurs when the translator's brain is so fluent in both languages to the point where it is fooled into thinking that the structure the translator has put together in the target language is correct because it is correct in the source language. This, generally, happens when translators are more exposed to or totally immersed in the source language and culture to the point where they lose their linguistic bearings in the target language. He maintains that for translators to understand a language properly and to translate it successfully, they must keep abreast of cultural change, ostensibly because a language undergoes continuous change and development.

Samuelsson-Brown (ibid.) also highlights the importance of localisation and emphasises the need for a translator to have an excellent command of the target language. He posits that localisation will, inter alia, make it possible to find out whether the terminology used in the translation reflects what is in current use and whether the language used is pitched at the right

level. All this is aimed at ensuring quality control, especially as a translator's reputation is determined by the quality of their translations.

The present study subscribes to Samuelsson-Brown's (ibid.) words of advice to translators, especially as concerns the need to be humble and amenable to learn. Besides, the translation errors identified in this study are predicted in the work of Samuelsson-Brown (ibid.). This is because the latter makes it clear that target language deprivation occurs when translators are so exposed to or totally immersed in the source language and culture and are fooled into thinking that the structure they have put together in the target language is correct because it is correct in the source language. To redress such a situation, the present study also subscribes to localisation which, as Samuelsson-Brown (ibid.) opines, will, *inter alia*, make it possible to ascertain whether the terminology used in the translation reflects what is in current use and if the language used is pitched at the right level. The present study is different from Samuelsson-Brown's (ibid.) work because it shows, in practice, how to improve translation quality by identifying translation errors and correcting such errors by dint of translations proposed.

The approach of Nord (1997) to text analysis in translation provides a model of ST analysis which can be applied to all text types and different translation situations. According to Nord's (ibid.) model, the translator has to understand the function of ST features which then determine the translation strategies to be selected in sync with the function of the translation in the target language culture. In essence, unlike Reiss and Vermeer's work, Nord's (ibid.) work pays more attention to ST features. In other words, Nord's (ibid.) model is underpinned by the principles of functionality and loyalty. More importantly, Nord (ibid.) expounds on three aspects of functionalist theories, namely the importance of the translation brief, the role of ST analysis and the functional hierarchy of translation problems.

Regarding the importance of the translation brief, Nord (ibid.) opines that the translator has to first compare ST and TT profiles defined in the brief before analysing the two texts to see where they diverge. As for the role of ST analysis, Nord (ibid.) maintains that after comparing the ST and TT profiles, the ST is then analysed to determine the functional priorities of the translation strategy. In the opinion of Nord (ibid.), the pragmatic analysis of the communicative situation that is conducted on the ST must also be conducted on the translation brief for the results to be compatible. In this wise, the form of the analysis is crucial in determining the features to be prioritised in the translation.

Lastly, the functional hierarchy of translation problems established by Nord (ibid.) is as follows:

- the intended function of the translation, whether documentary (literary in nature) or instrumental (nonliterary text);
- determination of functional elements that have to be adapted to the TT after the translation brief has been analysed;
- use of translation type to determine if the translation style has to be source-culture or target-culture oriented;
- ST analysis at lower linguistic level to tackle the problems of the text.

The emphasis that Nord's (ibid.) work lays on the need to understand the function of ST features in order to devise translation strategies accordingly is in consonance with the present study which, like Nord's (ibid.) work, is also in favour of using the ST in evaluating the acceptability of its translation. However, while Nord's (ibid.) model is holistic and can be applied to all text types in different translation situations, the model of the present study has been construed for textual analysis, the refinement of translations with errors or retranslation of translated segments of unacceptable quality.

In their publication, Hervey and Higgins (2002) clearly demonstrate how translators must take responsibility for their translations by adopting a methodical (but not 'mechanical' or 'automatic') approach based on reasoned analysis of ST textual features and by rigorously making creative, responsible and intelligent decisions during the translation process. The authors opine that to translate amounts to understanding the ST and formulating a TT. To this end, they maintain that knowledge of the subject matter, familiarity with the source language and its culture, in general, plus the translator's interpretive effort, knowledge of the nature and needs of the target audience, familiarity with the target culture and a mastery of the target language are all necessary.

According to Hervey and Higgins (ibid.), translation involves not just two languages, but a transfer from one whole culture to another and since one of the defining characteristics of a culture is its language, it is obvious that if literal translation is acceptable, then the translation option is culturally neutral. Contrariwise, it is necessary to have recourse to cultural translation procedures in order to cope with cultural differences which, in some cases, are bigger obstacles to successful translation than linguistic ones. In this vein, the authors recommend the use of cultural transposition-a procedure that enables the translator to depart from literal translation in

order to transfer the content of the ST from one culture to another. They maintain that cultural transposition gives preference to features that are rooted in the TL and its culture. And central to their inkling regarding cultural transposition is the insight they provide into the translator's imaginative and responsible recourse to compensation to counter specific, clearly defined, serious loss in the translation process with specific, clearly defined, less serious loss in the translated text. Hervey and Higgins (*ibid.*) make it clear that compensation illustrates, better than anything else, the imaginative rigour that translation demands and opine that compensation is needed whenever considerations of factors such as context, style, genre, the purpose of the ST and that of the TT confront the translator with inevitable, but unwelcome, compromise.

In the practical sections, the authors examine differences between the use of verb systems in French and English, use sample texts to show the situations in which generalising translations or particularising translations are justified. In fact, the practical sections enable the authors to assess some examples of translated texts and whenever the latter are beyond revision, they insist that such texts must be retranslated.

The theoretical concepts espoused by Hervey and Higgins (*ibid.*) in their publication are, generally, valid for different language pairs in translation and, in particular, for all English-French and French-English translation endeavours, including that of the present study. Many of the concepts in their book, especially the ones explored above actually serve as a guide to conduct translation operations in the present study. However, the texts that Hervey and Higgins (*ibid.*) use for illustrative purposes are very different from the translation corpora used in the present study to pinpoint and correct errors by refining translations with errors or by retranslating translations beyond revision. In other words, the goal of translating acceptably is the common denominator between the present study and the publication of Hervey and Higgins (*ibid.*), but the texts used in the latter's publication to show how to do so are different from those used in the present study.

In their publication, Hatim and Munday (2004) associate translation issues with literal and free translation which are then seen in terms of content and form through problems of overly literal translations that impair comprehensibility. Hatim and Munday (*ibid.*) maintain that to succeed in conveying an acceptable meaning in the target text, pragmatic resemblance, like Nida's dynamic equivalence or Koller's higher levels of equivalence, is a valid translating option. They also opine that literal and free translations are not poles, but a cline. Accordingly, they point out that meaning is observable, measurable and transferable in translation. In their

reasoning, the translator's decisions, the linguistic co-text and the context in which the TT is to function affect meaning and determine the choice of the translation. As a result, they opine that the choice of a translation strategy is not just a source text issue or a context of situation matter. It is instead bound up with the entire context of culture within which texts and their translations are produced.

Hatim and Munday (ibid.) advise translators to work at sentence level by paying particular attention to the problems posed by certain words or phrases in context and by giving due consideration to the function of the whole text and its extratextual features. The authors posit that the task of the translation analyst is to ascertain whether or not the ST meaning has been transferred into the TT. Accordingly, Hatim and Munday (2004, p. 35) opine that the translation analyst has to be meticulous in the said task because of "...frequent lack of one-to-one matching across languages". As a result, the translator needs to determine the correct sense of polysemous words from the semotactic environment, i.e. the other words around them. That is why the translator first needs to disambiguate the various possible senses of the ST term and identify its appropriate TL equivalent via contrastive structure analysis. This is a clear indication that the nature of meaning, its analysis and evaluation are very important in assessing the acceptability of the meaning transferred into the TT.

The recommendations of Hatim and Munday (ibid.) on translation accuracy are a source of inspiration to the enterprise of refining translations or retranslating translation segments in the present study. The difference between the work of Hatim and Munday (ibid.) and the present study lies in the fact that the latter focuses on determining error margins in excerpts of English translations of 34 ministerial performance reports in Cameroon from 2016 to 2017.

On his part, Robinson (2007) asserts that there is no substitute for practical experience and avers that to learn how to translate, one must translate, translate, translate... According to Robinson (ibid.), translation for the professional translator is a lifelong learning enterprise and that is why translators are lifelong learners who always look for more cultural knowledge, more words and phrases, more experience of different text types, more transfer patterns and more solutions to complex problems. Translation is, accordingly, perceived by Robinson (ibid.) as an intelligent activity that requires constant growth, learning and self-expansion.

Robinson (ibid.) also asserts that cultures and intercultural competence plus the awareness arising out of experience of cultures are far more complex phenomena than it may

seem to the translator. That is why the more aware translators can become of these complexities, the more they will become better translators. Robinson (ibid.) further asserts that translators sometimes think they understand more than they actually do because they gloss over differences and areas of significant misunderstanding. Conversely, there are times when translators think they understand less than they actually do because ancient cultural hostilities and suspicions make them exaggerate differences between them. In the reasoning of Robinson (ibid.), the translator's immersion in the SL culture is a *sine qua non* for bridging the communication gap between the audience of the SL text and that of the TL.

On the basis of the foregoing, Robinson (ibid.) is keen to stress that: translation is more about people than about words, translation is more about jobs that people do and the way they see their world than is about registers or sign systems, translation is more about creative imagination than it is about rule-governed text analysis, the translator is more like an actor or a musician (a performer) than like a tape recorder and the translator, even of highly technical texts, is more like a poet or a novelist than like a machine translation system. According to Robinson (ibid.), underlining the importance of the above facts does not mean that translation is not about words, phrases, registers or sign systems, especially as it is clear that the latter have their place in translation. It simply means that it is more productive for the translator to think of such abstractions in larger human contexts as part of what people do and say.

The present study shares the perspective from which Robinson (ibid.) sees translation theory and practice. As a result, Robinson's (ibid.) work is a useful source of reference to some sections of the present study whose goals correspond to some of the goals of Robinson's (ibid.) work. However, while the present study concerns itself with translations in professional settings and remediation of errors in translations produced in such settings, Robinson's (ibid.) work focuses on training professional translators in academic settings.

Wyke (2010) x-rays what the global society expects from translators, namely to carry out their work with complete impartiality without expressing any personal or political opinions in the course of their work. According to Wyke (ibid.), in spite of the general consensus regarding the ethical duty of translators, disagreements regarding exactly what it is in the source text the translator should be faithful to have been rife. And the fact that it is up to translators to decide to orient themselves towards the source or the target while striving to reproduce the same text in another language already implies a certain degree of visibility on their part.

What is more, the fact that the original will always be transformed through the work of translators simply means that translators will always be visible by virtue of the translation decisions taken while translating and, in the process, take on a certain authorial role. Acknowledging their visibility in this light will, therefore, lead translators to responsibly and realistically reflect upon the relationships between languages, between original and translation, or the source and target cultures and ipso facto examine the role their work plays in cultural mediation. According to Wyke (ibid.), the ethical stance of a translator hinges on sorting through difficult decisions and taking responsibility for those taken. He concludes by appealing to translators to educate the general public to know that translation is not limited to reproducing ideas and information, it also plays the role of creating culture and civilisation.

The present study upholds the idea expressed by Wyke (ibid.) that the original is always transformed by the translator and further acknowledges that the translator must take responsibility for decisions taken in the translation process. However, while Wyke (ibid.) focuses on ethics and translation, the present study focuses on error margins in excerpts of French-English translations of ministerial performance reports in Cameroon from 2016 to 2017.

Montgomery (2010) highlights the role of translation in collecting and disseminating scientific knowledge and opines that the translation of science is as old as science itself. According to Montgomery (ibid.), it is through translation that scientific knowledge was transferred across linguistic boundaries and expanded to an unprecedented scale in the 21st century. Besides, while scientific knowledge has proven to be a mobile form of culture, it is translation that has rendered scientific knowledge mobile as evidenced by the important contribution of scientific translation to the founding of higher education in the West.

What is more, the vast amount of new scientific information plus the urge to put it into English while also transmitting much of it to non English-speaking publics has presently expanded translation activity in nations like China, India and Brazil that are keen to build up their scientific education and labour force systems. A wide range of methods have also been employed over time in the translation of scientific material. Meanwhile, unlike in the past, 21st century scientific translators have to use specialised dictionaries, tend to work in a limited number of scientific domains and their work is aided by digital tools. And the latter have not reduced the needs for human translators as one would have expected because precision and accuracy which are critical demands in scientific translation cannot be achieved without human agency. In the opinion of Montgomery (ibid.) the highly specialised and ever expanding technical vocabularies upon which science heavily depends constitute a challenge to every

translator. This is because inaccurate rendering of a few terms can significantly mar a translation's usefulness.

Montgomery (ibid.) further opines that there is a degree of interpretation in transferring science between languages and so machine translation can only be an aid and not a solution. As in all translations, technical language is not universal and so there is no one-to-one correspondence among different languages when scientific information is to be conveyed. It is in cognisance of the foregoing that the translations of scientific translators are qualified as originals and cultural products in the target language. Montgomery (ibid.) concludes that scientific translation, like translation as a whole, is not a mere linguistic process-it hinges on the translator's application of understanding, language sensitivity and experience.

The aim of the present study is, in line with the objective of translation outlined by Montgomery (ibid.) in his article, to transfer knowledge or information across linguistic boundaries. The present study also sustains the idea expressed by Montgomery (ibid.) in his article that there is no one-to-one correspondence among different languages and, as a result, translation hinges on the translator's application of understanding, language sensitivity and experience. However, while the present study focuses on error margins in excerpts of French-English translations of Cameroon's 2016 and 2017 ministerial performance reports, Montgomery's (ibid) article focuses on scientific translation.

On her part, House (2012) makes it clear that translation, at its core, is a linguistic operation and so the intimate connection that text linguistics has with translation is even more obvious. She also posits that as a purposeful use of language, a text is made up by a person in order to get the message across, express or explain ideas, get people to do things, etc.. As such, the communicative purpose is the discourse underlying the text. Moreover, for translators to interpret texts, they have to make the text a communicative reality by retrieving its meaning. It is on the basis of the foregoing that she considers a text as the language produced by a person in the communicative process or the linguistic trace in the writing of a person's intended discourse. She goes on to suggest that discourse refers to the meaning a person intends to express when producing a text and which an addressee is to interpret from the text.

According to House (ibid.), many textuality standards reveal that in producing and understanding texts in translation one has to go beyond linguistic analysis and view texts in terms of the mental processes underlying their production and comprehension. After noting that contrastive rhetoric and contrastive discourse analysis are two branches of discourse analysis

that are of immediate relevance for translation, she points out that the two branches of discourse analysis make it possible to compare underlying text conventions holding in different linguacultures and to examine their influence on the production and comprehension of different discourse types. She concludes that contrastive discourse analyses are crucial for translation because they furnish translators and translation evaluators with the necessary empirical evidence for explaining changes in the target text.

The present study draws inspiration from the insight provided by House (ibid.) that translators interpret texts and make them communicative realities by retrieving their meaning. This study also concurs with the suggestion by House (ibid.) that in producing and understanding texts in translation one has to go beyond linguistic analysis and view texts in terms of cognitive processes underlying their production and comprehension. The present study also draws inspiration from the suggestion by House (ibid.) that contrastive rhetoric and contrastive discourse analysis are not only factored into the enterprise of comparing underlying text conventions holding in different linguacultures, they are crucial for translation because they provide translators and translation evaluators with the necessary empirical evidence for explaining changes in the target text.

However, while House's (ibid.) article shows that text linguistics and translation are like two sides of the same coin, nay inseparable, the present study focuses on error margins in excerpts of French-English translations of Cameroon's ministerial performance reports of 2016 and 2017 while factoring in contrastive discourse analyses in the correction of translated utterances with errors.

Woodsworth (2013) notes the global recognition of the work of translators as a bridge that helps people to understand and respect each other and emphasises that translation has been playing such a role since the advent of the written word. In its long history, translators and translations have been instrumental in bringing about vital change in a broad range of endeavours over time and across geographical areas.

According to Woodsworth (ibid.), the impact of translation has, generally, been positive, although certain consequences of translation have, with the passage of time, been viewed less favourably and some translations are seen to be negative or deleterious. In the sphere of religions, the translations of religious texts have led to the spread of the religions themselves across vast territories and also spurred cultural by-products such as the creation of alphabets and the development of national languages.

Woodsworth (ibid.) also opines that the literature that migrates through translation triggers innovation and has, in many cases, led to the growth of national literatures. It is in this way that translators introduce new elements to enrich the language of the target culture and contribute to the construction of national identity. As such, translation negotiates exchange and change. Besides, translating literary forms, philosophical, political and scientific ideas can help the receiving culture to advance. Translation is, therefore, a medium for expressing and introducing something foreign.

Lastly, Woodsworth (ibid.), maintains that while translation has done much to enrich, advance or strengthen individual societies, nations or cultures through language, art, scientific thought or imported values, the impact of translation has also been negative. It facilitated colonisation and even though the work of missionaries was beneficial in many respects, it was fundamentally imperialistic. Nevertheless, owing to the importance of translation for societies, efforts have to be made to promote excellence in translation and, consequently, enhance the perception of the translation profession.

The present study draws inspiration from the impact of translation on national and global literatures as portrayed in Woodsworth's (ibid.) article and agrees with her view that efforts have to be made to promote excellence in translation. The present study, however, goes beyond calling for more efforts to improve the perception of the translation profession by reviewing excerpts of French-English translations of Cameroon's ministerial performance reports of 2016 and 2017 and improving their quality.

Risku (2013) maintains that information becomes knowledge when it is understood and made relevant for activities-in-contexts. Hence, as information managers, translators need to be able to choose and use tools of their trade. Meanwhile, translators need, as knowledge managers, to know how to evaluate, exploit and use information in a creative way by communicating and sharing it competently. It is in this light that translation and cross-cultural communication are increasingly seen as a form of knowledge management.

Risku (ibid.) also points out that knowledge management is relevant for translation in its capacity as knowledge work. That is why translators are good examples of knowledge workers and their knowledge of communication, languages and cultures, for example, forms the basis of their work. Like knowledge work with no ready-made procedures and rules to follow to master the task, the work of translators is also dependent on their own skills,

intellectual abilities and creativity, on the resolve to constantly expand their knowledge and on the availability of technological and social knowledge resources when seeking solutions to the problems posed by a specific translation task. What is more, knowledge management is strongly associated with terminology, especially as the documentation of terms of a language for specific purposes creates a valuable information resource for technical translators. Lastly, translators devote time to and use knowledge-oriented activities like research and glossaries to discharge their tasks.

The present study subscribes to the assertion by Risku (*ibid.*) that the work of translators is dependent on their skills, intellectual abilities and creativity just as the choice and use of tools of their trade hinges on their dexterity as information and knowledge managers. The difference between Risku's (*ibid.*) work and the present study is that the latter focuses on errors in excerpts of English translations, their margins and causes.

2.3.4 Translation Quality Assessment Models

Translation quality assessment models have been put forward by different scholars for diverse ends. The vast majority of the scholars have naturally worked with translation students and their summative testing models are not relevant to the present study. The objective of this section of the present research endeavour is to review relevant models and draw the necessary inspiration from them in order to attain the cardinal goal of this research work-to use error margins to determine whether or not a translated text is acceptable.

Williams (1989) posits that a model may be appropriate for the revision of translated texts but not for the evaluation of translated texts. Williams (*ibid.*), however, opines that it is necessary to apply the quality standards of experienced translators when a coherent and comprehensive evaluation of translators or translated texts is being sought. He further posits that it is only through analysis of translation units and quantification of error types that evaluations can be successfully justified. In the reasoning of Williams (*ibid.*), giving due consideration to strong points detected in style and the rendering of particularly difficult passages to compensate for defective renderings as is often the case in academic settings is not feasible in professional settings. In this wise, Williams (*ibid.*, pp. 18-19) asserts:

for no matter how many strong points a translation may have, the mere fact that it contains a significant error of meaning could cost the customer considerable financial loss and damage her organisation's image. Three paragraphs of brilliant translation containing masterstrokes of formulation and interpretation cannot compensate for one critical error, any

more than the exciting lines of a new car can make the product acceptable if the brakes do not work.

Based on the foregoing, one can see that users of a translation simply need a readable translation of the source text which gives them the correct facts. As a result, Williams (ibid.) opines that translation adequacy must be gauged in light of the translation's end use, not on the basis of the choices the evaluator (with his own standards of excellence) may have made as translator or reviser. Williams (ibid.) also points out that a translated text of unacceptable quality only needs to be retranslated and not revised.

The approach adopted in the present study to detect errors in translated texts and, above all, correct such errors complies with Williams' (ibid.) recommendation to apply the quality standards of experienced translators and to quantify the error types in order to render the evaluation of translated texts coherent and comprehensive. Williams' (ibid.) work is also on the same wavelength with the present work as concerns the need to retranslate a translated text of unacceptable quality. The present work is different from Williams' (ibid.) work because it proceeds to determine error margins in translated texts and then compares and contrasts the different error margins.

Munday (2008), *inter alia*, opines in the stand-alone chapters that the translation of an informative text should transmit the full referential or conceptual content of the ST. Munday (ibid.) also makes it clear that content is divided into factual information and overall communicative strategy while form is divided into terminology and cohesive elements.

As for the evaluation of translations, Munday (ibid.) points out that any pragmatic-oriented analysis is acceptable as long as it makes allowance for ST and TT to be compared. Drawing inspiration from the translation assessment criteria of the Chartered Institute of Linguists' (IoL) Diploma in Translation of the United Kingdom, he presents four criteria, to wit:

- accuracy: the correct transfer of information and evidence of complete comprehension;
- appropriate choice of vocabulary, idiom, terminology and register;
- cohesion, coherence and organisation;
- accuracy in technical aspects of punctuation, etc..

Clearly, these criteria are designed to formalise clear rules for the reception and evaluation of translated texts. Munday (ibid.) also points out that the use of the phrase "too

literal” to describe a translation is an indication that a literal translation is no longer viewed as the extreme. In other words, a literal translation would now mean a close lexical translation which must be rejected if the “naturalness” of the target language is infringed.

Munday (ibid.) also points out that accuracy is still ranked first in UNESCO’s Guidelines for Translators. That is why those who evaluate a translation tend to give priority to a “natural” TT, i.e. one that reads as if it was originally written in the TL.

Like in the present study, accuracy is a top priority in Munday’s (ibid.) work and both treat translation production methods and translation evaluation. The difference between Munday’s (ibid.) work and the present study lies in the fact that the former reviews translation studies, in general, while the latter reviews works pertaining to errors in translations and translation evaluation. The present study is also different because it proposes acceptable translations for mistranslations and various errors in its corpora of translated texts.

Gouadec (2010) asserts that quality in translation refers to both the quality of an end-product and the quality of the transaction or the service provided. In the opinion of Gouadec (ibid, p. 270), the quality of the translation provision transaction in most professional settings depends on one’s viewpoint:

from the translator’s... point of view, “quality in service provision” means, to all practical purposes, that the client provided a clear and complete brief and a “clean” document for translation, was prepared to listen to his or her points of view and proposals, afforded enough time to complete the job and to check the translation, did not interfere unduly in the process, offered whatever information, advice, help, confirmation and resources (s)he could reasonably be expected to provide and paid a fair price when payment became due.

According to Gouadec (ibid.), therefore, if the conditions of quality assurance are met, the translated text will be of good quality. What this means is that the translator’s translation has satisfied the particular needs of the particular “users” in terms of content and form of content. In other words, the translator succeeded to put the translation in a satisfactory form-format and medium.

Gouadec (ibid.) also opines that a translation that is fit for delivery in professional settings has to comply with a set of linguistic-stylistic-rhetorical criteria (readability and usability criteria), factual-technical-semantic criteria (criteria of accuracy and conformity with

the relevant cultural-technical grammar), and functional criteria (criteria that determines whether or not translation ‘works’). As concerns the translational component of quality, Gouadec (ibid.) posits that overall, there must be no translation mistakes or errors as even the slightest approximation must not be tolerated. Meanwhile, subjecting trainees to the same kind of assessment professionals are subjected to will, in the eyes of Gouadec (ibid.), clarify everything from teaching objectives to teaching methods.

Gouadec (ibid.) concludes by emphasising that: (1) it is important to view quality in light and context of the translating profession’s activities; (2) it is essential to make the quality-efficiency-relevance in service provision and the quality of the end-product interdependent; (3) it is crucial to build up a model in translation and translating.

The present study’s quality standards for translated texts are compatible with what Gouadec (ibid.) recommends-quality of an end product, i.e. the necessity for the translator to satisfy the particular needs of the particular “users” in terms of content and form of content. Gouadec (ibid.) also defines quality standards for translated texts in professional settings (e.g. readability and usability) which are compatible with the quality standards of the present study. However, while the work of Gouadec (ibid.) mainly focuses on translation quality, the present work mainly focuses on error margins in translated texts and their impact on translation quality.

Conde (2011) uses the analyses of 48 (forty-eight) texts by 88 (eighty-eight) subjects in a bid to explore aspects such as emphasised words, actions on emphasised words, text length, resemblance to original format, lexical density and readability. Conde’s (ibid.) aim was to find out whether or not these aspects led to an increase in evaluators’ attention levels or had an effect on the result of the evaluation via error detection. Conde (ibid.), accordingly, worked on the premise that error analysis still remains the most widely used system of translation evaluation. After pointing out that labelling errors ‘critical’ as Vollmar and House do simply reflects the authors’ opinions on serious errors, Conde (ibid.) opines that it is necessary to investigate whether translation evaluators pay more attention to and tend to penalise, more heavily, translations that contain a higher percentage of errors in the emphasised segments.

In his interpretation of the preliminary findings, especially as regards the higher grades obtained by the texts with a poor resemblance to the original (compared with those in the average category), Conde (2011, pp. 81-82) explains that:

when evaluating texts that did not reproduce the original text format in any way, evaluators may have considered that the

translators had focused on the text contents, which could be an acceptable translation decision; nevertheless, when evaluating texts that reproduced the original text format only to a certain extent, they may have considered this to be unacceptably negligent on the part of the translators since they had presumably resolved to reproduce the original format but were unsuccessful in doing so.

Conde's (ibid.) model uses selected segments of a translated text to determine if a higher percentage of errors in such segments of a translated text tends to impact the evaluation of the translated text negatively. Conversely, the approach to error detection in the present study is different-errors are detected from the whole translated text. What is more, the setting of the present study is a professional environment while that of Conde's (ibid.) study is an academic environment.

On his part, Mossop (2014) opines that revising is that function of professional translators in which they find features of the draft translation that fall short of what is acceptable as defined by some concept of quality. In the opinion of Mossop (ibid.), the first task of a professional translator is to see to it that the translation means (more or less) what the translator thinks its source text means. It, therefore, behoves the reviser to ensure that there are no mistranslations-passages which could seriously mislead the reader about an important feature of the ST's message. That is why revision is traditionally thought of as being concerned with two things: accurate transfer and good writing in the TL in order to eliminate mistranslation or incorrect language.

According to Mossop (ibid.), assessment is not part of the translation production process. It consists in identifying (but not correcting) problems in one or more randomly selected passages of a text in order to determine the degree to which they meet professional standards and the standards of the translating organisation. In his reasoning, while quality control is text-oriented and client/reader-oriented, quality assessment is business-oriented. He maintains that the argument that a translation is of adequate quality if the client does not complain about it is weak and unethical because few clients have independent bilingual checkers. As a result, they may not notice if, say, the forty-fifth paragraph of the text is missing (the translation from paragraph 44 to 46 of the ST may make sense). They may be in no position to detect a major mistranslation (the translation as it stands may make sense, but not the sense that corresponds to the sense conveyed in the ST). Conversely, turning a blind eye to a translation that reproduces inadvertent nonsense in the ST simply because the client has asked

for a very close translation is unacceptable. According to Mossop (ibid.), even consistency must never take priority over accuracy. In other words, if the previous translation of a passage contains an error, the latter should not be reproduced for the sake of consistency, even if the client has furnished the translator with the earlier translation as a reference.

Mossop (ibid.) also points out that revising is not translating. In his opinion, if a translated text is full of unidiomatic word combinations and if the sentence structures are so influenced by the ST, the result is an unreadable TT. Worse still, if the translator has clearly misunderstood numerous passages of the ST, the solution is to retranslate, not revise. In other words, retranslation should, unless it is absolutely necessary, be avoided.

The objective pursued by Mossop (ibid.) in his publication is in line with the objective of the present study-to get rid of errors or mistranslations in translated texts and enhance the accuracy of the latter. Mossop's (ibid.) perception of translation quality assessment further validates the view adopted in the present study-the latter is not concerned with translation quality per se since it focuses on error margins in excerpts of 34 ministerial performance reports. The difference between Mossop's (ibid.) work and the present study lies in the fact that the former looks at revision in a holistically abstract manner while revision is, in fact, done in the latter.

House (2015) opines that the central notion of source text and target text comparison is the basis for translation quality assessment. In this vein, she maintains that a translation of a particular text needs to belong to the same genre as its source. House (ibid.) also opines that the resources of translation quality assessment are drawn from the fields of intercultural and cross-cultural research and such a situation is due to the fact that intercultural understanding is the basis for functional equivalence. In the reasoning of House (ibid.), since functional equivalence is a condition for achieving a comparable function of a text in a different socio-linguistic context, intercultural understanding reflects the success with which the linguistic-cultural transposition has been undertaken. Accordingly, rules of discourse and textualisation conventions, as House (2015, p. 106) points out, "...often operate stealthily at deeper levels of consciousness and thus present a particular challenge for translation evaluation".

According to House (ibid.), it is necessary to take cognisance of Paradis' two translation strategies: the strategy of translating via the conceptual system which involves processes of linguistic decoding of source material and encoding of target text material as well as the strategy

of having recourse to direct transcoding by automatically applying rules that involve direct movement from linguistic items in the source language to equivalent items in the target language. As House (ibid.) sees it, Paradis' theory is highly relevant for translation and for translation quality assessment and the importance Paradis accords to the pragmatic component also makes it possible to combine his model of the bilingual translator's brain with House's (ibid.) functional-pragmatic translation theory of linguistic text analysis, translation and translation evaluation. The model of House (ibid., p. 120) is predicated on two translation types, precisely overt translation and covert translation, which are "...outcomes of different types of re-contextualisation procedures with qualitatively different cognitive demands on the translator..."

This is to say that in overt translation, the pragmatics of the ST and TT are mentally co-activated. Overt translation is, accordingly, psycholinguistically and cognitively complex. As such, 'real' functional equivalence cannot be achieved in overt translation, ostensibly because the said equivalence is not aimed at. Overt translation only makes it possible to achieve a kind of second-level functional equivalence. In covert translation, on the other hand, there is no co-activation of the pragmatics of the source text and the target text, and it is this absence of mental co-activation which explains why covert translation can be said to be a psycholinguistically and cognitively simple act. Covert translation makes elaborate demands on the levels of language/text, register, genre, target language writing conventions and norms. Above all, the concept of cultural filter introduced by House (ibid.) is useful in determining whether or not a translated text is accurate.

The present study has been conducted in line with House's (ibid.) view that source text and target text comparison is the basis for translation quality assessment with the inputs of cultural filter. However, while the work of House (ibid.) focuses on translation quality assessment per se, the main focus of the present work is error margins in translated texts with their attendant effects on translation quality. That is why the theoretical considerations and the approach adopted in House's (ibid.) work are different from the theoretical considerations and the approach adopted in the present work. For example, while her assessment model enables her to make a distinction between overtly erroneous structures and covertly erroneous structures, the distinction made between translation-induced errors and usage-induced errors in the present study is inherent in the latter's approach to translation quality assessment.

2.3.5 Works on Errors in Translated Texts

The literature on errors in translated texts is predominantly available in scientific articles. This section, therefore, seeks to review such articles on the basis of their relevance to the present study.

In her work, Séguinot (1989) points out that error correction in translation presupposes error identification. She deplores the tendency of spending less time in studying and eliminating errors while more time is spent in detecting and classifying errors. She also maintains that it is such a scenario that accounts for the predominantly prescriptive approach to the study of errors in translation. Furthermore, she advocates a humanistic approach to the study of errors in translated texts. In her reasoning, such an approach should not see errors as violations of translational or language norms. On the contrary, errors in a translation should be valued for the insights they provide into the process of translation. Séguinot (*ibid.*) opines that if there are errors in translated texts, it is either because the translators do not understand the source language or because they cannot manipulate the target language properly. She equally asserts that there are errors that are the normal by-product of the translation process and are normal in the learning process to translate.

The present study is one possible solution to the problem raised by Séguinot (*ibid.*). It focuses on errors in translated texts by identifying and labelling them before proceeding to correct them in order to ultimately explore the means and ways of eliminating them. However, the humanistic approach to error correction recommended by Séguinot (*ibid.*) contrasts sharply with the professional translator's approach to error correction adopted in the present study. According to the latter, a translated text has to be rendered acceptable by correcting all the errors in it dispassionately. Error correction in the present study is meant to build the capacity of inexperienced translators. Even though the present study subscribes to Séguinot's (*ibid.*) argument that there are errors in translated texts because of failure by the translators to understand the source language text and manipulate the target language well, the use it makes of errors in translated texts is different. In other words, errors are used in a professional setting to mentor inexperienced translators and to build their capacity to learn from their errors in order to translate better.

In another work, Séguinot (1990) pointedly reminds translators that even excellent translators make horrific mistakes. She explains that some errors in a translation are almost unavoidable since translators inevitably have vocabulary and knowledge gaps that may not

always be filled in time. Séguinot (ibid.) further points out that some translation errors are induced by STs under the influence of source language morphology. She sees the limited capacity of translation students as the reason why they make different kinds of errors. Clearly, Séguinot (ibid.) focuses on sources of errors in translations in this particular article.

The present study subscribes to the idea that even excellent translators make errors. That is why it concerns itself with determining error margins. It also concedes that translators tend to have vocabulary and knowledge gaps prior to the translation task per se. However, while Séguinot's (ibid.) study is conducted in an academic setting, the present study is conducted in a professional environment.

Meanwhile, Dancette (1989) opines in her work that a translated text is likely to have errors, precisely comprehension errors, when a translator misconstrues what is to be translated, i.e. the whole texts or portions of it or when the translator lacks the necessary proficiency in the target language. According to Dancette (ibid.), translational meaning has to be built from the literal meaning of words and the context-based interpretation of utterances of the text in order to avoid comprehension errors. She further maintains that comprehension errors are due to failure to decode the meaning of the source language text because of vocabulary gaps and default in the translator's semantic analysis of the text or segments of it. She also sees comprehension errors as errors of cognition resulting from wrong inferences, lack of declarative knowledge to grasp what is implicit in the source text and erroneous suppositions. The causes of comprehension errors that she enumerates range from unknown abbreviations in the source text, use of idiomatic expressions that the translator is not familiar with or words whose meanings can be deduced from the context and lack of the requisite extralinguistic or pragmatic knowledge. Dancette (ibid.) also points out that the notion of serious error is relative because what is a secondary error from the point of view of a source text's macrostructure could be devastating if instead of writing "press the right button" one instead writes "press the left button". She concludes that the most glaring error in an informative text is failure to ensure that syntactic structure is congruent with semantic meaning.

The perspective of the present study is compatible with Dancette's (ibid.) view that the notion of serious error is relative. That is why such a categorisation of errors in translated texts has been avoided in the present study. The difference between Dancette's (ibid.) article and this research endeavour is that the former focuses on a single category of errors in translated texts while the latter focuses on two categories of errors, translation-induced errors and usage-

induced errors, with their respective subcategories. The present study is also different from Dancette's (ibid.) work because it looks at error margins in translated texts. In spite of the above differences, Dancette's (ibid.) article and the present study are on the same wavelength vis-à-vis the causes and sources of comprehension errors.

In his article, Gouadec (1989) makes it crystal clear that only the notion of error, albeit with varying labels, still provides the necessary consensus in determining translation quality. According to Gouadec (ibid.), it is more important to focus on the incidence of errors on translation quality than to rank errors as serious or less serious. He also distinguishes language errors from translation errors and opines that language errors and translation errors have subcategories. According to Gouadec (ibid.), any translation quality assessment endeavour should account for errors, determine their incidence on translation quality and ultimately eliminate or limit the number of errors in a translated text. In this way, revision plays a central role in Gouadec's (ibid.) conception of translation quality assessment-a situation that obtains in purely professional settings.

The article of Gouadec (ibid.) validates the option to use error margins as a yard stick for translation quality in the present study since there is a general consensus that errors affect translation quality negatively. The central role that revision plays in translation quality improvement as per Gouadec's (ibid.) work also corroborates the option to refine translated texts fraught with errors in the present study. In this way, Gouadec's (ibid.) article is, professionally speaking, similar to the present study from the point of view of revision. Besides, the present study complies with Gouadec's (ibid.) recommendation to eliminate or limit the number of errors in translated texts by refining or retranslating translations with errors. But while Gouadec's (ibid.) article looks at errors from a holistic point of view, the present study focuses on error margins in translated texts. Consequently, large error margins in the present study indicate that the quality of the translated texts is unacceptable.

Waddington (2003) is another translation scholar who is concerned with translation quality, precisely teachers' approach to translation errors and the measurement of the effects of such errors on translation quality. He uses four different methods to assess errors in students' translations.

In Method A, Waddington (2003:414-416) draws inspiration from the work of Hurtado Albir to group errors into three categories as follows:

- a) inappropriate renderings which affect the understanding of the source text;
- b) inappropriate renderings which affect expression in the target language;
- c) inadequate renderings which affect transmission of the main function or secondary functions of the source text.

Waddington (ibid.) also makes a distinction between serious errors (-2 points) and minor errors (-1 point). At the same time “+1 point and +2 points” are awarded respectively for good and exceptionally good solutions to translation problems. Waddington (ibid.) makes it clear that Method A was used during the translation exam and so the sum of the negative points was subtracted from a total of 110 and then divided by 11 to obtain a mark that ranges from 0 to 10. Hence, if a student gets a total of -66 points, his/her mark will be calculated as follows: $110 - 66 = 44 / 11 = 4$ which is F (fail) since 5 is the lowest pass mark.

Like Method A, Method B is also based on error analysis and was used by Waddington (ibid.) to measure the negative effect of errors on translation quality. According to Method B, if an error affects the transfer of meaning from the source text to the target text, then it is a translation error (-2 points) and if it does not affect the transfer of meaning from the source text to the target text, then it is a language error (-1 point). It is worthy to note that in the case of translation errors, the corrector has to judge the negative effect that each one of these errors has on the translation by taking into account the readership and the translation instructions on the exam paper. The student's mark is calculated by subtracting the total number of negative points from the total number of positive points which for Method B are 85 and have to be divided by 8.5. So, if a student has -30 points, his/her mark will be calculated as follows: $85 - 30 = 55 / 8.5 = 6.5$ which is P (pass).

Method C, a holistic method of assessment, was designed by Waddington (ibid.). The scale is unitary and translation competence is treated as a whole in Method C. In Method C, the corrector is expected to consider different aspects of the student's performance, namely successful, almost completely successful, adequate, inadequate and totally inadequate. For each of the above five levels of performance there are two possible marks and so the corrector has the latitude to award the higher mark to the candidate who fully meets the requirements of a particular level and the lower mark to the candidate who falls between two levels but is closer to the upper one.

Lastly, Method D consists of combining Method B, error analysis, and Method C, holistic assessment, in a proportion of 70/30, i.e. Method B accounts for 70% of the total marks and Method C accounts for 30% of the total marks.

The common denominator between Waddington's (ibid.) error assessment model and the present study is the use of error analysis to determine translation quality. However, there are a number of differences between Waddington's (ibid.) work and the present study. For example, error analysis and a holistic method of assessment are either combined or used separately with different outcomes in Waddington's (ibid.) work. In contrast, the present study solely relies on error analysis to determine translation quality. Besides, the setting of Waddington's (ibid.) work is an academic environment while the setting of the present study is a professional environment. Furthermore, while Waddington's (ibid.) article favours word-for-word translation, the present study favours meaning-based translation. Accordingly, Waddington's (ibid.) article does not make allowance for translation shifts while the tendency is to have recourse to translation shifts in the present study where there is no formal correspondence between the source language text's communication situation and that of the target language. Another difference is that Waddington's (ibid.) article only deals with the assessment of translation errors but the present study uses error margins to determine translation quality and also refines translated texts fraught with errors to show, in practice, how to avoid errors in translated texts.

On his part, Hansen (2009) classifies errors into categories as follows: pragmatic errors or misinterpretation of the translation brief and/or communication situation; text-linguistic errors or violation of the semantic, logical or stylistic coherence; semantic (lexical) errors or incorrect choice of words and phrases; idiomatic errors or words and phrases that are semantically correct, but would not be used in an analogue context in the TL; stylistic errors or incorrect choice of stylistic level, stylistic elements and stylistic devices; morphological errors or morpho-syntactical errors, i.e. wrong word structure or mistakes in number, gender or case, etc.; syntactic errors or wrong sentence structure; and erroneous facts or errors in figures, dates, names, abbreviations, etc.

The differences between Hansen's (ibid.) work and the present study are obvious. While Hansen's (ibid.) article elaborates on the notion of errors in translated texts and revision, the present study broadly categorises errors in translated texts into translation-induced errors and usage-induced errors. Unlike Hansen's (ibid.) work, the present study refines translated

texts with errors and ipso facto shows how to avoid errors in translated texts. What is more, the present study determines, in contradistinction to Hansen's (ibid.), error margins in translated texts.

Pym (2010) has also devoted an article on errors in translations. He defines a translation error as a manifestation of a defect in any of the translational skills that should underlie the translator's competence. He makes a distinction between two types of errors in translated texts: binary errors and non-binary errors. In the reasoning of Pym (ibid.), a binary error is one that opposes a wrong answer to the right answer. In other words, the right answer can always be found for any binary error. In the reasoning of Pym (ibid.), a non-binary error is one that cannot be considered right unconditionally. Pym (ibid.) further opines that even though all translation errors are non-binary by definition, non-binary errors are not necessarily translational. It is clear from the work of Pym (ibid.) that binary errors refer to language errors in translated texts. What is more, Pym (ibid.) asserts that turning a blind eye to errors in a translated text is not going to make them go away. Meanwhile, the way translation errors are treated in an academic setting leads Pym (ibid.) to observe that a translation class is, generally, concerned with the non-binary nature of errors from which learning should actually start for experience to be gained.

Like this research endeavour, the work of Pym (ibid.) makes a distinction between two types of error in translated texts. While Pym (ibid.) identifies binary errors and non-binary errors in his work, the present study makes a distinction between translation-induced errors and usage-induced errors in translated texts. Besides, although the setting of Pym's (ibid.) work is an academic environment, his approach to error identification and correction which is like the one adopted in the present study is in keeping with professional practice. Hence, instead of turning a blind eye to errors in translated texts, the errors are meticulously pinpointed and corrected as required by translation practice. The main difference between Pym's (ibid.) work and the present study is the fact that errors are identified, categorised and refined in the latter with the aim of determining error margins in all translated texts that serve as data for this research endeavour. It is, therefore, on the basis of error margins that a given translation can be deemed acceptable or unacceptable.

In another article, Hansen (2010) opines that a translation error arises from the existence of a relationship between two texts and so translation 'errors' occur because something has gone wrong during the transfer and movement from ST to TT. In the opinion of Hansen (ibid.), there are 'errors' in a translated text because of misunderstandings of the

translation brief or of the content of the ST resulting in failure to render the meaning of the ST accurately, or due to factual mistakes, terminological or stylistic flaws and different kinds of interferences between ST and TT. In fact, Hansen (ibid.) sees a translation error as some kind of non-equivalence between ST and TT or non-adequacy of the TT in theories based on the concept of equivalence between ST and TT. Lastly, Hansen (ibid.) opines that all kinds of errors in a translated text have a considerable impact on the quality of the translated text.

The common denominator between Hansen's (ibid.) article and the present study is that both see errors in a translated text and translation quality as two sides of the same coin. In other words, the view that runs through in Hansen's (ibid.) work and the present study is that errors in a translated text impact on the latter's quality negatively. Moreover, Hansen's (ibid.) view that errors in a translated text arise from the existence of a relationship between two texts is consistent with that of the present study. The difference between Hansen's (ibid.) article and the present study is that the latter looks at errors in a translated text from the angle of error margins which, depending on whether they are small or large, are used to determine the quality of a translated text.

Elmgrab (2013) makes a distinction between an error and a mistake and opines that a mistake is binary because it can be judged as wrong or right. On its part, an error is non-binary because it reflects a deficiency in translation skills and can only be assessed in terms of acceptability or appropriateness. That is why a translated text that is deemed non-binary has to be contrasted with another translation of the same source text. According to Elmgrab (ibid.), to describe a translation error is to describe what the trainee has done and what should have been done. It is in this way that a trainee's erroneous construction is reconstructed. Elmgrab (ibid.) further opines that even though translation errors may sometimes be transfer errors, they are most often typical in the sense that they solely relate to translation skills. According to Elmgrab (ibid.), even the explanation of translation errors is often speculative as what has gone on in a student's mind can only be inferred. Lastly, Elmgrab (ibid.) maintains that translation evaluation is not an easy task since it is aimed at producing the objective out of the subjective. He, however, proposes a set of criteria to be used in translation evaluation, to wit: frequency criterion, generality criterion, intelligibility criterion, interpretation criterion and naturalness criterion.

It can be discerned from the foregoing that while Elmgrab's (ibid.) article theoretically distinguished a translation with errors from a translation without errors, the present study makes a clear distinction between a translation with errors and a translation without errors by

proposing refined translations in the place of translations with errors. Besides, Elmgrab's (ibid.) article focuses on students' translations while the present study focuses on professional translators' translations. Lastly, Elmgrab (ibid.) recommends five different criteria to determine translation quality while the present study relies on error margins to determine the quality of translations.

On her part, Pham Thi Kim Cúc (2018) draws inspiration from Popescu's (2012) perspective of linguistic errors, comprehension errors and translation errors and notes that translation and linguistic errors are the most common errors made by Vietnamese EFL students. She also opines that there are still no universal translation error categories. In her opinion, it is difficult to classify translation errors because there are different translation theories and different definitions of translation errors. She also differentiates errors pertaining to the source text (opposite sense, wrong sense, nonsense, addition and suppression) from errors pertaining to the target text (spelling, vocabulary, syntax, coherence and cohesion); functional errors from absolute errors; systematic or recurrent errors from random errors; and errors in the product from errors in the process.

It is clear from the foregoing that Pham Thi Kim Cúc's (ibid.) position vis-à-vis the absence of universal translation error categories is compatible with the position adopted in the present study. The distinction she makes between errors pertaining to the source text and those pertaining to the target text in her work is in line with the distinction that is made between translation-induced errors and usage-induced errors in the present study, especially as the latter concerns itself with translation-induced and usage-induced errors on account of their frequency in the translation corpora that serve as its data. As for the difference between her work and this research endeavour, while the setting of her work is an academic environment, that of the present study is a professional environment. What is more, while students' errors are analysed in her work in order to improve their translation ability, errors are analysed in the present study in order to determine their margins and use the latter to determine the quality of the translated texts.

This chapter has explored different translation approaches and highlighted the theoretical concepts of the three theories that are used to look at translation in a way that is different from the perspective that runs through excerpts of English translations of ministerial performance reports of Cameroon from 2016 to 2017. Some research works previously done on translation errors and on translation theory and practice have also been reviewed in this chapter.

CHAPTER THREE

METHODOLOGY

Crane in Hermans (2019, p. 9) understands a paradigm as “a means for conducting research on a particular problem, a problem-solving device”. According to Allum and Arber in Nigel (2012), theory-testing is a paradigm in research that enables the primary researcher to design a research instrument and to collect data in order to test theoretical hypotheses. Allum and Arber in Nigel (*ibid.*, p. 385) make it clear that in a theory-testing research paradigm, theoretical hypotheses “... are operationalised into empirical hypotheses, and questions are developed to validly measure the theoretical concepts that constitute the various elements of the research theory”.

The present study is mainly empirical research, that is research that relies on observation and measurement of a phenomenon or phenomena. It has been prompted by the observation of a problem in the performance of translation tasks by ministries in Cameroon-a problem that has to do with routine use of the literal method of translation. Having observed that translators of ministerial performance reports routinely use literal translation, especially under situations that literal translation could not be relied on, the next step was to define language errors and content errors and ultimately use them to measure the negative impact of the routine use of the literal method of translation on translation quality.

This chapter, therefore, explains the methodology employed in this research endeavour. Research is a systematic investigation into, and analysis of new material and sources that are used to establish new facts and reach new conclusions. The approach adopted to do so in the present study is mainly empiricism. In order to lay the groundwork of the said approach, information on the subject was culled from documents in libraries and on the web. The main thrusts of the practical approach adopted for the present study are chapters 4 and 5 which focus on data presentation and processing. In this wise, translation practice is complemented by translation theory and error margins are, in line with research questions, determined and accounted for based on insight provided by the nature of errors. As Dörnyei (2010, p. 308) points out, “the best method is one that answers the research question (s) most efficiently”. This simply means that research questions are critical in determining a research design. As a result, research questions are inextricably linked with research instruments in the present study.

3.1 Data Collection

This section gives an account of the procedure used to collect data by describing how the texts translated at ministerial levels were collected. It also looks at the nature of data used for this study. In essence, the texts translated by ministries were collected as presentations by Ministers before the National Assembly in 2016 and in 2017 through the Translation Service and the Department of Legislative and Linguistic Affairs of the National Assembly.

In concrete terms, 35 (thirty-five) French copies and 35 (thirty-five) English copies of Ministers' presentations before the Committee on Finance and the Budget of the National Assembly were collected at the end of the 2016 November Ordinary Session of the National Assembly. Of the 35 French copies, 17 (seventeen) presentations by Ministers in 2016 were selected. The 17 corresponding English translations of the French presentations by Ministers in 2016 were also selected. Similarly, 35 (thirty-five) French copies and 35 (thirty-five) English copies of Ministers' presentations before the Committee on Finance and the Budget of the National Assembly were collected at the end of the 2017 November Ordinary Session of the National Assembly. Of the 35 French copies, 17 (seventeen) presentations by Ministers in 2017 were selected. The 17 corresponding English translations of the French presentations by Ministers in 2017 were also selected.

It should be noted that the translation data of ministries were collected in November 2016 (a timeline that represents the commencement of the Anglophone Crisis in Cameroon) and in November 2017 (initial assessment point) after the National Commission on the Promotion of Bilingualism and Multiculturalism was created by the Head of State on 23 January and set up subsequently. When members of the Commission rounded off their assessment of the use of English and French in ministries in June 2017 there was an outflow of optimism that things would, henceforth, be done differently. Their assessment caused many to think that the use of English as an official language in ministries would, from hence, be better.

3.1.1 Justification of Data

As already indicated, 35 copies of presentations by Ministers were collected in French and English in 2016 and the same number was collected in 2017. Only 17 French copies and 17 English copies were, however, selected from the 35 copies of 2016 and 2017 respectively. As a result, it was possible to compare the percentage of errors in the English translations of presentations by Ministers in 2016 with the percentage of errors in the English translations of presentations by Ministers in 2017. Meanwhile, the selected presentations of 2016 are different from those of 2017. This gives a total of 34 French presentations and 34 English presentations

from which material was extracted for the present study. What is more, the content of excerpts of 2016 would have been virtually the same as those of 2017 since the excerpts focused on activities or projects that had to be carried out for at least 3 (three) years, that is from 2016 to 2018.

3.1.2 Sampling Technique

Sampling is an alternative research method employed to circumvent practical difficulties of carrying out research in a specific domain or context. Sampling has been used in this study to present conveniently selected data or excerpts of 34 ministerial performance reports, that is 17 excerpts of reports of 2016 and 17 excerpts of 2017 reports.

3.1.2.1 Convenience Sampling Technique

It has been used in the present study to choose the translation excerpts of performance reports presented. As already indicated, all the detailed English ministerial performance reports reviewed could not be presented for practical reasons. As a result, the 34 French source text excerpts translated into English by ministries have more than 400 words with no excerpt having up to 600 words. Besides, reports with tables were automatically ruled out on account of the data presentation method adopted for this study. As Dörnyei (2010, p. 26) puts it "one thing that is common to every research approach is that the almost limitless information obtainable from the social world around us needs to be reduced to make it manageable".

3.1.2.2 Sample Size

According to Sturgis in Nigel (2012, p. 167), "the underlying motivation of sampling is to make statistical inferences from samples to populations". Sampling, therefore, enables the researcher to use known facts (i.e. evidence from the sample) to understand unknown facts (evidence from the populations which in the present study are ministerial performance reports). In the reasoning of Sturgis (ibid., p. 137) "making **valid** and **reliable** inferences from a sample is a cornerstone of science...if a sample is collected properly, it is possible to make valid and reliable generalisations to the broader population within quantifiable bounds of error".

The translation excerpts of ministerial performance reports reviewed in the present study are heterogeneous. The 34 English translation excerpts of performance reports have been collected from professional settings. The excerpts demand specialised knowledge in the sphere of competence of each ministry. The English translation excerpts reflect the quality of translations into English in Cameroon's ministries. As indicated earlier, the sample size has been reduced to excerpts of 34 ministerial performance reports with more than 400 words and less than 600 words in the French source text excerpts. The total number of words in the 34

French source text excerpts is 17123 (seventeen thousand one hundred and twenty-three). This number was considered worthwhile because a corpus of 6600 French words is normally used in a Master's dissertation of 100 (one hundred) pages. So, since the number of pages required for a Ph.D thesis is about three times the number of pages required for a Master's, it was reasonable to use 34 excerpts with 17123 words and thus paint an indicative picture of errors associated with the routine use of the literal method of translation from which the complete picture of errors could be envisaged. As Hermans (2019:70) posits, "...the sample should be large enough to be credible in light of the purpose of the exercise, but small enough to permit appropriate depth". The foregoing has been given due consideration in the present study. That is why the 34 excerpts credibly show the problematic use of the literal method of translation by ministries and the number of words in each of the 34 French source text excerpts is less than 600 (six hundred).

3.1.2.3 Selection of Excerpts of Ministerial Performance Reports

A total of 35 ministerial performance reports were presented before the National Assembly of Cameroon in 2016 and 2017. However, since the aim of this study is to compare the English translations of such reports in 2016, when the Anglophone Problem took a crisis dimension, with English translations of the reports in 2017 (after the creation of the National Commission on the Promotion of Bilingualism and Multiculturalism), it was necessary to review the English translations of 17 reports of 2016 and the English translations of 18 reports of 2017. Having reviewed the translations of all the 35 reports on the proviso that only 17 reports of 2017 would be compared with the 17 reports of 2016, the researcher found that the data was, indeed, large. As a result, it was necessary to use 17 English translation excerpts of 2016 reports and 17 English translation excerpts of 2017 reports as data for comparative ends.

3.1.2.4 Sources of Data

The researcher used excerpts of 34 French-English translations of ministerial performance reports, that is 17 French-English translation excerpts of ministerial performance reports of 2016 and 17 French-English translation excerpts of ministerial performance reports of 2017 in Cameroon to identify and measure errors in each of the 34 excerpts of French-English translations of the reports as well as the average percentage of errors in 17 French-English translations of excerpts of 2016 reports and the average percentage of errors in 17 French-English translations of excerpts of 2017 reports. Language errors (usage-induced errors) and content errors (translation-induced errors) in the 34 excerpts of French-English translations of

the reports are used as performance indicators in the present study. This is because inappropriate use of language, like inaccurate content transfer, affects translation quality negatively.

It is worthy to note that errors identified in the present study were deemed to fall under two main categories, namely translation-induced errors and usage-induced errors. Three subcategories were found under translation-induced errors, that is translation-induced errors resulting from inappropriate transfer of information; translation-induced errors resulting from source language (French) interference with/influence on target language (English); and omission or untranslated segments of source texts. Twelve subcategories of usage-induced errors were identified. They are: usage-induced errors resulting from awkward and vague grammatical structures; wrong collocations; inappropriate use of upper or lower case; unnecessary use of personal pronoun; inappropriate use of plural or singular; wrong use of words or phrases; tautology; wrong prepositions; verbosity; loss of meaning attributed to clumsy use of deictics; misspelling; erroneous use of articles. All the main categories of errors and their subcategories are examined in Chapter 6.

3.1.2.5 Data Collection Tools

Two data collection tools have been used to conduct this research. The tools used are observation and content analysis which are presented in that order.

As earlier mentioned, observation is the tool that motivated this research endeavour on error margins in excerpts of English translations of ministerial performance reports of 2016 and 2017 in Cameroon. Consequently, this study was carried out after observing, for several years, that translators of ministries routinely use the literal method of translation to translate. This observation phase was followed by the collection of copies of ministerial performance reports in French and English during the November 2016 and November 2017 Ordinary Sessions of the National Assembly.

Another type of observation used to carry out the present study is case studies. According to Hermans (2019), case studies are used to test a theory and its applicability across a range of situations. They are also important in convincing other segments of the scholarly community of the relevance of the hypotheses and models through the insight gained from them in areas which peer researchers consider significant.

As indicated earlier, every ministry is a specialised domain par excellence. This means that errors in reports translated into English vary from one ministry to another. As a result, errors in an excerpt of the English report of a particular ministry have been calculated to contrast them with errors in excerpts of English reports of other ministries. Moreover, the percentage of

errors in excerpts of English reports of 2016 is, in line with the objective of this study, contrasted with that of errors in excerpts of English reports of 2017.

On its part, content or textual analysis has been used to evaluate excerpts of English translations of ministerial performance reports and to determine error margins by quantifying the errors into percentages and classifying them as translation-induced errors and usage-induced errors with their respective subcategories.

The validity and reliability of these two data collection tools can be verified in excerpts of the English translations of the 34 ministerial performance reports. What is more, the validity of earlier observations are confirmed in chapters 4 and 5. The validity and reliability of the textual analysis are confirmed in Chapter 6 after errors in translations into English have been quantified into percentages. According to Morse and Richards in Dornyei (2010, p. 57) "reliability requires that the same results be obtained if the study were replicated".

In summation, two data collection tools have been used to carry out the present study and their validity and reliability have been highlighted in the foregoing.

3.1.2.6 Data Collection Procedures

The selected texts are excerpts of French-English translations of ministerial performance reports produced by ministries from 2016 to 2017. Selected English excerpts are compared with corresponding French excerpts in order to ascertain whether they had few or many errors. To do so, the researcher had to determine the percentage of errors in the English excerpt of a ministry. Once the percentage or the margin of error had been determined, a picture of the margins of error in the English excerpt of the ministry was thus portrayed.

3.2 Data Presentation and Analysis

As already indicated, the approach to the present study is both theoretical and practical. To make up for limited knowledge at the theoretical level and keep abreast of developments in Translation Studies, the first step was to read reference documents like textbooks, specialised journals and unpublished dissertations in hard and virtual copies. In this wise, the libraries of the Universities of Buea, Yaounde 1 and ISTIC Yaounde were accessed and information was culled from the available documentation and exploited for this research report.

At the practical level, the first step was to collect copies of Ministers' presentations before the National Assembly in English and French, that is 17 (seventeen) presentations in French and 17 (seventeen) presentations in English as data for 2016 and 18 (eighteen) presentations in French and 18 (eighteen) presentations in English as data for 2017. To collect

the copies, the researcher had to surmount a lot of difficulties to access the number of copies required since translators can only access copies of Ministers' presentations if they are assigned to translate committee reports pertaining to the presentations of the Ministers. That is why the researcher enlisted the help of some translation colleagues and drafters to access the copies desired.

After collecting the relevant copies of Ministers' presentations, the researcher formulated 2 (two) hypotheses, 2 (two) research questions and used language errors and content errors plus aberrations in excerpts of English translations of performance reports by ministries as calibrated scientific instruments. Thereafter, the researcher geared the reading of English translations plus the corresponding French source texts towards acceptability checks of translations at ministerial levels by defining language errors and content errors and using both as tools for error detection in the present study.

A content error in English translation excerpts of this study is an error that hinders communication from the source text to the target text or distorts information in the source text in the target text by making the latter difficult to understand and by preventing the target audience from perceiving the meaning the target text producer intended. A content error denotes failure to use the target language to convey meaning that is contextually acceptable from the translational point of view, or failure to make the sense of one or more propositions in the translation entry for any given ministerial performance report clear or explicit. Like a mistranslation, a content error is evidence that a valid translation was not proposed. Hence, content errors, like mistranslations, only need retranslation and not refinement.

A language error in English translation excerpts of this study is an instance of slack drafting resulting in an unsuitable language use situation that is seen as a linguistic mistake or infelicity. Language errors in a translation fall into two categories: translation-induced language errors, namely specious equivalents or wrong choice of words and purely linguistic infelicities pertaining to grammatical and syntactic slips plus spelling mistakes.

The foregoing definition of language errors and content errors made it possible to use content errors and language errors as performance indicators of how well or dismally translation tasks were performed by translators in ministries. It is through language errors and content errors that translation-induced errors, usage-induced errors and aberrations (stale content and copious omissions) were identified and categorised as content errors, language errors, omitted or untranslated segments of French source texts and incompatible content. This led to error remediation in excerpts of English translations of ministerial performance reports in two phases.

The first phase of error remediation was devoted to research on domain-oriented knowledge or knowledge base. The latter is indispensable because every ministry is ipso facto a specialised domain. Now, if the translators of a ministry do not always have a mastery of the terminology and the language quirks in the ministry's report, then any attempt to review an English translation excerpt of a ministry, in particular, and 34 English translation excerpts of 34 ministries, in general, and to render the translations of the 34 English translation excerpts acceptable has to be grounded on research, the acquisition of knowledge in the special domain plus linguistic competence.

The exploitation of practical knowledge in the performance of translation tasks also had to be relied on in this phase. Practical knowledge has to do with experience in translation, especially the ability to realise when and where the use of a number of synonyms in the French source text demands the choice of an acceptable translation for one of the synonyms and its routine use in the translation for the sake of cohesion.

The task in the second phase was to present and process excerpts of each ministry in tabular form and in three columns. This is to say that excerpts of the 34 ministries are presented in three columns and the acronym or abbreviation of a ministry is used to differentiate its excerpt from those of other ministries. The French excerpt of a specific ministry's report is presented in the first column, the corresponding English excerpt of the ministry's report is presented in the second column while the translation in English for the French excerpt of a specific ministry's report proposed by the researcher is presented in the third column.

Furthermore, errors in excerpts of English translation of performance reports at ministerial levels are labelled CE for content errors and LE for language errors while all American spellings are only modified-they are not seen as errors. More importantly, the retranslated, refined and translated segments of each excerpt are highlighted. The highlighted segments with errors are then copied on separate pages created for LE and CE and with the help of the computer the number of words in LE or CE is determined and used to calculate the percentage of errors in each excerpt of a ministry after the computer has determined the number of words in the excerpt of a ministerial performance report minus labels introduced by the researcher. Lastly, the errors identified, corrected and quantified into percentages are then classified and analysed in light of research questions.

3.2.1 Data Presentation

Thirty-five ministries reported to the National Assembly during the second three-year budgeting period (2016-2018). The 35 ministries are classified under 9 (nine) sectors. The

Ministry of External Relations (MINREX) and the Ministry of Justice (MINJUSTICE) are classified under the sector of sovereignty; the Ministry of Defence (MINDEF) is classified under the sector of defence and security; the sector of general administration and finance encompasses the Ministry of Finance (MINFI), the Ministry of Economic Affairs, Planning and Regional Development (MINEPAT), the Ministry of the Public Service and Administrative Reform (MINFOPRA), the Ministry of Territorial Administration and Decentralisation (MINATD) and the Ministry of Public Contracts (MINMAP); the sector of education, training and research includes the Ministry of Secondary Education (MINESEC), the Ministry of Basic Education (MINEDUB), the Ministry of Higher Education (MINESUP), the Ministry of Employment and Vocational Training (MINEFOP) and the Ministry of Scientific Research and Innovation (MINRESI); the ministries classified under the sector of communication, sports and recreational activities are the Ministry of Communication (MINCOM), the Ministry of Youth Affairs and Civic Education (MINJEC) and the Ministry of Sports and Physical Education (MINSEP); the Ministry of Public Health (MINSANTE) is classified under the sector of health; the ministries classified under the social sector are the Ministry of Social Affairs (MINAS), the Ministry of Women's Advancement and the Family (MINPROFF) and the Ministry of Labour and Social Security (MINTSS); the Ministry of Public Works (MINTP), the Ministry of Water Resources and Energy (MINEE), the Ministry of Post and Telecommunications (MINPOSTEL), the Ministry of Transport (MINT), the Ministry of State Property, Surveys and Land Tenure (MINDCAF) and the Ministry of Tourism and Recreational Activities (MINTOUL) are classified under the sector of infrastructure; the sector of production and commerce encompasses the Ministry of Agriculture and Rural Development (MINADER), the Ministry of Arts and Culture (MINAC), the Ministry of Livestock, Fisheries and Animal Husbandry (MINEPIA), the Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDD), the Ministry of Forestry and Wildlife, the Ministry of Trade (MINCOMMERCE), the Ministry of Mines, Industries and Technological Development (MINMIDT) and the Ministry of Small and Medium-Sized Enterprises, Social Economy and Handicraft (MINPMEESA).

It is worthy to note that excerpts of French-English translations of ministerial performance reports that serve as data for the present study are drawn from 17 (seventeen) performance reports of 2016 and 17 (seventeen) performance reports of 2017. In this way, the percentage of errors in excerpts of 2016 reports are, in line with the overall goal of the study, compared with the percentage of errors in excerpts of 2017 reports.

The French-English translation excerpts of ministerial performance reports are presented in three columns, comprising, from left to right, the column of French source texts, the column of translations by ministries and the column of translations proposed by the researcher. The translation excerpts depicted above are presented in tabular form and segments of problems in them are presented below.

3.2.2 Data Analysis

The deductive approach adopted for this study begins with the collection of data. After collecting data, precisely the translations proposed by 35 ministries in Cameroon that presented their performance reports before the National Assembly from 2016 to 2017, 17 English translation excerpts of ministerial performance reports of 2016 and 17 English translation excerpts of ministerial performance reports of 2017 are compared with their corresponding French source texts. In this way, errors are identified per category, corrected, classified and accounted for in light of Nigel's (2012) observation that deduction concerns itself with a particular case and applies the general theory in order to deduce an explanation for the data. It is by virtue of the foregoing that quantitative data enables the researcher to use statistical tools for summarisation and analysis.

The data collected have been analysed by giving due consideration to the aim of this study and the research problem. As a result, translations at ministerial levels have been scrutinised in order to identify language and content errors as well as aberrations in them. To be able to quantify errors in terms of words into percentages per ministry, language errors are quantified into percentages per ministry while the number of words in content errors are added up to the number of words in untranslated segments of the French source text or omitted content in order to determine the percentage of content errors in translation excerpts of ministerial performance reports with such defects. The number of words in stale or incompatible content found in a specific ministry is quantified into a percentage to show the degree of disparity between information that was packaged for French-speaking Cameroonians and English-speaking Cameroonians by a particular ministry or specific ministries.

The data was actually analysed in two stages. Three processes are involved in the first stage. In the first process, excerpts of ministerial performance reports translated from French to English are meticulously compared with their corresponding French source texts in order to identify errors by highlighting such errors. In the second process, errors identified are categorised as content or language errors. In the third process, the translation of segments with

such errors is refined and where a retranslation is necessary such segments are retranslated in accordance with the pragmatic translation strategy devised for the present study.

In the second stage, segments of inappropriate translations, portions of untranslated French words or utterances or omitted content are quantified into percentages as content errors while cases of clumsy use of language are quantified into percentages as usage-induced errors.

3.2.2.1 Data Analysis Procedures

The researcher used descriptive and inferential statistics to analyse the data. The two main causes of errors in a translation, namely translation-induced errors and usage-induced errors, were used to categorise errors as content errors and language errors respectively. The researcher also used the percentage of errors to look at implications for the situation of bilingualism in Cameroon and the status accorded to English as an official language in our country.

3.2.2.2 Method of Data Analysis

Chapter 6 focuses on data analysis. The data exploited and processed in chapters 4 and 5 are analysed by determining percentages of content errors, language errors and other aberrations in the translations to pinpoint various problems that impact negatively on the quality of translations. In practice, this has been done by copying any word, words or segment (s) of the translation of a particular ministry that has been labelled language error (LE), content error (CE), untranslated segments of a French source text utterance or omitted content, incompatible content, etc. on separate pages. Consequently, the number of words in errors or number of words in aberrant segments copied on separate pages was automatically counted by the computer. As indicated earlier, LEs were added up to CEs and, where applicable, to the omitted or untranslated French segment in order to determine the number of words in errors in an excerpt of the English translation of a specific ministry.

It is worthy to note that every segment, word or words in the translation proposed by a particular ministry have been highlighted because the researcher is convinced that there is a better way of writing out the translation in English and ipso facto respect English language norms and good writing standards. What is more, language errors and content errors have been used in this research work as performance indicators subsuming default in the performance of translation tasks through inappropriate content transfer or clumsy use of language.

After obtaining the number of words in content errors and language errors, the procedure to quantify errors into percentages was pursued by copying the entire excerpt of the English

translation of a specific ministry and deleting all labels such as CE, LE incompatible content, omission, etc. introduced in the English translation of a particular ministry by the researcher. In this way, the latter was able to access all the details needed to calculate the percentages of errors in the English translations proposed by ministries by using the following formulae:

a) % of language errors = $\frac{LE}{WMPR(E)} \times 100/1$ – where LE refers to total number of words in language errors and WMPR (E) refers to total number of words in the excerpt of a ministerial performance report;

b) % of content errors = $\frac{CE}{WMPR(E)} \times 100/1$ where CE refers to total number of words in content errors and WMPR (E) refers to the total number of words in the excerpt of a ministerial performance report;

c) % of errors in MPR (E) = $\frac{LE+CE}{WMPR(E)} \times 100/1$ that is the total number of words obtained after adding up the words in language errors to those in content errors and dividing it by the total number of words in the excerpt of a ministerial performance report is multiplied by 100;

d) % of untranslated French segment = $\frac{UC}{WMPR(E)} \times 100/1$ – where UC refers to total number of words in untranslated segment and WMPR (E) refers to the total number of words in the excerpt of a ministerial performance report;

e) % of omitted content = $\frac{OC}{WMPR(E)} \times 100/1$ – where OC refers to total number of words in omitted content and WMPR (E) refers to the total number of words in the excerpt of ministerial performance report;

f) % of incompatible content = $\frac{IC}{WMPR(E)} \times 100/1$ – where IC refers to total number of words in incompatible content and WMPR (E) refers to the total number of words in the excerpt of a ministerial performance report;

g) % of translation-induced errors = $\frac{NTRINER}{TNE} \times 100/1$ – where NTRINER refers to number of words in translation-induced errors and TNE refers to total number of words in errors in all the 34 excerpts of ministerial performance reports;

h) % of usage-induced errors = $\frac{NUSINER}{TNE} \times 100/1$ – where NUSINER refers to number of words in usage-induced errors and TNE refers to total number of words in errors in all the 34 excerpts of ministerial performance reports.

After determining the percentage of errors and the percentage of aberrant segments in excerpts of English translation of ministerial performance reports in chapters 4 and 5, the researcher's task in Chapter Six was to determine the categories of the errors identified in the

two preceding chapters. The errors classified in Chapter 6 fall under two main categories with subcategories. The first main category of errors in the translation corpora for the present study is translation-induced errors (TRINER) while the second category of errors is usage-induced errors (USINER). In practice, all occurrences of the subcategories of errors that fall under translation-induced errors and usage-induced errors respectively are copied on separate pages to determine the number of words in them. In this way, the number of words per error category is used as the numerator. Thereafter, all the errors in the 34 excerpts of English translations of ministerial performance reports are summed up to get the overall number of words in errors and the overall number of words in errors is used as the denominator for calculating the percentage of TRINER and USINER in all the 34 excerpts of English translations of ministerial performance reports.

In essence, the concepts of content errors and language errors have been used in chapters 4 and 5 as error indicators. After identifying errors in chapters 4 and 5, the researcher's bid to classify errors and account for them, in line with the theory of error analysis, was set in motion by classifying the errors according to their causes under two main categories, namely translation-induced errors or TRINER and usage-induced errors or USINER. In this way, errors were simultaneously accounted for and categorised as TRINER or USINER in Chapter Six.

3.2.2.3 Data Processing

The excerpts of French-English translations of Cameroon's ministerial performance reports of 2016 and 2017 that serve as data for the present study were processed to differentiate segments with errors from those without errors. The segments with errors are highlighted to differentiate them from those without errors. Besides, the segments with few errors are, in line with translation criticism and translation evaluation, corrected while segments with numerous errors are accordingly retranslated.

3.3 Research Design

The research design started with a review of related literature and it mainly revolves around empiricism. In the words of O' Leary as cited by Green in Nigel (2012, p. 58) "... the perspectives you will adopt and the methods you will use need to be as fluid, flexible, and as eclectic as is necessary to answer the questions posed". Empiricism is based on concrete evidence, nay verifiable evidence or a case study on the performance of translation tasks in ministries. The research strategy consisted of testing 2 (two) hypotheses, 2 (two) research questions and analysing the problem of routine use of the literal method of translation in ministries, especially as such routine use of the literal method of translation can be directly

observed in the translation corpora for the present study. To this end, research variables such as language errors, content errors and aberrations are used in the research process for concrete research outcomes.

Besides, concepts such as language errors and content errors which underpin the research process are measured quantitatively and quantified into percentages. These percentages then made it possible to confirm the hypotheses and to show that the findings of the study are consistent with the literature review findings. The foregoing is corroborated by Dörnyei (2010, p. 185):

the main merit of observational data is that it allows researchers to see directly what people do without having to rely on what they say they do. Therefore, such data can provide a more objective account of events and behaviours than second-hand self-report data. Observation... is invaluable for providing descriptive contextual information about the setting of the targeted phenomenon.

A quantitative approach was, therefore, adopted to conduct the present study. According to Burns (2000), a quantitative research approach is concerned with consequences, works with independent variables, focuses on statistical patterns and gives rise to scientific generalisations because the context in which the data is collected can be replicated.

The data has to do with what translators do and think about translation in ministries in Cameroon and is, therefore, quantitative. Unfortunately, the detailed 34 performance reports translated into English could not be presented in this research report. According to Dörnyei (2010), in quantitative research the tendency is to take a large enough sample in which the idiosyncratic differences associated with routine use of literal translation at ministerial levels in Cameroon, for example, are manifestly determined from the sample size and findings also reflect the common features that exist in the data. Dörnyei (ibid.) further opines that quantitative research seeks to obtain results in the general strategy while qualitative research seeks to do so by concentrating on an in-depth understanding of results obtained in the particular. The objective of the present study is to determine the average percentage of errors in 17 excerpts of performance reports translated into English by ministries in 2016 and 17 excerpts of performance reports translated into English by ministries in 2017 in Cameroon and to also determine the percentage of errors in the English translation of each ministry's performance report. According to Dörnyei (2010, p. 37) "a study is kept open and fluid so that it can respond in a flexible way to new details or openings that may emerge during the process of

investigation”. This is reflected in the present study by identifying omitted content or untranslated segments of French source texts and incompatible content.

In summation, a descriptive research design was employed while both descriptive and inferential statistics were used to analyse findings and to answer the research questions.

3.4 Description of Research Product Variables

The product variable encompasses all the errors pinpointed in the English translations of the 34 translation excerpts presented in this study. Process variables are also relevant to the present study, especially as the study explores different source texts with the translation of their different subject matter by different translators. In other words, the content of the texts translated from French to English varies from one ministry to another.

3.5 Descriptive Statistics

Descriptive statistics describe features of a data set, that is the general characteristics or peculiarities of the data set. According to Dörnyei (2010), quantitative research makes it possible to highlight salient characteristics of a sufficiently big sample size that usually ranges from average values or percentages to higher and very high values. This means that the 34 excerpts of English translations of ministerial performance reports have average, high, very high percentages of errors, etc.. The statistics obtained in the form of percentages are then used in analysing findings.

In the reasoning of Dörnyei (*ibid.*), descriptive statistics enable the researcher to summarise findings by displaying general tendencies in the data as well as differences in values obtained-values which in the present study are percentages of error margins. In concrete terms, descriptive statistics are used in this study to display the general average percentage of errors in the 17 excerpts of English translations of ministerial performance reports of 2016 and in the 17 excerpts of English translations of ministerial performance reports of 2017. Descriptive statistics are also used to display the percentage of errors in each performance report translated into English at ministerial level as well as usage-induced errors, translation-induced errors and aberrations in the English translations reviewed in this study.

3.6 Techniques of Analysing Statistics

Two techniques, namely exploratory factor analysis (EFA) and correlation, have been used to analyse the variables of language errors and content errors which the present study seeks to measure in order to assess the relationship existing between them.

3.6.1 Exploratory Factor Analysis (EFA)

Osborne (2015) has suggested that the use of EFA begins with the task of clearly stating what the problem is and the problem which this study sets out to solve is routine use of the literal method of translation by translators of Cameroon's 2016 and 2017 ministerial performance reports. After stating the problem around which this study revolves, pragmatic renderings were sought and used to correct erroneous literal renderings. Thereafter, the latter were quantified into percentages that were then used to assess the quality of excerpts of 2016 and 2017 ministerial performance reports translated from French to English in Cameroon.

3.6.2 Correlation

As a technique, correlation was used to determine the relationship existing between variables. For example, the two variables of language errors and content errors negatively correlate. This means that excerpts of French-English translations of ministerial performance reports with more language errors correlationally have less content errors. Conversely, excerpts of French-English translations of ministerial performance reports with more content errors correlationally have less language errors. What is more, the present study shows that lack of language competence negatively correlates with mistranslation. As such, the relationship between language errors and content errors in this study is observed and measured without any attempt to condition it externally.

In the reasoning of Dörnyei (2010, p. 223), correlation analysis "allows us to look at two variables and evaluate the strength and direction of their relationship or association with each other". In the present study, the two variables of language errors and content errors are coterminous-they are seen as two sides of the same coin and, therefore, inseparable.

Besides, the relationship between the average percentage of errors in excerpts of 2016 ministerial performance reports and the average percentage of errors in detailed ministerial performance reports of 2016 is like that of a son who resembles his father to the extent that seeing the son is seeing the son's father. In like manner, the same resemblance of son to father exists between the average percentage of errors in excerpts of 2017 ministerial performance reports and the average percentage of errors in detailed ministerial performance reports of 2017. That is why since the average percentage of errors in the 17 excerpts of French-English translations of 2016 ministerial performance reports and the average percentage of errors in the 17 excerpts of French-English translations of 2017 ministerial performance reports indicate error trends in detailed reports of 2016 and 2017 and resemble the percentage of errors in such reports, they have been used to discuss the findings of the present study.

3.7 Ethical Considerations

Ethical issues have been given due consideration in the present study and that is why emphasis is laid on errors in English translations, their detection and correction as part of experience and knowledge sharing. What is more, the related literature was, in line with the objective of the study, elaborately reviewed. And since this research endeavour concerns itself with identifying and correcting errors in excerpts of ministerial performance reports put at the disposal of Parliament and parliamentary staff to enable recipients to appraise them, the decision to correct the errors identified is simply part of feedback. It is not, therefore, necessary, in our reasoning, to seek permission to correct a person's errors since correcting errors acceptably and with modesty is what matters. What is more, our commitment to objectivity is seen through Appendix 1 which carries photocopies of original excerpts of French-English translations of ministerial performance reports of 2016 and 2017 in Cameroon.

Besides, the translators of ministries are anonymous and information in the ministerial performance reports was furnished to satisfy the information needs of the general public. Moreover, the findings have been factually reported and there was no contact between the translators at ministerial levels and the researcher. The errors identified were also quantified into percentages with objectivity.

3.8 Difficulties Encountered

The difficulties encountered while carrying out the present study were two-pronged. First and foremost, it was difficult to access electronic versions or virtual copies of presentations by Ministers in French and English. Consequently, it was costly and cumbersome to type out 35 ministerial performance reports in French and 35 ministerial performance reports in English. The second difficulty is closely related to the first. It was quite laborious to proofread all the copies of ministerial performance reports in French and English while ensuring, in the latter case, that errors were not introduced in the English copies during typing.

In sum, the procedure used to collect, present and analyse data has been reviewed in this chapter. Even the decision to present only excerpts of 34 (thirty-four) performance reports of Cameroon's ministries, that is 17 (seventeen) excerpts of 2016 ministerial performance reports and 17 (seventeen) excerpts of 2017 ministerial performance reports has been accounted for. Hence, if it was not feasible to present 34 ministerial performance reports in full, it was feasible to present 34 excerpts with less than 600 words per French excerpt and make chapters 4 and 5 the cornerstone of the present study.

CHAPTER FOUR

PROCESSING OF EXCERPTS OF 2016 REPORTS

The objective of this chapter which focuses on translation practice per se is to show, in concrete terms, how language and content errors are discernibly inseparable in excerpts used to show indicative margins of error in English translations of ministerial performance reports of Cameroon in 2016. Put differently, the translation approach adopted in the present study is one that maintains, in line with the general hypothesis for this study, that large error margins in excerpts of Cameroon's ministerial performance reports of 2016 and 2017 are a reflection of translators' unsatisfactory knowledge base.

2016 EXCERPTS OF PERFORMANCE REPORTS

Translated excerpts of 2016 performance reports with their corresponding French excerpts are processed below. As translation data, the excerpts are presented in 3 (three) columns. The first column presents an excerpt of the specified ministerial performance report in French. The translated excerpt of the specified ministerial performance report in English at ministerial level is presented in the second column. Errors identified in the second column are labelled 'LE' or 'CE'. Other aberrations found in the second column are also labelled. The translations proposed by the researcher to correct the errors identified in the second column are presented in the third column. The excerpts of 2016 ministerial performance reports are numbered from 1 to 17.

Excerpt of the Performance Report of MINPOSTEL

Un an après, je puis vous affirmez que nous nous sommes attelés avec le budget que vous avez bien voulu nous accorder à apporter des solutions à vos préoccupations . Ainsi, au jour d'aujourd'hui, et au regard des réalisations concrètes , je peux sans risque de me tromper dire que les fondamentaux en matière des Postes, des Télécommunications et TIC	A year after, I can assure you that we (LE) worked with the budget that you willingly granted us (LE) to provide solutions to your concerns (LE). As of today (CE), I can therefore, confidently say, concerning tangible (CE) achievements, that fundamentals relating to (LE) the Posts (LE), Telecommunications (LE) and ICT sector have been laid down (CE). It is now left for us (LE) to densify	One year after concerns were raised, you can now rest assured that MINPOSTEL was able to address your concerns with the budget you kindly allocated to it . Hence, going by what MINPOSTEL has, so far, achieved , I can unequivocally say that the fundamentals in the sector of post , telecommunications and ICT are now in place . Henceforth, all that
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sont posés. Il ne reste plus qu'à les densifier, à les consolider et à les améliorer. Par ailleurs, le Plan Stratégique de Développement de l'Économie Numérique a été élaboré et validé par le Premier Ministre, Chef du Gouvernement. L'exécution des projets qui y sont contenus s'effectuera au courant de l'année 2017 grâce au budget que vous voudrez bien nous accordé. Plus concrètement Madame la Présidente, Honorables Députés, l'enveloppe budgétaire de quarante-quatre milliards cent cinquante-six millions (44 156 000 000) de francs CFA que vous avez bien voulu mettre à la disposition de mon département ministériel, pour le compte de l'exercice 2016 a fait l'objet d'une gestion judicieuse et rationnelle. Ainsi, Dans le programme 586 Densification du réseau et amélioration de la couverture postale nationale, l'enveloppe a permis: de construire le bureau de poste de Bafoussam 3; de construire le bureau de poste de Kon-Yambetta ; d'élaborer les normes postales;	(CE), consolidate and improve them (LE). Furthermore, the strategic plan bedrock for the development of digital economy was established (LE) and approved by the Prime Minister, Head of Government. The implementation of projects contained in this plan will be carried out (LE) during the 2017 financial year thanks to the budget that you will willingly grant us (LE). More specifically Madam President of the Commission (CE), Honourable members of parliament (CE), the allocation of CFA forty four billion one hundred of fifty-six million (44, 156, 000, 000) francs that you put at the disposal of my ministry (LE) for the 2016 financial year was subjected to a sound and rational management (LE). Thus, Within the framework of programme (LE) 586 Network densification and postal national coverage improvement (CE), the budget allocation (CE) was used to: construct the Bafoussam 3 post (LE) office (LE); construct the Kon-Yambetta post (LE) office (LE); establish postal standards (CE);	needs to be done is to upgrade, consolidate and improve on them. Besides, the strategic plan for the development of digital economy was formulated and approved by the Prime Minister, Head of Government. The projects provided for in the Plan would be implemented during the 2017 financial year with the budget that you would kindly allocate to MINPOSTEL. The Committee Chair, Honourable Members of the National Assembly, In concrete terms, the sum of CFAF 44, 156, 000, 000 (forty-four billion one hundred and fifty-six million) that was allocated to MINPOSTEL during the 2016 financial year was judiciously and rationally managed. So the budget allocated to Programme 586, Upgrading Network and Increasing the Number of Postal Services in Cameroon, was used to: construct the Bafoussam 3 Post Office; construct the Kon-Yambetta Post Office; standardise postal services;
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de contribuer aux travaux d'Adressage de la ville d'Ebolowa;	support the addressing system of the city of Ebolowa (LE);	lend support to work on addressing system location in Ebolowa;
de faire réhabiliter les bureaux de poste de Maroua, Mindif et Ngaoundéré; - d'acquérir des serveurs et d'installer l'application e-banking; - d'acquérir une application de gestion électronique des dossiers et du courrier hybride. Dans le programme 587 Développement et optimisation des réseaux et services des télécommunications et TIC, l'enveloppe a permis: - d'affilier le Cameroun au consortium ACE; - de réaliser la maîtrise d'œuvre du projet NBN; - d'étendre le backbone national (Phase III) à fibre optique d'un linéaire de 3950 km; - de démarrer les travaux de connexion haut débit par fibre optique des Administrations publiques; - de poursuivre le programme de déploiement des boucles optiques urbaines dans les chefs-lieux de Régions. A cet	- renovate the Maroua, Mindiff and Ngaoundere post offices (LE); - purchase servers and install e-banking application (CE); - purchase an application for the electronic management of files (CE) and hybrid mail. Within the framework of programme (LE) 587 Developing (LE) and optimizing the telecommunications and ICTs networks and services, the allocation (CE) was used to: - acquire (LE) Cameroon's membership to (LE) the ACE consortium (LE); - ensure the management of the NBN project (CE); - extend the optical fibre national backbone (Phase III), to a 3950 km line (CE); - kick-off the connection works of public administrations with high speed Internet by optical fibre (CE); - pursue the deployment programme of urban optical loops in head towns of regions (LE). In this respect, the	- renovate the Maroua, Mindif and Ngaoundere Post Office buildings; - purchase servers and have e-banking software applications installed; - purchase software applications for the management of files and hybrid mail. The budget allocated to Programme 587, Popularising and Optimising Telecommunications and ICT Networks and Services, was used to: - secure Cameroon's membership of the ACE Consortium; - oversee the implementation of the NBN Project; - extend the national optical loop backbone (Phase III) to 3 950 km; - commence work on connecting public services to high speed Internet through optical fibre; - press on with the programme to deploy optical loop networks in the chief towns of Regions. In

effet, les travaux sont exécutés à: -95% à Bafoussam pour un linéaire de 16,367 km, -95% à Ebolowa pour un linéaire de 16,367 km, -30% à Bamenda pour un linéaire de 26,156 km, -65% à Bertoua pour un linéaire de 13,495 km, -70% à Garoua pour un linéaire de 17,3465 km et, -25% à Ngaoundéré pour un linéaire de 25,1948 km;	works were implemented at (LE): -95% in Bafoussam for a 16.367 km line (LE), -95% in Ebolowa for a 16.367 km line (LE), -30% in Bamenda for a 26.156 km line (LE), -65% in Bertoua for a 13.495 km line (LE), -70% in Garoua for a 17.3465 km line (LE), -25% in Ngaoundere for a 25.1948 km line (LE);	this respect, the percentage of work already done is as follows: -95% in Bafoussam, that is a distance of 16,367 km; -95% in Ebolowa, that is a distance of 16,367 km; -30% in Bamenda, that is a distance of 26,156 km; -65% in Bertoua, that is a distance of 13,495 km; -70% in Garoua, that is a distance of 17,3465 km; and -25% in Ngaoundere, that is a distance of 25,1948 km
de construire deux (02) points d'échange Internet (IXP) à Douala et à Yaoundé ; - de poursuivre la mise en œuvre du projet Réseau National Haut Débit à fibre optique encore appelé NBN (National Broadband Network) ; - de sécuriser de nouvelles applications en ligne à travers l'infrastructure national à clé publique (PKI) ; - d'appuyer la lutte contre les cyber-menaces ; - de mettre à niveau le centre PKI ; - de réaliser deux séminaires de sensibilisation des acteurs du domaine de la sécurité des réseaux et systèmes d'information ;	-construct two (02) Internet exchange points (IXP) in Douala and Yaounde; -continue with the implementation of the optical fibre National Broadband Network (LE) also known as NBN; -secure the (LE) new online applications through the national (LE) Public Key Infrastructure (PKI); -support the fight against (LE) cyber-threats; -upgrade the PKI centre (LE); -organise two sensitisation seminars for stakeholders of (LE) the networks and information systems security sector; -establish a national policy for networks and information	-construct 2 (two) Internet Exchange Points (IXP) in Douala and Yaounde; -pursue the implementation of the project on the optical loop national broadband network also known as NBN; -secure new online software applications through Cameroon's Public Key Infrastructure (PKI); -lend support to measures to combat cyber-threats; -upgrade the PKI Centre; -organise two seminars to raise the awareness of stakeholders in the sector of networks and information systems security;

	systems security (Incompatible content);	
- d'élaborer le plan stratégique Cameroun-Numérique 2020;	- establish a strategic plan for a 2020 digital Cameroon (CE);	- draw up a digital plan for Cameroon by 2020.

2- Excerpt of the Performance Report of MINSEP

Bilan de l'Exécution du Budget Le budget de l'exercice 2016 du Ministère des Sports et de l'Education Physique était chiffré à 177 Milliards, 667 millions de FCFA, répartis comme suit: • dépenses de fonctionnement: 13 milliards 267 millions de FCFA ; • budget d'investissement public: 164 milliards 400 millions avec 74 milliards de ressources extérieures, 100 millions de ressources transférées, 300 millions de ressources internes ordinaires et 90 milliards pour l'organisation des CAN 2016 et 2019. L'exécution dudit budget s'est effectuée en adéquation avec les exigences du budget programme. Ainsi, les trois programmes constituant les composantes de la politique nationale en matière de Sport et de l'Education Physique ont bénéficié des crédits de paiement suivant les quotas ci-après :	Balance Sheet (CE) on the Execution of the Budget The 2016 financial year budget (LE) of the Ministry of Sports and Physical Education stood at (LE) 177 billion, 667 million CFAF distributed as follows: • Running budget (CE): 13 billion 267 million CFAF • Investment budget (CE): 164 billion 400 million CFAF with 74 billion from external resources, (CE) 300 million from ordinary internal resources (LE) and 90 billion for the hosting of (LE) the 2016 and 2019 AFCONs. This budget (CE) was executed in accordance with the requirements of the programme budget (CE). Thus, the three programmes which actually were (LE) components of the national policy in the area (LE) of Sports (LE) and Physical Education (LE) received the following quotas as payment credits (CE)	Report on the Execution of the Budget of MINSEP The budget of the Ministry of Sports and Physical Education for the 2016 financial year was CFAF 177 667 000 000, distributed as follows: • recurrent budget: CFAF 13 267 000 000; • public investment budget: CFAF 164 400 000 000, including CFAF 74 billion from externally sourced funds, CFAF 100 million from remittances (omitted) CFAF 300 000 000 from MINSEP's funds and CFAF 90 billion for preparations to host the 2016 and 2019 AFCONs. The 2016 budget of MINSEP was executed in accordance with the performance requirement of performance budgeting. Hence, the three programmes which, in fact, are components of Cameroon's policy in the domain of sports and physical education were allocated appropriations as follows:
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-encadrement du mouvement sportif: 6 milliards 231 millions de francs CFA; -développement des infrastructures sportives: 164 milliards 872 millions F CFA; -gouvernance et appui institutionnel au sous-secteur Sport et Education physique: 6 milliards 564 millions de francs CFA.	-Coordination of the Sports Movement: 6 billion 231 million CFAF -The Development of Sports Facilities: 164 billion 872 million CFAF -Governance (CE) and institutional support to the Sports and Physical Education subsector: 6 billion 564 million CFAF.	-coordination of the sports movement: CFAF 6 231 000 000; -development of sports facilities: CFAF 164 872 000 000; -good governance and institutional support to the sports and physical education sub-sector: CFAF 6 564 000 000.
1. De l'Encadrement du Mouvement Sportif La matérialisation de ce programme dont l'objectif est d'améliorer l'offre d'encadrement de la pratique des Activités Physiques et Sportives (APS) par les acteurs institutionnels, s'est opérée par différentes actions que sont : A. Le développement de l'éducation physique et sportive. Cette action s'est basée essentiellement sur: -La supervision des enseignements de l'EPS dans les bassins pédagogiques -la supervision des activités pédagogiques dans les institutions de formation des cadres d'EPS -les descentes dans les établissements scolaires.	1. Coordination of the Sports Movement This programme aimed at improving the practice of physical and sports activities (LE) (PSAs) (LE) with the contribution of institutional actors (CE) was carried out through various actions, namely: A. The development of physical education and sports (CE) This action was essentially based on (LE): -The supervision of the (LE) teaching of PES (LE) in pedagogic centres (CE); -The supervision of the pedagogic activities in institutions of training of PES staff (LE); -Field actions in schools (CE).	1. Coordination of the Sports Movement The objective of implementing this programme is to promote, in collaboration with institutional stakeholders, sports and physical education activities (SPEAs). The Programme was implemented by carrying out actions such as: A. Promotion of Sports and Physical Education The promotion of sports and physical education mainly focused on: -supervising the teaching of SPE as academic disciplines; -supervising pedagogic activities in institutions that train professionals of SPE; -field trips to schools.

B. Le développement de la coopération dans le domaine des Activités physiques et sportives. Dans le cadre de la mise en œuvre du processus de vulgarisation et de diffusion de la pratique de l'Education Physique et Sportive, nous avons mené les actions suivantes: -l'implémentation des programmes d'EPS. Elle s'est opérée par le déploiement des missions organisées au mois de juillet 2016 dans les dix (10) chefs-lieux des régions à l'effet de consolider l'appropriation desdits documents; mais également, d'évaluer leur mise en œuvre ainsi que le déroulement de l'épreuve pratique d'EPS aux examens officiels.	B. The development (LE) of cooperation (LE) in the area (LE) of Physical and Sports Activities (LE) As part of the process to popularize and disseminate the practice of physical education and sports (CE), the following actions were carried out: -Implementation of PES programmes (CE). It was executed through organized missions in July 2016 in the ten (10) regional headquarters with the aim not only to consolidate the appropriation of the documents concerned, but also to evaluate their implementation and the conduct of practicals in PES at official exams (CE);	B. Development of Cooperation ties in the Domain of Sports and Physical Education The actions that were carried out to popularise and promote sports and physical education are as follows: -implementation of SPE curricula by deploying different groups of MINSEP staff to the 10 (ten) regional chief towns in July 2016. The deployment of MINSEP staff was designed to enhance the use of the curricula, effectively evaluate the use of the latter and how practicals are conducted during official examinations in SPE.
-La production et la diffusion des programmes et guides pédagogiques. A ce niveau, des exemplaires des programmes d'EPS sous forme physique ont été imprimés pour leur diffusion dans les services centraux et déconcentrés du MINSEP; Il reste attendu d'autres exemplaires pour l'ensemble des enseignants d'EPS estimés à trois mille (3000) personnes.	-Production and dissemination of programmes and pedagogic guides (CE). Some physical copies of PES programmes were printed for dissemination (LE) in the central and deconcentrated (LE) services of MINSEP. More copies are still to be printed for all PES teachers estimated at about three thousand (3000) people (CE).	-production and distribution of curricula and a handbook for teachers. In this connection, printed copies of SPE curricula were distributed to central and devolved services of MINSEP. There are plans to still print and distribute copies of the curricula to all the teachers of SPE who are about 3000 (three thousand) in number.

-S'agissant des guides pédagogiques dont la réactualisation est d'ores et déjà achevée, la validation avec les administrations partenaires est prévue dans un délai très court. -L'amorce de la matérialisation du processus d'intégration de l'éducation physique adaptée en milieu scolaire à travers la conception des termes de référence. Reste attendu, les moyens financiers nécessaires à sa mise en œuvre. -Le suivi de l'application des textes réglementaires d'EPS en formation continue et aux examens officiels. A ce sujet, une réunion interministérielle avec les responsables des différents ordres d'enseignements confessionnel et laïc s'est tenue au mois de septembre 2016 sur hautes instructions de monsieur le Premier Ministre, Chef du Gouvernement, à l'effet d'arrimer les établissements scolaires privés aux normes d'encadrement de l'EPS.	Concerning the pedagogic guides whose updating process is now completed, they are to be validated in a short term by partner administrations (CE); -An attempt to materialize the process aimed at integrating adapted physical education in schools after designing terms of reference. Its implementation is now waiting for the necessary financial means to be made available (CE). -Monitoring of the application of regulations on PES in continuous training and official exams (CE). In this regard, an interministerial meeting with officials from religious and lay education systems (LE) was held in September this year on the instructions of the Prime Minister, Head of Government, in order to have private school institutions to adopt training standards in PES (LE);	-As for the revision of the handbook for teachers which has now been completed, the revised handbook will be approved by partner ministries without undue delay; -commencement of the process of adapting physical education to the specifications of schools even though the bid to actually carry out the process is still subject to provision of the requisite funds; -follow up of progress made in implementing regulatory instruments on SPE during in-service training and official examinations. In this regard, there was an interministerial meeting with officials of different cycles of lay private and denominational educational establishments in September this year. The meeting that was held on the instructions of the Prime Minister, Head of Government, sought to bring lay private schools in step with educational standards of SPE.
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3- Excerpt of the Performance Report of MINESUP

Programme 1: Développement de la Composante Technologique et Professionnelle de l'Enseignement Supérieur	Programme 1: Development of Technological and Professional Component of Higher Education (CE)	Programme 1: Popularising Technology and Professionalising Higher Education
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L'objectif général de ce programme est d'accroître en quantité et en qualité le nombre d'étudiants formés dans les établissements technologiques et professionnels. L'indicateur du programme est le pourcentage d'étudiants formés dans les établissements technologiques et professionnels de l'enseignement supérieur. La cible visée est d'atteindre une proportion de 24 % des étudiants inscrits dans les filières technologiques et professionnelles en 2018 contre 22 % actuellement. La stratégie a consisté à moderniser les infrastructures académiques, à améliorer le dispositif de pilotage et management du système et à renforcer au fil des ans le dispositif institutionnel. La dotation budgétaire allouée à ce programme s'élevait à 9 milliards 632 millions 654 mille FCFA. Le taux d'exécution à ce jour est de 98,98 % soit 9 milliards 455 millions 651 mille FCFA en valeur absolue.	The overall objective of this programme is to increase in quantity and quality (LE) the number of students trained in technological and professional institutions (CE). The indicator (CE) of the programme (LE) is the number of students trained in technological and professional institutions of higher education (CE). The intended target is to reach the proportion of 24% of students enrolled in these technological and professional fields in 2018 as against 22% currently (LE). The strategy consisted in modernizing academic infrastructure, improving the steering and management system and strengthen, over the years, institutional mechanism (CE). The budgetary allocation for (LE) this programme amounted to (LE) 9 billion 632 million 654 thousand FCFA (LE). The execution rate to date is 98.98 % (CE), that is 9 billion 455 million 651 thousand FCFA (LE) in absolute value.	The overall objective of this programme is to increase, quantitatively and qualitatively, the number of students trained in professional schools and institutes of technology. The performance indicator of the Programme is the number of students trained in professional schools and institutes of technology in the sub-sector of higher education. The target to be met is to have 24 % of the students enrolled in technological and professional disciplines by 2018 as against the 22 % enrolled so far. This will, therefore, mean modernising academic infrastructure, improving the administrative set up, the management strategy and, ultimately, extending the institutional framework. The budget allocated to the Programme was CFAF 9 632 654 000. To date, the rate of expenditure on this programme is CFAF 9 455 651 000 in absolute terms.
La mise en œuvre de ce programme nous a permis de:	The implementation of this program enabled us (CE) to:	The implementation of the Programme led MINESUP to:

poursuivre de nombreux travaux de construction d'infrastructures académiques et sociales et leur équipement. A preuve 42 000 nouvelles places ont été offertes aux étudiants dans les salles de cours, amphithéâtres et blocs pédagogiques et près de 1000 nouveaux lits ont été mis à disposition dans les cités universitaires; réviser et élaborer les curricula de formation avec les acteurs du système éducatif pour tenir compte des mutations du monde socioprofessionnel. Programme 2: Modernisation et Professionnalisation des Etablissements Facultaires Classiques L'objectif poursuivi est d'adapter les formations offertes dans les établissements facultaires classiques à la demande des milieux socioprofessionnels. L'indicateur du programme est le nombre d'étudiants des facultés ayant obtenu un diplôme professionnel. La cible visée est d'atteindre un effectif de 12 680 étudiants ayant obtenu un diplôme professionnel en 2018 contre 2 640 actuellement.	continue numerous works of construction of academic and social infrastructure and their equipment (CE). As m matter of prof, 42 000 new places were offered to students in lecture halls (CE), amphitheaters and pedagogic blocks (CE) and close to 1000 new beds were put at the disposal of university hostels (LE). revise and elaborate training (LE) curricula with the stakeholders of the education system to take into account changes in the business world (CE). Programme 2: Modernization and Professionalization of Classical Faculty Institutions (CE) The objective is to adapt the training offered in classical faculties to the demand of the business world (CE). The indicator (CE) of the programme (LE) is the number of students of the faculties (CE) who have obtained a professional degree. The intended target is to reach an enrolment of 12 680 holders of a professional degree in 2018 as against 2640 currently (LE).	pursue construction work on academic infrastructure, create social amenities and equip all of them. For example, the number of new seats provided to students in lecture halls, amphitheatres and blocks of lecture halls was 42 000. At the same time, university hostels were endowed with close to 1000 (one thousand) new beds; review and produce educational curricula with the involvement of stakeholders in the education sector in order to take the dynamics of socioprofessional circles into account. Programme 2: Modernising and Professionalising Conventional University Faculties The objective of the Programme is to tailor the training offered in conventional university faculties to the needs of socioprofessional circles. The performance indicator of the Programme is the number of students who obtained a professional degree from such faculties. The target to be met is to have the number of students who have been awarded a professional degree in 2018 increased to 12 680 from the current 2 640.
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Afin de réduire le sous-emploi auquel sont confrontés les étudiants issus des établissements facultaires classiques, le système d'enseignement supérieur se fixe pour ambition de créditer chaque étudiant des compétences pouvant faciliter son insertion socioprofessionnelle ou son auto-emploi. La stratégie mise en œuvre à ce sujet, se résume en quatre approches: offrir de nouveaux parcours professionnels diplômants; offrir des formations ciblées courtes, professionnalisantes et certifiantes; intégrer des enseignements professionnalisants dans le curricula généraux existant; adopter des modèles pédagogiques professionnalisants. Toutes ces variantes de professionnalisation impliquent la refonte des programmes d'enseignement, le renforcement des équipements et des infrastructures des établissements facultaires, l'innovation dans les approches pédagogiques, de gestion et de gouvernance, le renforcement des partenariats entre les structures de formation et les milieux	In order to curb the underemployment faced (CE) by students from the classical faculties (LE), the higher education system sets itself the ambition to endow each student with skills that can facilitate his/her socio-professional integration or self-employment (CE). The strategy implemented for this purpose is summarized in four approaches (CE): -offer new professional career paths (CE); -offer short, professional and certified targeted training courses (CE); -integrate vocational training into the existing general curricula (CE); -adopt professionalizing pedagogical models (LE) All these professionalization variants involve the revision of curricula, the strengthening of faculty facilities and infrastructure, innovation in pedagogical, management and governance approaches, strengthening of partnerships between training structures and business circles and imperatively the development of digital universities (CE).	In order to roll back under-employment that is affecting graduates from conventional faculties, MINESUP's objective in higher education is to enable every graduating student to acquire the skills necessary for his/her socioprofessional insertion or self-employment. To attain this goal, MINESUP adopted a four-pronged agenda as follows: -offer new professional courses culminating in the award of diplomas; -offer specialised short courses for certification; -mainstream professional courses in the curricula of conventional faculties; -adopt professional disciplines These different dimensions of professionalising university education will necessitate revision of the curricula, bolstering up of faculty facilities and infrastructure, adoption of new pedagogical, management and good governance approaches, strengthening of partnership ties between training centres and socioprofessional circles and,
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socioprofessionnels et de manière impérative le développement du numérique universitaire.		above all, popularisation of digital technology in universities.
La dotation budgétaire allouée à ce programme s'élevait à 1 milliards 268 millions 545 mille FCFA. Le taux d'exécution à ce jour est de 1 milliard 143 millions 463 mille en valeur absolue soit 90,14% en valeur relative. Les actions suivantes ont été menées: -l'harmonisation des programmes des filières des examens nationaux de l'enseignement supérieur (BTS, HND,...) et des facultés classiques (FALSH, FSJP, FSEG) aux besoins réels du marché de l'emploi; -l'opérationnalisation des annexes de la FSJP de Bertoua, Ebolowa et Garoua; -la construction d'un bloc pédagogique R+3 à l'Université de Douala; -la tenue des cadres de concertation permanente entre le MINESUP et les différents membres de la Communauté universitaire;	The budgetary allocation for (LE) this programme amounted to (CE) 1 billion 268 million 545 thousand FCFA (LE). The execution rate to date stands at 1 billion 143 million 463 thousand in absolute value (LE), that is 90.14 % in relative value. The following actions were taken: -the harmonization of the curricula of the national higher education examinations (CE) (BTS, HND, ...) and classical faculties (LE) (FALSH (LE), FSJP (LE), FSEG (LE)) with (CE) the real needs of the labour market; -the operationalization of the extensions of the FSJP of Bertoua, Ebolowa and Garoua (CE); -the construction of ground floor + 3 storeys teaching block (LE) at the University of Douala; -the holding of permanent consultation frameworks (CE) between (LE) MINESUP and the various members of the University Community (LE);	The budget allocated to this programme was CFAF 1 268 545 000. To date, expenditure on this programme is CFAF 1 143 463 000 in absolute terms, that is 90.14 % in relative terms. The following actions were carried out in order to: -harmonise the curricula for official examinations certified by the Ministry of Higher Education (BTS, HND,...) with the curricula for conventional faculties (FALSS, FLPS, FEMS) by tailoring such curricula to the real needs of the labour market ; -render the Annex of FLPS of Bertoua, Ebolowa, and Garoua operational; -construct a block of lecture halls with a ground floor + 3 storeys at the University of Douala; -enable MINESUP to regularly hold consultation meetings with different members of the university community.

Programme 3: Développement de la Recherche et de l'Innovation Universitaire L'objectif de ce programme est de renforcer le système national de la recherche et de l'innovation universitaires ainsi que les transferts des technologies pour soutenir et impulser la productivité industrielle.	Programme 3: Development of University Research and Innovation (CE) The objective of this programme is to reinforce the national system of university research and innovation (CE) as well as technology transfer to sustain and boost industrial productivity (CE).	Programme 3: Promoting University Research and Technological Innovation The objective of this programme is to systematically bolster university research, technological innovation and technology transfer to sustain and stimulate industrial production nationwide.
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4- Excerpt of the Performance Report of MINCOMMERCE

Il définit les objectifs du gouvernement en matière de développement du commerce, lesquels consistent, « au plan du commerce interne, à assurer un approvisionnement régulier du marché intérieur, dans des conditions de concurrence saine et, au plan du commerce international, à développer, promouvoir et contribuer à diversifier avec l'extérieur, les échanges de biens et services à forte valeur ajoutée ». C'est donc dans le cadre de cette prescription que je voudrais dresser une esquisse de bilan de l'exercice qui s'achève, avant de poser les balises de l'année 2017. 1. Esquisse de Bilan de l'Anne 2016	With regard to trade development, it defines the government's objectives which are, as regards "internal trade, to ensure steady internal market supplies, under fair competition conditions and, at the level of international trade, to develop, promote and contribute to diversifying trade in high added value goods and services with foreign partners" (CE). Therefore, it is as part of this guideline that I would like to make a rough assessment of the year that ends, before paving the way for the 2017 fiscal year (CE). 1. Rough Assessment for the 2016 Fiscal Year (LE)	Government's objectives to enhance trade are defined in GESP and according to the latter its objective "at the level of domestic trade is to ensure steady supplies in the domestic market through fair competition while the objectives of government at the level of international trade are to enhance, promote and contribute in diversifying trade with foreign partners in value added goods and services". It is, therefore, in pursuit of such objectives that I wish to begin by giving an account of activities that were carried out during the year now ending and to proceed with activities earmarked for the 2017 financial year. 1. Report on Activities Carried out During the 2016 Financial Year
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Madame la Présidente, Mesdames et Messieurs les Députés, On peut récapituler ainsi qu'il suit, la substance des activités menées par mon Département ministériel tout au long de l'exercice qui s'achève. 1.1. Au Plan du Commerce Extérieur Les actions-phares qui ont été entreprises seront déroulées ici suivant le triptyque classique intégration régionale/coopération Nord-Sud/pénétration des marchés émergents.	Madam Chair (LE), Honourable Members of Parliament (CE), The main activities carried out by my (LE) ministry throughout the fiscal year that is coming to an end (LE) can be summarised as follows: 1.1. With Regard to External Trade The flagship actions that were undertaken will be described here according to the traditional triptych (LE) of regional integration/North-South cooperation/penetrating emerging markets.	The Committee Chair, Honourable Members of the National Assembly, The main activities that were carried out by MINCOMMERCE during the financial year now ending can be summarised as follows: 1.1. At the Level of External Trade The main activities were carried out under the following three conventional headings: regional integration, North-South cooperation and emerging markets' penetration.
A/En ce qui concerne l'intégration régionale, De nouvelles étapes ont été franchies au travers des activités ci-après: -la participation, du 04 au 13 novembre 2016, à la foire internationale de Lagos, au Nigéria, en droite ligne de l'accord commercial conclu entre nos deux pays. J'ai notamment mis à profit mon séjour à Lagos pour des entretiens avec les autorités nigériennes, en particulier Madame la Directrice Générale de la National Agency for Foods and Drugs Administration Control	A/As Regards Regional Integration Further steps were taken (CE) through the following activities: -the participation, from 4 to 13 November 2016, in Lagos International Fair (LE), in Nigeria, in line with the trade agreement concluded between our (LE) two countries. I particularly capitalized on my stay in Lagos for talks with Nigerian authorities, in particular the General Manager of the National Agency for Foods and Drugs Administration Control (NAFDAC), as part of the process of mutual recognition of	A- Regional Integration More actions were accomplished through the following activities: -participation in the International Trade Fair in Lagos (Nigeria) from 4-13 November 2016 as stipulated in the trade agreement between Cameroon and Nigeria. As part of mutual acceptance of certificates of conformity between the two agencies in Nigeria which regulate product standards (National Agency for Food and Drug Administration and Control (NAFDAC) and Standards Organisation of Nigeria (SON)) and Cameroon's Standard and Quality

(NAFDAC) dans le cadre du processus de reconnaissance mutuelle des certificats de conformité entre les deux agences nigérianes des normes que sont la NAFDAC et la Standards Organisation of Nigeria (SON) d'une part, et l'Agence des Normes et de Qualité (ANOR) du Cameroun, d'autre part. Il est à rappeler que le périmètre d'intervention de la NAFDAC est circonscrit aux produits alimentaires, pharmaceutiques et cosmétiques, alors que la SON a en charge des produits comme le textile, le cuir, le savon et l'artisanat. Par rapport à la SON, les négociations ont été engagées en 2011 et ont abouti à la signature d'un Mémoire d'Entente (MoU) avec l'ANOR en juin 2014. A ce jour, au titre de l'implémentation de ce MoU, quatre cents (400) normes de la SON ont été adoptées par l'ANOR.	conformity certificates between the two Nigerian standards agencies (NAFDAC and the Standards Organisation of Nigeria "SON") on the one hand, and Cameroon Standards and Quality Agency, on the other hand (CE). It should be recalled that the area of competence of NAFDAC covers food (LE), pharmaceutical products, and cosmetics, whereas SON is in charge of products such as textiles, leather, soap and handicrafts (LE). As regards SON, negotiations started (CE) in 2011 and resulted in the signing of a Memorandum (LE) of Understanding (MoU) with ANOR in June 2014. To date, for implementing this MoU (LE), 400 (four hundred) SON's standards (LE) have been adopted by ANOR.	Agency (SAQA), I decided to take advantage of my stay in Lagos to hold discussions with Nigerian authorities and with the Director General of NAFDAC, in particular. It is worthy to note that food and pharmaceutical products and cosmetics fall within the ambit of NAFDAC while SON is in charge of textile, leather, soap and handicraft products. As for negotiations with SON, they began in 2011 and culminated in a Memorandum of Understanding (MoU) that SAQA signed with SON in June 2014. In its bid to implement the MoU, SAQA has, to date, adopted 400 (four hundred) of SON's standards.
Pour ce qui est de la NAFDAC, les négociations avaient également été engagées en 2011 et n'avaient guère prospéré, en dépit d'un projet de MoU adressé par	With regard NAFDAC, negotiations also started (CE) in 2011 and were not fruitful, in spite of a MoU sent by ANOR to NAFDAC (CE) at the end of the 6th Great Joint Cooperation	Negotiations with NAFDAC also began in 2011. However, the negotiations continued to stall even after SAQA proposed a draft MoU to NAFDAC at the end of the 6th Session of the Enlarged Joint

l'ANOR à la NAFDAC à l'issue de la 6^{ème} Session de la Grande Commission Mixte de Coopération entre nos deux pays et de diverses correspondances de relance, dont la dernière remonte au 16 décembre 2015. Ma dernière Mission au Nigéria, dans le cadre de la participation de notre pays à la Foire International de Lagos (04-13 novembre 2016), a permis de débloquent cette situation. J'ai en effet obtenu, au terme d'une séance de travail tenue le 9 novembre 2016 à Lagos avec Madame la Directrice Générale de la NAFDAC, une correspondance formelle, datée du même jour, de la partie nigériane par rapport aux propositions de l'ANOR. La percée de nos produits sur le marché nigérien se trouve subordonnée à l'aboutissement de ce délicat processus.	Commission (CE) between our two countries and various reminders, including the last one which dated back to (LE) 16 December 2015. My most recent mission to Nigeria, as part of the participation of our country in Lagos International Fair (CE) (4-13 November 2016) made it possible to break the deadlock in this situation (LE). Indeed, at the end of a working meeting (LE) held on 9 November 2016 in Lagos with the General Manager of NAFDAC (LE), I obtained a formal letter, dated the 9th November 2016, from the Nigerian part with respect to ANOR's proposals (CE). Achieving a breakthrough (LE) for our products on the Nigerian market depends on the success of this tricky process (CE).	Commission on Cooperation between the two countries which was followed by numerous correspondence and reminders. The last reminder was sent on 16 December 2015. When I led our country's delegation that participated recently in the International Trade Fair in Lagos (Nigeria) from 4-13 November 2016, I was able to break the deadlock. At the end of a working session with the Director General of NAFDAC on 9 November 2016, we reached an agreement on SAQA's proposal through a formal correspondence by the Nigerian Party. The breakthrough for our products on the Nigerian market is now subject to going through the compliance process.
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5- Excerpt of the Performance Report of MINAC

<i>dans l'action</i> de sauvegarde et de protection du patrimoine culturel et artistique, qui consiste à protéger les biens et services culturels. Nous avons préparé et soumis à la Haute Hiérarchie, les	Within the effort (LE) to safeguard and protect cultural and artistic heritage, which involves (LE) the protection of cultural goods and services. We (CE) have prepared and submitted to hierarchy (CE) the	The task of safeguarding and protecting our cultural and artistic heritage by protecting our cultural goods and services. MINAC has drafted and submitted the enabling instrument of Law No. 2013/3 of 18
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textes d'application de la Loi n° 2013/003 du 18 avril 2013 régissant le patrimoine culturel du Cameroun notamment et entres autres: le Projet de décret portant institution de la journée nationale de commémoration des personnages historiques ou emblématiques décédés; le Projet de décret d'application de la loi n° 2013/003 du 18 avril 2013 régissant le patrimoine culturel au Cameroun ; le Projet d'arrêté portant création et organisation du Comité Interministériel de la Commission Nationale de Gestion du Patrimoine Culturel et, Projet de décret fixant les modalités de gestion du Fonds Spécial de Protection et de Valorisation du Patrimoine Culturel. <i>dans l'action</i> de restauration et d'aménagement du patrimoine culturel et artistique, qui consiste à réhabiliter et à rentabiliser les sites culturels, nous avons, dans le cadre de l'application du Décret du 08 juin 2015 fixant les modalités d'exercice de certaines compétences transférées aux communes, transféré les crédits délégués	application decrees (CE) of Law No. 2013/003 of 18 April 2013 regulating (LE) cultural (LE) heritage (LE) in Cameroon, especially (CE) the draft decree instituting a national day for (LE) the commemoration of the deceased historical (LE) or iconic figures, the draft application decree (CE) of law n° (LE) 2013/003 of 18 April 2013 regulating (LE) cultural (LE) heritage (LE) in Cameroon; the draft decree creating and organizing (CE) the Interministerial Committee of the National Commission for the management (LE) of the (LE) cultural (LE) heritage (LE) and -Draft (LE) decree laying out the terms (CE) of the Special Fund for the Protection and promotion (LE) of the management of cultural heritage (CE). Within the action (LE) of the restoration and development of cultural and artistic heritage, which entails that we rehabilitate (CE) cultural site (LE) and make them profitable (CE), we (CE) have, in the context of the application (CE) of the Decree of June 08, 2015 laying (LE) down the modalities for the exercise of some transferred powers (CE) to the	April 2013 to Regulate Cultural Heritage in Cameroon, in particular, to the highest authority and, inter alia: drafted a decree to institute a national day in commemoration of historic or iconic figures; drafted the enabling instrument of Law No. 2013/3 of 18 April 2013 to Regulate Cultural Heritage in Cameroon; drafted an Order to create and organise the Interministerial Committee on the National Commission for the Management of Cultural Heritage; and drafted a decree to lay down conditions for the management of the Special Fund for the Protection and Promotion of Cultural Heritage. The task of restoring and improving on our artistic and cultural heritage by rehabilitating cultural sites and enabling them to generate income caused MINAC to embark on implementing the Decree of 8 June 2015 to lay down conditions for the exercise of certain powers devolved to councils, transfer assigned funds to councils with territorial jurisdiction for the
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permettant la réhabilitation de plusieurs sites culturels, tout en animant institutionnellement le Musée national, l'Ensemble national et les Archives nationales, par la nomination des principaux responsables à la tête de ces trois structures rattachées, pour un fonctionnement plus efficace. C'est ainsi que le Musée national, peut organiser en toute autonomie des expositions, et des manifestations sur la richesse et l'étendue de notre diversité culturelle.	(LE) councils transferred delegated credits (CE) meant for the rehabilitation of several cultural attractions (CE), while providing manpower the National Museum (LE), The (LE) Ensemble National (LE) and the National Archives, by appointing key (CE) officials at (LE) the helm of these three attached structures (CE), for a more efficient operation (CE). With these (CE), the National Museum can independently organize (CE) exhibitions and events concerning the wealth and scope of our cultural diversity (CE).	rehabilitation of several cultural sites and to deploy manpower to the National Museum, the National Orchestra and the National Archives by appointing officials to man these three devolved entities for their proper functioning. That is why the National Museum can now take the initiative to organise fairs and events that project the beauty and magnitude of our cultural diversity.
Pour ce qui est du programme de renforcement de l'appareil de production de biens et services culturels, les engagements ci-après ont été souscrits et réalisés en 2016 notamment: l'organisation en janvier 2016, de la rentrée culturelle qui fut un moment de retrouvailles entre hommes de sciences et hommes de culture, un moment de réflexion sur les conditions et les modalités d'instrumentation de la culture comme base de développement de notre pays. l'organisation en avril 2016 des 2èmes assises culturelles à Yaoundé sur financement du programme C2D, et mise en	As for the program aimed at strengthening the production mechanism (CE) of cultural goods and services, the following commitments were made and implemented in 2016 (CE): the Organization in January 2016 of cultural revitalisation event (CE), which was a moment of reunion between (CE) men of science and men of culture, a moment of reflection on the terms and conditions of rendering culture (CE) as the basis of the development of our country. the Organization in April 2016, of the 2nd cultural consortium in Yaounde, financed by (LE) the C2D program, and implemented (CE)	As for the Programme on Capacity Building for the Production of More Cultural Goods and Services, the activities earmarked and carried out in 2016 are as follows: organisation of a cultural jamboree, in January 2016, which brought together men of science and men of culture. It was an opportunity to brainstorm on conditions and ways of appropriating our culture as the basis of our country's development; the 2nd cultural consortium organised in Yaounde in April 2016 and financed with C2D funds under the auspices of the Paul ANGO ELA

œuvre par la Fondation Paul ANGO ELA, avaient pour objectif de préparer l'élaboration, et la mise en place d'une politique incitative en faveur des entreprises culturelles, et des industries créatives au Cameroun en rapport avec les pratiques et usages. L'organisation en juin 2016, du Salon International du Livre de Yaoundé (SILYA) qui a connu un peu plus de 15 000 visiteurs, avec la participation de 150 exposants (libraires, éditeurs, bibliothécaires), l'organisation de 08 tables rondes et 15 séances de dédicace. En marge de ce salon, le Fond documentaire du Ministère a été enrichi de près de 6 000 ouvrages destinés au bibliobus et à la Centrale de Lecture Publique de Yaoundé.	by the Paul ANGO ELA Foundation, was intended to prepare the drafting and the implementation of an incentive policy for cultural businesses (CE), and creative industries (CE) in Cameroon in consonance with practices and conventions elsewhere (CE). The organization in June 2016 of the Yaounde International Book Fair (SILYA) (LE) attended by a little more than (LE) 15 000 visitors, with the participation of 150 exhibitors (booksellers, publishers, librarians), the 08 round table conferences and 15 autograph sessions (CE). In addition to this show, the documentation bank (CE) of the Ministry was enriched with (CE) 6,000 books for (CE) the Mobile Library and the Yaoundé Public Reading Centre.	Foundation sought to formulate and implement a policy on incentives to cultural groups and the creative industry in Cameroon in accordance with standard practice and conventions; organisation of the Yaounde International Book Fair (YIBFA) in June 2016 and which was attended by more than 15,000 visitors and 150 exhibitors (booksellers, publishers, librarians) and during which eight round table conferences and fifteen book signing ceremonies were organised. Besides, the documentary stock of MINAC was also enriched, on the sidelines of the Fair, with about 6,000 books donated to the mobile library and the Yaounde Public Reading Centre.
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6-Excerpt of Performance Report of MINADER

la multiplication des parcs à bois (champs semenciers) pour la production des boutures de manioc permettant de disposer du capital végétal nécessaire pour la production à grande échelle du manioc destiné à l'alimentation et à l'approvisionnement des unités de transformation de manioc en amidon et en farine de haute qualité.	Multiplication of seed production farms (timber yards) for the production of cassava cuttings as planting material for large scale cassava production for food and for processing cassava into starch and high quality flour (CE).	produce more cassava stems (from cassava farms) for the production of cassava cuttings that will make it possible to produce cassava on a large scale and ipso facto produce high quality starch and flour in cassava processing units.
Le MINADER a également mobilisé son dispositif de veille pour la protection phytosanitaire des vergers cacao et cafés. C'est ainsi que 15 000 ha ont été traités.	MINADER also mobilised its monitoring machinery for the protection of cocoa and coffee orchards. In this regard, 15 000 ha were treated (CE).	MINADER's support mechanism made it possible to control pests in cocoa and coffee farms with a surface area of 15 000 hectares.
Ce dispositif de veille concerne également la lutte contre les chenilles défoliatrices les oiseaux granivores et les sautereaux.	The monitoring mechanism also concerned (CE) the control of leaf-eating caterpillars, grain eating birds and grasshoppers.	MINADER's support mechanism also made it possible to control bugs that destroy crops, grain eating birds and grasshoppers.
Plus concrètement, le bilan non exhaustif des réalisations dans les principales filières agricoles stratégiques en 2016 se présente comme suit: -Filière plantain:	More concretely, the non-exhaustive balance sheet of the main strategic agricultural value chains in 2016 is as follows (CE): -Plantain value chain (CE):	Activities that were actually carried out to grow crops in 2016 are, but not limited to: -Activities carried out in the Plantain Sector
-1 650 000 plants produits et distribués à 900 producteurs ayant permis d'emblaver 1 380 hectares;	-1 650 000 suckers were produced and distributed to 900 producers who cultivated 1 380 hectares (CE);	-1 650 000 plantain suckers were produced and distributed to 900 plantain farmers who planted the

-15 hectares de champs semenciers mis en place auprès de 15 pépiniéristes pour une production attendue de 100 000 rejets ; -40 tonnes d'engrais acquis et distribués à 70 producteurs ; -3 tonnes de produits de traitement phytosanitaire acquis et distribués à 50 producteurs. -Filière pomme de terre: -200 tonnes de semences de base ont été acquises et distribuées aux semenciers sous contrat avec le MINADER dans les régions de Nord-ouest, de l'Ouest et du Centre; 67 hectares de champs semenciers ont été mis en place pour environ 1100 tonnes de semences de production attendues. -225 tonnes de semences de qualité produites dans la ferme semencière de Santa et distribuées à 1 744 bénéficiaires réparties dans les régions du Centre, du Sud, de l'Est, du Nord-Ouest, de l'Ouest et du Sud-Ouest;	-15 hectares of seed farms were established with 15 nursery men and women for an expected production of 100 000 suckers (CE); -40 tonnes of fertilisers were acquired and distributed to 70 producers (CE); -3 tonnes of products for phytosanitary treatment were procured and distributed to 50 producers (CE). -Solannum potatoes (CE) -200 tonnes of basic seeds (CE) were acquired and distributed to seed farmers on contract basis with MINADER in the Regions of North-West, West and Centre; 67 hectares of seed farms were established for about 1100 tonnes of production seeds expected (LE). -225 tonnes of quality seeds (CE) were produced in the Santa seed farm (CE) and distributed to 1 744 beneficiaries (CE) in the Regions of Centre, South, East, North-West, West and South-West (LE);	plantain suckers on a surface area of 1380 hectares; -plantain suckers procured from 15 plantain sucker growers were planted on a surface area of 15 hectares and are expected to produce 100 000 bunches of plantain; 40 tonnes of fertiliser were acquired and distributed to 70 plantain farmers; -3 tonnes of pesticide were acquired and distributed to 50 plantain farmers. -Activities carried out in the Irish Potato Sector -200 tonnes of seed potatoes were acquired and distributed to farmers in the North-West, West and Centre Regions who produce seed potatoes and have signed a contract with MINADER. Seed potatoes were planted on a surface area of 67 hectares and are expected to produce 1100 tonnes of seed potatoes; -225 tonnes of quality seed potatoes were produced in the Santa Seed Potato Farm and distributed to 1 744 farmers in the Centre, South, East, North-West and South-West Regions;
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-100 ha de parcelles de pomme de terre de consommation cultivés et environ 1 500 tonnes récoltées. -114 tonnes d'engrais acquis et distribués; -541 kg de fongicide et 180 litres d'insecticides acquis et distribués ; -12 magasins de stockage construits. -Filière racines et tubercules Un suivi-accompagnement rapproché des producteurs a été mené pour une meilleure appropriation des techniques culturales, ainsi :	-100 ha of solanum potatoes were cultivated for consumption (CE) and about 1 500 tonnes were harvested; -114 tonnes of fertiliser were acquired and distributed (CE); -541 kg of fongicide (LE) and 180 litres of insecticides (LE) were acquired and distributed (CE); -12 storage facilities (CE) were constructed. -Roots and tubers value chain (CE) Close support monitoring of farmers was conducted to enable them to master farming techniques. Further (CE):	-Irish potato crops were grown for domestic consumption on a surface area of 100 hectares and about 1 500 tonnes were harvested; -114 tonnes of fertiliser were acquired and distributed to Irish potato farmers; -541 kg of fungicide and 180 litres of insecticide were acquired and distributed to Irish potato farmers; -12 Irish potato warehouses were constructed. -Activities carried out in the Sector of Roots and Tubers MINADER supervised and closely followed up farmers of roots and tubers to ensure that they were using planting techniques correctly. Hence:
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7-Excerpt of Performance Report of MINATD

L'opérationnalisation effective du Bureau Nationale de l'État Civil (BUNEC) à travers l'installation de son administration dans l'immeuble siège, et le recrutement du personnel. Sur un autre plan, il convient de relever, la poursuite de l'examen de dossier des Chefs traditionnels en vue de leur prise en solde, conformément au décret n° 2013/332 du 13 septembre 2016. À ce jour, 9726 dossiers sur un totale de 13 536 dossiers attendus ont été transmis au Ministère des Finances et les intéressés sont pris en charge au fur et à mesure. En ce qui concerne la gestion des frontières. Nous avons accueilli le Ministre nigérien de l'Intérieur en visite officielle au Cameroun, du 22 au 23 février 2016. L'occasion a été saisie pour renforcer la coopération transfrontalière avec ce pays voisin. Par ailleurs, une mission d'évaluation de la frontière Cameroun-Gabon a été conduite sur le terrain au cours des mois de juillet et août 2016. Diverses démarches ont été entreprises au plan diplomatique	Effective functioning (LE) of the National Civil Status Registration Office (BUNEC), through the installation of its administration at the head office (CE), and the recruitment of personnel (LE). It should be noted, in addition to the above actions (CE), that the review (CE) of the files of Traditional (LE) Rulers (LE) with a view to the re-instatement in accordance with Decree No. 2013/332 of 13 September 2016 is being pursued (CE). To date, 9,726 files out of a total of 13,536 awaited files (LE) have been transmitted to the Ministry of Finance and the persons concerned are taken care of as the files are processed (CE). Concerning border management, we (LE) received the Nigerian Minister of the Interior on an official visit to Cameroon from 22 to 23 February 2016. This was an opportunity to strengthen cooperation (CE). Besides, a Cameroon-Gabon border assessment mission was conducted in the field (CE) during (LE) the months of July and August 2016. Several diplomatic contacts were made in view of the subsequent holding	rendering the National Civil Status Registration Office (NACSRO), operational by deploying administrative staff to NACSRO's head office and recruiting workers. It should be noted that work on processing the files of traditional rulers in order to put them on the payroll continued in accordance with Decree No. 2013/332 of 13 September 2016. To date, of the 13 536 files expected, 9 726 files have been processed and transmitted to the Ministry of Finance and traditional rulers are put on the payroll accordingly. With respect to border management, the Nigerian Minister of Interior was received during his official visit to Cameroon from 22-23 February 2016. His visit afforded MINATD the opportunity to strengthen cooperation ties with our Nigerian neighbour. An observation mission on the Cameroon-Gabon border was conducted in the months of July and August 2016. Several diplomatic contacts were made in order to hold sessions of the joint permanent committees on security and sessions
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en vue de la tenue prochaine des sessions des commissions mixtes permanentes de sécurité et des commissions ad hoc des frontières avec des pays voisins. Programme 093: Approfondissement du Processus de Décentralisation Les activités conduites dans le cadre de ce programme au cours de l'année 2016 ont abouti à des résultats probants. Il s'agit notamment: -de l'examen, par le Comité Interministériel des Services Locaux, des projets des textes relatifs au transfert des compétences et des ressources au Communes et au Communautés Urbaines au titre de l'exercice 2017; -de l'engagement budgétaire en vue du déblocage effectif de la Dotation Générale d'Investissement au titre de l'exercice 2016 pour le financement de 292 projets dans 198 communes, en plus de ceux financés par le FEICOM; -de la formation de deux mille cinq cents (2.500) acteurs locaux de la décentralisation, dans le cadre des séminaires régionaux organisés à cet effet aux mois de mai et juin derniers;	of the sessions of the Joint Permanent Security Commissions and the Ad Hoc Border Committee sessions with neighbouring countries (CE). Programme 093: Enhancement of the Decentralisation Process Activities carried out under this programme during the year 2016 have produced convincing results. They include (CE): -the study by the inter (LE)-Ministerial Committee for (LE) Local (CE) Services of draft instruments relating to (LE) the transfer of powers (LE) and resources (CE) to Councils (LE) and City (LE) Councils (LE) for the 2017 financial year; -the budgetary commitment for the effective disbursement of the Common Decentralization Fund for the financial year 2016 for the financing of 292 projects in 198 councils (CE) in addition to those financed by FEICOM; -The training of 2,500 (two thousand five hundred) local decentralization stakeholders within the framework of regional seminars organized for this purpose in May and June (CE);	of the ad hoc committees on borders with neighbouring countries in future. Programme 93: Enhancement of Decentralisation Activities of the Programme which were carried out with satisfactory results in 2016 are: -consideration of draft instruments on devolution of powers and transfer of funds to councils and city councils during the 2017 financial year by the Interministerial Committee on Devolved Services. -a general investment appropriation earmarked for 292 projects to be effectively financed in 198 councils in 2016 and those financed by SCOFMA; -training of 2,500 (two thousand five hundred) stakeholders in decentralisation at grassroots level during regional seminars organised in May and June 2016;
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-de la redistribution aux communes et communautés urbaines d'une enveloppe de 58 035 774 284 francs CFA au titre des impôts communaux soumis à péréquation pour le compte des 1^{er}, 2^e et 3^e trimestres de l'année 2016. Toutefois, l'une des actions significatives menées au cours de l'exercice 2016 en matière de décentralisation aura été le démarrage de l'étude des dossiers en vue de la prise en charge salariale des Magistrats Municipaux, en application des dispositions du décret n° 2015/405 du 16 septembre 2015 fixant les modalités de rémunération des Délégués du Gouvernement, des Maires et de leurs Adjoints. À cet effet, le Ministre des Finances et moi-même avons signé le 17 mai 2016, un arrêté conjoint précisant les modalités de liquidation, d'ordonnancement et de paiement du traitement de base des bénéficiaires. Dans le prolongement de cet arrêté conjoint, un Comité composé des représentants du MINATD, du MINFI et du FEICOM a été mis en place avec pour mandat de diligenter l'examen des dossiers des bénéficiaires en vue de leur	-the redistribution to councils and city councils of a budget of (LE) CFAF 58,035,774,284 in respect of communal taxes subject to equalization on behalf of the 1st, 2nd and 3rd quarters of 2016 (LE). However, one of the significant actions carried out during the 2016 in the area of decentralization was the start of the study of files with a view to the payment of salaries to Municipal Authorities in accordance with the provisions of Decree No. 2015/405 of 16 September 2015 to lay down the remuneration of Mayors, Government Delegates and their deputies (CE). To this end, on 17 May 2016, the Minister of Finance and I signed a joint decree (CE) to lay down the methods of calculation, authorization and payment of the basic salary of beneficiaries (CE). As a follow-up to this joint order, a committee composed of representatives of MINATD, MINFI and FEICOM was set up with a (LE) mandate to carry out a review of beneficiaries' files, in order to enable them to receive	-redistribution of the sum of CFAF 58 035 774 284 procured from equalisation taxes during the 1st, 2nd and 3rd quarters of 2016 to councils and city councils. However, one important project that was carried out in the domain of decentralisation in 2016 is the project to process the files of municipal administrators and put them on the payroll in accordance with the provisions of Decree No. 2015/405 of 16 September 2015 to determine the remuneration of mayors, government delegates and their deputies. To this end, the Minister of Finance and I signed a joint order to determine the methods of calculation, authorisation and payment of the basic salary of municipal administrators on 17 May 2016. As a follow up to this joint order, a committee comprising representatives of MINATD, MINFI and SCOFMA was set up to scrutinise the files of municipal administrators without undue delay. The Committee will soon round off its deliberations and it
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permettre de pouvoir recevoir, dans les délais raisonnables, leurs traitements salariaux. Les travaux de ce Comité sont suffisamment avancés et nous sommes à mesure de dire que les Magistrats Municipaux dont les dossiers sont complets, commenceront à percevoir leur rémunération très prochainement.	their salaries within reasonable time (CE). The deliberations of this Committee is sufficiently advanced and we are in a position to say that the Municipal Authorities (CE) whose files are complete, will begin to receive payment (CE) very soon.	is evident that municipal administrators who have submitted complete files will receive their salaries very soon.
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8- Excerpt of the Performance Report of MINDCAF

S’agissant des différents programmes, Comme nous l’avons dit plus haut, le Ministère des Domaines, du Cadastre et des Affaires Foncières est classé dans le secteur des infrastructures auquel la vision du Cameroun à l’horizon 2035 et le document de stratégie pour la croissance et l’emploi assignent comme l’objectif général «de mettre l’infrastructure en adéquation avec la demande économique et sociale » En vue de remplir rationnellement son rôle de facilitateur du développement des infrastructures, des industries, de l’agriculture, de l’habitat social et de favoriser l’amélioration du climat des affaires, les actions du MINDCAF ont été définies dans la mise en œuvre de trois programmes opérationnels, et un programme support.	Concerning Programmes proper, As we said earlier, within the framework of Cameroon’s economic emergence by 2035 and of the Strategy Papers for Growth and Employment, the Ministry of State Property, Surveys and Land Tenure, classified inside the infrastructure sector has general objective to “align infrastructure with economic and social demands”(LE). To rationally play its role of facilitating the development of infrastructure, industries, agriculture, social housing (LE) and improve on the business climate, MINDCAF actions have been defined for the implementation (CE) of the following 3 operational Programmes (LE) and one institutional support Programme (LE). These include (CE):	Talking about MINDCAF’s programmes, the sphere of competence of the Ministry of State Property, Surveys and Land Tenure is, as earlier indicated, in the infrastructure sector and the overall objective set for the sector in Cameroon’s development vision by 2035 and in the Growth and Employment Strategy Paper is “to build infrastructure that is adapted to our country’s socioeconomic needs”. To be able to rationally play its role of facilitating the development of infrastructure, industries, agriculture, low-cost housing and improve on the business climate, MINDCAF’s actions feature under 3 (three) operational programmes and one support programme as follows:
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Il s'agit des programmes ci-après: -la constitution des réserves foncières et les lotissements domaniaux; -la modernisation du cadastre; -la protection et le développement du patrimoine de l'Etat; la gouvernance et l'appui institutionnel du sous-secteur domaine, cadastre et affaires foncières S'agissant du programme de constitution des réserves foncières et des lotissements domaniaux, L'objectif est de disposer des réserves foncières en vue de contribuer au développement de l'agro-industrie, des infrastructures et de l'habitat social. Indicateurs: Proportion d'hectares sécurisés; Proportion des parcelles produites. Cibles : 46.25% Stratégie programme	-The constitution of land reserves and the creation of State (LE) layouts; -The modernization of the registration system (CE); -The protection and development of State property; Governance (CE) and institutional support in (LE) the State land (CE), surveys and land tenure sub-sector. Concerning (LE) the Programme to constitute land reserves and create State (LE) layouts, The objective is to create land reserves by increasing land availability so as to contribute to the development (CE) of agro-industry, infrastructure and social housing (LE) and make available trustworthy documentary information in real time by digitising land registries (Incompatible content). Indicators (CE): Number of hectares secured (CE), number of parcels produced (CE), number of land registries digitized and number of State lands registered (Incompatible content). Targets: 46.25% (CE) Programme Strategy (CE)	-creation of land reserves and government layouts; -modernisation of land registration; -protection and development of State property; -good governance and institutional support to the sub-sector of State property, surveys and land tenure. Programme on the Constitution of Land Reserves and Creation of Government Layouts The objective of this programme is to create land reserves in order to develop the agro-industry, infrastructure and low cost housing. Performance Indicators: number of hectares safeguarded, number of plots carved out. Performance Target: 46.25% of hectares safeguarded and plots carved out Presentation of the Programme
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La réalisation des grands projets structurants, gage de l'émergence du Cameroun à l'horizon 2035, passe par la terre qui constitue le socle de toute production, dont la disponibilité devrait être assurée et garantie aux investisseurs potentiels. C'est dans cette optique que le programme s'articule autour des actions ci-dessous: -la constitution des réserves foncières ; -le lotissement des terrains domaniaux ; -la modernisation de la Gestion des affaires foncières. Pour ce qui est du Programme de Modernisation du Cadastre, L'objectif poursuivi est de maîtriser l'espace territorial national, en vue de contribuer à l'amélioration de la gestion domaniale et du climat des affaires. Indicateur: taux de modernisation du cadastre. Cible : 5.5%. Stratégie programme L'utilisation des coordonnées arbitraires entraîne des doubles bornages et fragilise ainsi le titre	Cameroon's economic emergence come 2035 is dependent on the realization of integrated projects. For this, factors of production such as land have to be mobilized and secured for potential investors (CE). In this regard, the Programme shall (LE) revolve around the following actions: -the constitution of land reserves; -the development of State land (CE); - the modernization of State land management (CE). Concerning (LE) the Programme for (LE) the modernization of the land registration system (CE), The objective is to enhance the management of national State land, surveys and land tenure (CE). Indicator (CE): Percentage of modernized survey (CE). Target: 5.5% (CE) Programme Strategy (CE) The use of arbitrary coordinates leads to double demarcation (CE) and therefore weakens the	The implementation of major infrastructure projects as the basis for Cameroon's objective to become an emerging economy by 2035 revolves around land- the cornerstone of production, especially as potential investors need to be assured that land is actually available. This programme, therefore, revolves around the following actions: -constitution of land reserves; -public domain allotments; -modernisation of the management of land tenure. Programme on Modernisation of Land Registration The objective of this programme is to have a mastery of the national territory in order to improve on management of State land and the business climate. Performance Indicator: percentage of land registration modernised Performance Target: 5.5% of land registration modernised Presentation of the Programme The use of arbitrary coordinates engenders double demarcation and, therefore, undermines the
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foncier gagé de la propriété foncière au Cameroun. Pour y remédier, un réseau géodésique unique de référence matérialisé au sol a été créé avec l'implantation de 25 bornes du réseau de référence et 510 bornes du réseau de base. Jusqu'en 2015, 1530 points de réseaux géodésiques ont été implantés, observés, calculés et rattachés au Nivellement Général d'Afrique; 03 (trois) villes ont été dotées d'une cartographie à grande échelle. Par ailleurs, 30 plans cadastraux ont été réalisés. Cependant, le taux de couverture restant très faible, il est donc question de continuer la densification dudit réseau à travers l'implantation de 18 495 nouveaux points pour couvrir le territoire national au cours des années à venir, tout en poursuivant le relèvement du plateau technique du cadastre et en réalisant le cadastre national.	trustworthiness (LE) of the land certificate which is the sole legal guarantor (CE) of land ownership in Cameroon. To revert (LE) this situation, a reference national geodetic network materialized on the ground has been implemented (CE) by the (LE) planting of (LE) 25 pillars of the foregoing network (LE) and 510 pillars of the basic network. Up to 2015, 1530 geodetic network points had been planted, observed (CE), calculated and connected to the General Levelling (LE) of Africa; large-scale cartographies were designated for 03 (three) towns (CE). Besides, 30 survey plans were drafted. However, the rate of coverage still being very low, it is important to carry on with the densification of this network by planting 18 495 new points to cover the national territory during the upcoming years (LE), while continuing to build (LE) the technical capacities (LE) of surveys services (LE) and implementing the national registration system (CE)	authenticity of a land certificate that serves as the sole justification of land ownership in Cameroon. To redress the situation, a single national geodetic reference network was extended and concretised by planting 25 pillars of the aforementioned geodetic network points and 510 pillars of the basic network. By 2015, the 1530 geodetic network points that had been planted were visible, calculated and connected to the general levelling of Africa and large plans had also been drawn for 3 (three) cities. 30 (thirty) survey plans had also been drawn up. However, the areas that are covered by the geodetic network are still few and so it is necessary to further extend the network by planting 18 495 new geodetic network points to cover the national territory in the coming years while continuing to upgrade the technical capacity of survey services and pursuing land registration across the national territory.
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9- Excerpt of the Performance Report of MINEDUB

Du soutien à la scolarisation de la jeune fille En ce qui concerne le soutien à la scolarisation de la jeune fille, le	Support to the schooling (LE) of the girl-child (LE) As for the (LE) support to the schooling (LE) of the girl-child	Girl Child Education Support Initiatives As for girl child education support initiatives, MINEDUB was able to:
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MINEDUB a mené les activités suivantes : la réalisation de l'étude sur l'analyse des goulots d'étranglement en faveur de la scolarisation de la fille dans les zones d'éducation prioritaires (ZEP); l'élaboration de la stratégie de communication et du plan d'actions de sensibilisation en faveur de la scolarisation de la fille; la poursuite des campagnes de sensibilisation à la scolarisation de la jeune fille; le renforcement avec l'accompagnement de L'UNICEF des mesures incitatives en faveur de la scolarisation des filles et des enfants vulnérables (Baka, Bororo et réfugiés) à travers notamment, la distribution des kits scolaires et d'hygiène; la poursuite de la distribution des rations sèches et le soutien au fonctionnement des cantines scolaires dans les Régions du Nord et de l'Extrême-Nord, avec l'appui du Programme Alimentaire Mondiale (PAM) et NASCENT SOLUTION dans la Région du Nord-Ouest et principalement dans le département du BUI;	(LE), MINEDUB carried out the following activities: realization (LE) of the study on the bottlenecks in favor of the schooling of the girl-child (LE) in Education Priority Areas (LE) (EPAs) ; drafting of the communication strategy and the plan of action for the promotion of the schooling of the girl (CE); continuation of awareness campaigns in favor of (LE) the schooling of the girl-child (LE); strengthening measures aimed at promoting the schooling of the girl-child and vulnerable children (Baka, Bororo and Refugees) with UNICEF's support (CE); continuation of the distribution of dry rations while supporting the functioning of school canteens in the North and Far-North Regions with the support of the World Food Program (WFP) and NASCENT SOLUTION in the North-west (LE) Region, mainly in the (CE) BUI Division ;	complete the study on constraints on girl child education in education priority areas (EPAs); formulate a communication strategy and a plan of action for the promotion of girl child education; continue campaigns to raise awareness on girl child education; liaise with UNICEF to step up incentives to promote the education of the girl child and underprivileged children of the Baka, Bororo and refugees by providing learning and hygiene kits, in particular, to them; continue the distribution of dry rations and ensure that school canteens properly function in the North and Far-North Regions with the assistance of the World Food Programme (WFP) and Nascent Solution in the North-West Region, precisely in Bui Division;
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la promotion de l'éducation parentale au niveau des communautés; la formation des enseignants et des APEE en hygiène, salubrité et assainissement; le renforcement du système d'alerte dans les ZEP pour lutter contre les mariages précoces. De l'Amélioration de la Qualité de l'Education dans les écoles primaires Pour ce qui est de l'amélioration de la qualité de l'éducation, l'accent a été mis sur: La distribution de 1 million 300 mille manuels, notamment les livres de lecture (anglais et français) et de mathématiques pour les classes de Sil/Class 1 et CP/Class 2 pour réduire le ratio de possession du manuel scolaire de 1/12 à 1/3 ou à 1/1 ; La formation de 1 224 acteurs de la chaine de supervision pédagogique sur l'utilisation des manuels scolaires pour l'enseignement de la lecture et des mathématiques à l'école primaire. Cette première phase de la formation vise à terme, le renforcement de la capacité de	promotion of parents' education at the level of communities; training of teachers and PTAs in cleanliness and sanitation (CE); Strengthening of the alert system (CE) in EPAs in view of the fight against (LE) early marriages. Improvement of the Quality of Education in primary schools (LE) As for the Improvement (LE) of the Quality (LE) of Education (LE) in primary schools, emphasis was laid on: the distribution of 1 million and 300 (LE) textbooks (CE), namely readers (English and French), and mathematics textbooks for SIL/Class 1 and CP/Class 2 so as to bring down (CE) the textbook possession ratio from 1/12 to 1/3 or 1/1. the training of 1224 members of the pedagogic supervision chain (CE) for the teaching of reading and mathematics at (LE) primary school. That first training session (CE) ultimately aims at training more than 50 000 teachers in service;	promote parents' education at community level; provide education on hygiene, cleanliness and sanitation to teachers and PTAs; improve on early warning system in EPAs to combat early marriages. Better Education in Primary Schools With respect to providing better education in primary schools, the main concern of MINEDUB was to: distribute 1 million 300 school textbooks, precisely readers (English and French) and mathematics for SIL/Class 1 and CP/Class 2, to increase the school textbook possession ratio from 1/12 to 1/3 or to 1/1; train 1224 pedagogic inspectors to use school textbooks in the development of reading and mathematics skills in primary school. The first phase of the training will ultimately benefit over 50 000 primary school teachers in active service;
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plus de 50 000 enseignants titulaires; La dotation des bibliothèques scolaires en 60 000 livres d'éducation civique et d'éducation à la citoyenneté; l'octroi du paquet minimum à toutes les écoles primaires publiques pour un montant de 2 085 553 000 FCFA; L'octroi des crédits de fonctionnement aux écoles primaires publiques à hauteur de 4 835 204 000 FCFA; le soutien à l'enseignement privé par l'octroi de la subvention à 6 896 écoles privées, pour un montant de 1 milliard 852 millions 990 mille FCFA, et l'expérimentation de la contractualisation de l'enseignement privé de base avec 40 écoles pilotes dont 20 écoles primaires. L'atelier de pré-validation prévu en octobre, aura lieu à la fin du mois de novembre et celui de validation des résultats de l'expérimentation à la fin du mois de décembre de l'année en cours;	allocation (CE) of 60 000 civic and citizenship education textbooks in (LE) school libraries; the allocation (CE) of the minimum package (CE) to all government primary schools to the tune of CFA 2 085 553 000 francs; the allocation of running budgets (CE) to government primary schools to the tune of CFA 4 835 204 000 francs; supporting private education through the allocation of subventions (CE) to 6896 private schools to the tune of CFA 1 Billion (LE) 800 (CE) Million (LE) francs and experimenting the contract-based cooperation with private basic education (CE) with 40 pilot schools, including 20 primary schools. The pre-validation workshop thereof is slated for November and another for the validation in December of this year (CE);	donate 60 000 civics' textbooks and citizenship education textbooks to school libraries; provide the minimum didactic package to all government primary schools at the cost of CFA 2 085 553 000; allocate overheads amounting to CFA 4 835 204 000 to government primary schools; support private education by giving grants amounting to CFA 1 852 990 000 to 6896 private schools and initiating contracts with privately owned primary schools in 40 pilot schools including 20 primary schools. The pre-validation workshop thereof, initially slated for October, will take place at the end of November while the validation workshop on cooperation feedback will take place at the end of December 2016;
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10- Excerpt of the Performance Report of MINEFOP

PROGRAMME 452: Promotion de l'Emploi Décent: Dans le cadre de la réalisation du programme de promotion de l'emploi décent, environ 286 368 emplois nouveaux ont été recensés au 31 octobre 2016 sur les 400 000 emplois attendus en 2016. Ceci à travers la mise en œuvre de cinq (05) actions suivantes: Elaboration des instruments stratégiques de promotion de l'Emploi Plusieurs études sont en cours d'exécution, notamment l'actualisation et l'évaluation de la Politique Nationale de l'Emploi, l'actualisation de l'outil de collecte et d'évaluation des emplois générés par le BIP, l'élaboration du volet «Emploi et Formation Professionnelle» du Plan Triennal Spécial-Jeunes, ainsi que les textes régissant l'organisation et le fonctionnement de l'ONEFOP qui ont été révisés et publiés.	PROGRAMME 452: Promotion of Decent Employment (LE): As part of performance of the programme for (LE) promotion of decent employment (LE), about 286 368 new jobs were registered (LE) as at 31 October 2016 out of the 400 000 jobs awaited in the year 2016 (LE). This was achieved through the implementation of the following 5 (five) actions (CE): Development of strategic (CE) instruments for employment promotion (LE) Several studies are being conducted, notably the update (CE) and evaluation of the National Employment Policy; the update of the tool for collection and evaluation of jobs generated by the PIB (LE), the development (LE) of the “Employment and Vocational Training” component (CE) of the Special Three-Year Youth Plan, as well as the instruments governing the organization and functioning (CE) of ONEFOP (National Observatory of Employment and Vocational Training) which have been revised (CE) and published.	PROGRAMME 452: Promotion of Decent Work Of the 400 000 jobs projected in 2016, about 286 368 jobs had, through the implementation of the Programme on the Promotion of Decent Work, been created as of 31 October 2016 after carrying out 5 (five) activities as follows: Formulation of Policy Instruments on the Promotion of Employment Many studies are afoot. For example, a study to update and evaluate the National Employment Policy, a study to update techniques for taking stock of jobs created with PIB, a study to formulate the “employment and vocational training” strategy of the Special Three-Year Youth Plan. Meanwhile, instruments to lay down the organisation and functioning of the National Observatory of Employment and Vocational Training (NOEVOT) have been updated and published.
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Promotion de l'auto-emploi S'agissant de la promotion de l'auto-emploi, le Projet Intégré d'Appui aux Acteurs du Secteur Informel (PIAASI) a seulement financé 100 microprojets des acteurs repartis en groupes et associations, créant ainsi 400 emplois directs et indirects, en raison des contraintes budgétaires. Le Fonds National de l'Emploi (FNE) quant à lui, a appuyé 24 microprojets et inséré 36 chercheurs d'emploi en emplois indépendants.	Self-employment promotion As regards self-employment promotion, the Integrated Support Programme for Informal Sector Stakeholders (PIAASI), owing to budgetary constraints (LE), financed only 100 micro-projects for stakeholders divided into groups and associations, thereby creating 400 direct and indirect jobs (CE). Meanwhile, the National Employment Fund (NEF) supported 24 micro-projects and integrated 36 job seekers in self-employment (LE).	Promotion of Self-Employment As for the promotion of self-employment, the Integrated Support Programme for Informal Sector Stakeholders (ISPISS) was only able to finance a hundred micro projects of stakeholders organised in groups and associations because of financial constraints and managed to create 400 direct and indirect jobs in the process. Besides, the National Employment Fund (NEF) lent its support to the implementation of 24 micro projects and enabled 36 job seekers to be self-employed.
Développement de l'insertion professionnelle Pour développer l'insertion professionnelle, des opportunités d'emploi ont été prospectées auprès des entreprises et des grands projets. Toutefois la maîtrise de l'offre nationale de l'emploi se heurte très souvent à la réticence de certaines entreprises à communiquer les informations sur la main-d'œuvre employée et à déclarer toute embauche de personnel au sens de la loi, mais surtout du manque de moyens de locomotion pour un meilleur quadrillage du terrain par les services déconcentrés du	Development of vocational integration (CE) To develop vocational integration, job opportunities were explored in companies (CE) and major projects (CE). However, it was very often difficult to master national job opportunities (CE) not only because of reluctance by some companies to communicate information on the workers employed and to declare any recruitment of staff according to the law, but especially because of the lack of transportation means for better field coverage (CE) by MINEFOP's deconcentrated services (LE). In addition, expatriate manpower use clean-	Promotion of Professional Insertion To promote professional insertion, opportunities were sought for placement in enterprises and in infrastructure development projects. However, getting reliable information on job opportunities in the country is often difficult because of reluctance by enterprises to disclose information on their labour force and on newly recruited workers as stipulated by law and, above all, due to inadequate rolling stock to enable devolved services of MINEFOP to better scout for information on placements. Furthermore, as part of activities to streamline the use of expatriate staff to promote placements,

MINEFOP. En outre, les activités d'assainissement de l'utilisation de la main-d'œuvre expatriée, des activités de placement et de travail temporaire se poursuivent pour promouvoir davantage l'insertion des nationaux dans les grands projets structurants ou d'investissement publics, 63 Entreprises de travail temporaire, 09 offices de placement ont été suspendus d'activités. Dans ce registre, le FNE a accueilli et orienté 25 811 chercheurs d'emploi et en a inséré 34 313 autres au 30 octobre 2016, malgré les difficultés d'ordre conjoncturel auxquelles il fait face en ce moment. Partenariat et promotion des emplois Pour promouvoir l'emploi à travers le partenariat, des rencontres de sensibilisation des responsables des entreprises ont eu lieu du 14 au 15 juin 2016 à Douala au sein des sociétés: PROMOTEL, NEXTELL, PMUC, DANGOTE, ASCOMA, SOGEA-SATOM, SEFECCAM-SIENCAM; au mois de septembre 2016 dans la	up activities (CE), placement and temporary employment activities are underway to further promote the integration of nationals in the major structuring (CE) or public investment projects. 63 temporary employment enterprises (CE) and 9 placement offices were approved. The activities of 13 temporary employment enterprises (CE) and 9 placement offices were suspended. In this connection, the National Employment Fund received and guided (CE) 25 811 job seekers and integrated 34 313 others as at 30 October 2016, in spite of the difficult conditions it is currently facing (CE). Partnership and employment promotion (CE) To promote employment through partnership, awareness-raising meetings involving company heads took place from 14 to 15 June 2016 in Douala in the following companies (LE): PROMETAL, NEXTELL, PMUC, DANGOTE, ASCOMA, SOGEA-SATOM, SEFECCAM-SIENCAM; in the month of September 2016 in the Centre Region involving the following	temporary employment and scale up the professional insertion of Cameroonians in infrastructure development or public investment projects, 63 temporary employment agencies and 9 placement offices were approved. At the same time, the activities of 13 temporary employment agencies and 9 placement offices were suspended. In this wise, the National Employment Fund (NEF) received and created contacts for 25 811 job seekers and, in spite of the current economic difficulties, enabled 34 313 persons to be self-employed as of 30 October 2016. Partnership and Job Promotion To promote employment through partnership, meetings were organised to raise the awareness of managers of enterprises in Douala from 14 to 15 June 2016 in the premises of the following enterprises: PROMETAL, NEXTELL, PMUC, DANGOTE, ASCOMA, SOGEA-SATOM, SEFECCAM-SIENCAM. Meetings were held with the following enterprises in the Centre Region in
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Région du Centre concernant les établissements: FABRICATION CAMEROUNAISE DES PAQUETS (FIPCAM), ECAM PLACAGES, SN-COCAM, SOCIETE DE FABRICATION DES METAUX DE CONSTRUCTION (SOFAMAC), GROUPE NOUBRU HOLDING, DINO & FILS et CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED (CCCC). Elles se sont poursuivies les 03 et 04 novembre 2016 dans la Région du Nord pour la SODECOTON, la CICAM, la CIMENCAM et la SABC. Par ailleurs, des conventions de partenariats ont été signées avec la société SUDHEVEA, la MIPROMALO, la CNPS, l'Institut Agricole d'OBALA, l'Ecole d'Agriculture de BINGUELA et avec le MINJEC concernant le programme de développement des incubateurs d'entreprises dans les centres multifonctionnels de promotion des jeunes.	establishments (CE): “FABRICATION CAMEROUNAISE DES PAQUETS” (FIPCAM), ECAM PLACAGES, SN-COCAM, “SOCIETE DE FABRICATION DES METAUX DE CONSTRUCTION” (SOFAMAC), “GROUPE NOUBRU HOLDING”, DINO & FILS and CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED (CCCC). These meetings continued (CE) on 3 and 4 November 2016 in the North Region as concerns (CE) SODECOTON, CICAM, CIMENCAM and SABC. Moreover, partnership agreements were signed with the company SUDHEVEA (LE), MIPROMALO, NSIF, the Agricultural Institute in OBALA, the School of Agriculture in BINGUELA and with MINJEC concerning the business incubators development programme in the multifunctional youth promotion (CE) centres.	September 2016: FABRICATION CAMEROUNAISE DES PARQUETS (FIPCAM), ECAM PLACAGES, SN-COCAM, SOCIETE DE FABRICATION DES METAUX DE CONSTRUCTION (SOFAMAC), GROUPE NOUBRU HOLDING, DINO & FILS and CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED (CCCC). Meetings were also held with the following enterprises in the North Region from 3 to 4 November 2016: SODECOTON, CICAM, CIMENCAM and SABC. Partnership agreements were also signed with the following: SUDHEVEA, MIPROMALO, NSIF, the Agricultural Institute of Obala, the Biguela School of Agriculture and with MINJEC on the development of business incubators in multipurpose youth empowerment centres
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11- Excerpt of the Performance Report of MINFI

A ces titres, un certain nombre de procédures fiscales ont été simplifiées au bénéfice du contribuable. La télédéclaration jusque-là ouverte exclusivement aux grandes entreprises, a été étendue aux petites et moyennes entreprises. Son taux de couverture est de 97 % au niveau des grandes entreprises, et 60 % au niveau des moyennes entreprises. La déclaration pré-remplie a été pour la première fois opérationnalisée dans notre pays, ce qui permet désormais de faciliter à la fois la déclaration et le paiement de certains impôts à l'instar de la taxe foncière. Je citerais également la dématérialisation de l'enregistrement de la commande publique et des mutations immobilières, la mise en place d'un nouveau système d'immatriculation des contribuables appelé «IDU» visant à sécuriser le fichier des contribuables à travers une carte de contribuable biométrique, la consolidation du «mobil-tax», un outil qui permet aux personnes physiques et aux PME de payer leurs impôts en	Under these headings, (CE) a number of tax procedures were simplified for the benefit of the taxpayer. The electronic declaration previously exclusively open only to large companies (LE) was extended to small and medium-sized enterprises. Its coverage rate is 97% for large (CE) companies and 60% for medium-sized enterprises. The pre-filled declaration was for the first time operationalized in our country, which now facilitates both the declaration and payment of certain taxes like the property tax (CE). I would also cite the dematerialization of the registration of public orders and real estate transfers (CE), the establishment (LE) of a new taxpayer registration system called (LE) «IDU» aimed at securing the taxpayers' card index (LE) through a biometric taxpayers' card, the consolidation of the «mobile-tax» (CE), a tool that allows (LE) individuals and SMEs to pay their taxes by simply using their mobile phone (CE).	In these respects, some tax procedures were simplified for the benefit of the taxpayer. Hitherto exclusive to big companies, electronic tax filing has been extended to small and medium-sized enterprises and the electronic tax filing rate is 97 % for big companies and 60% for medium-sized enterprises. The pre-filled tax-return form which is being used for the first time in our country is now facilitating both the filing of tax returns and the payment of taxes such as property tax. I would also like to mention electronic bidding for public procurement and conveyancing, the creation of a new taxpayer registration system dubbed «ITN» which seeks to render the taxpayers' database secure through a biometric taxpayers' card and sustain the use of the «mobile tax»- a facility that enables individuals and SME managers to use their mobile phones to pay taxes.
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utilisant simplement leur téléphone portable. Toutes ces innovations ont permis de réduire d'environ 30 % le temps moyen consacré par le contribuable à l'accomplissement de ses obligations fiscales. Il faut relever également la décision importante prise par le Gouvernement d'accorder l'amnistie fiscale à tout contribuable de la taxe foncière ayant, avant la fin de l'année en cours, déclaré et payé sa taxe foncière exigible au titre de l'exercice 2016. Nous avons également procédé au toilettage et à la sécurisation du fichier national des contribuables. La réforme menée à cet effet, et qui se poursuit, a permis jusqu'à présent de ne conserver dans le fichier national, que les contribuables actifs, c'est-à-dire, ceux qui déclarent et paient régulièrement leurs impôts. En outre, le fichier est consultable gratuitement sur le site internet de la Direction Générale des Impôts. Cela a eu pour effet, un regain de discipline fiscale de la part des contribuables.	All these innovations have reduced the average time spent (LE) by taxpayers in fulfilling their tax obligations by about 30 % (CE). We (LE) should also note the important decision taken by the Government to grant a tax amnesty to any taxpayer of the property tax who, before the end of the current year, declares and pays their property tax for the 2016 fiscal year (LE). We have also proceeded to the grooming and securing of the national taxpayers card index (CE). The reform carried out for this purpose, and which is still in progress (LE), has so far enabled us to keep in the national records only the active taxpayers (LE), that is to say those who regularly declare and pay their taxes (CE). In addition, the records (CE) can be consulted free of charge on the website of the Directorate General of Taxation. This resulted in a renewed fiscal discipline on the part of the taxpayers (CE).	All these innovations have reduced the average time used by taxpayers to pay taxes by about 30 %. It is also worthy to note the important decision the Government has taken to grant a tax amnesty to any property taxpayer who files or pays his/her property tax return for the 2016 financial year before the end of the latter. MINFI also updated and rendered Cameroon's taxpayers' database secure. The ongoing reform process in this respect has, so far, made it possible to have only those who actually pay taxes in the country's taxpayers' database, nay those who regularly file their tax returns and pay them. The country's taxpayers' database can also be consulted free of charge on the website of the Directorate General of Taxation (DGT). As a result, taxpayers are increasingly paying their taxes promptly.
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L’administration, les entreprises publiques et certaines grandes entreprises privées conditionnent désormais leur collaboration avec d’autres contribuables, par la prise en compte effective de ces derniers, dans le fichier national des contribuables de la DGI. Cette tendance devrait se généraliser au cours des prochaines années, au regard des mesures déjà prises pour accroître la sécurité du fichier. S’agissant de la fiscalité de porte, nous avons procédé avec l’accord du Parlement, au retour à la taxation normale de certains produits de première nécessité, notamment le clinker et le riz, qui avaient bénéficié depuis 2008 d’un allègement d’imposition au cordon douanier. Nous avons également pris des dispositions particulières pour faciliter l’enlèvement des marchandises destinées aux projets du PLANUT, et à ceux des CAN 2016 et 2019. Pour ces marchandises, le délai d’enlèvement est passé de 16 jours à 24 heures.	The administration (CE), public enterprises and some large (LE) private companies now condition their collaboration with other taxpayers, by their effective taking into account, in the DGT’s national taxpayers’ register (CE). This trend is expected to become widespread in the coming years, with regard to the measures already taken to increase the security of the card index (CE). With regard to import duty, with the agreement of Parliament, with the consent of Parliament (CE), the return to normal taxation of certain basic necessities, notably clinker and rice, which benefited since 2008, from a tax reduction on the customs cordon (LE). We have also made special provisions (LE) to facilitate the removal of goods meant for projects of the PLANUT (LE) and 2016 and 2019 AFCONs. For these goods, the removal time has been reduced (CE) from 16 days to 24 hours.	For administrative services, public enterprises and some big private companies to collaborate with other taxpayers, they now insist the latter should be incorporated in Cameroon’s DGT taxpayers’ database. The above requirement has come to stay because measures have been taken to render the database secure. Hence, many big private companies will continue to use the same requirement in the coming years. With regard to import duty, MINFI was authorised by parliament to start levying normal taxes on certain basic commodities, especially clinker and rice that had, since 2008, benefited from a reduction in their import duties. MINFI has also taken special measures to clear TYEP and AFCON 2016 and 2019 equipment. The clearance time for such equipment through customs has been reduced from 16 days to 24 hours.
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12- Excerpt of the Performance Report of MINEPAT

Nous avons entrepris de mettre en œuvre le Plan de Modernisation de l'Economie Camerounaise élaboré depuis 2013 à travers le processus de mise à niveau de près de 60 entreprises ainsi que l'amélioration de leurs systèmes de management. Une stratégie nationale des exportations, ainsi que des rapports sur le positionnement stratégique des branches «chimie agroalimentaire» ont été produits, afin de mieux structurer et doper notre capacité à exporter. En vue d'améliorer la compétitivité de notre tissu de production, les activités menées ont porté notamment sur: l'organisation de deux rencontres thématiques avec le secteur privé, afin d'identifier les mesures de riposte contre toutes les menaces et chocs exogènes auxquels notre économie fait face actuellement; l'octroi des appuis directs pour la mise en place des industries de transformations dans le secteur de l'agroalimentaire ;	We strove (CE) to implement the Plan for the Modernisation of the Cameroonian Economy elaborated (LE) since 2013 through the upgrading of (LE) about 60 enterprises as well as the improvement of their management systems. A national export strategy as well as reports on the strategic positioning of the chemical and agribusiness sub-sectors were produced (CE) in a bid to better structure and boost our export capacity (CE). In order to enhance the competitiveness of our production fabric (CE), the activities carried out particularly (LE) focused on: the organisation of two thematic meetings (CE) with the private sector in order to identify measures to address all the threats and external shocks currently faced by our economy (CE); grant of direct support for the setting up of agro-food (CE) processing industries;	MINEPAT started to implement the Plan to Modernise the Economy of Cameroon. The Plan was drawn up in 2013 to upgrade about 60% of Cameroonian enterprises and improve on their management systems. A national strategy on exports and reports on the localisation of enterprises specialised in chemical products and agribusiness were adopted in order to reorganise our country's economy and increase our capacity to export. Activities carried out to enhance the competitiveness of our country's production base focused, in particular, on: organisation of two meetings with the private sector on specific themes in order to take countervailing measures against diverse risks and external shocks our economy is currently facing; direct grants for the creation of food processing industries;
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la poursuite du processus de mise à niveau des entreprises. A cet effet, 46 rapports de diagnostic des entreprises sur 60 attendus ont été produits, 23 conventions signées pour la mise en œuvre d'un accompagnement qualité et 09 conventions signées pour la mise en œuvre des plans de mise à niveau; l'acquisition des équipements de transformation et de séchage du bois qui devront être mis à la disposition des groupements d'artisans, à l'utilisation desquels 1751 artisans ont déjà été formés. Action 3: Promotion des approches à haute intensité de main-d'œuvre (HIMO) dans les investissements publics. En vue de favoriser une meilleure appropriation des approches à «Haute Intensité de Main d'œuvre» (HIMO) notamment par les CTD, nous avons en 2016 réalisé des ouvrages démonstratifs dans 09 CTD, et assuré des sessions de formation des PME et BET sur la maîtrise des techniques HIMO. Nous pouvons ainsi noter: la poursuite de la réalisation des ouvrages HIMO, suscitant la création des emplois dont 241	pursuit of the upgrading of enterprises (LE). In this respect, 46 enterprise diagnosis reports (CE) were produced out of 60 expected (CE); 23 conventions were signed for the implementation of quality supervision and 09 conventions signed for the implementation of upgrading plans (CE); acquisition of equipment for wood processing and drying which would be put at the disposal of groups of craftsmen of which 1751 craftsmen have already been trained in the uses of such equipment (CE). Action 3: Promotion of labour-intensive approaches (HIMO) in public investments (CE). In order to facilitate a better appropriation of the labour-intensive approaches notably by (LE) LRAs, we in 2016 (LE) carried out demonstration works (CE) in 09 LRAs and organised training sessions for SMEs and Engineering Firms (CE) on the mastery of labour-intensive techniques. We can thus mention (CE): the continuation of realisation of labour-intensive works inciting the creation (LE) of 241 jobs in	the process of upgrading enterprises continued. In this respect, of the 60 enterprises earmarked, reports on 46 enterprises identified, so far, have been produced, 23 partnership agreements on provision of the requisite assistance to enterprises and 9 partnership agreements on implementation of plans to upgrade them have been signed; acquisition of wood processing and drying equipment for organised groups of craftsmen, 1751 of whom have already been trained to use such equipment. Action 3: Promotion of Labour-Intensive Approaches (LIA) in public investment For better labour-intensive approaches to be adopted, especially by LRAs, MINEPAT carried out simulations in 9 LRAs and organised training sessions for SME and consultancies on the proper mastery of labour-intensive techniques in 2016 as follows: continuation of simulations of labour intensive approaches for the creation of 241 jobs in Banwa, 250
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à Banwa, 250 à Sangmélina et 100 à Okola ; la signature le 21 avril 2016 des conventions de partenariats avec 09 CTD pour la réalisation des ouvrages démonstratifs. Action 4 : Pilotage de la mise en œuvre du DSCE L'objectif étant d'assurer le suivi de notre stratégie de développement, en 2016 nous avons produit différents rapports de mise en œuvre du DSCE. Au terme des 10 premiers mois de l'année 2016, il s'est agi de: la production et la validation du rapport à mi-parcours de la mise en œuvre du DSCE sur la période 2010-2015 ; l'élaboration d'un projet de matrice de mesures structurelles avec des actions prioritaires à mettre en œuvre sur la période 2017-2019, afin d'accélérer la réalisation des objectifs du DSCE; l'élaboration du rapport de mise en œuvre du DSCE au 30 juin 2016 ; la finalisation du rapport d'analyse de la situation du marché du travail suivant la résolution 1 de l'OIT.	Banwa, 250 jobs, in Sangmelima and 100 jobs in Okola; the signing on 21 April 2016 of partnership conventions (LE) with 09 LRAs for the realisation of demonstration works (CE). Action 4: Steering (LE) the implementation of the GESP Since the objective was to monitor our development strategy (CE), in 2016 we produced various GESP implementation reports (LE). At the end of the first 10 months of the year 2016, we had carried out (LE): the production and validation of the mid-term review report (LE) on GESP implementation (LE) over the 2010-2015 period; the elaboration of a draft matrix of structural measures (CE) with priority actions to be implemented (LE) over the 2017-2019 period in order to accelerate the achievements of GESP objectives. The elaboration (LE) of the report on GESP implementation (LE) as at 30 June 2016; completion of the report on the labour market situational analysis based on (CE) Resolution 1 of the (LE) ILO.	jobs in Sangmelima and 100 jobs in Okola; partnership agreements on simulations were signed with 9 LRAs on 21 April 2016. Action 4: Setting the pace in Implementing GESP In keeping with the role of following up the implementation of our country's development strategy, the following reports on implementation of GESP were produced in 2016. By the end of the first 10 (ten) months of the 2016 financial year, MINEPAT had: produced and validated the mid-term report on implementation of GESP for the 2010-2015 period; adopted a batch of structural measures with priority actions to be carried out from 2017-2019 in order to fasttrack the process of achieving GESP objectives; prepared a report on implementation of GESP as of 30 June 2016; completed the labour market survey report on Resolution 1 of ILO.
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13- Excerpt of Performance Report of MINEPIA

Pour ce qui est de la production laitière, on note L'organisation du premier forum national sur le lait en juin 2016, sous le thème « les enjeux et les défis de la filière laitière ». La construction dix-huit (18) centres de collecte de lait en 2016 dans les principaux bassins de production. L'équipement de quatre (4) mini laiteries construites à Meiganga, Ngaoundéré, Garoua et Maroua par le Projet d'Amélioration de la Productivité Agricole volet « Appui au développement de la filière laitière (PAPA/ADFL). Ces mini laiteries d'une capacité de 200 litres par jour, chacune, vont aider à la transformation du lait cru en lait pasteurisé, yaourt et autres produits laitiers dont le fromage. En matière de développement de l'alimentation animale: La mise à la disposition des stations de Wakwa et Lougguéré des équipements de production du fourrage (sous-soleuses, Giro faucheuses, botteleuse) pour	For dairy production, we note (LE) The organization of the first national forum on milk in June 2016, under the theme “Stakes (CE) and Challenges of (LE) the Sector (CE)” Construction of eighteen (18), six (6) milk collection centers in 2016 in the main production batches (CE). Equipment of four (4) mini dairies built at Meiganga, Ngaoundere, Garoua and Maroua by the Project of Agricultural Productivity Enhancement, domain of “Support to the development of dairy sector” (PAPA/AFDL). These mini-dairies with a capacity of 2, 000 liters per day will facilitate the raw milk processing in pasteurized milk, yogurt and other dairy products such as cheese (CE). In feed development (CE): The availability of fodder production equipment to Wakwa and Lougguere stations (subsoiling plough, roto mowers, and straw trusser) for increasing this production (CE).	Some of the Activities carried out in Dairy Production are: organisation of the first national forum on milk under the theme “Problems and Challenges in the Dairy Sector” in June 2016; construction of 18 (eighteen) milk collection systems in the main milk producing areas in 2016; provision of equipment to 4 (four) small dairies at Meiganga, Ngaoundere, Garoua and Maroua through the Project to Increase Agricultural Production, precisely under the Project's component on “Support to Dairy Sector Development” (PIAP/SDSD). With the capacity of producing 2000 litres of milk daily, these small dairies will make it possible to process raw milk into pasteurised milk, yogurt and other dairy products such as cheese. Activities carried out to produce animal feed were: provision of fodder production equipment to the Wakwa and Lougguere animal feed plants (ploughs, Giro Mowers and balers) for increased feed production;
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l'intensification de cette production. La mise en place de 40 hectares d'espèces de fourrage à la station de Wakwa; la signature avec la FAO du projet sur «l'évaluation et la Gestion efficiente des ressources nationales d'alimentation animale pour une meilleure productivité des élevages» ('TCP/CMR/3601'). Ce projet a pour objectif d'améliorer la productivité des élevages à travers une gestion efficiente des ressources nationales d'alimentation. Les activités réalisées en 2016 ont porté sur la réalisation d'une évaluation des ressources nationales d'alimentation disponibles.	The implementation of 40 hectares of improved fodder species at Wakwa station (CE); The signing with the FAO concerning the project on "Evaluation and efficient management of national resources of feed for a better livestock productivity" ["TCP/CMR/3601"]. This project aims to improve livestock productivity through efficient management of national resources of feed. The activities carried out in 2016 deal with the achievement of an evaluation of the available national resources of feed (LE)	development of improved fodder species on a surface area of 40 hectares at the Wakwa animal feed plant; a partnership agreement on a project dubbed "Evaluation and Efficient Management of National Feed Resources for Better Livestock Production" ("TCP/CMR/3601") was signed with FAO. The aim of the Project is to increase livestock production through efficient management of national feed resources. On that score, an evaluation of the available national feed resources was carried out in 2016.
En matière d'appui-conseil et du renforcement des capacités des acteurs Dans la filière apicole, près de 80 acteurs ont été formés sur les techniques de production moderne et le système de contrôle de certification du miel blanc d'Oku; la mise en place des comités de concertation dans 40 villages identifiés par le Programme d'Appui à la Sécurisation et la	Regarding advisory support and capacity building of stakeholders (CE), In beekeeping, about 80 stakeholders (CE) were trained on modern production techniques (CE) and the certification control system of Oku's white honey; making available consultative committees in 40 villages identified by the Program of Support to the Securement	Activities carried out to provide advisory services and to build the capacity of farmer groups were: in bee keeping, about 80 bee farmers were trained on modern honey production techniques and on the certification control system of Oku White Honey; setting up consultative committees in 40 villages identified through the Support Programme for Integrated Management and for Safeguarding

Gestion Intégrée des Ressources Agropastorales (ASGIRAP) dans la partie septentrionale du pays; S'agissant du renforcement des capacités d'intervention en matériels de mobilité, les acquisitions suivantes ont été effectuées: Quatre-vingt-trois (83) motocyclettes et six (06) véhicules par le Projet LIFIDEP au Nord-Ouest ; Trente-cinq (35) véhicules pick-up tout-terrain et 530 motocyclettes par le Programme ACEFA sur l'ensemble du territoire ; Six (06) véhicules pour la réalisation des activités sur le terrain par le Programme ASGIRAP dans la partie septentrionale. De l'Amélioration de la Couverture Sanitaire des Cheptels et Lutte Contre les Zoonoses Il s'agit de réduire l'impact des maladies animales et d'améliorer la qualité sanitaire	and Integrated Management of Agro-pastoral Resources (ASGIRAP) (CE) in the northern part of the country. Concerning the improvement of intervention capacity in mobility equipment, the following acquisitions were carried out (LE): Eighty-three (83) and six motorcycles (6) vehicles by the Project LIFIDEP at northwest (CE); Thirty five (35) pick-up off-highway vehicles and 530 motorcycles by ACEFA Program in the whole country (CE); Six (6) vehicles for the achievement of field activities by ASGIRAP Program in the northern part of the country (LE). Enhancement of Health Coverage of Livestock and Control Zoonoses (LE) This is to reduce the impact of animal diseases and enhance health quality (CE) of animal and fish feed.	Agro-pastoral Resources (SPIMSAR) in the northern part of the country. Activities carried out to improve intervention capacity by acquiring rolling stock were: 83 (eighty-three) motorcycles and 6 (six) vehicles were acquired through the North-West Livestock and Fish Resources Development Project (LIFIDEP); 35 (thirty-five) pick-up four-wheel drive vehicles and 530 (five hundred and thirty) motorcycles were acquired through the Programme to Improve the Competitiveness of Agro-pastoral Smallholdings (ACEFA) for officials across the national territory; 6 (six) vehicles were acquired to enable officials to carry out activities in the northern part of the country through SPIMSAR. Improving Veterinary Care and Zoonoses' Control The objective of this Programme is to reduce the propagation of animal diseases and improve on the quality of animal and fish feed.
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des denrées alimentaires d'origine animale et halieutique.		
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14- Excerpt of Performance Report of MINPROFF

Programme 2: Développement de la famille et protection des droits de l'enfant Objectif: contribuer au développement et au renforcement de la stabilité de la famille Indicateur : proportion des familles stabilisées Valeur de référence : 70% en 2014 Valeur cible : 87,5% en 2017 Stratégie du programme: la famille, cellule de base de la société, constitue un important centre d'intérêt pour l'action des pouvoirs publics. Toutefois, cette institution fait face à de nombreuses difficultés qui menacent sa stabilité, notamment : la pauvreté ; l'effritement de valeurs morales et socioculturelles; l'insuffisance de l'offre de services sociaux de base pour l'encadrement des familles et des enfants;	Programme 2: Family Development (CE) and Protection of children's rights (LE) Objective (CE): contribute to the development and strengthening of family stability (CE). Indicator (CE): proportion of stabilised families (CE) Reference value (CE): 70% in 2014 Target value (CE): 87.5% in 2017 Programme Strategy (CE): As a basic social unit (LE), the family is an important focus of attention (LE) for Government's action. Unfortunately, it is subjected to many challenges (CE) that threaten its stability, notably: poverty; loss of moral and sociocultural values (CE); insufficient offer of basic social services for the support (CE) of families and the (LE) children;	Programme 2: Promotion of the Family and Protection of Children's Rights Objective of the Programme: to promote and increase the stability of families. Performance Indicator: percentage of families rendered stable Reference Rate: 70% in 2014 Target Rate: 87.5% in 2017 Presentation of the Programme. As the basic unit in society, the family is an important focal point of governmental action. Unfortunately, the family is beset by problems that threaten its stability, notably: poverty; moral decadence and obnoxious sociocultural practices; limited facilities to provide guidance to families and children;
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la persistance des pesanteurs socioculturelles entretenant une socialisation sexiste; l'amplification de nouveaux types de familles; la traite des êtres humains; l'afflux de populations réfugiées suscitant des déplacements internes dans certaines régions qui accentue la vulnérabilité des familles. En outre, l'influence des réseaux sociaux et des medias réduit la communication au sein des familles et accentue les risques de violences et de conflits. Les stratégies mises en œuvre dans le cadre de ce programme concernent: l'éducation, l'information et la formation des familles et des communautés; la mobilisation des acteurs clés en vue de la participation des communautés au développement; l'accompagnement psychosocial des personnes et des familles aux prises avec les problèmes de violence; l'assistance aux personnes et aux familles indigentes et nécessiteuses; l'accompagnement holistique des familles et des communautés en	persisting socio-cultural barriers that promote sexist socialization (CE); the growing number of new (LE) types of families; trafficking in persons; the flux of refugee populations causing internal displacements in some regions, and thus, increasing the vulnerability of families (LE). Moreover, the influence of social networks and media (CE) reduces communication within families (LE) and increases the (LE) exposure to violence and conflicts. Strategies implemented within the framework of this programme concern (LE): education, information, training of families and communities; mobilization of key actors (LE) in a bid to encourage the communities' participation in development; psychosocial assistance to persons and families facing violence (CE); assistance to poor and needy persons and families ; holistic management (CE) of families and communities in a	persistence of obnoxious sociocultural practices that are based on fixed gender roles; growing number of emerging types of families; trafficking in persons; influx of refugees in some Regions which swelled the number of internally displaced persons and the number of disadvantaged families. The influence of the social media and other media outlets also reduces communication within family circles and increases exposure to violence and conflicts. Strategies adopted to implement the Programme are: education, information, training of families and communities; mobilisation of key stakeholders to promote involvement of communities in development; psycho-social support to persons and families that are grappling with diverse forms of violence; assistance to poor and needy persons and families; holistic support to families and communities affected by a humanitarian crisis.
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situation d'urgence ou de crise humanitaire. Présentation des actions : la mise en œuvre de ce programme se fait à travers les actions suivantes : la promotion et la protection de la famille ; la mobilisation des communautés pour la santé et les pratiques familiales essentielles; la promotion et la protection des droits de l'enfant. Cadre organisationnel de mise en œuvre: le programme Développement de la familles et protection des droits de l'enfant est mis en œuvre par la Direction de la Promotion et de la Protection de la Famille et des Droits de l'Enfant, en collaboration avec les autres administrations, les Collectivités Territoriales Décentralisées, les Partenaires Techniques et Financiers et les Organisations de la Société Civile. Responsable du programme: le Directeur de la Promotion et de la Protection de la Famille et des Droits de l'Enfant. PROGRAMME 3: Appui institutionnel et gouvernance Objective: renforcer la gouvernance et les capacités institutionnelles	situation of emergency or (CE) humanitarian crisis. Presentation of actions (CE): this programme will be (LE) implemented through (LE) the following actions: promotion and protection of the family; community mobilisation in favour of healthcare and essential family practices (CE); promotion and protection of children's rights. Organizational framework for implementation (CE): this programme will be (LE) implemented by the Department for the Promotion and Protection of the Family and Children's Rights in collaboration with other Administrations (LE), Decentralised Local Authorities (LE), Technical and Financial Partners (LE) and Civil Society Organisations (LE). Programme head (CE): the Director for the Promotion and Protection of the Family and Children's Rights. PROGRAMME 3: Institutional support (LE) and Governance (CE) Objective (CE): reinforce (LE) governance and the institutional capacities (CE)	Presentation of Actions of the Programme. The Programme was implemented by carrying out the following actions: promotion and protection of the family; community mobilisation for the promotion of health and basic family values; promotion and protection of children's rights. Responsibility for the Programme's Implementation. The Programme was, in collaboration with other ministries, regional and local authorities, technical and financial partners and civil society organisations, implemented by the Department for the Promotion and Protection of the Family and Children's Rights. Programme supervisor: the Director for the Promotion and Protection of the Family and Children's Rights PROGRAMME 3: Institutional Support and Good Governance Objective of the Programme: to improve governance and increase institutional capacity building
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Indicateur: taux de réalisation des activités budgétisées Valeur de référence: 89% en 2015 Valeur cible: 95% en 2017 Stratégie du programme: le souci du Gouvernement est de disposer d'un cadre moderne et efficace de promotion de la femme et de la famille. Cette ambition se heurte cependant à certaines difficultés, notamment: l'exiguïté des locaux abritant les services du MINPROFF; l'insuffisance et la vétusté des équipements; l'inadaptation des outils de référence stratégiques et programmatiques;	Indicator (CE): execution rate of budgeted activities (LE) Reference value (CE): 89% in 2015 Target value (CE): 95% in 2017 Programme strategy (CE): Government's concern is to have a modern and effective framework (CE) for women's empowerment (CE) and the family. This ambition is faced with some difficulties, notably (LE): the cramped nature of the premises (CE) housing MINPROFF's services; insufficiency and depreciation of equipments (LE); inappropriate strategic and programmatic tools (LE);	Performance Indicator: rate at which activities financed with the budget were carried out. Reference Rate: 89% in 2015 Target Rate: 95% in 2017 Presentation of the Programme. Although government is keen to create a modern and an operational framework for women's advancement and protection of the family, it is, however, confronted by difficulties such as: limited office space in the premises of MINPROFF; inadequate and old equipment; inconsistent strategies and programmes

15- Excerpt of the Performance Report of MINMIDT

S'agissant de la promotion de la culture qualité auprès des différents acteurs, la deuxième édition des Masters de la Qualité s'est tenue au cours du mois d'octobre 2016 avec la participation de plusieurs entreprises et administrations publiques. L'objectif de ces assises était de sensibiliser les entreprises sur la nécessité d'adopter la démarche qualité dans leur système de management, de production et de commercialisation en vue d'améliorer la compétitivité de leurs produits sur les marchés, pour la satisfaction et la santé des consommateurs. Par ailleurs, au cours de cette même année, l'entrée en vigueur le 31 août 2016 du Programme d'Evaluation de la Conformité des Marchandises avant Embarquement (PECAE) va booster cette recherche de la compétitivité des entreprises et des produits concurrents, dans le but de mitiger les effets pervers de la mise en œuvre des dispositions de l'Accord de Partenariat Economique entre le Cameroun et l'Union Européenne.	Concerning the promotion of quality culture with different players, the second edition of quality masters held during the month of October 2016 with the participation of many companies and the government. This event aimed at raising stakeholders' awareness on the need for quality approach in their management, production and marketing system to improve the competitiveness of their products on the market for the satisfaction and safety of consumers (CE). Moreover, the entry into force of the Pre-Shipment Evaluation of Conformity Program, on 31 August, 2016, will boost business competitiveness and competing products in order to mitigate the perverse effects of the implementation of the provisions of Economic Partnership Agreement between Cameroon and the European Union (CE).	In its bid to encourage different stakeholders to respect standards and quality, MINMIDT enlisted the participation of several enterprises and public institutions in the second edition of Quality Masters organised in October 2016. The aim of of the second edition was to encourage enterprises to adopt quality standards in the management, production and marketing of products in order to improve on the competitiveness of their products on the market for the satisfaction and welfare of consumers. Furthermore, the Special Programme to ensure that products comply with quality standards before transportation (SPECT) that was instituted on 31 August 2016 will give a boost to the bid by enterprises to render their products competitive and to mitigate negative effects resulting from implementation of some provisions of the Economic Partnership Agreement between Cameroon and the European Union.
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Sur le plan régional, j'ai présidé le 23 novembre dernier, la 55^{ème} Session du Conseil de l'Organisation Africaine de Normalisation (ARSO) sur la thématique de l'amélioration des droits humains en général et ceux de la femme en particulier, par le moyen de la normalisation. L'occasion fut idoine pour dresser les perspectives pour réaliser la vision africaine d'une zone économique dynamique, diversifiée et compétitive, respectueuse des droits humains.	On the regional plan (LE), I presided last November, 23 (LE), the 55th Session of the Council of the African Organization for Standardization (ARSO) on the theme of (LE) the improvement of human rights in general and those of women in particular, through standardization. It was a suitable occasion to initiate discussions about achieving the vision of an African dynamic, diverse and competitive economic zone which respects human rights (CE).	At the regional level, on 23 November 2016, I chaired the 55th Session of the Council of the African Organisation for Standardisation (ARSO) on the theme, "improvement of human rights, in general, and those of women, in particular, through standardisation". The meeting afforded participants the opportunity to explore possibilities of realising the African vision of a dynamic, diversified and competitive economic zone where human rights are respected.
Sur la Promotion et la Valorisation des Innovations Technologiques. Un cahier de charges en vue de l'enregistrement du cacao rouge en indication géographique a été élaboré. Un projet de décret relatif au contrôle, à la traçabilité et à la protection des indications géographiques protégées du Cameroun a été élaboré. Ces deux textes contribueront à donner plus de valeur à la commercialisation des produits du terroir à l'instar du poivre de Penja et du miel d'Oku. S'agissant de la mise en œuvre des parcs technologiques de référence (Technopoles), l'étude d'impact environnemental et	The Promotion and Development of Technological Innovations A specification for the registration of red cocoa in geographical indication has been elaborated. A draft decree on the control, the traceability and the protection of Cameroon protected geographical indications has been worked out. These two texts will contribute to give more value to the commercialization of local products like the white pepper of Penja (CE). Concerning the implementation of reference technology parks (TECHNOPOLES), the environmental and social impact	Promotion and Development of Technological Innovations The terms of reference on the provenance of red cocoa have been prepared. A draft decree to inspect, map out and protect reserved areas in Cameroon has been also prepared. These two instruments will enhance the marketing of local products such as the White Pepper of Penja and Oku White Honey (omitted content). Furthermore, the community and environmental impact assessment for the creation of reference technological pools

social a été réalisée, la sécurisation du site se poursuit et les études techniques relatives à la construction du Technopole agro-industriel se poursuivent avec l'assistance de l'ONUDI. Les conclusions du travail du consultant international commis à cette tâche seront soumises au gouvernement dans les prochains jours. En rapport avec la promotion des technologies et l'appui au prototypage, deux conventions ont été signées et des équipements ont été acquis en vue de l'installation de deux nouveaux centres d'appui à la technologie et à l'innovation dans les universités de Dschang et de Ngaoundéré. Ceci contribuera à l'amélioration des innovations technologiques en milieu universitaire.	assessment has been achieved, the safeguarding of the site is continuing as technical studies on the construction of the agro-industrial technology park with the support of UNIDO. The conclusions of the work of the international consultant assigned to this task will be submitted to the Government in the coming days (CE). As concerns the promotion of technologies and support for (LE) prototyping, two agreements have been signed and equipment have (LE) been acquired for the establishment of two new support centres for technology (CE) and innovation in the Universities of Dschang and Ngaoundere. This will contribute to the improvement of (CE) technological innovation in the academic environment (CE).	(TECHNOPOLES) has been carried out while the construction of the agro-industrial technological pool under the auspices of UNIDO is ongoing. The findings of the international consultant contracted to carry out the assessment would be submitted to Government without undue delay. With regard to the promotion of technologies and support to prototyping, two agreements have been signed while state of the art equipment acquired for the installation of two new annex telecentres in the Universities of Dschang and Ngaoundere would give a boost to technological innovation in the university community.
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16- Excerpt of the Performance Report of MINT

BILAN DES ACTIVITES DE L'ANNEE 2016	REVIEW (CE) OF ACTIVITIES FOR THE YEAR 2016 (LE)	REPORT ON ACTIVITIES CARRIED OUT IN 2016
Les activités du Ministère des transports pour l'exercice 2016 ont été marquées, entre autres, par la poursuite du redressement de CAMAIR-Co, conformément aux hautes instructions du Président de la République, et en perspective des coupes d'Afrique des Nations 2016 et 2019, la mise en place d'un système de transports urbains de masse dans la ville de Yaoundé en relation avec la Communauté Urbaine, la sécurisation des différents modes de transport dans un contexte de crise sécuritaire au niveau des frontières du pays et la fourniture des informations météorologiques. Notre Feuille de route pour l'exercice 2016 a consigné cinq (05) actions relevant de la compétence directe du Ministère des Transports et sept (07) autres actions relevant de la compétence des sociétés placées sous tutelle, qui assurent une part importante de nos missions. Nous avons choisi de rendre contraignantes ces actions, qui relèvent pour la plupart, du sous-secteur aérien et du suivi	The activities of the Ministry of Transport for the 2016 financial year were marked (LE) inter alia by the restructuring of CAMAIR-Co, in compliance with the instructions of the President of the Republic and in the run-up to African (LE) Cups of Nations in 2016 and 2019, the setting up (LE) of an urban public transportation system (LE) in Yaounde with the City Council (CE), securing the various modes of transport within a context of security crisis (CE) at (LE) the borders and providing meteorological information (CE). Our roadmap for 2016 includes (CE) five (5) actions under the direct responsibility of the Ministry of Transport and seven (7) others under the responsibility of supervised companies which carry out most of our missions (LE). We decided to make these actions which are mostly of the air sub-sector and the follow-up of concession agreements binding, given their importance for government action (CE).	Activities carried out by the Ministry of Transport during the 2016 financial year revolved, inter alia, around restructuring CAMAIR-Co. in accordance with the instructions of the President of the Republic. Cameroon's preparations for hosting Africa Cups of Nations in 2016 and 2019 also revolved, inter alia, around providing a public commuter system in Yaounde in collaboration with the Yaounde City Council, making allowance for safety measures in the various modes of transport against the backdrop of security concerns on the borders of our country and providing weather forecasts. Our 2016 road map has 5 (five) actions that fall within the ambit of the Ministry of Transport and 7 (seven) actions that fall within the ambit of corporate bodies that are under the supervisory authority of MINT and which enable the latter to achieve its objectives in their respective jurisdictions. MINT decided to make actions which are exclusive to the air transport sub-sector and the follow-up of

des contrats de concession, en les inscrivant sur la feuille de route, compte tenu de leur importance pour l'action gouvernementale. A date, le niveau de mise en œuvre des actions inscrites sur cette Feuille de route est globalement satisfaisant, avec un taux de réalisation estime à 85%. Avant de décliner les détails de la mise en œuvre des activités du Ministère des Transport pour le compte de l'exercice 2016, je voudrais vous indiquer que les développements sur le bilan des activités qui vont suivre donneront certainement suite aux préoccupations relevées par les Honorables Membres du Parlement au cours du passage du Ministère des Transports en 2015, et qui portaient sur la qualité des services de CAMAIR-Co et la vétusté des infrastructures ferroviaires. Madame la Présidente, Honorables Députés, Membres de la Commission des Finances et du Budget Je vous invite, a présenté, a apprécier le niveau et la qualité de l'exécution de l'enveloppe budgétaire du Ministère des	To date, the status of implementation of the actions contained in the roadmap is estimated at (CE) 85%. Before providing the details of the implementation of the Ministry of Transport's activities for 2016 (LE), I would like to indicate (LE) that the developments in the review of the activities that shall follow shall obviously allay the concerns raised by the Honourable Members of Parliament in 2015, and which bore on the quality of CAMAIR-Co's services and the dilapidated rail infrastructure (CE). Madam Chair (LE), Honourable Members of Parliament (CE), members of the Finance and Budget Committee I now invite you to appreciate the status and quality of execution of the 2016 budget of the Ministry of	concessionary agreements imperative by making them part and parcel of its road map and by taking cognisance of their prime importance to government policy. The rate at which actions earmarked for MINT's road map have been carried out, to date, is about 85%. Before delving into activities carried out by the Ministry of Transport in 2016, I would like to stress that activities carried out by MINT in 2016 show how the concerns you raised on CAMAIR-Co.'s service quality and the dilapidated state of railway infrastructure when the budget of the Ministry of Transport was being scrutinised in 2015 were given due consideration. Honourable Committee Chair, Honourable Members of the National Assembly, Members of the Committee on the Finance and the Budget, I would now like to proceed with an account of the execution of the 2016 budget of the Ministry of Transport and
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Transports au terme de l'exercice 2016 par programme et par sous-secteur. Programme 607 : Développement et Réhabilitation des Infrastructures de Transport Les activités menées dans le cadre de ce programme se déclinent par sous-secteur ainsi qu'il suit: Dans le sous-secteur aérien Le Président de la République ayant pris l'option résolue de tout mettre en œuvre pour redresser durablement CAMAIR-Co, le Ministère des Transports, sous la forte impulsion du Chef du Gouvernement, a mis en œuvre des actions énergiques et soutenues en vue dudit redressement. C'est dans cette optique qu'un contrat a été signé avec BOEING le 16 décembre 2015 pour la réalisation d'un audit et la réalisation du plan de redressement de CAMAIR-Co. La firme américaine a rendu son rapport d'audit définitif, à la suite	Transport per programme and sub-sector (CE). Presentation of the Review of Activities Per Programme and Sub-sector (Incompatible content) Programme 607: Development and rehabilitation of transport (LE) infrastructures (LE) The activities carried out within the framework of this programme are classified per sub-sector as follows (CE): In the air sub-sector (CE) The President of the Republic having resolved to do all possible to sustainably restructure CAMAIR-CO (LE), the Ministry of Transport, under strong government leadership, has implemented vigorous and sustained actions in view of this restructuring (CE). It is as such that (CE) a contract was signed on December 16, 2015 to carry out this audit and implement the restructuring of CAMAIR-CO (CE). The American company (LE) has submitted its final audit report after the pre-report approved by the Government on June 14, 2016 (LE) for a total estimated cost of close to 60 billion CFA Francs (Incompatible content).	implementation of MINT's programmes per subsector. Programme 607: Development and Rehabilitation of Transport Infrastructure The activities of the Programme were carried out per subsector as follows: In the Air Transport Subsector In cognisance of the President of the Republic's resolve to do all in his power to sustainably restructure CAMAIR-Co., the Ministry of Transport took decisive action to restructure CAMAIR-Co. under the auspices of the Head of Government. It was to this end that a contract was signed on 16 December 2015 with BOEING Company to conduct an audit and draw up a plan to restructure CAMAIR-Co. The American Company, BOEING, submitted the findings of an audit. Government approved results of the
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du pré-rapport approuvé par le Gouvernement le 14 juin 2016. Ledit plan a été valide par le Chef de l'Etat le 26 juillet 2016 et préconise: -la restructuration de la dette de la compagnie; -une injection par l'Etat d'un fonds de stabilisation de 60 milliards de Francs CFA; -l'accompagnement par BOEING, pour la mise en œuvre du plan ainsi élaboré pendant une période de dix-huit (18) mois éventuellement renouvelables.	This plan (LE), approved by the Head of State on July 26, 2016, prescribes as follows (CE): -Restructuring the company's debt (CE); -Investment of 60 billion CFA Francs stabilization fund by the State (CE); -BOEING's support in the implementation of the approved plan for a period of eighteen (18) months, eventually renewable (LE).	preliminary audit on 14 June 2016. The Plan was approved by the Head of State on 26 July 2016 and it provides for: -a CAMAIR-Co. debt restructuring mechanism; -injection of CFAF 60 billion in CAMAIR-Co.'s stabilisation fund by the State; -BOEING's assistance to CAMAIR-Co.'s implementation of its restructuring plan for a period of 18 (eighteen) months, renewable.
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17- Excerpt of the Performance Report of MINSANTE

Le plateau technique des formations sanitaires situées sur certains axes routiers très accidentogènes a été renforcé pour améliorer la prise en charge des accidentés de la voie publique, et les riverains ont reçu une formation sur les gestes de premiers secours aux accidentés. Le Cameroun s'est doté de trois nouvelles formations sanitaires de référence: l'Hôpital Gynéco-obstétrique et Pédiatrique de Douala, le Centre National des Urgences de Yaoundé et l'Hôpital de Référence de Sangmélina;	The technical platform (CE) of some health facilities located alongside high risk accident roads (LE) was enhanced to improve the management road traffic accidents (LE), and residents were trained on the first aid actions to injured (CE). Cameroon was endowed with three new referral hospitals : the Douala Gynaeco-obstetric (LE) and Paediatric Hospital, the Yaounde National Emergency Centre, and the Sangmelima referral (LE) Hospital;	The technical capacity of some health facilities located along some highways where accidents occur frequently were upgraded to provide healthcare to those injured in road accidents while the riparian population was trained on the provision of first aid care to the injured. Cameroon was endowed with three referral hospitals: the Douala Gynaeco-Obstetric and Pediatric Hospital, the Yaounde National Emergency Centre and the Sangmelima Referral Hospital;
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De 2013 à 2015, 202 CSI/CMA et 90 forages ont été construits tandis que 131 formations sanitaires ont été réhabilitées. En outre, 526 formations sanitaires ont bénéficié d'équipements médicaux et 16 autres d'énergie solaire. Par ailleurs 10 écoles de formation ont été construites ou réhabilitées; La convention de financement du projet de construction et d'équipement de l'Hôpital de Référence de Garoua a été signé et le processus de recrutement du Bureau d'étude chargé de la maîtrise d'œuvre achevé; 144 Districts de Santé sur 189 ont pu disposer de plus de 50% des ressources humaines nécessaires; Un Plan de Développement des Ressources Humaines (PDRH) a été élaboré et montre les gaps à combler notamment (1000 sages-femmes, 850 médecins généralistes et 450 médecins spécialistes). C'est un document de plaidoyer pour nos besoins de recrutements; L'engagement effectif d'une approche de fidélisation de 229 personnels dans les zones d'accès difficile qui a contribué à	From 2013 to 2015, 202 IHCs/MHCs (CE) and 90 boreholes were constructed while 131 health facilities were rehabilitated. In addition, 526 health facilities received (CE) medical equipment and 16 others solar energy (LE). Moreover 10 training schools were constructed or rehabilitated; The financing (LE) agreement of (LE) the construction and equipment project (LE) of the Garoua Referral Hospital was signed and the recruitment process of the consultancy firm (LE) in charge of the project management completed (CE). 144 Health (LE) Districts (LE) out of 189 had more than 50% of the required staff. A (LE) Human Resource Development Plan (HRDP) was developed and has identified gaps to be filled notably (CE) 1 000 midwives, 850 general practitioners (CE) and 450 specialists. This is an advocacy document for recruitment needs (CE); The effective commitment of a retention approach of 229 personnel in remote areas contributed to the improvement in	202 IHCs/SHCs and 90 boreholes were constructed while 131 health facilities were rehabilitated from 2013 to 2015. 526 health facilities were also endowed with medical equipment, 16 health facilities had solar energy equipment installed while 10 training schools were either constructed or rehabilitated. a loan agreement on the project to construct and equip the Garoua Referral Hospital was signed and the recruitment process of the engineering firm that will supervise the project has also been completed; 144 of the 189 health districts had more than 50% of the required staff; a Human Resource Development Plan (HRDP) was formulated and it has made it possible to identify service needs and quantify them as follows: 1 000 midwives, 850 general medical practitioners and 450 specialists. The plan, therefore, makes MINSANTE's recruitment drive public; a programme to incentivise 229 MINSANTE staff serving in remote areas effectively started under the auspices of C2D and
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l'amélioration du ratio en personnel de santé à travers le C2D; De 2013 à 2015, 3 013 personnels de santé ont été recrutés, alors que 2 841 ont pris leur retraite, soit un renforcement de +6%. Gouvernance et amélioration des conditions de travail L'objectif visé était d'améliorer la coordination des services et d'assurer la bonne mise en œuvre des programmes, le focus étant d'améliorer l'indice de satisfaction de l'utilisateur. Le financement consacré à cette opération sur la période 2013 à 2015 s'élève à FCFA 82 603 080 580. Les activités majeures ci-après ont contribué à l'atteinte de cet objectif: La valeur des stocks saisis et détruits de médicaments de la rue est passé de 229 632 004 à 707 222 736 FCFA de 2013 à 2015; Entre 2013 et 2015 mon Département ministériel, avec l'appui de la Banque mondiale et la CONAC, a engagé deux	the ratio of health personal through the C2D (CE); From 2013 to 2015, 3,013 health personnel (LE) were recruited while 2 841 went on retirement (CE), representing a +6% staff strengthening (LE); Governance (CE) and better working conditions (LE) The objective was to improve service coordination (CE) and to ensure the proper implementation of the programmes, focusing on the improvement (LE) of the user satisfaction index. Funding for this operation over (CE) the 2013-2015 period (CE) is FCFA (LE) 82 603 080 580. The following major activities contributed in achieving this objective (LE): The value of seized and destroyed stocks of street drugs (LE) increased from FCFA (LE) 229 632 004 to 707 222 736 from 2013 to 2015 Between 2013 and 2015, with the support of the World Bank and my ministry used (CE) two approaches: The (LE) PBF or	thus made it possible to improve the health personnel ratio vis-à-vis the population; 3,013 health workers were recruited from 2013 to 2015 while 2 841 health personnel were retired during the same period. This represents an increase of over 6% in the staff strength. Implementation of the Programme on Good Governance and Better Working Conditions The objective of the Programme is to better coordinate services, properly implement programmes and ipso facto improve the user satisfaction index. The overall budget allocated to this programme from 2013 to 2015 was CFAF 82 603 080 580 and the main activities carried out to achieve its objective are as follows: the value of stocks of street drugs that were confiscated and destroyed from 2013 to 2015 increased from CFAF 229 632 004 to 736 CFAF 707 222 736; under the auspices of the World Bank and CONAC (omitted), MINSANTE adopted, from 2013 to 2015, two approaches:
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approches. Le PBF ou Financement Basé sur la Performance et les Initiatives à Résultats Rapides (IRR) de lutte contre la corruption. Cela a permis une gestion plus rigoureuse et participative des hôpitaux ciblés, la progression des recettes, du taux de fréquentation et de la qualité des soins. Cette approche nouvelle a été reconnue par la Banque Mondiale qui a décerné à notre pays le Prix d'Excellence du Vice-Président de la Banque Mondiale en charge de l'Afrique. Ce Prix au Secteur santé, le 2e en moins de quatre ans est une des plus grandes distinctions que la Banque Mondiale décerne à un nombre limité de Projets ou Programmes qu'elle soutient au terme d'un processus de sélection particulièrement rigoureux. Les travaux de construction de l'Immeuble LANACOME et des bâtiments devant abriter le Laboratoire National de Santé Publique ont été lancés en vue de l'amélioration du cadre de travail et renforcer le leadership du Cameroun dans ce secteur.	Performance Based Financing and the Rapid-Result (LE) Initiatives (RRIs) in the fight against corruption. This enabled a more rigorous and participatory management of targeted hospitals (LE), the (LE) increase of (LE) revenue, attendance rate (CE) and quality care (CE). This new approach (CE) was recognized (CE) by the World Bank which awarded our country the Award (LE) of Excellence of the World Bank's Vice President in charge of Africa (CE). This (LE) award to the Health (LE) Sector (LE), the second in less than four years, is one of the greatest distinctions awarded (CE) by the World Bank, through a particularly rigorous selection process (LE), to a limited number of Projects (LE) or Programmes (LE) that it supports (CE). Construction works of the LANACOME building and the buildings to house the National Public Health Laboratory have been launched (LE) with a view to improve (LE) the working environment and strengthen Cameroon's leadership in this area (CE).	Performance-Based Financing (PBF) and Rapid Result Initiatives (RRIs) in combating corruption. As a result, management was stringent and participatory in earmarked hospitals, revenue and hospital attendance rate increased while the quality of healthcare was improved. The two management approaches adopted in the health sector earned our country the Award of Excellence of the World Bank's Vice President, Africa Region. The Award, received by the health sector, for the second time in less than four years, is one of the best prizes awarded by the World Bank, after a very rigorous vetting process, to a limited number of projects or programmes it sponsors; construction work on the LANACOME building and on the building to house the National Public Health Laboratory has started in view of improving the working environment and of consolidating Cameroon's good performance in the health sector;
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DETERMINATION OF ERROR MARGINS IN PROCESSED 2016 EXCERPTS

After pinpointing errors in excerpts of 2016 ministerial performance reports translated from French to English in Cameroon in the first section of this chapter, the next step consisted in copying the errors identified and highlighted in the English translation of every excerpt of a ministerial performance report of 2016 on separate pages for errors labelled LE and CE respectively. In this way, all the words copied in errors on the LE page and the CE page were automatically counted by the computer while LEs were added to CEs to get the number of words in language errors and content errors in the English translation of every excerpt of a performance report. The same procedure was, where necessary, used to determine the number of words in omitted content and in incompatible content in the excerpt of a ministry.

It is worthy to note that every segment or word in an excerpt of the translation proposed by a ministry was deemed erroneous because the researcher is convinced that there is an acceptable way of writing out the translation in English and ipso facto uphold good and acceptable writing standards. What is more, the concepts of language errors (LE) and content errors (CE) used in the present study are performance indicators subsuming default in translation task performance through inappropriate content transfer or clumsy language use.

After obtaining the number of words in content and language errors in the excerpt of the English translation of a ministry's performance report, the procedure to quantify the errors into percentages was pursued by deleting all the CEs and LEs in the translation as well as labels such as incompatible content and omitted content. In the final analysis, the researcher accessed the following details per ministerial excerpt.

Table 2: Error Margins in 2016 Excerpts of Ministerial Performance Reports

2016									
No. and Name of Ministry	No. of words in Excerpt	No. of words in Content Errors	No. of words in Language Errors	No. of words in Incompatible Content	Total No. of words in Errors in Excerpt	% of Errors in Excerpt	% of Content Errors in Excerpt	% of Language Errors in Excerpt	% of Incompatible Content in Excerpt
1. MINPOSTEL	445	91	191	10	282	63.37	20.45	42.92	2.25
2. MINSEP	456	194	72	-	266	58.33	42.54	15.79	-
3. MINESUP	546	253	113	-	366	67.03	46.33	20.70	-
4. MINCOMMERCE	460	209	85	-	294	63.91	45.43	18.48	-
5. MINAC	424	144	41	-	185	43.63	33.96	9.67	-
6. MINADER	287	177	47	-	224	78.04	61.67	16.37	-
7. MINATD	486	253	44	-	297	61.11	52.06	9.05	-
8. MINDCAF	441	138	114	-	252	57.14	31.29	25.85	-
9. MINEFOP	375	81	51	-	132	35.2	21.6	13.6	-
10. MINEDUB	475	269	136	-	405	85.26	56.63	28.63	-
11. MINFI	414	175	118	-	293	70.77	42.27	28.50	-
12. MINEPAT	401	139	45	-	184	45.88	34.66	11.22	-
13. MINEPIA	355	190	108	-	298	83.94	53.52	30.42	-
14. MINPROFF	365	100	87	-	187	51.23	27.40	23.83	-
15. MINMIDT	357	270	14	-	284	79.55	75.63	3.92	-
16. MINT	436	196	97	22	293	67.20	44.95	22.25	5.04
17. MINSANTE	451	116	98	-	214	47.45	25.72	21.73	-
TOTAL						1059.04	716.11	342.93	7.29

1. It can be seen from Table 2 that content errors are higher in 16 (sixteen) 2016 excerpts of ministerial performance reports. Only MINPOSTEL has a higher percentage of language errors (42.92). The content errors in excerpts of 2016 ministerial performance reports represent 42.12% while language errors represent 20.17%. Hence, $42.12+20.17=62.29\%$.
2. The ministry with the highest percentage of content errors in 2016 is the Ministry of Mines, Industry and Technological Development (MINMIDT), that is 75.63%. The ministry with the highest percentage of language errors in 2016 is the Ministry of Post and Telecommunications (MINPOSTEL), that is 42.92%.

In all the 34 (thirty-four) excerpts, the percentage of content errors in the excerpt of the Ministry of Mines, Industry and Technological Development (MINMIDT) is the highest (75.63) while the percentage of language errors in the excerpt of the Ministry of Public Works (MINTP) is the highest (71.66). Clearly, routine use of literal translation was inimical to correct content transfer and correct use of language in the excerpts of ministerial performance reports of 2016 and 2017 translated from French to English in Cameroon. Hence, the causes of language errors and content errors in a translation are, to a greater extent, inseparable because correct language use shapes meaning and correct content transfer embeds meaning.

It can be concluded that the highest percentage of content errors and language errors in the excerpts of MINMIDT (2016) and MINTP (2017) respectively point to failure by their translators, as Ubanako (2023) maintains, to use all the manual and electronic resources that would have enabled them to translate the right word with the right equivalent, ostensibly because correct content transfer and correct language use are two sides of the same coin in a translation. So, since language is used to transfer the content of a message, it is clear that language errors are coterminous with content errors in a translation. Hence, although language errors are readily distinguished from content errors in a translation, errors in a translation actually epitomise a translator's linguistic ineptitude because they are a manifestation of the translator's dented interlingual mediation.

Having determined error margins, precisely percentages, in excerpts of ministerial performance reports in Chapter 4, it is now possible to determine the average percentage of errors in excerpts of English translations of 2016 ministerial performance reports as follows:

❖ **Average Percentage of Errors in Excerpts of English Translations of 2016 Ministerial Performance Reports**

1. MINPOSTEL	=	63.37
2. MINSEP	=	58.33
3. MINESUP	=	67.03
4. MINCOMMERCE	=	63.91
5. MINAC	=	43.63
6. MINADER	=	78.04
7. MINATD	=	61.11
8. MINDCAF	=	57.14
9. MINEFOP	=	35.2
10. MINEDUB	=	85.26
11. MINFI	=	70.77
12. MINEPAT	=	45.88
13. MINEPIA	=	83.94
14. MINPROFF	=	51.23
15. MINMIDT	=	79.55
16. MINT	=	67.20
17. MINSANTE	=	47.45
Total	=	1059.04/17 = 62.29%

❖ **Average Percentage of incompatible content in Excerpts of English Translations of 2016 Ministerial Performance Reports**

1. MINPOSTEL:	2.25
2. MINT	: 5.04
Total	: 7.29/17 = 0.42

The task of identifying and correcting errors in excerpts of French-English translations of 2016 ministerial performance reports and determining percentages of errors in such excerpts as well as the average percentage of errors in all the 17 excerpts of Cameroon's 2016 ministerial performance reports has been accomplished in this chapter. As determined above, the average percentage of errors in all the 17 excerpts of Cameroon's 2016 ministerial performance reports is **62.29**.

CHAPTER FIVE

PROCESSING OF EXCERPTS OF 2017 REPORTS

This chapter also revolves around translation practice per se. Its objective is to show, in concrete terms, how language and content errors are discernibly inseparable in excerpts used to show indicative margins of error in English translations of ministerial performance reports of Cameroon in 2017. Put differently, the translation approach adopted in the present study is one that maintains, in line with the general hypothesis for this study, that large error margins in excerpts of Cameroon's ministerial performance reports of 2016 and 2017 are a reflection of translators' unsatisfactory knowledge base.

2017 EXCERPTS OF PERFORMANCE REPORTS

Translated excerpts of 2017 ministerial performance reports with their corresponding French excerpts are set out below. As translation data, the excerpts are presented in 3 (three) columns. The first column presents an excerpt of the specified ministerial performance report in French. The translated excerpt of the specified ministerial performance report in English at ministerial level is set out in the second column. Errors identified in the second column are either labelled 'LE' or 'CE'. Other aberrations found in the second column are either labelled as omitted content or incompatible content. The translations proposed by the researcher to correct the errors identified in the second column are set out in the third column. The excerpts of 2017 ministerial performance reports are numbered from 1 to 17.

1- Excerpt of the Performance Report of MINMAP

En ce qui concerne spécifiquement les marchés relatifs au Plan d'Urgence Triennal pour l'Accélération de la Croissance Economique, le taux global d'exécution physique se situe à 60% au 30 octobre 2017, pour les 107 projets dont l'exécution physique a débuté au 1^{er} semestre de cette année.	As concerns contracts related specifically (LE) to the Three-Year Emergency Investment (CE) Plan for the Acceleration of Economic Growth, the overall physical execution rate (CE) stands at (LE) 60% as at the 30 of (LE) October 2017, for the 107 projects whose physical execution started in the first semester of this year (LE).	With specific reference to public contracts awarded under the Three-Year Emergency Plan for Acceleration of Economic Growth, their overall performance rate as of 30 October 2017 is 60% for the 107 projects whose implementation started in the first term of 2017.
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Concernant l'action «Renforcement du contrôle de l'exécution des marchés publics» en 2016, le MINMAP a contrôlé la quasi-totalité des marchés passés au cours de cet exercice. A cela, il faut ajouter les marchés d'infrastructures pluriannuels tels que ceux des grands projets structurants barrages de Mekin, Memve'ele, Lom Pangar dont la réception a déjà été effectuée. A ces réalisations s'ajoutent les entrées Est et Ouest de la ville de Douala, les autoroutes Yaoundé-Douala, Yaounde-Nsimalen ainsi que le second pont sur le Wouri. Ainsi, au cours des deux premiers exercices du triennat 2016-2018, plus de 6000 décomptes ont été examinés et des redressements financiers ont été effectués à hauteur de 21 milliard de FCFA. S'agissant de l'exercice 2017, à ce jour, 3099 décomptes ont été traités. Enfin, dans le cadre de la mise en œuvre du programme 717 «Gouvernance et appui institutionnel au sous-secteur des marchés publics », les actions du	Within the purview of the action (LE) on the “Strengthening of the control of the execution (CE) of public contracts”, in 2016, MINMAP controlled almost all contracts awarded during this financial year (CE). To these achievements must (LE) be added the multi-year infrastructure contracts (CE) such as those of major structural projects Mekin dams, Memve'ele, Lom Pangar whose reception has already been done (LE). To these achievements (CE) should be added the East and West entries (CE) of the city of Douala, the Yaounde-Douala, Yaounde-Nsimalen motorways as well as the second bridge over the Wouri (CE). Thus, during the first two years of the 2016-2018 three-year plan (CE), more than 6,000 payment documents (CE) were examined and financial adjustments to the tune of 21 billion were made. For the 2017 financial year, till date (LE), 3,099 instalmental payment have been processed (LE). Finally, as part of the implementation of Program 717 “Governance (CE) and Institutional Support to the Sub-Sector of public contracts” (LE),	As concerns the Action, “Improvement of the Process of Tracking the Execution of Public Contracts”, MINMAP followed up almost all the contracts performed under the Action in 2016. To such contracts should be added multi-year contracts on infrastructure development projects such as Mekin, Memve'ele and Lom Pangar hydroelectric dams for which the reception of works has already taken place. The East and West access roads to Douala, the Yaounde-Douala, Yaounde-Nsimalen motorways and the second Bridge over River Wouri equally feature on the list of completed projects. Hence, during the first two years of the three-year budgeting period (2016-2018), more than 6,000 down payment invoices were processed and the necessary financial adjustments made to the tune of CFAF 21 billion. As for the 2017 financial year, 3,099 down payments have, so far, been processed. Finally, as part of the implementation of Programme 717, “Good Governance and Institutional Support to the Subsector of Public Contracts”,
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ministère ont notamment porté sur : • le renforcement de la lutte contre la fraude et la corruption dans les marchés publics à travers l'intensification des activités de la Cellule dédiée qui a procédé systématiquement à des investigations à la suite des dénonciations écrites ou orales des mauvaises pratiques aussi bien au niveau de la passation que dans la phase d'exécution physique des marchés publics; -les sanctions à l'encontre des acteurs de mauvaises pratiques dans le secteur des marchés publics. Les statistiques y relatives indiquent que trois (03) personnes physiques et quatre-vingt-huit (88) entreprises ont écopés des sanctions allant jusqu'à la radiation et à l'exclusion du processus des marchés publics. En outre, environ 300 entreprises ont fait, courant 2017, l'objet d'avertissement visant à les contraindre à achever les chantiers menacés d'abandon du fait de leur responsabilité ;	the actions of the Ministry include (LE): • Strengthening the fight against (CE) fraud and corruption in public contracts (CE) through the intensification of activities of the Unit concerned (CE), which has systematically investigated cases following written or oral denunciations (LE) of bad practices at the level of (LE) the award or physical execution phase (CE) of public contracts; -sanctions against the perpetrators of (LE) bad practices in the sector of public contracts. Statistics on the matter (CE) show that three (03) natural persons and eighty-eight (88) companies received penalties ranging (LE) from suspension to expulsion from the public contract process (CE). In addition, about 300 companies have been subject to warning (CE) in 2017 forcing them to complete the sites threatened with abandonment, due to their responsibility (LE).	MINMAP's actions focused, in particular, on: • stepping up measures to combat fraud and corruption in public procurement by intensifying activities of the Anti-Corruption Unit which has systematically investigated cases of fraud and corruption in response to written or oral complaints against bad practices in the award or performance of public contracts; -meting out sanctions to those who indulge in bad practices in the sector of public contracts. Statistics in this regard show that sanctions meted out to 3 (three) natural persons and 88 (eighty-eight) companies ranged from suspension to expulsion from the public contract procurement process. Besides, warning notices were issued to about 300 companies in 2017 in order to compel them to complete work on project sites for which they are liable.
-la poursuite de la vulgarisation du système de passation des marchés en ligne par la formation des acteurs du système à l'utilisation de la plateforme technique dédiée. A ce jour, les acteurs des régions du	-Continue to popularize the online contracts award system (LE) by training stakeholders in the system to use the said technical platform (CE). Up to date (LE), the stakeholders of	-pursuing the popularisation of online contract award system by training stakeholders in using the online contract award system. So far, stakeholders in the online contract award system have

Centre, du Littoral, du Sud, de l'Ouest, de l'Est et de l'Adamoua sont déjà formés. Les autres régions suivront conformément au Calendrier de formation y afférent. -La publication systématique en ligne des avis d'appel d'offres des marchés relevant des commissions centrales avec possibilité de téléchargement des dossiers d'appels d'offres (DAO) à travers les sites: www.marchespublics.cm et www.publiccontracts.cm; -la finalisation du cadre normatif devant régir la passation en ligne des marchés publics; -la coordination et le suivi des activités des services qui a conduit au renforcement de la cartographie des commissions avec la création de vingt-quatre (24) nouvelles commissions internes de passation de marchés publics; -la poursuite du renforcement des capacités des acteurs à travers l'organisation des séminaires de formation et d'information; -L'amélioration de la qualité des travaux du Comité d'Examen des Recours et Différends (CERD) qui s'illustre par une meilleure traçabilité des dossiers enregistrés, un taux de	(LE) the Centre, South, West, and Adamawa regions (LE) have already been trained. The training in other regions shall follow (LE) in accordance with the related schedule (LE). -Systematically publish online tender notices from the Central Tenders Boards (LE) with the possibility of downloading Tender Files (LE) (TF) through the following websites: www.marchespublics.cm and www.publiccontracts.cm; -finalizing the normative framework to govern the (CE) online award of public contracts; -the coordination and monitoring of (LE) activities of the services which led to the strengthening of the mapping out of Tenders Boards (LE) with the creation of twenty-four (24) new internal Tenders Boards (LE) ; -continue capacity building of stakeholders through the organisation of training and information seminars; -improving on the quality of deliberations of the Complaints (CE) and Litigation (CE) Review Committee (CERD (LE)) through improved traceability of files recorded (CE), a lower challenge	already been trained in the Centre, Littoral, South, West, East and Adamawa Regions. The training of stakeholders in the other Regions will be pursued in accordance with the training schedule; -publishing online tender notices from the Central Tender Boards systematically with the possibility of downloading tender files (TF) from the following websites: www.marchespublics.cm and www.publiccontracts.cm; -finalising the terms of reference for online award of public contracts; -coordinating and following up activities of services with the resulting increase in the number of tender boards and creation of 24 (twenty-four) new internal tender boards; -pursuing capacity building for stakeholders by organising training and information seminars; -improving on the quality of deliberations of the Appeals and Dispute Review Committee (ADRC) through improved traceability of appeals received, a fairer hearing to reduce the
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contestation à la baisse et un faible volume de recours et contentieux; -la poursuite de l'amélioration du cadre de travail du personnel à travers le lancement de la deuxième phase des travaux de construction des bâtiments devant abriter certains services déconcentrés des régions du Littoral, de l'Adamoua, du Sud, du Nord, et du Nord-Ouest.	rate and a low level of appeal and litigation (CE); -Continue to improve on the working environment of staff through the launching of (LE) the second phase of the construction works for the buildings to host some external (CE) services notably (CE) , in the Littoral, Adamawa, South, East, West and North West regions (LE) .	chances of having its decisions challenged and to also reduce the number of appeals and disputes; -continuing to improve on the working environment of staff by starting the second phase of construction work on buildings to host some devolved services in the Littoral, Adamawa, South, North and North-West Regions .
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2- Excerpt of the Performance Report of MINTSS

2-1. Eléments de Contexte Au cours des deux premières années du triennat 2016-2018 , les programmes de mon Département ministériel ont été mis en œuvre dans un contexte socio-économique national marqué par: (i) la compression des effectifs au sein des entreprises; (ii) la signature d'un accord de prêt budgétaire avec le Fond Monétaire International (FMI); (iii) le développement des infrastructures et la modernisation de l'appareil de production; (iv) la poursuite de l'exécution des grands chantiers structurants industriels et miniers; (v) la signature d'importants textes visant le renforcement de la sécurité sociale des travailleurs; (vi) la mise en place du Comité interministériel chargé de	2.1 Background (CE) During the first two years of the 2016-2018 triennium (CE) , the programmes of my Ministry (LE) were implemented within a national socioeconomic context marked (LE) by : (i) Workforce reduction within enterprises (LE); (ii) the signing of a budgetary loan agreement (CE) with the International Monetary Fund (IMF) ; (iii) the (LE) infrastructure development and modernization of the production apparatus (LE); (iv) continued (LE) execution of major industrial and mining structural projects (CE); (v) the signing of important texts aimed at strengthening the social security of workers (LE); (vi) the putting in place of the Inter-	2-1 Background to Implementation of Programmes During the two years of the three-year budgeting period (2016-2018) , MINTSS implemented its programmes against a socioeconomic background characterised by: (i) downsizing the workforce of enterprises; (ii) an extended credit facility agreement with the International Monetary Fund (IMF); (iii) infrastructure development projects and modernisation of the means of production; (iv) continuation of implementation of major industrial and mining development projects; (v) the signing of important legal instruments to enhance the social security of workers; (vi) creation of an interministerial
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l'implémentation de la Couverture Sante Universelle (CSU); (vii) la poursuite des opérations d'immatriculation des assurés volontaires; (viii) l'implémentation de la nouvelle Inspection du Travail à travers l'intensification des visites de contrôle en entreprises; (ix) le lancement effectif du processus d'assainissement du fichier syndical; (x) la signature de la Décision n° 004/MINTSS/SG/DRP du 13 janvier fixant la date du déroulement des élections des délégués du personnel d'une part, et portant organisation de la campagne électorale.	ministerial Committee for the Implementation of the Universal Health Coverage (LE) (UHC); (vii) continuing (LE) with the registration process of insured persons (CE); (viii) the implementation of the new Labour Inspectorate through the intensification of inspection visits to companies (CE) (ix) the effective launching of the streamlining process of the union file (CE) ; (x) the signing of Decision No. 004.MINTSS/SG/DRP of 13 January 2016 setting the date (LE) for the elections of staff representatives on the one hand, and on (LE) the organisation of the electoral campaign.	committee to translate the objective of universal healthcare delivery (UHD) into reality; (vii) continuation of the registration process of voluntarily insured persons; (viii) creation of a new labour inspectorate and intensification of inspection visits to companies; (ix) commencement of reorganisation of the data on labour unions; (x) signing of Decision No. 4/.MINTSS/SG/DRP of 13 January 2016 to fix the date for the election of staff representatives and for the organisation of electoral campaigns thereof.
2-2. Bilan Stratégique au Cours des deux Premières Années du Triennat 2016-2018 en Cours et Perspectives	2.2 Strategic Balance Sheet during the first two Years of the ongoing 2016-2018 Trinnium and Outlook (CE)	2-2 Performance Report on the first two Years of the ongoing Three-Year Budgeting Period (2016-2018) and Prospective Activities
Le sous-secteur Travail et Sécurité Sociale s'est attelé à mettre en œuvre de manière optimale ses trois (03) programmes qui lui sont rattachés.	The Labour and Social Security sub-sector has been working to implement optimally its three (03) programmes that are attached to it (CE).	The Ministry of Labour and Social Security is fully committed to implement its 3 (three) programmes.
Pour l'année 2016, et sur la base de l'enveloppe allouée au MINTSS, soit 4 milliards 427 millions de FCFA dont 4 milliards 27 millions FCFA en fonctionnement et 400	For the year 2016 (LE), and based on the budget allocated to MINTSS, that is FCFA (LE) 4 billion 427 million of which FCFA 4 billion 27 million (LE) as	In 2016, MINTSS was allocated a budget of CFAF 4 billion 427 million, that is CFAF 4 billion 27 million as the recurrent budget and CFAF 400 million as the

millions en investissement, le Ministère du Travail et de la Sécurité Sociale a planifié et réalisé par programme, les activités suivantes ont été réalisées: Dans le programme 1 axé sur la Promotion de Sécurité Sociale pour le plus grand nombre: (i) la tenue à Yaoundé du premier Forum International sur la Retraite en zone de la Conférence Interafricaine de Prévoyance Sociale (CIPRES) qui a permis de mener une réflexion sur la pérennité de la branche des pensions; (ii) l'exécution de la première phase d'évaluation des Commissions Régionales du Contentieux de la Prévoyance Sociale par celles de l'Extrême-Nord, du Centre, du Nord, du Sud et du Sud-ouest, en vue de faire l'état des lieux du fonctionnement desdits instances; (iii) l'immatriculation conduite par la CNPS qui a permis l'enregistrement de 36 mille 177 nouveaux assurés volontaires, ce qui a porté leur nombre total à 127 mille 653. Le fichier des employés a connu pour sa part, 57 mille 616 nouvelles immatriculations. Quant au	operating budget and 400 million in investment (CE) the Ministry of Labour and Social Security has planned (LE) and carried out per programme, the following activities: As part of (LE) Programme 1 on the Promotion of Social Security for a larger population (LE): (i) the holding in Yaounde of the first International Forum on Retirement in the Inter-African Conference on Social Security (CIPRES) (LE), which made it possible to reflect on the sustainability of the pension branch (CE); (ii) the execution of the first evaluation phase of the Regional Commission for Social Insurance Litigations by those of the Far North, Center, North, South and South-West, with a view to assessing the functioning of the said bodies (CE); (iii) the registration carried out by the NSIF which enabled the registration of 36 thousands 177 new voluntary insured persons, bringing their total number to 127 thousands 653. The workers' file in turn witnessed 57 thousands 616 new registrations (LE). As concerns the employers' registration file,	public investment budget, which was used to finance activities earmarked for each programme as follows: Under Programme 1, Promotion of Social Security for the Greatest Majority, MINTSS: (i) organised the first International Forum on Retirement under the auspices of the Inter-African Conference on Social Security, better known in French as CIPRES, in Yaounde which made it possible to reflect on the sustainability of the pension scheme; (ii) completed the first phase of evaluation of regional commissions for social insurance litigations by evaluating the regional commissions of the Far-North, Centre, North, South and South-West with a view to assessing the functioning of such commissions; (iii) ensured insurance cover was provided by NSIF, thereby leading to the provision of insurance cover to 36 177 (thirty-six thousand one hundred and seventy-seven) new voluntarily insured persons. As a result, the total number of voluntarily insured persons rose to 127 653 (one hundred and
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fichier des employeurs, il compte 43 mille 460 immatriculés.	43 thousands 460 persons were registered (CE).	twenty-seven thousand six hundred and fifty-three). Meanwhile, a total of 57 616 (fifty-seven thousand six hundred and sixteen) employees were newly insured while 43 460 (forty-three thousand four hundred and sixty) employers were also insured for the first time.
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3- Excerpt of the Performance Report of MINTOUL

S'agissant du Compte d'Affectation Spéciale, le MINTOUL a réalisé les activités relatives à la promotion du tourisme interne, la promotion du tourisme récepteur à travers notre participation aux salons et foires organisés à l'étranger ainsi que la promotion des loisirs sains et éducatifs. Bilan Stratégique et Perspectives Faits majeurs ou éléments du cadre juridique et réglementaires qui ont influencé négativement la mise en œuvre de programmes. Au cours des exercices 2016-2017, le secteur tourisme a continué à faire face aux effets négatifs des agissements de la secte Boko Haram dans la région de l'Extrême-Nord.	Concerning the Special Purpose Account (CE), MINTOUL carried out activities relating to the promotion (CE) of domestic tourism, the promotion of inbound tourism as well as the promotion of sound and educational leisure (CE). Strategic Balance Sheet and Prospects (CE) Major facts or Elements of the Legal and Regulatory Framework which have influenced the Implementation of Programmes in a Negative Manner (CE) During the 2016-2017 financial years, the tourism sector was confronted with negative effects of the activities of the Boko Haram Sect (LE) in the Far North Region.	As concerns the Special Appropriation Account, activities carried out by MINTOUL were: promotion of staycation, promotion of inbound tourism by participating in trade shows and fairs organised abroad and through (omitted) the promotion of healthy and educative recreational activities. Performance Report and Prospective Activities Problems associated with the legal and regulatory framework and that have negatively affected the implementation of programmes. During the 2016 and 2017 financial years, the tourism sector was hard hit by terrorist activities of the Boko Haram sect in the Far-North Region.
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C'est le lieu de rappeler que pour les impératifs de réalisation optimale des objectifs assignés à mon Département Ministériel et au-delà, du développement effectif du tourisme camerounais en rapport avec les potentialités unanimement reconnues à notre pays, il importe de doter ce département d'outils et de moyens adéquats, notamment:	It is worth mentioning that it is important to give this (LE) department adequate tools (CE) and means in order to fulfill the requirements needed to achieve the objectives assigned to my ministry and beyond that in order to achieve Cameroon's tourism development against the backdrop of the potential unanimously recognized in our country (LE). Adequate tools include (LE):	It is important to reiterate that in order to fully achieve the objectives of MINTOUL and develop our country's enormous tourism potentials, it is imperative for MINTOUL to be endowed with the requisite institutional framework and adequate funds, particularly:
-un Office National du Tourisme chargé de la promotion de la destination Cameroun; -un Budget d'Investissement à hauteur des ambitions du secteur Tourisme et des Loisirs identifié comme compétitif parce que porteur de croissance.	-A national office of tourism in charge of promoting the Cameroon destination (CE) - An investment budget which is up to the ambitions (CE) of the tourism and leisure (CE) sector which has been identified as a competitive sector since it is a growth-bearing sector (CE).	-a National Tourism Board for the promotion of destination-Cameroon; -a public investment budget which is commensurate with MINTOUL's vision in the sector of tourism and recreational activities-a competitive and pro-growth sector.
Par ailleurs, comme j'ai eu à le rappeler plus haut, la performance de mon département ministériel a été plombée par la non mobilisation effective de dix milliards de Francs CFA prévus dans le cadre du Financement Extérieur (FINEX) pour la réalisation des projets CAN 2019.	Besides, as I have recalled above (LE), the smooth performance (LE) of my ministry (LE) was hindered by the fact that FCFA ten thousand million needed for the funding of 2019 AFCON were not raised. This amount features under External Funding (FINEX) (LE).	Besides, as indicated earlier, the failure to procure the sum of CFAF ten thousand million to finance AFCON 2019 projects with externally sourced funds (abbreviated as FINEX in French) affected MINTOUL's performance negatively.
Rapprochement entre la performance technique planifiée des programmes et celles effectivement obtenues	Relationship between Planned Technical Performance of Programmes and Actually Achieved Performance (CE)	Expected outcome of implementation of programmes and results actually obtained from the

Dans le domaine du tourisme et des loisirs, au terme de la décennie 2010-2020, le DSCE préconise de : ➤ doubler l'effectif annuel des touristes en provenance de l'extérieur; ➤ renforcer le dispositif institutionnel de promotion du tourisme ; ➤ identifier et retenir un nombre restreint des sites touristiques à fort potentiel de développement puis construire autour de ceux-ci des produits touristiques intégrés ;	Concerning the GESP objectives, MINTOUL scored the following results (CE): ➤ On the basis of a target of one million international tourists each year by 2020, nearly 985, 000 tourists were welcomed in Cameroon in 2016. Current estimates predict the arrival of around 900,000 tourists by 2017; (physical balance sheet including weighted calculation to be added by the Department of General Affairs (DAG) (Incompatible content).	implementation of programmes According to GESP, by the end of the 2010-2020 period or the first ten year period (omitted), the sector of tourism and recreational activities is expected to have: ➤ doubled the number of inbound tourists per annum (omitted); ➤ improved the institutional framework for the promotion of tourism (omitted); ➤ identified tourist sites with high development potentials and created the requisite tourist facilities for such sites (omitted);
➤ stimuler l'investissement touristique par des mesures incitatives appropriées;		➤ stimulated investment in tourism by giving appropriate incentives (omitted);

➤ dégager les ressources budgétaires étatiques conséquentes ; Relativement à ces objectifs, le MINTOUL a enregistré les résultats ci-après : - lors des deux premières années du triennat 2016-2018, notre pays a accueilli en moyenne 900 000 touristes par an soit les 9/10ème des résultats attendus en 2020 ; - Le dispositif institutionnel a été renforcé par l'opérationnalisation des Bureaux d'Information Touristiques à l'étranger, la promulgation de la loi n° 2016/006 du 18 avril 2016 régissant l'activité touristique et de loisirs ainsi que la création que quelques offices communaux. Toutefois, la création d'un Office National du Tourisme reste souhaitée ; - En 2013, notre Pays s'est doté de la loi n° 2013/004 du 18 avril 2013 fixant les incitations à l'investissement privé. Ce dispositif mériterait d'être renforcé par des incitations spécifiques comme le prévoit la loi régissant l'activité touristique et des loisirs au Cameroun en son article 27. Un tel renforcement		➤ allocated adequate financial resources to MINTOUL (omitted). By pursuing the above objectives, MINTOUL was able to obtain the following results (omitted): - During the first two years of the three-year budgeting period (2016-2018), our country received 900 000 international visitors per annum, representing 9/10 in terms of results expected by 2020 (omitted); - the institutional framework was improved by operationalising tourist information offices abroad, promulgating Law No. 2016/6 of 18 April 2016 Governing Tourist and Recreational Activities in Cameroon and creating some communal tourism boards. However, the desired national tourism board is still to be created (omitted); - in 2013, our country was endowed with Law No. 2013/4 of 18 April 2013 to lay down Private Investment Incentives. The 2013 Law needs to be supplemented with special incentives as provided for in Section 27 of the Law Governing Tourism and Recreational Activities in
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accroîtrait assurément l'intérêt et l'implication des promoteurs privés dans le développement des infrastructures touristiques et hôtelières, ce qui constitue un atout dans le cadre de la CAN 2019.		Cameroon. Supplementing the 2013 Law in that regard will certainly increase the interest and involvement of the private sector in the development of tourist and hotel infrastructure and all that will bode well for the organisation of AFCON 2019 in our country (omitted)
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4- Excerpt of the Performance Report of MINFOPRA

Tout ceci ne pourra prendre corps qu'avec une mise à disposition idoine des ressources disponibles, assurée par le programme support. Pour atteindre l'objectif visé, trois (03) programmes sont mis en œuvre, à savoir: - deux (02) programmes opérationnels respectivement intitulés «amélioration de la gestion des ressources humaines de l'Etat» et «Approfondissement de la réforme administrative»; - et un programme support dénommé «Gouvernance et Appui institutionnel» Chacun de ces programmes est adossé sur une stratégie précise, telle que déclinée dans l'avant- projet de performance des administrations (PPA) 2018 du MINFOPRA. Le programme 616 «Amélioration de la Gestion des Ressources Humaines de l'Etat» vise à	All of this can only be possible with the availability of appropriate resources that is managed by the support programme (LE). In order to attain the set objective, the following three programmes are (LE) implemented: - Two operational programmes entitled (LE) “Improving the Management of State Human Resources” (LE) and “Entrenching Administrative Reform” (CE) respectively; and - A support programme known as “Governance (CE) and Institutional Support”. Each of these programmes is backed by a specific strategy as spelled out in (CE) the (LE) MINFOPRA's 2018 draft Government Service Performance (PPA) (LE). Programme 616 “Improving the Management of State Human Resources” (LE) aims to optimise	All this can only be possible if adequate funds are allocated to the Support Programme. In order to attain the set goal, three programmes are being implemented as follows: - two operational programmes, “Improving the Management of Human Resources of the State” and “Implementing More Administrative Reforms”; and - one support programme, “Good Governance and Institutional Support”. A budget is allocated to each of the programmes as can be seen from MINFOPRA's performance agenda (MPA) for 2018. Programme 616, “Improving the Management of Human Resources of the State” seeks to
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optimiser la gestion des ressources humaines de l'Etat. Il a pour indicateur le nombre d'administrations disposant et utilisant les outils de gestion des ressources humaines de l'Etat, et se déploie à travers quatre (04) actions, à savoir : la rationalisation de la gestion des effectifs des personnels de l'Etat, le renouvellement et le renforcement des capacités des ressources humaines des administrations, la modernisation de la gestion des carrières et l'amélioration de la gestion des dossiers disciplinaires.	the management of the State human resources. Its indicator is the number of Government services (CE) having and using human resources management tools, and it is rendered operational through the following four actions (CE): streamlining the management of the State staff strength (LE); renewing and building the human resource capacities of Government services (LE); modernizing career management (LE) and improving the management of disciplinary files (CE).	optimise the use of human resources of the State. Its performance indicator is the number of ministries having and using human resource management tools. The Programme was implemented by carrying out four actions as follows: streamlining the management of State employees; recruiting and building the capacity of the staff of ministries, modernising career management and improving the handling of disciplinary matters.
Le programme 617 «Approfondissement de la Réforme Administrative» dont l'objectif est de contribuer à accroître la performance des services publics, a pour indicateur, le niveau d'implémentation de la réforme administrative. Ce programme s'articule autour des trois (03) actions suivantes: la rationalisation de l'organisation et des méthodes de travail des services publics, la conduite des réformes dans l'administration publique camerounaise et la facilitation de l'appropriation et de l'implémentation des outils et projets de réformes administratives.	Programme 617 “Entrenching Administrative Reform” (CE) whose objective is to contribute to improve the performance (CE) of public service delivery has as indicator the level of implementation of administrative reform (CE). This Programme revolves around the following three actions (LE): streamlining the organisation and work methods of public services (LE); conducting (LE) reforms in the Cameroon (LE) public administration and facilitating the ownership and implementation of administrative reform tools (CE) and projects.	The objective of Programme 617 “Implementing More Administrative Reforms”, is to improve the performance of the public service and its performance indicator is progress made in carrying out administrative reform. The Programme has 3 (three) actions as follows: reorganising the public service and its modus operandi, reforming Cameroon's public service and facilitating familiarisation with administrative reform instruments and implementation of its projects.

Quant à lui, le Programme Support «Gouvernance et Appui Institutionnel» vise l'amélioration de la coordination des services et la bonne mise en œuvre des programmes techniques suscités. Il a comme indicateur le taux de réalisation des activités budgétisées et est mis en œuvre à travers onze (11) actions, à savoir: la coordination et le suivi des activités des services, les études stratégiques et la planification; la gestion financière et budgétaire, le développement du système d'information statistique, l'amélioration du cadre de travail, le développement des ressources humaines, le développement des technologies de l'information et de la communication, le contrôle et l'audit interne, le conseil juridique, la communication et les relations publiques, et enfin la gestion des ressources documentaires.	As for the Support Programme, “Governance (CE) and Institutional Support” it aims to improve the coordination of services and the proper implementation of the above mentioned technical programmes (CE). Its indicator is the rate of attainment of the activities budgeted (LE) and it is implemented through the following (LE) 11 (eleven) actions: the coordination and monitoring of (LE) the activities of services; strategic studies and planning (LE); financial and budgetary (LE) management; the development of the statistical information systems (CE); improvement of the working environment; human resources development; ICTs development; in-house audit and control (LE); legal counselling (LE); communication and public relations; and finally documentary resources management.	As for the Support Programme, “Good Governance and Institutional Support”, its objective is to better coordinate services and implement MINFOPRA's programmes. Its performance indicator is the rate at which earmarked activities are carried out and it was implemented by carrying out 11 (eleven) actions as follows: coordinating and overseeing the activities of services; carrying out sectoral strategy and planning studies; financial and fiscal management; developing a statistical information system; improving the working environment; developing human resources; popularising ICTs; ensuring oversight and in-house audit; providing legal advice; communicating and improving public relations; and managing documentary resources.
Ces différents programmes, déclinés en actions et en activités subséquentes présentées l'année dernière, ont servi de base à l'allocation à mon Département ministériel d'une enveloppe budgétaire d'un montant global de 11 732 000 000 FCFA pour le	These programmes, subsequently broken down into actions and activities presented last year (CE), served as the basis of the budgetary allocation given to my ministry for the financial year which is ending which stood at a total (LE) of FCFA (LE) 11,732,	These programmes were then carved out into actions and activities and presented to you last year as the basis for the budget allocated to MINFOPRA for the financial year now ending and MINFOPRA's overall budget in 2017 was CFAF 11,732,000,000,

compte de l'exercice qui s'achève, dont 10 725 000 000 FCFA pour le fonctionnement, et 1 007 000 000 FCFA en investissement. Madame la Présidente, Honorables Membres de la Commission des Finances et du Budget, Le bilan dressé après l'analyse des programmes et actions permet de noter que les performances réalisées en 2016 et en 2017, convergent vers l'atteinte de l'objectif stratégique du MINFOPRA. Les perspectives d'action de ce département ministériel dressées sur la base des enseignements tirés de l'exécution des budgets de ces deux (02) dernières années, devraient contribuer à une nette amélioration de ses performances futures.	000, 000- FCFA (LE) 10, 725, 000, 000 of which was recurrent (CE), and FCFA (LE) 1, 007, 000, 000 for investment (CE). The balance sheet drawn up after an analysis of the programmes and actions shows that the performances obtained in 2016 and 2017, all converge towards the attainment (CE) of MINFOPRA'S strategic objective. The action prospects of the Ministry drawn up based on lessons drawn from the execution of the budget of these last two years, should contribute to a net improvement of future performances (CE).	that is CFAF 10,725,000,000 for the recurrent budget and CFAF 1,007,000,000 for the public investment budget. The Committee Chair (omitted), Honourable Members of the Committee on Finance and Budget (omitted), The results obtained from implementing programmes and from carrying out actions earmarked for each programme show that the performance of MINFOPRA in 2016 and 2017 revolved around one goal-to achieve MINFOPRA's strategic objective. Since the prospective activities of MINFOPRA were carved out after drawing lessons from the execution of the budget during these last two years (2016 and 2017), such lessons would lead to a marked improvement in MINFOPRA's performance in future.
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5- Excerpt of the Performance Report of MINEE

1. Exécution du Programme Offre d'Energie Dans le cadre du Programme Offre d'énergie, les actions inscrites au budget 2017 poursuivaient les objectifs suivants: - garantir à court, à moyen et à long termes la sécurité de l'approvisionnement du pays en		1. Implementing the Energy Supply Programme Under the Energy Supply Programme, the objectives of budgeted projects in 2017 were to: - ensure that our country supplies electricity at low cost in the short, medium and long terms;
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énergie électrique à moindre coût; - améliorer l'accès des populations des zones urbaines et périurbaines aux services énergétiques modernes; - améliorer le cadre institutionnel et réglementaire, et renforcer les capacités des acteurs institutionnels du secteur de l'électricité; - promouvoir l'interconnexion des réseaux électriques avec les pays voisins dans l'optique des échanges d'énergie. Ainsi, dans le domaine de l'électricité, notamment en matière de sécurisation et d'approvisionnement en énergie du pays à court, moyen et long terme, les actions suivantes ont été menées: Plusieurs projets d'infrastructures de production et de transport d'électricité identifiés dans ledit plan ou son prédécesseur sont aujourd'hui en chantier ou à divers stades de préparation. A savoir le barrage hydroélectrique de Lom Pangar dont sa mise en eau régule déjà la production électrique dans le RIS, les aménagements hydroélectriques de Memve'ele et de Mekin pour ceux qui sont		- improve the urban and semi-urban population's access to energy services; - improve MINEE's institutional and regulatory framework and build the capacity of stakeholders in the electricity sector; - promote the interconnection of our country's electricity grid and that of neighbouring countries for energy distribution purposes. Thus, in the electricity sector, particularly in line with the objective of ensuring that the country supplies electricity at low cost to the population in the short, medium and long terms, the following activities were carried out. Several infrastructural projects on electricity generation and transmission in MINEE's current energy supply programme or in its previous programme are now afoot or in the preparation phase. The Lom Pangar Hydroelectric Dam is a classic example. The water collected in it is already being used to regulate the generation of electricity in the
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en chantier, et l'extension de la centrale à gaz de Kribi pour faire passer sa puissance installée de 216 à 330 mégawatts, les projets d'aménagements hydroélectriques de Nachtigal Amont (420 mégawatts), de Menchum (72 mégawatts), de Warak sur la Bini (75 mégawatts), etc., pour ceux qui sont en préparation. Pour accompagner ces projets et notamment, permettre le transit de l'énergie qui sera produite des points de production vers les centres de consommation, le Gouvernement de la République du Cameroun a également engagé un vaste programme de mise à niveau des réseaux publics de transport d'électricité et résorber les goulots d'étranglement existants. Parmi les projets prévus figurent les projets de renforcement des réseaux de desserte des grandes métropoles que sont Douala et Yaoundé,		Southern Interconnected Grid (SIG). Besides, the Memve'ele and Mekin hydroelectric power projects are under construction while extension work on the Kribi Gas Plant is afoot in order to increase its capacity of generating electricity from 216 to 330 megawatts. On their part, the Nachtigal Upstream Hydroelectric Power Plant (420 megawatts), the Menchum Hydroelectric Power Plant (72 megawatts), the Warak Hydroelectric Power Plant across River Bini (75 megawatts), etc. are all in the preparation phase. To carry out these projects and, in particular, to transmit the electricity that is generated to the end-user, the government of Cameroon has deemed it necessary to embark on an extensive programme to upgrade the national grid in order to increase its capacity and get rid of all existing bottlenecks thereto. Some examples of projects earmarked are projects to increase electric power transmission lines to the cities of Douala and Yaounde and other large urban centres. A
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ainsi que d'autres zones de grand transit énergétique. Ces projets ont fait l'objet de protocole d'accord avec des partenaires techniques. Les études d'avant-projet sommaire sont achevées et les contrats commerciaux négociés, signés puis transmis au Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire, pour recherche des financements.		memorandum of understanding was signed with technical partners on these projects. On their part, preliminary project outlines have been completed while business agreements have been negotiated, signed and duly transmitted to the Ministry of Economic Affairs, Planning and Regional Development so that it can source the necessary funds (omitted).
En ce qui concerne les projets de première génération: i. La poursuite des travaux de construction d'un barrage réservoir à Lom Pangar d'une capacité utile de six (06) Milliards de mètres cubes: A ce jour, les avancées enregistrées sur le plan technique en ce qui concerne le barrage, présentent un taux global de réalisation estimé à 100% conformément aux prévisions. Aussi, les travaux du barrage réservoir ont été réceptionnés le 30 juin 2017 et les prestations d'exploitation dudit barrage ont aussi commencé. S'agissant des travaux de construction de l'usine de pied, la pose de la première pierre des travaux et l'installation du poste	i. The continuation of construction works on an impounding dam of useful capacity of six (06) billion cubic metres at Lom Pangar (LE) To date, at the technical level, the overall implementation rate is estimated at 100% as planned. Also works on the impounding dam were received on 30 June 2017 and the operating services of the dam (CE) have also started. With regard to the construction works of the plant at toe of dam, the laying of the foundation stone of the works and the	With respect to first generation infrastructural projects, MINEE (omitted): i. pursued construction work on the Lom Pangar Storage Dam with a throughput of 6 (six) billion cubic metres of water. As projected, construction work on the storage dam is, to date, roughly 100% complete and after the reception of the works on 30 June 2017, the exploitation of the dam has also started. Meanwhile, after laying the foundation stone for the construction of a saddle dam and the commencement of

évacuateur de Lom Pangar pour l'entreprise CHINA CAMC ENGINEERING CO LIMITED ont été faites le 09 juillet 2017 avec un taux d'exécution de 20%.	installation of the Lom Pangar evacuation substation by CHINA CAMC ENGINEERING CO LIMITED was carried out on 9 July 2017 with an execution rate of 20% (LE).	construction work on the dam's spillway by CHINA CAMC ENGINEERING CO. LIMITED on 9 July 2017, construction work has, so far, been carried out at the rate of 20%.
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6- Excerpt of the Performance Report of MINEPDED

- Programme 362: Gestion Durable de la Biodiversité Ce programme a pour objectif de restaurer les écosystèmes de mangroves et de plan d'eau dégradés. Ses indicateurs sont respectivement, la superficie des mangroves restaurées et la superficie de plans d'eau débarrassés de la Jacinthe d'eau (Wouri, retenue de Lagdo et Nyong). La baseline en 2015 du premier indicateur était 08 ha de palétuviers mis en terre. Sa cible projetée en 2018 est de 11 ha de plantes de palétuviers produits et mis en terre. La valeur de cet indicateur à date est 09 ha de plants de palétuviers produits et mis terre. La baseline en 2015 du second indicateur était de 80 ha (plans d'eau) débarrassés de la jacinthe d'eau. Sa cible projetée en 2018 est de 110 ha (plans d'eau) débarrassés de la jacinthe d'eau. La valeur à date de cet indicateur est de 90 ha	- Programme 362: Sustainable Management of Biodiversity This programme is aimed at (LE) restoring the (LE) mangrove ecosystems and degraded water bodies. Its indicators include (CE) the surface area of restored mangroves and the surface area of water bodies released from water hyacinth (LE) (Wouri (CE), Lagdo and Nyong reservoir (LE)), respectively. The baseline (CE) in 2015 for the first indicator was 8 ha (LE) of mangrove seedlings (CE) planted. Its projected target in 2018 is 11 ha (LE) of mangrove seedling produced and (CE) planted. The value of this current indicator (CE) is 9 ha (LE) of mangrove seedlings produced and (CE) planted. The baseline (CE) in (LE) 2015 of the second indicator was 80 ha (LE) (water bodies) released from water hyacinth (LE). Its projected target in (LE) 2018 is 110 ha (LE) (water bodies)	- Programme 362: Sustainable Biodiversity Management The aim of the Programme is to restore mangrove ecosystems and degraded water bodies. Its performance indicators are the surface area of restored mangrove ecosystems and the surface area of water hyacinth cleared from water bodies (River Wouri, Lagdo and Nyong reservoirs) respectively. The target set for the first performance indicator in 2015 was 8 (eight) hectares of mangrove nurseries and the target set for 2018 is 11 (eleven) hectares of transplanted mangrove nurseries. The performance rate, so far, is 9 (nine) hectares of transplanted mangrove nurseries. The target set for the second performance indicator in 2015 was clearance of water hyacinth from 80 (eighty) hectares of water bodies while the target set for 2018 was
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(plans d'eau) débarrassés de la jacinthe d'eau. Pour ce programme, les activités suivantes ont été menées: -l'appropriation de la stratégie nationale des Développement Durable; -le renforcement des Evaluations Environnementales (EE); - la tenue régulière des sessions du Comité Interministériel pour l'Environnement (CIE) et l'accompagnement des grands projets d'infrastructures à travers le cadrage des Etudes d'Impacts Environnementales et Sociales et la participation à des groupes de travail multisectoriels. Le CIE a examiné entre autres: cent trente un (131) termes de référence, cent vingt-trois (123) rapports d'évaluations environnementales (EIES et AES). Il a organisé vingt-cinq (25) audiences publiques et délivré quatre-vingt-un (81) certificats de conformité environnementale.	released from water hyacinth (LE). The current value of this indicator (CE) is 90 ha (LE) (water bodies) released from water hyacinth (LE). For this programme (LE), the following activities were carried out: -Ownership or appropriation (LE) of the National Sustainable Development Strategy; -Enhancement (CE) of environmental Assessments (LE) (EAs); - the regular holding of meetings (LE) of the Inter-ministerial Committee on the Environment (CIE (LE)) and support to major infrastructure projects through the scoping of environmental and social (CE) impact assessments and participation in multi-sectoral working groups. The CIE (LE) has reviewed among others (LE), one hundred and thirty-one (131) terms of reference, one hundred and twenty-three (123) environmental assessment reports (ESIAs and ESAs). The CIE (LE) has organized twenty-five (25) public hearings and issued eighty-one (81)	clearance of water hyacinth from 110 (one hundred and ten) hectares of water bodies. The performance rate, so far, is clearance of water hyacinth from 90 (ninety) hectares of water bodies. The following activities were carried out under the Programme: -adoption of Cameroon's sustainable development strategy; -better environmental assessments (EAs); - organisation of meetings of the Interministerial Committee on the Environment (ICE) on a regular basis and support to major infrastructure projects by conducting environmental and community-based impact assessments and participation in multi-sector working groups. The ICE has, <i>inter alia</i>, looked at one hundred and thirty-one (131) terms of reference and one hundred and twenty-three (123) environmental assessment reports (ESIA and ESAs). The ICE has organised twenty-five (25) public hearings and issued 81 (eighty-one) environmental compliance certificates.
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Concernant l'arrêté portant création des Comités Départementaux de Suivi de la mise en œuvre des PGES (CDSPGES), le processus d'opérationnalisation est en cours.	certificates of environmental compliance. As regards the order to create divisional committees in charge of the follow-up of the implementation of the ESMPs (CDSPGES (LE)), the process is being operationalized (CE).	As regards the order to create divisional committees in charge of follow-up of implementation of the ESMPs, (DCF/ESMP), the process to render them operational is afoot.
La mise en œuvre de la stratégie nationale sur l'Accès aux ressources génétiques et le Partage Juste et Equitable des avantages y découlant (APA) s'est poursuivie, ainsi que la contribution à la mise en œuvre du Système de Vérification de Légalité de l'Accord de Partenariat Volontaire (APV)/FLEGT par la délivrance de l'Attestation de Respect des Obligations Environnementales aux exploitants forestiers. Dans la zone côtière, les efforts de restauration de la mangrove ont été poursuivis au courant de l'année 2017. Environ 1 ha de mangrove a été reboisé avec environ 10 000 plants de palétuviers (<i>Rhizophora spp.</i>) produits en pépinière et transplantés par le MINEPDED dans la localité de Mouanko. Pour la préservation de la sante des cours et plans d'eau , le MINEPDED a poursuivi la mise	We (LE) continued the implementation of the national strategy on Access (LE) to genetic resources and Fair (CE) and Equitable Sharing (LE) of Benefits (LE) (ABS) arising from their utilization, as well as (CE) the contribution to the implementation of (CE) the Legality Assurance (LE) System of Voluntary Partnership Agreement (VPA)/FLEGT by issuing the Environmental Compliance certificate (LE) to loggers. In the coastal area (LE), efforts were made to restore mangroves (CE) in 2017. About 1 ha (LE) of mangrove (CE) was reforested with about 10 000 mangrove seedlings (CE) (<i>Rhizophora spp.</i>) produced in nurseries (LE) and transplanted by MINEPDED in the locality of (LE) Mouanko. As regards the preservation of the health of water bodies and streams (CE), MINEPDED	The implementation of the national strategy on access to genetic resources with fair, equitable benefit sharing (ABS) and contribution to compliance with the Legality Verification System of Voluntary Partnership Agreement (VPA)/FLEGT was pursued by issuing environmental compliance certificates to loggers. Efforts were also made to restore earmarked mangrove ecosystems in coastal areas in 2017. About 1 (one) hectare of mangrove ecosystem was reforested with about 10 000 mangrove nurseries (<i>Rhizophora spp.</i>) grown and transplanted in Mouanko. As for the preservation of rivers and water bodies from pollution , MINEPDED

en œuvre du projet de lutte contre la jacinthe d'eau et les autres plantes aquatiques envahissantes à travers les compétences transférées aux communes. Les activités pour 2017 ont consisté en la restauration des sites et la valorisation de la Jacinthe d'eau et d'autres espèces aquatiques envahissantes dans les Communes de Douala IV et V (Département du Wouri, Région du Littoral), de FIKO (département du Moungo, Région du Littoral), de Lagdo (Département de la Bénoué, Région du Nord) et de Mbalmayo (Département du Nyong et So'o, Région du Centre). L'aménagement de 20 ha de plans d'eau nettoyés des espèces envahissantes et notamment de la Jacinthe d'eau. Programme 363: Lutte contre les Pollutions, Nuisances et Substances Chimiques nocives et/ou dangereuses Ce programme a pour objectif de réduire les pollutions et nuisances environnementales. Son indicateur de performance est le nombre d'installations inspectées. La baseline en 2015 était de 1956	continued with the implementation of the project to fight against water hyacinth and other invasive aquatic plants (LE) through some powers transferred (LE) to councils. Activities in 2017 include (LE) sites restoration (CE) and the valorization of water hyacinth and other invasive aquatic species (CE) in the following councils: Douala IV and V councils (Wouri Division, Littoral Region), FIKO (Moungo (LE) Division, Littoral Region), Lagdo (Benoue (LE) Division, North Region) and Mbalmayo (Nyong and So'o Division, Centre Region). The development of 20 hectares of water bodies released from invasive species, in particular water hyacinth (CE). Programme 363: Fight against (LE) Pollution, Nuisances and harmful (LE) and/or dangerous chemicals (CE); This programme aims to reduce environmental pollution and nuisances. Its indicator (CE) is the number of installations inspected. The baseline in 2015 (CE) was 1956 installations	continued to get rid of water hyacinth and other invasive aquatic plant species by devolving such powers to councils. Activities carried out in 2017 had to do with landscape restoration, development of water bodies by getting rid of water hyacinth and other invasive aquatic plant species in the following council areas: Douala IV and V councils (the Wouri Division, Littoral Region), Fiko (the Mungo Division, Littoral Region), Lagdo (the Benue Division, North Region). Twenty hectares of water bodies were developed by getting rid of invasive aquatic plant species such as water hyacinth. Programme 363: Control of Pollution, Nuisances, Harmful and/or Dangerous Substances The aim of the Programme is to reduce environmental pollution and nuisances. Its performance indicator is the number of installations inspected. The target set for 2015 was the inspection of
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installations inspectées. La cible projetée en 2018 est 4043 installations à inspecter. La valeur de cet indicateur à date est de 3708 installations inspectées.	inspected. The projected target in 2018 (LE) is 4043 installations to be inspected. The value of the current indicator (CE) is 3708 installations inspected.	1956 installations. The projected number of installations to be inspected in 2018 is 4043 while the performance rate, so far, is 3708 installations inspected.
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7- Excerpt of the Performance Report of MINJUSTICE

Programme 107: Gouvernance et Appui Institutionnel du Sous-Secteur Justice La mise en œuvre de ce programme repose sur 11 actions dont sept (07) sont présentées ci-après: Amélioration du cadre de travail poursuite des travaux de construction de l'extension du bâtiment central du Ministère de la Justice: En cours d'exécution depuis 2013, ce projet est en arrêt. La procédure d'accostage est pendante au Ministère des Marchés Publics; équipement des services en mobilier de bureaux et matériels informatiques: 81 ordinateurs complets acquis pour les services centraux et les juridictions; 15 groupes électrogènes ont été fournis dans les Palais de Justice de Mfou, Ngounou, Mbalmayo, Bafia, Abong-Mbang, Edéa, Ambam, Kribi et Mbanga;	Programme 107: Governance (CE) and Institutional Support of (LE) the Justice Sub-Sector The implementation of this programme is based on 11 actions (CE), seven (7) of which are presented below: Improving the working environment continuation of construction works of the extension of the new building of the Ministry of Justice: ongoing since 2013, this project is on standstill due to cost evaluation pending in the Ministry of Public Contracts for work done, work still to be done, additional work and total cost of modified contract (LE); equipping services with office furniture and computing equipment (LE) 81 complete computers (CE) acquired for central services and jurisdictions (LE); 15 generators were provided for the Courthouses (LE) of Mfou, Ngounou, Mbalmayo, Bafia, Abong-Mbang, Edea, Ambam, Kribi and Foubot, as well as for	Programme 107: Good Governance and Institutional Support to the Justice Subsector This programme was implemented by carrying out 11 (eleven) actions, 7 (seven) of which are presented below: Improving on the Working Environment MINJUSTICE continued construction work to extend the new building of the Ministry of Justice that started in 2013. The extension project is now at a standstill because the evaluation of the cost of the extension project is pending at the Ministry of Public Contacts; MINJUSTICE endowed services with office furniture and computer equipment by: acquiring 81 desktop computers for central services and ordinary courts; providing 15 generators to the Courts of Mfou, Ngounou, Mbalmayo, Bafia, Abong-Mbang, Edea, Ambam, Kribi, Foubot and to the prisons of Mbalmayo,
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167 fauteuils, 70 bureaux, 20 armoires de rangements et 28 climatiseurs ont été acquis pour les services ; 2500 exemplaires de Code Pénal, 2000 fascicules des actes uniformes OHADA version anglaise, 400 guides pratiques sur la nationalité et le changement de nom et 400 manuels de procédures administratives acquis pour les personnels judiciaires et les auxiliaires de Justice. Rapprochement de la Justice des populations Les populations des zones rurales sont particulièrement éloignées des instances judiciaires qui, pour la plupart, sont situées dans les Chefs-lieux de Départements et d'Arrondissements. Ce qui induit des dépenses supplémentaires liées au déplacement de ces dernières pour se rendre Justice. Afin de soulager ces populations, des voies et moyens sont recherchés pour rapprocher la justice des justiciables à travers la multiplication des juridictions et en même temps arrimer la carte pénitentiaire à la carte judiciaire. Ainsi, une activité d'identification des sites destinés à la construction	the prisons of Mbalmayo, Bafia, Kribi, Ambam and Mbanga; 167 armchairs, 70 desks (CE), 20 storage (LE) cabinets and 28 air conditioners (LE) were acquired for services (CE); 2500 copies of the Penal Code, 2000 OHADA Uniform Acts in English version (LE), 400 practical guides (CE) on nationality and change of name and 400 manuals on administrative procedures acquired for the judicial staff and auxiliaries of justice (CE). Bringing Justice closer to the populations (CE) The populations of the (LE) rural areas live far away from judicial institutions, the most part of which are located in Headquarters (CE) of Divisions and Sub-Divisions. This situation induces additional expenses due to their displacement to seek justice (LE). In order to relieve these populations, ways and means are sought to bring justice closer to the litigants through the multiplication of jurisdictions and at the same time the alignment of the penitentiary map to the judicial map. Thus, an activity aimed at identifying	Bafia, Kribi, Ambam and Mbanga; equipping the services of MINJUSTICE with 167 armchairs, 70 office desks, 20 filing cabinets and 28 air conditioning systems; 2500 copies of the Penal Code, 2000 OHADA Uniform Act booklets in English, 400 guidebooks on nationality and change of name and 400 manuals on administrative procedures were provided to the judicial staff and other court officials. Bringing Ordinary Courts Closer to the Population People in rural areas live far away from courts of law since the latter are mostly located in the chief towns of Divisions and Sub-Divisions. As a result, rural folks incur additional travelling costs to seek justice in court. To spare rural folks of such additional travelling cost, MINJUSTICE is exploring ways and means of bringing the courts closer to litigants by increasing the number of courts of law and ensuring that prisons are located side by side with courts of law. Consequently,
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des Tribunaux de Première Instance et des Prisons dans certaines localités, est menée sur l'ensemble du territoire depuis l'exercice budgétaire 2017. La finalité est de réduire le coût de l'accès à la Justice, les lenteurs judiciaires et la surpopulation carcérale. Les localités ont été choisies selon les critères suivants: la tenue régulière des audiences foraines, une forte démographie, une importante activité économique ou de très longues et pénibles distances à parcourir pour atteindre les juridictions existantes dans la localité. Ont donc été sélectionnées pour la recherche des sites, les localités ci-après: Région de l'Adamaoua: Ngaoundal et Belel ; Région du Centre : Okola, Saa, Ayos, Makak, Botmakak, Dzeng, Esse et Yoko; Région de l'Est : Messamena, Nguemendouka, Garoua-Boulai, Lomié, Bétaré-Oya et Mbang ; Région du Littoral : Ngambé et Ndom; Région du Nord-Ouest : Bafut, Nwa, Oku, Jakiri, Misaje, Menchum-Valley, Babessi et Njinikom ; Région de l'Ouest : Penka-Michel; Région du Sud : Mvengue, Mvangane, Ngoulemakong, Zoétélé,	sites for the construction of Courts of First Instance and Prisons in some localities, is being carried out throughout the national territory since the fiscal year 2017. The purpose is to reduce the cost of access to justice, judicial delays and prisons overcrowding (CE). The localities were chosen according to the following criteria (LE): the regular holding of roving courts, a strong demography (LE), an important economic activity (CE) or very long and painful (CE) distances to reach the existing jurisdictions in the locality (LE). The following locations were selected for the search of sites (LE): Adamawa Region: Ngaoundal and Belel ; Centre Region: Obala, Saa, Ayos, Makak, Botmakak, Dzeng, Esse and Yoko; East Region: Messamena, Nguemendouka, Garoua-Boulai, Lomie, Betare-Oya and Mbang ; Littoral Region : Ngambe and Ndom; North-West Region : Bafut, Nwa, Oku, Jakiri, Misaje, Menchum-Valley, Babessi and Njinikom ; West Region: Penka-Michel; South Region : Mvengue, Mvangane, Ngoulemakong,	action was taken in 2017 to identify sites for the construction of Courts of First Instance and prisons in some localities in view of reducing the cost of access to the Courts, reducing judicial delays and averting prospects for overcrowded prisons. The criteria used to choose localities are as follows: holding of roving courts on a regular basis, population density, a viable economic activity or very long distances covered to reach existing courts in the area. The following localities have been earmarked for the search of sites: Adamawa Region: Ngaoundal and Belel ; Centre Region: Obala, Saa, Ayos, Makak, Botmakak, Dzeng, Esse and Yoko; East Region: Messamena, Nguemendouka, Garoua-Boulai, Lomie, Betare-Oya and Mbang; Littoral Region : Ngambe and Ndom; North-West Region : Bafut, Nwa, Oku, Jakiri, Misaje, Menchum-Valley, Babessi and Njinikom ; West Region: Penka-Michel; South Region: Mvengue, Mvangane, Ngoulemakong,
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Lolodorf et Mezesse et Azem (pour les tribunaux coutumiers); Région du Sud-Ouest : Ekondo Titi, Eyumojock, Mbonge et Fontem. Pour l'instant, les descentes effectuées sur le terrain ont permis d'avoir: à Mvengue: 20 hectares pour la prison et 02 hectares pour le Palais de Justice; à Ngambé : 35 hectares de terrain pour les deux structures.	Zoetele, Lolodorf and Mezesse (for customary courts); South-West Region: Ekondo Titi, Eyumojock, Mbonge and Fontem. For the moment, visits carried out on the field have enabled to get (LE): in Mvengue: 20 hectares for the prison and 2 hectares for the Courthouse (LE); in Ngambe: 35 hectares of land for the two (2) structures (CE).	Zoetele, Lolodorf and Mezesse (for customary courts); South-West Region: Ekondo Titi, Eyumojock, Mbonge and Fontem. The visits on the field, so far, have made it possible to secure: 20 hectares of land for the prison and 2 hectares for court premises in Mvengue; 35 hectares of land for the prison and court premises in Ngambe.
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8- Excerpt of the Performance Report of MINJEC

Dans ce chapitre, je voudrais surtout signaler l'organisation avec succès du village jeunesse et du village de l'unité et d'intégration nationale dans toutes les unités administratives du pays, lors de la célébration des cérémonies officielles (notamment la 51^e édition de la Fête de la Jeunesse et la 45^e Fête Nationale). Toujours dans le sens d'un encadrement de proximité des jeunes, d'autres résultats tout aussi importants, ont été obtenus. Ils sont notamment illustrés par: -la révision et l'adoption des textes relatifs au renouvellement des organes dirigeants du Conseil National de la Jeunesse du Cameroun dont l'encadrement s'est poursuivi aux cours des années 2016 et 2017, aussi bien au niveau central que déconcentré;	In this chapter (LE), I would mostly like (LE) to mention the successful organisation of the youth village (LE) and of the Unity and National Integration village (LE) in all the administrative units of the country during the celebration of official ceremonies (LE) (notably the 51st edition (LE) of the Youth Day and the 45th national (CE) Day. Also, in the context of close youth supervision (LE), other important results were obtained. Examples of these results include (LE): -the revision and adoption of texts relating to (LE) the renewal of the governing bodies (CE) of the Cameroon National Youth Council whose supervision has continued both at the central	In this connection, I would like to mention, in particular, the successful organisation of the Youth Village and the Unity and National Integration Village in all the administrative units of the country during official ceremonies to mark celebrations of the 51st Edition of the Youth Day and the 45th National Day. Other important results were also obtained in the bid to effectively provide guidance to youths as follows: -revision and validation of legal instruments on the renewal of the steering organs of the Cameroon National Youth Council as MINJEC continued to provide guidance to the Council through
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-la tenue de la première édition du Parlement Jeunesse dans le sillage des activités du 11 février. Bien au-delà de ces performances planifiées, mon Département ministériel a mis en place les Equipes Mobiles d'Animation Populaire Urbaine et Rurale en abrégé EMAPUR, dont le déploiement est désormais effectif dans tous les arrondissements du pays. Les EMAPUR sont opérationnelles d'autant plus qu'elles disposent en leur sein des Médiateurs Communautaires dont 2300 nouveaux ont été mobilisé, formés et déployés au cours du présent exercice 2017. Ils représentent des véritables pairs éducateurs en civisme et mènent partout dans les villages et les quartiers des activités de sensibilisation et d'éducation populaire de proximité. Cette action des EMAPUR et des médiateurs communautaires est venu renforcer celle déjà présente et maintenue des clubs d'éducation civique et d'intégration nationale dont le dénombrement total à ce jour fait état de 27 763 créés en 2017 et fonctionnels sur l'ensemble du triangle national.	and deconcentrated levels (LE) in 2016 and 2017; -the holding of the first edition of the Youth Parliament in line with 11 February activities (LE); Beyond these planned activities (LE), the Ministerial department (LE) under my responsibility also established (LE) Urban and Rural Mobile Mass Animation Teams (CE), in short (LE) EMAPURs whose deployment is now effective (LE) in all the subdivisions of the country. EMAPURs are functional especially as they have Mobile Civic Educators (CE), 2,300 of whom have been mobilised, trained and deployed in the 2017 budget year (LE). They represent (CE) true peer educators in civic responsibility and carry out outreach and local mass education activities in villages and neighbourhoods. This action by EMAPUR and mobile civic educators has come to enhance (LE) the already existing and sustained action of Civic Education and National Integration Clubs whose total number to date is 27,763, established in 2017 and	its central and devolved services in 2016 and in 2017; -organisation of the first edition of Youth Parliament in the build up to the celebration of the Youth Day on 11 February. In addition to the activities it earmarked, MINJEC created Popular Animation Groups in Urban and Rural Communities, abbreviated in French as EMAPUR, which were actually deployed to all the subdivisions of the country. The EMAPUR are operational as they have civic educators in their ranks, including 2,300 new peer educators on civic responsibility who were selected, trained and deployed to the entire national territory during the 2017 financial year. The civic educators are actually peer educators on civic responsibility. They carry out outreach and mass education activities in villages and neighbourhoods. The task accomplished by EMAPUR and civic educators has revitalised the already existing and sustained task of civic education and national integration clubs which, so far, are 27,763 in number and are operating all over the national territory.
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Concernant la proposition d'un cadre plus opératoire d'insertion socio-économique des jeunes, le principal extrant réalisé reste la spécialisation et le renforcement des programmes et projets d'accompagnement à l'insertion socio-économique des jeunes qui rentrent dans le cadre de l'opérationnalisation de l'Axe 2 du Plan Triennal «Spécial Jeunes». Comme vous le savez, un Comité de suivi de la mise en œuvre du Plan Triennal «Spécial Jeunes», a été mis sur pied par Décret n° 2017/0465/PM du 08 février 2017 de Monsieur le Premier Ministre, Chef du Gouvernement, et placé sous la présidence de Monsieur le Secrétaire Général de ses Services. A cet égard, les actions ci-après ont été menées au sein de mon département ministériel, conformément aux trois composantes du PTS-Jeunes la mise en service de la plate-forme numérique de l'Observatoire Nationale de la Jeunesse (ONJ), accessible à l'adresse internet: www.onjcameroun.cm;	operational throughout the national territory (LE). With regard to the proposal for a more operational socio-economic integration of young people, the main output remains the specialisation and the enhancemnet of accompanying programmes and projects for the socio-economic integration of young people as part of the operationalisation of Priority 2 of the Three-year “Special-Youth” Plan (CE). As you all know, a Monitoring (CE) Committee for the implementation of the Three-year “Special-Youth” Plan, was established by (CE) Decree No. 2017/0465/PM of 08 February 2017 by the Prime Minister, Head of Government and placed under the chairmanship of his Secretary General (CE). Under this Committee (CE), the following actions were carried out within my ministerial department, (LE) in accordance with the three components of the TYSYP: the commissioning of the National Youth Observatory (NYO) digital platform (LE), whose address is accessible at (LE): www.onjcameroun.cm;	With regard to the creation of a more appropriate framework for the scocioeconomic insertion of youths, the main thrust hinges on specialisation and measures taken to step up the implementation of programmes and projects to promote the socioeconomic insertion of youths and ipso facto translate the second Priority Action of the Three Year “Special Youth” Plan into reality. As you all know, a Follow-up Committee for the implementation of the Three-Year “Special Youth” Plan (TYSYP) was set up through Decree No. 2017/465/PM of 8 February 2017 by the Prime Minister, Head of Government and is chaired by the Permanent Secretary of the Prime Minister’s Office. In this regard, the actions carried out by MINJEC as per the three components of TYSYP are as follows: installation of the digital platform of the National Youth Observatory (NYO) that is accessible at: www.onjcameroun.cm;
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l'inscription à l'Observatoire de la Jeunesse, au 21 novembre 2017, de 305 000 jeunes dont 2687 de la diaspora ((ce qui représente 61% de la cible annuelle avec 54,45% sollicitant le financement de projets, 22,6% (LE) recherchant un emploi et 20,7% une formation professionnalisante); le référencement de 4150 jeunes à diverses structures d'accompagnement et de financement par l'Observatoire National de la Jeunesse (ONJ) ; l'élaboration d'un référentiel réarmement moral et civique de ces jeunes inscrits à ONJ et le réarmement moral de 3500 d'entre eux par l'Agence du Service Civique National de Participation au Développement; l'opérationnalisation du Projet d'Education Populaire, Civique et d'Intégration Nationale (PEPCIN) avec la création des Equipes Mobiles d'Animation Populaire Urbaine et Rurale (EMAPUR), 200 jeunes formés à la citoyenneté, 537305 éducateurs relais sensibilisés à la citoyenneté et à l'intégration nationale, 230 leaders religieux de diverses obédiences mobilisés;	the registration till (LE) November 21st 2017, of 305 000 youths at the National Youth Observatory including 2,687 youths of the Diaspora (which represents (CE) 61% of the annual target (CE) with 54,45% (LE) soliciting the funding of (LE) their projects, 22,6% (LE) in search of employment and 20,7% (LE) going after (LE) vocational training); the referral of 4,150 youths (LE) to various support and funding structures (LE) of the National Youth Observatory (NYO); the development of a moral and civic rearmament toolkit for young people registered at (LE) the NYO and the effective rearmament of 3,500 amongst them (LE) by the National Civic Service Agency for Participation in Development; the operationalisation of the Mass, Civic Education and National Integration Project (PEPCIN) with : the establishment (LE) of Urban and Rural Mobile Mass Animation Teams (CE) (EMAPUR), 200 youths trained in citizenship and in national integration, 230 religious leaders of various faiths mobilised (CE);	registration of 305 000 youths with the National Youth Observatory as of 21st November 2017, including 2 687 youths of the Diaspora. This represents 61% of the target set for every year. Meanwhile, 54.45% of the youths actually solicit funding for their projects, 22.6% seek employment while 20.7% hanker after vocational training opportunities; a total of 4,150 youths were oriented to support and funding bodies by the National Youth Observatory (NYO) ; development of a moral and civic rearmament toolkit for youths who are duly registered with the NYO and the moral rearmament of 3,500 of them was completed by the National Civic Service Agency for Participation in Development; operationalisation of the Mass Civic Education and National Integration Project (MACENIP) by creating Popular Animation Groups in Urban and Rural Communities (EMAPUR), having 200 youths trained in citizenship and national integration, having 537,305 relay educators drilled on citizenship and national integration, having 230 religious leaders of various denominations involved in the mass education initiative;
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9- Excerpt of the Performance Report of MINHDU

S'agissant des deux premières années du triennat 2016-2018, il importe de rappeler, d'une manière globale, qu'elles ont été marquées par la mise en œuvre des travaux liés à la préparation des CAN Féminine 2016 et masculine 2019; de l'exécution des projets du PLANUT volet habitat et voirie; des travaux de construction de l'autoroute Yaoundé Nsimalen section rase campagne et de la mise en œuvre du Programme Gouvernemental de construction de 10 000 logements sociaux.	Concerning the first two years of the 2016-2018 triennium (LE), it should be underscored that, globally, they were marked by (LE) the execution of works relating to (CE) preparation for female AFCON 2016 (LE) and male AFCON 2019 (LE); implementation of projects under the housing and road component of PLANUT (LE); construction work on the Yaounde-Nsimalen Highway (CE), open country section (CE) and implementation of the Government Program (LE) to construct 10 000 low-cost houses.	As regards the first two years of the three-year budgeting period (2016-2018), it is important to reiterate that, on the whole, projects on preparations for the 2016 Women AFCON and the 2019 Men AFCON were implemented during the two years just as housing and road projects under TYEP, including construction work on non-built areas of the Yaounde-Nsimalen Motorway. The implementation of government's plan to construct 10 000 low-cost houses also started during the first two years.
Particulièrement à l'exercice 2017 qui s'achève, la mise en œuvre de l'enveloppe budgétaire à lui consacrée s'exécute dans un contexte difficile marqué par la rareté des ressources entraînant de ce fait le paiement tardif de certains décomptes et les lenteurs dans la mobilisation des fonds de contrepartie par la partie camerounaise pour les projets à financement conjoint, retardant ainsi la cadence des activités programmées sur le terrain. Ce qui a nécessité la conclusion, avec le Fonds Monétaire International, d'un programme économique et financier dû en large partie à la baisse des cours de pétrole brut et des autres matières premières.	With specific regard to fiscal 2017 (LE) now ending, this budget allocation was executed (LE) under difficult circumstances branded with the scarcity of resources (CE) resulting in late settlement of some payments and delayed mobilization by the Cameroonian Party, of counterpart funds (LE) for projects with joint funding (LE), delaying thus activities planned (LE) on the field. This culminated in the conclusion (CE), with the International Monetary Funds (LE), of an economic and financial Program, due (LE) largely to the fall in crude oil	Regarding the 2017 financial year now ending, in particular, MINHDU's budget was executed under difficult circumstances characterised by scarcity of funds which ipso facto led to belated down payments and Cameroon's mobilisation of counterpart funds for jointly funded projects. All this delayed the work schedule on the field and since the scarcity of funds was mainly due to the fall in crude oil prices and the prices of other commodities, it was, therefore, necessary to have recourse to an extended credit facility with the International Monetary Fund.

En ce qui concerne les extrants majeurs obtenus au cours des deux premières années du triennat sus cité, il faut préciser d'entrée que l'année 2017 est en cours et certain entrants sont programmés pour être collectés à la fin de l'exercice. Néanmoins, à la faveur des lois de finances 2016 et 2017 qui octroyaient respectivement au MINHDU des enveloppes de 177 579 000 000 F CFA et 138 453 706 000 FCFA, les résultats ci-après ont été obtenus et affichés par Programme. La mise en œuvre du Programme 496 au cours des années 2016 et 2017 a permis d'enregistrer comme produits 03 documents de planification élaborés, 72 ha aménagés à Nkolbikok et 1520 logements sociaux construits dans les villes de Yaoundé, Douala, Limbé, Sangmélina, Bamenda et Bafoussam. Il se dégage également la poursuite satisfaisante des travaux de construction de 100 logements dans chacun des chefs-lieux de Régions en dehors de Yaoundé et Douala, dans le cadre du Plan	prices and other commodities (CE) leading to the scarcity of resources for projects implementation (Incompatible content). As regards the major outputs obtained (CE) during the first two years of the above mentioned three-year budgeting period, it should be pointed out that fiscal 2017 (LE) is underway and some outputs are due to be collected (CE) at the end of the financial year. Nevertheless, under the 2016 and 2017 Finance Law, which allocated XAF 177 579 000 000 and XAF 138 453 706 000 to MINHDU (CE), the results below were obtained and presented as per Program (LE). Implementation of Program 496 during 2016 and 2017 enabled the following achievements (LE): drafting of 3 planning documents, development of 72 ha of plot (CE) in Nkolbikok, construction of 1,520 housing units (CE) in Yaoundé, Douala, Limbe, Sangmelima, Bamenda and Bafoussam. Also to be noted is the satisfactory continuation of construction of 100 housing units in each Regional Headquarter (CE), except (LE)	As for the main results obtained during the first two years of the three-year budgeting period (2016-2018), it should be noted that the 2017 financial year has not yet ended and so results from some of the programmes implemented would only be obtained at the end of the year. With the CFA francs 177 579 000 000 and CFA francs 138 453 706 000 allocated to MINHDU as its 2016 and 2017 budget respectively, MINHDU was, however, able to obtain results from implemented programmes as follows: The implementation of Programme 496 during the 2016 and 2017 financial years made it possible to succeed in: drafting 3 (three) planning blueprints, developing 72 hectares of building plots in Nkolbikok, constructing 1,520 low-cost houses in Yaounde, Douala, Limbe, Sangmelima, Bamenda and Bafoussam. MINHDU satisfactorily continued, in line with the Three-Year Emergency Plan (TYEP) for Acceleration of
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d'Urgence Triennal pour l'Accélération de la Croissance Economique (PLANUT), avec des taux d'avancement à Ebolawa de 74%, 25% à Bertoua, 20% à Buea, 20% à Bafoussam, 30% à Ngaoundéré, 27% à Garoua, 25% à Maroua et 06,1% à Bamenda. Pour ce qui est du Programme 497, 7,5 km de drains construits, 900 jeunes formés aux petits métiers urbains, et environ 673 ménages bénéficiant des projets sociaux de proximité. Ce programme est adossé sur deux importants projets qui visent une meilleure canalisation des eaux pluviales et celles dites usées. A Yaoundé, la construction de 14 km de drains dans le cadre du projet d'assainissement de Yaoundé deuxième phase (PADY 2) se poursuit avec un taux d'exécution de 76% pour le lot 1 et 60,2% pour le lot 2.	Yaounde and Douala, as part of the Three-Year Emergency Plan to Speed-up (LE) Economic Growth (PLANUT) (LE), with a progress rate (CE) of 74% in Ebolowa, 25% in Bertoua, 20% in Buea, 20% in Bafoussam, 30% in Ngaoundéré, 27% in Garoua, 25% in Maroua and 6.1% in Bamenda; Concerning Program 497, major achievements include construction of 7.5 km of drains (CE), training of 900 Youth (LE) in petit (LE) urban trades, enrolment of 673 households in proximity social projects (CE). This Program is underpinned by two major projects aimed at improving storm water (CE) and wastewater (LE) drainage. In Yaoundé, the construction of 14 km of drains as part of the second phase of Keep Yaoundé Clean Project (PADY 2) is underway with 76% execution rate for lot 1 and 60.2% for lot 2 (LE).	Economic Growth, the construction of 100 low-cost houses as well in each regional chief town (excluding Yaounde and Douala) with a construction rate of 74% in Ebolowa, 25% in Bertoua, 20% in Buea, 20% in Bafoussam, 30% in Ngaoundere, 27% in Garoua, 25% in Maroua and 6.1% in Bamenda. As concerns Programme 497, the main activities carried out are: construction of a drainage system covering 7.5 km, training of 900 youths in petty urban trades, carrying out proximity social projects for the benefit of 673 households. The Programme was underpinned by two major projects designed to improve run offs and waste water drainage. Meanwhile, drains covering 14 km were constructed in Yaounde under the second phase of Keep Yaounde Clean Project (KYCP 2) at the rate of 76% for Lot 1 and 60.2% for Lot 2.
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10- Excerpt of the Performance Report of MINREX

L'élargissement de la carte diplomatique et consulaire, constitue comme vous le savez, un axe stratégique pour la captation des ressources et expériences nécessaires à l'atteinte de nos objectifs de développement. D'où la nécessité de	The enlargement of the diplomatic and consular map (CE), as you know, constitutes (LE) a strategic tool for (CE) harnessing resources and experiences needed to achieve our development objectives. Hence,	As you all know, increasing the number of diplomatic services is critical in harnessing resources and experiences that are necessary to achieve our country's development objectives. It is, therefore, necessary to reorganise our
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restructurer notre carte diplomatique, pour un déploiement efficient au-delà du cercle restreint de nos partenaires classiques. A ce sujet, les négociations se poursuivent, en vue du renforcement des relations diplomatiques avec le Vietnam, ainsi que l'ouverture des missions diplomatiques résidentes en Corée du Sud, et en Argentine pour ne citer que ceux-là. Des négociations similaires sont également entreprises avec certains pays ayant formellement sollicité le Cameroun. C'est le cas de la Birmanie, du Sri Lanka, de la Colombie, de la Bolivie, et du Chili. Dans la même logique, la nomination des consuls à Nairobi (Kenya), à Ouessou (République du Congo), et à Dubaï (Emirats Arabes Unis) vient concrétiser de manière effective l'opérationnalisation de ces Postes Consulaires qui œuvreront sans doute de manière significative au renforcement des relations de coopération avec les pays d'accueil. Pour ce qui est de la consolidation des amitiés traditionnelles et du suivi de la coopération bilatérale, des activités multiformes ont été menées en fonction des différentes zones géographiques couvertes, notamment	the need to restructure our diplomatic map, for an efficient deployment beyond the narrow circle of our traditional partners (LE). In this regard, negotiations are going on, with a view to opening resident Diplomatic Missions with Vietnam, South Korea, and Argentina, to name just a few (CE). Similar negotiations are also being undertaken (LE) with some countries that have formally approached Cameroon (CE). This is the case of (LE) Burma, Sri Lanka, Colombia, Bolivia and Chile. In the same vein, the appointment of Consuls in Nairobi (LE) (Kenya), Ouessou (Congo Kinshasa (CE)), and Dubai (United Arab Emirates) concretizes in an effective and significant way, the operationalization of these consular Posts (CE), which will work to strengthen cooperation relations (LE) with the host countries. With regard to the consolidation of traditional friendships and monitoring of bilateral cooperation, multifaceted activities were carried out according to the different geographical areas covered,	diplomatic activities and look beyond our traditional partners by establishing diplomatic relations with other countries. To this end, negotiations are afoot to strengthen diplomatic ties with Vietnam and to open resident diplomatic missions in South Korea and Argentina, for example. Similar negotiations are ongoing with countries such as Burma, Sri Lanka, Colombia, Bolivia and Chile that have formally sought to establish diplomatic ties with Cameroon. Similarly, the appointment of Consuls to consulates in Nairobi (Kenya), Ouessou (Republic of Congo) and Dubai (United Arab Emirates) not only rendered these consulates operational-it will make it possible for the consulates to strengthen our country's cooperation ties with the host countries. Talking about consolidating traditional cooperation ties and overseeing bilateral cooperation activities, various activities were carried out in different geographical areas, especially in
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l'Afrique, l'Europe, l'Asie, les Amériques et les Caraïbes. Au plan bilatéral africain L'on peut retenir : Dans le cadre des Commissions Mixtes : la tenue de la Grande Commission Mixte de coopération Cameroun-Tunisie et du forum économique en marge des dites assises, du 28 au 29 juin 2017 à Yaoundé ; les négociations en vue de la tenue de la Grande Commission Mixte Cameroun-Tchad couplée aux Commissions Mixtes permanentes de sécurité et ad hoc des frontières; l'évaluation de l'état de mise en œuvre des Grandes Commissions Mixtes avec la RCA et avec le Gabon. Dans le cadre des Accords: la signature le 02 mars 2017 de l'Accord tripartite pour le rapatriement librement consenti des réfugiés nigériens vivant au Cameroun et la finalisation des négociations de l'Accord bilatéral avec le Congo sur le transport terrestre des marchandises;	notably (LE) Africa, Europe, Asia, the Americas and the Caribbean. At the African Bilateral Level (LE) We can mention (LE): Under (LE) Joint Commissions The holding of the Cameroon-Tunisia Joint Cooperation Commission and the economic forum on the sidelines of the said meetings, on 28 and 29 June 2017 in Yaoundé (CE); Negotiations for the holding of the Cameroon-Chad Joint Commission, coupled with the Permanent Joint Security and Ad Hoc Border Commissions, assessment of the state of implementation of the Joint Commissions with the CAR and with Gabon (CE). Under (LE) Agreements: The signing on 2 March 2017 of the Tripartite Agreement for the Voluntary Repatriation of Nigerian Refugees Living (LE) in Cameroon and the Finalization of Negotiations of the Bilateral Agreement with Congo on the Transportation of Goods by land (LE);	Africa, Europe, Asia, the Americas and the Caribbean. Bilateral Relations with African Countries The bilateral activities carried out were as follows: Joint Commissions a high-level mixed commission meeting on Cameroon-Tunisia cooperation and an economic forum were held on the sidelines of the Joint Commission meetings in Yaounde from 28-29 June 2017; negotiations for the Cameroon-Chad Joint Commission and the Permanent Joint Security and Ad Hoc Border Commission were held and progress made in setting up joint commissions with CAR and Gabon was evaluated. Agreements the Tripartite Agreement for the Voluntary Repatriation of Nigerian refugees living in Cameroon was signed on 2 March 2017 while negotiations on a bilateral agreement with Congo on freight transport were finalised;
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la signature en marge de la 72^{ème} Session de l'Assemblée Générale des Nations Unies 2017, des Accords paraphés lors du Comité de suivi de la 10^{ème} Session de la Grande Commission Mixte Cameroun-Tunisie, du 28 au 29 juin 2017 à Yaoundé. Il s'agit précisément des Accords dans le domaine de la formation professionnelle et celui en matière de promotion de la femme et de la famille; la tenue de la réunion inaugurale de la Commission tripartite le 10 août 2017 à Abuja au Nigéria, après la signature de l'Accord tripartite pour le rapatriement volontaire des réfugiés centrafricains. Dans le cadre de la sécurité et des projets transfrontaliers: le lancement d'une étude sur les risques de conflits liés à la transhumance à la frontière avec la RCA; le lancement effectif du programme de développement intégré de la zone des trois frontières; la finalisation de l'étude sur des Accords de partenariat de construction du pont sur le Ntem et de l'unité de gestion du corridor Yaoundé-Brazzaville;	The signing, on the sidelines of the 72nd Session of the United Nations General Assembly in 2017, of Agreements initialed (CE) during the Follow-up Committee of the 10th Session of the Cameroon-Tunisia Joint Commission (CE), on 28 and 29 June 2017 in Yaoundé. These are precisely the Agreements (LE) on vocational training and the empowerment (CE) of women and the family; The holding of the inaugural meeting of the Tripartite Commission on 10 August 2017 in Abuja, Nigeria, after the signing of the Tripartite Agreement for the Voluntary Repatriation of Central African Refugees. Under Security and Cross-border Projects (CE) The launching (LE) of a study on the risks of conflicts related to transhumance at (LE) the border with the CAR; The effective launching of the integrated development programme (CE) of the Three Frontiers Zone; The finalization of the study on partnership agreements for the construction of the Ntem bridge (CE) and the Yaoundé-Brazzaville corridor management unit;	drawing up agreements during the Follow-up Committee of the 10th Session of the Cameroon-Tunisia High-Level Mixed Commission Meeting from 28 to 29 June 2017 in Yaounde. These agreements which were signed on the sidelines of the 72nd Session of the United Nations General Assembly in 2017 specifically deal with vocational training and advancement of women and the family; the inaugural meeting of the Tripartite Commission was held on 10 August 2017 in Abuja, Nigeria, after the Tripartite Agreement for the Voluntary Repatriation of Central African Refugees was signed. Security and Cross-Border Issues commencement of a study on the risks of conflicts occasioned by transhumance on Cameroon's border with CAR; programme work on the integrated development of the Three Frontiers Zone effectively started; a study on partnership agreements for the construction of a bridge over River Ntem and the Yaounde-Brazzaville corridor management unit was finalised;
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le suivi des travaux d'interconnexion électrique; l'élaboration des termes de référence pour le processus de réforme du COPAX;	Monitoring electrical interconnection works (CE); drawing up of terms of reference for the COPAX reform process;	MINREX supervised work on electrical interconnection and formulated the terms of reference for the COPAX reform process;
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11- Excerpt of the Performance Report of MINDEF

Ce faisant plusieurs éléments caractéristiques du contexte national en matière de Sécurité et de Défense ont été pris en compte dans l'élaboration du projet de performance du Ministère de la Défense. Nous pouvons citer, sans être exhaustifs, quelques-uns parmi les plus représentatifs. Il s'agit de: la poursuite de la guerre contre l'hydre terroriste BOKO HARAM qui imposent de douloureux sacrifices à l'ensemble de la communauté nationale; la poursuite déterminée de notre concours à la refondation des institutions en République Centrafricaine à travers la participation de nos forces à la Mission de Paix des Nations Unies, MINUSCA; le perfectionnement des dispositifs opérationnels de maintien ou de rétablissement de l'ordre nécessaires à l'amélioration de notre capacité à juguler, dans le respect de lois et règlements de la République et des règles déontologiques du métier,	To discharge this (CE) task, several elements characterizing (CE) the national Security (LE) and Defence (LE) context (LE) we considered (LE) in the (LE) drawing up of the performance project (CE) of the Ministry of Defence. We could mention, without being exhaustive, some of the most glaring. They include (CE): continue (LE) the fight against the tentacular (CE) Boko Haram terrorist group which has imposed painful sacrifices on (CE) the entire national community; continue our contribution towards the (CE) rebuilding of (LE) institutions in the Central African Republic through the participation of our forces (CE) in the United Nations Peace Keeping Mission, MINUSCA; develop our law enforcement and stabilization operational mechanisms needed to improve our capacity to address, in accordance with the laws and regulations of the Republic and the professional rules of conduct,	To discharge such a task, national security and defence realities were given due consideration in preparing the performance report of the Ministry of Defence, the most salient points of which are, but not limited to: continuing the crusade against the obscurantism of the Boko Haram terrorist group that is taking a heavy toll on the entire national community; continuing our unreserved contribution in rebuilding the institutions of the Central African Republic by involving our forces of law and order in the United Nations Peace Keeping Mission in the Central African Republic, MINUSCA; Stepping up measures to maintain or restore law and order, increase our capacity to address, in accordance with the laws of the Republic and ethics of the profession, all security threats that loom over the safety
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toutes les menaces sécuritaires à l'encontre des personnes et des biens, des valeurs nationales du vivre ensemble, des nécessités de préservation de l'ordre public et, par devers tout, de l'intégrité territoriale; la sécurisation permanente de nos frontières nationales et la préservation de nos ressources naturelles notamment dans le cadre de la lutte résolue contre la piraterie et les trafics maritimes dans le Golfe de Guinée; l'adaptation constante de notre engagement opérationnel relatif à la lutte contre les fléaux que constituent les enlèvements de personnes et la prédation de nos ressources naturelles dans les Régions de l'Est, de l'Adamaoua et du Nord ; la lutte contre la cybercriminalité, les nouvelles formes de criminalité, les coupeurs de route, l'insécurité routière et le grand banditisme; la poursuite du déploiement des moyens de lutte contre les incendies et de secours à victime dans les grandes agglomérations camerounaises. Notre action, face aux enjeux sus évoqués, nous a amené à adapter notre réponse sécuritaire par l'activation d'un dispositif de défense opérant un intelligent mélange entre une implication essentiellement nationale	all security threats against persons and property, national values of living together, the need to preserve public order, and most importantly, territorial integrity (CE). continuously secure (LE) our national borders and preserve (CE) our natural resources notably in the resolute fight against (LE) piracy and maritime trafficking in the Gulf of Guinea; continuously adapt our operational engagement in fighting scourges like kidnapping (LE) and the looting of (CE) our natural resources in the East, Adamawa and North Regions; combat (LE) cybercrime and other new forms of crime, highway robbery, acts of kidnapping (incompatible content), road insecurity (LE) and organized crime; Continue deployment of means to fight against fires (CE) and rescue of victims in large agglomerates of Cameroon (LE). Our response to the aforementioned threats (CE) has been to adapt our security response by activating a defense mechanism through a witty combination of an essentially nationwide	of persons and property, our common sense of living together in our nation, maintaining public order and, above all, safeguarding Cameroon's territorial integrity. keeping our national borders continuously secure and protecting our natural resources, especially by resolutely combatting maritime piracy and trafficking in the Gulf of Guinea; constantly adapting our operational strategy in combating social ills such as abductions, illicit exploitation of our natural resources in the East, Adamawa and North Regions; combatting cybercrime and other new forms of crime, highway robbery, road accidents and organised crime; continuing to deploy personnel with the attendant means to check fire outbreaks and to rescue victims in urban centres in Cameroon. To address these issues, MINDEF has overhauled its military strategy and stepped up defence mechanisms with a shrewd medley of security measures through which military operations
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par le biais des opérations militaires ciblées et permanentes: opérations Emergence et Alpha, et une participation aux initiatives de sécurité collective telles que la Mission Intégrée des Nations Unies de Soutien en RCA, et la Force Mixte Multinationale de la Commission du Bassin du Lac Tchad; L'opérationnalisation de ce dispositif de défense a pour corollaire une prise en charge efficace du soutien logistique qui induit une importante charge budgétaire. En effet, il est vital d'assurer efficacement dans le respect des normes admises dans le domaine, les ravitaillements nécessaires à une bonne prise en charge du soutien de l'homme et à une maintenance adéquate des équipements performants utilisés.	involvement through (LE) targeted and permanent military operations notably: "Emergence" and "Alpha" Operations (LE), and participation in collective security initiatives such as the United Nations Integrated Support Mission (CE) in the CAR and the Multinational Joint Task Force of the Lake Chad Basin Commission. Triggering the efficient functioning of the hybrid defense mechanism requires an efficient logistics support which entails a significant budgetary cost (CE). In fact, it is primordial to efficiently ensure (CE), in compliance with the required norms in the domain, the necessary supply of manpower and effective maintenance of high-performance equipment used (CE).	like "Emergence" and "Alpha" military operations are carried out regularly. MINDEF also sees to it that its staff take part in collective security initiatives such as the United Nations Multidimensional Integrated Stabilisation Mission in CAR and the Multinational Joint Task Force of the Lake Chad Basin Commission. Such a defence mechanism can only be rendered operational by effectively providing logistic support that, of course, requires an important financial outlay. In fact, it is primordial to effectively provide, in compliance with established norms in the domain, the necessary logistic services to our military staff and ensure proper maintenance of the sophisticated equipment used.
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12- Excerpt of the Performance Report of MINRESI

Bilan stratégique qui en découle et les perspectives Je vous invite maintenant à parcourir, avec moi, quelque action phares menées par le MINRESI au cours de l'exercice 2017, en cohérence avec le Budget-programme qui vous a été présenté en novembre 2016. Au cours de l'exercice budgétaire 2017, nous avons poursuivi la mise en œuvre de	Strategic overview and prospects (CE) I call on you now to take a look at some of MINRESI's 2017 flagship actions in keeping with the program budget presented to you in November 2016 (CE). During the financial year 2017 (LE), we (CE) proceeded with implementing our two programs, including one operational and	Performance Report and Prospective Activities I would now like to proceed with major projects that were carried out in 2017 as earmarked in the performance budget of MINRESI that was scrutinised during the November Session in 2016. During the 2017 financial year, MINRESI proceeded with the implementation of its two
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nos deux programmes dont un opérationnel et un support. Pour la mise en œuvre des activités envisage en 2017, nous avons bénéficié d'une allocation globale de huit milliards cinq cent quatre-vingt-quatre millions/8.584.000.000) de francs CFA. Par rapport à l'exercice 2016, notre budget a ainsi subi en 2017 une diminution de quatre milliards deux cents cinquante-trois millions (4.253.000.000) de francs CFA en valeur absolue, soit 33, 13% en valeur relative. Cette dotation 2017 était répartie ainsi qui suit: Budget d'investissement public: deux milliards huit cents vingt-cinq millions (2.825.000.000) de francs CFA; Budget de fonctionnement: cinq milliards sept cent cinquante-neuf millions (5.759.000.000) de francs CFA dont: trois milliards quatre-vingt-quatorze millions (3.094.000.000) de francs CFA de dépenses de personnel (salaires); trois cents cinq millions (305.000.000) de francs CFA de dépenses d'eau, d'électricité et de téléphone retenus à la source; deux cents quatre-vingt-quinze millions (295.000.000) de francs CFA de	one support (CE). For the implementation of the planned activities in 2017, we benefited from a global allocation of FCFA (LE) eight billion five hundred and eighty-four million (8.584 (LE) million). Compared to the 2016 financial year, our 2017 budget suffered a decrease (LE) of FCFA (LE) four billion two hundred and fifty-three million (4, 253,000,000) in absolute value, or 33.13% in relative value. This 2017 allocation (CE) was distributed as follows: Public investment budget: two billion eight hundred and twenty-five million (2,825,000,000) CFA francs. Operating budget: five billion seven hundred and fifty-nine million (4,759,000,000) CFA francs with (LE): three billion and ninety-four million (3,094,000,000) CFA francs spent on staff (LE) (salaries); three hundred and five million (305, 000,000) CFA francs spent on water, electricity and telephone charges withheld at the source (LE); two hundred and ninety-five million (295,000,000) CFA francs	programmes-one operational programme and one support programme. An overall budget of CFAF 8,584,000,000 (eight billion five hundred and eighty-four million) was allocated to MINRESI to enable it to carry out activities in 2017. When compared to the 2016 budget of MINRESI, the 2017 budget of MINRESI witnessed a decrease of CFAF 4,253,000,000 (four billion two hundred and fifty-three million) in absolute terms and 33.13% in relative terms. The 2017 budget of MINRESI was distributed as follows: public investment budget: CFAF 2,825,000,000 (two billion eight hundred and twenty-five million); recurrent budget: CFAF 5,759,000,000 (five billion seven hundred and fifty-nine million), including: CFAF 3,094,000,000 (three billion and ninety-four million) for personnel emolument (salaries); CFAF 305, 000,000 (three hundred and five million) for utilities: water, electricity and telephone, the costs of which were deducted at source; CFAF 295,000,000 (two hundred and ninety-five million) for other
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dépenses de personnel hors traitement brut; soixante-six millions (66.000.000) de francs CFA pour les bourses et stages; et un milliard neuf cents quatre-vingt-dix-neuf millions (1.999.000.000) de francs CFA pour les autres biens et services. Au 30 novembre 2017, les taux d'exécution de ce budget sont respectivement de 93,64% pour le Budget d'Investissement Public, et de 90,54% pour le Budget de Fonctionnement. Les activités importantes exécutées dans le cadre desdits programmes se présentent ainsi qu'il suit: Programme 260 (opérationnel): Densification de la Recherche-Développement et de l'Innovation Placé sous la responsabilité du Secrétaire General du MINRESI, le programme 260 vise à accroître les performances du Système Nationale de la Recherche Scientifique et d'Innovation. Une dotation budgétaire globale de quatre milliards six cent trente-trois millions neuf cent dix-huit mille (4.633.918.000) francs CFA en Autorisation d'Engagement et de Crédit de Paiement a été allouée à ce programme pour 2017. Dans ce budget, deux milliards huit cent quatorze millions neuf cent soixante-	spent on staff (CE) excluding gross salaries; sixty-six million (66,000,000) CFA francs for scholarships and internships (CE); and one billion nine hundred and ninety-nine million (1,999,000,000) CFA francs for other goods and services. As of November 30, 2017, the implementation rates for this budget (LE) were respectively 93.64% for the public investment budget and 90.54% for the operating budget. The important activities carried out under these programs (CE) are as follows: Program 260 (operational): Intensification of Research-Development and Innovation Program 260 which is the responsibility of the Secretary General of MINRESI (LE), aims to increase the performance of the National Scientific Research (LE) and Innovation System (LE). An overall budgetary allocation of four billion six hundred and thirty-three million nine hundred and eighteen thousand (4,633,918,000) CFA francs in commitment authorization and payment credit was allocated for this program (LE) in 2017. In	personnel emoluments (excluding gross salaries); CFAF 66,000,000 (sixty-six million) for scholarship and refresher courses; and CFAF 1,999,000,000 (one billion nine hundred and ninety-nine million) for other goods and services. As of 30 November 2017, the execution rate of the public investment budget was 93.64% and that of the recurrent budget was 90.54%. The main activities carried out under the two programmes were as follows: Operational Programme 260: Scaling up Research, Development and Innovation Activities Placed under the responsibility of the Permanent Secretary of MINRESI, Programme 260 seeks to increase our country's scientific production and innovation. An overall budget of CFAF 4,633,918,000 (four billion six hundred and thirty-three million nine hundred and eighteen thousand) in commitment appropriations and payment authorisations was allocated to Programme 260 in 2017. The sum of CFAF 2,814,974,000 (two billion eight
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quatorze mille (2.814.974.000) francs CFA a été consacré au paiement des salaires bruts du personnel, et le reste aux travaux de recherche dont la récapitulatif se présente ainsi qu'il suit, par action: ACTION 1: Renforcement de la recherche pour la modernisation de l'appareil de production: Elle couvre un ensemble d'activités conduites par: l'Institut de Recherche Agricole pour le Développement (IRAD); le Centre Africain de Recherches sur Bananiers et Plantains (CARBAP); le Fonds de Développement des Filières Cacao et Café (FODECC), et le Programme de Recherche sur financement du Contrat Désendettement Développement/Programme d'Appui à la Recherche (C2D/PAR).	this budget (LE), two billion eight hundred and fourteen million nine hundred and seventy-four thousand (2,814,974,000) CFA francs was spent on the gross salaries of the staff (CE), and the rest (LE) on research work, the summary of which is as follows (CE), per action: ACTION 1: Reinforcement of Research for the modernization of the production system (CE): It covers all activities led by (CE): the Agricultural Research Institute for Development (LE) (IRAD); the African Centre for Banana and Plantain Research (LE) (CARBAP); the Development Fund for the Cocoa and Coffee Sectors (FODECC), and the Research Program for Funding the Debt-Reduction Development Contract (CE)/Research Support Program (C2D/PAR (LE)).	hundred and fourteen million nine hundred and seventy-four thousand) was spent from that amount on gross salaries of project staff while the remainder was used to finance research work per action as summarised below: ACTION 1: Stepping up Research Activities to Modernise the Production Base: Action 1 covers all activities that were carried out by the following: the Institute of Agricultural Research for Development (IRAD); the African Research Centre on Banana and Plantain (CARBAP); the Development Fund for the Cocoa and Coffee Sectors (FODECC); and Funds' Sourcing Programme on Debt Reduction-Development Contract (C2D)/Research Support Programme (C2D/RSP).
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13- Excerpt of the Performance Report of MINTP

Ouvrages de franchissement et autres aménagements Travaux de construction Les réalisations majeures de 2017 se résument comme suit:	Crossing structures and other developments (LE) Construction works (CE) The major achievements of 2017 are summarized as follows (CE):	Construction Work on Bypasses and Other Road Projects Construction Work on Bypasses The road construction projects that were carried out in 2017 are summarised below:
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Projet de construction du deuxième pont sur le Wouri (107,58 milliards) et ses aménagements complémentaires, côtés Deido et Bonabéri (33,88 milliards), avec l'achèvement des viaducs ferroviaire (747 ml) et routier (752 ml), respectivement aux mois de juillet et octobre suivi de la mise en service immédiate. l'achèvement de l'accès, côté Bonabéri, est envisagé en décembre 2017. Aménagement de l'entrée Ouest de Douala (13 km; 55,5 milliards). Ces travaux achevés, permettront de mettre à la disposition des usagers une chaussée de 2×3 voies sur 8 km et un ouvrage d'art à Sodiko. L'aménagement de l'entrée Est de Douala (19 km; 60,901 milliards), achevé et réceptionné. Les travaux ont consisté à élargir la route en 2×1 voies centrales et 2×2 voies latérales sur 10 km, y compris un échangeur et un nouvel ouvrage d'art sur la Dinde.	Construction Project of the second bridge over river Wouri (107, 58 billion) and its complementary developments, Deido and Bonabéri sides (33, 88 billion), with the completion of railway (747 ml) and road (752 ml), viaducts in July and October respectively, with immediate commissioning (LE); completion of access, Bonabéri side and envisaged in December 2017 (LE); development of the Douala Western Entrance (13 km; 55,5 billion). Upon completion, these works will help to place at the disposal of users a 2×3 lane carriageway on 8 km and an engineering structure in Sodiko (LE); development of the Douala Eastern Entrance (19 km; 60,901 billion), completed and accepted (CE). The works consisted in widening the road to 2×1 central lane and 2×2 laterite lanes on 10 km, including one interchange and one new engineering structure in Dindé (LE).	a second bridge over River Wouri (CFAF 107 billion 58 million) and other road construction projects on the Deido and Bonaberi sides of the bridge plus a railway viaduct (747 m long) and a road viaduct (752 m long) were constructed and commissioned in July and October respectively; the access road on the Bonaberi side of the bridge is due to be completed in December 2017; construction work on an access road to Douala West (13 km) will cost CFAF 55.5 billion. This 8-(eight) km long access road will, when completed, have five lanes (2×3) with an overpass in Sodiko; construction work on an access road to Douala East (19 km) has been completed at the cost of CFAF 60 billion 901 million and reception of the works has already taken place. Project work on the road consisted in widening the road to a 2×1 central lane with a dual carriageway to the lateral direction covering 10 (ten) km with 1 (one) interchange and 1 (one) new bridge over Dinde Stream.
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Travaux de réhabilitation de la Nationale N°3 L'auscultation et l'inspection des ouvrages hydrauliques découlant des études ont permis la programmation du remplacement de 28 buses métalliques par des dalots en béton armé. Deux lots de travaux d'un coût global de 10,7 milliards ont été attribués sur les sections Yaoundé-Ndoupé (106 km); 5,4 milliards; 18 buses) et Ndoupé-Dibamba (109 km; 5,3 milliards; 08 buses). Ainsi, en prélude à cette réhabilitation, les travaux d'entretien confortatifs ont été engagés depuis l'exercice 2016 et le niveau d'exécution est le suivant: tronçon: Yaoundé-Ndoupé (106 km; 7,5 milliards), exécuté à 100 %; tronçon : Bekoko-Idénau (93 km; 5,165 milliards), achevés et réceptionnés;	Rehabilitation of National Road N°3 (LE) The auscultation and inspection of the hydraulic structures emanating from studies (CE) enabled the programming and replacement of 28 metal ring and pipe culverts with reinforced concrete box culverts. Two works lots for an overall cost of 10,7 billion were awarded to the Yaoundé-Ndoupé (106 km); 5, 4 billion; 18 culverts) and the Ndoupé-Dibamba stretches (109 km; 5, 3 billion; 08 culverts) (LE). Thus, prior to the rehabilitation, reinforcement maintenance works were launched since 2016 and the level of execution is as follows (LE): -Yaounde –Ndoupe stretch: (106 km; 7,5 billion), executed at 100% (CE); -Bekoko-Idénau stretch :(93 km; 5,165 billion), completed and accepted (CE);	Rehabilitation Work on State Road No.3 Auscultation and inspection of the hydrological installations in accordance with feasibility studies led to the progressive replacement of 28 metal culverts with box culverts. The contracts for the 2 (two) Lots of the Project, estimated to cost CFAF 10.7 billion, were awarded as follows: the Yaounde-Ndoupe road stretch (106 km); 18 box culverts will be constructed and they will cost CFAF 5.4 billion; the Ndoupe-Dibamba road stretch (109 km): 8 (eight) box culverts will be constructed and will cost CFAF 5.3 billion. Meanwhile, prior to rehabilitation work, MINTP proceeded with maintenance work in 2016 as follows: maintenance work on the Yaounde-Ndoupe road stretch (106 km) has been completed at the cost CFAF 7.5 billion; repair works on the Bekoko-Idénau road stretch (93 km) have been completed at the cost of CFAF 5 billion 165 million. Reception of the works has already taken place;
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tronçon: Ndoupe-Dibamba (109 km; 8,2 milliards) réalisés à 16 %: marché résilié. Une nouvelle attribution faite, permettra, notamment, la construction de deux dalots en remplacement des buses métalliques.	Ndoupe-Dibamba stretch: (109 km, 8,2 billion), executed at 16%: contract terminated. A new contract award will enable the construction of two box culverts to replace the metal ones (LE).	16% of maintenance work on the Ndoupe-Dibamba road stretch (109 km) has been done. Maintenance work on the road is estimated to cost CFAF 8.2 billion and the contract has been terminated. A new contract would be awarded to make it possible to construct two box culverts in replacement of the metal ones.
Conception/réalisation de 55 ponts métalliques ACROW sur l'étendue du territoire Le projet consiste en la conception, la fabrication, la fourniture et l'installation de 55 ponts en sections préfabriquées modulaires en acier (2200 ml, 45,9 milliards) avec l'appui technique et financier des Etats-Unis d'Amérique et de la France. Il est subdivisé en deux (02) phases: la première phase concerne la réalisation des études techniques et environnementales sur cinquante-cinq (55) ouvrages; la deuxième phase concerne l'exécution des travaux de construction des ponts et de leurs accès, selon les résultats de la première phase.	Design/construction (LE) of 55 ACROW steel bridges nationwide (LE) The project consists in the design, manufacturing, supply (LE) and installation of 55 pre-fabricated modular steel bridge sections (LE) (2,200 ml, 45.9 billion), with the technical and financial support of the United States of America and France. It is divided into two (02) phases (LE): The first phase concerns the conduct of technical and environmental studies on fifty-five (55) structures (LE); The second phase concerns the execution of the bridge construction works and their accesses depending on the results of the first phase (LE).	Design/Construction of 55 Modular Steel Bridges Nationwide by ACROW Work on this Project has to do with the design, manufacture, delivery and installation of 55 precast modular steel pontoon structures of floating bridges (2 200 m long) with the technical and financial support of the United States of America and France. The Project will cost CFAF 45.9 billion and will be implemented in two phases: The first phase has to do with feasibility studies and environmental impact assessment of construction work on the 55 modular steel bridges; The second phase has to do with the installation of the bridges and, based on results of studies conducted in the first phase, access roads to the bridges will be constructed;

Les ouvrages à construire d'un linéaire de tablier de 2200 ml, sont répartis sur l'ensemble du territoire national, Adamaoua (05 ouvrages), Centre (05 ouvrages), Est (11 ouvrages), Extrême-Nord (02 ouvrages), Littoral (03 ouvrages), Nord (02 ouvrages), Nord-Ouest (09 ouvrages), Ouest (07 ouvrages), Sud: 07 ouvrages, Sud-ouest (04 ouvrages). Les travaux ont démarré sur 15 premiers ouvrages dans les régions de l'Adamaoua, de l'Est, du Nord, du Sud et du Nord-Ouest.	The 2200 ml-deck structures to be built are distributed throughout the national territory as follows (LE): Adamawa (5 structures (LE)), Centre (5 structures (LE)), East (11 structures (LE)), Far-North (2 structures (LE)), Littoral (3 structures (LE)), North : 2 structures (LE), North-West :9 structures (LE), West :7 structures (LE), South :7 structures (LE), South-West (4 structures (LE)). Works have started on the first 15 structures (CE) in the Adamawa, East, North, South and North-West regions (LE).	The 2 200 m long bridges would be built across the national territory as follows: Adamawa Region (5 bridges), Centre Region (5 bridges), East Region (11 bridges), Far-North Region (2 bridges), Littoral Region (3 bridges), North Region (2 bridges), North-West Region (9 bridges), West Region (7 bridges), South Region (7 bridges), South-West Region (4 bridges). Construction work on the first 15 bridges has started in the Adamawa, East, North, South and North-West Regions.
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14- Excerpt of the Performance Report of MINAS

Rappel de l'Objectif Stratégique du Ministère des Affaires Sociales Madame la Présidente de la Commission des Finances et du Budget de l'Assemblée Nationale, Honorable Députés, Membres de la Commission des Finances et du Budget, Permettez-moi, de rappeler qu'au terme du Décret N° 2011/408 du 09 décembre 2011 portant organisation du Gouvernement, le Ministère des Affaires Sociales est responsable de l'élaboration et la mise en œuvre de la politique du	Recall (LE) of the Strategic Objective of the Ministry of Social Affairs Honourable President (LE) of the Finance and Budget Commission (LE) of the National Assembly, Honourable Parliamentarians (CE), Members of the Finance and Budget Commission (LE), Let me recall (LE) that under the provisions of Decree N° (LE) 2011/408 of December 09, 2011 organising the Government, the Ministry of Social Affairs is responsible for the drafting and implementation of the government policy (LE) as	Reformulation of the Strategic Objective of the Ministry of Social Affairs Honourable Chair of the Committee on Finance and the Budget of the National Assembly, Honourable Members of the National Assembly, Members of the Committee on Finance and the Budget, It should be recalled that according to the provisions of Decree No. 2011/408 of 9 December 2011 to organise the Government, the Ministry of Social Affairs (MINAS) is responsible for formulating and implementing government policy on the prevention of reversible causes of disability,
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gouvernement en matière de prévention, d'assistance et de protection des Personnes Socialement Vulnérables. Ces missions s'arriment à la politique sociale du Chef de l'Etat, Son Excellence Monsieur Paul BIYA, qui place la personne humaine au centre de toute initiative de développement. Elles trouvent leur ancrage dans la composante Solidarité nationale du DSCE (P.18) énoncée ainsi qu'il suit: « Le Gouvernement poursuivra la mise en place des structures spécialisées pour les personnes handicapées et autres personnes vulnérables. Il entend, à travers la mise en œuvre de l'approche vulnérable, améliorer leur accès aux formations dans tous les secteurs, faciliter d'avantage leur insertion professionnelle, afin de réduire leur dépendance. Des aménagement spéciaux pour leur accès dans les édifices et des appuis financiers pour la promotion de l'auto-emploi feront l'objet d'une attention particulière». C'est sous ce prisme que se situe l'objectif stratégique défini par le Ministère de Affaires Sociales, à savoir: «promouvoir l'inclusion	concerns prevention, assistance and protection of Socially Vulnerable People (CE). These missions fall (LE) in line with the social policy of the Head of State, His Excellency Paul BIYA, that places human being (LE) at the heart of any development initiative (LE). They are anchored (CE) in the National Solidarity (LE) component of the GESP (P.18) as follows (LE): “The Government will continue to set up specialized structures (LE) for the physically challenged and other vulnerable persons (LE). It intends, through the implementation of the vulnerable approach, (CE) to improve (LE) their access to training in all sectors, to further facilitate their employability, in order to reduce their dependence. A special attention (LE) will be given to special accommodations for their access to buildings (CE) and financial support for the promotion of (CE) self-employment”. It is under this prism that lies (CE) the strategic objective defined by the Ministry of Social Affairs, namely: to promote social inclusion	assistance and the protection of underprivileged social groups. These responsibilities are in line with the social policy of the Head of State, His Excellency Paul BIYA, that places the human being at the centre of all development initiatives. The responsibilities of MINAS also form the basis of the national solidarity component of GESP enunciated as follows: “The government will continue to create specialised institutions for the physically challenged and other underprivileged social groups. Through the approach adopted to the problems of underprivileged social groups, government seeks to increase their access to training in all sectors of activity and to facilitate their employability in order to reduce their dependence. Special emphasis will be placed on making special adjustments to enable them to have access to public buildings and to receive financial support for self-employment”. It is on the basis of the foregoing that the strategic objective of the Ministry of Social Affairs has been formulated as follows: “to promote social
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sociale des Personnes Socialement Vulnérables ». Ainsi, toute les activités menées dans les actions contenues dans les trois programmes ministériels (deux programmes techniques dont 557: <i>protection sociale des personnes socialement vulnérables</i> et 559: <i>solidarité nationale et justice sociale</i>, et un programme support, 570: <i>Gouvernance et appui institutionnelle dans le sous-secteur affaire sociale</i>) ont des point d'attache avec les principaux axes de la Stratégie de Développement des Services Sociaux ci-après: Développement du leadership et autonomie des femmes, des jeunes et des Personnes Socialement Vulnérables; Renforcement des mécanismes de solidarité envers les personnes déplacées internes, les réfugiés et les dépendants sociaux; Renforcement des outils de sécurité sociale et de protection civile; Renforcement de la coordination et amélioration de la gouvernance des services sociaux. Contexte et l'Etat de Mise en Oeuvre des Programmes au cours	of Socially Vulnerable Persons (CE).” Thus, all activities carried out in actions contained (LE) in the three ministerial programmes (CE) (two technical programmes (CE) including (LE) Programme 557: Social protection (CE) of Socially Vulnerable Persons (CE) and Programme 559: National Solidarity and Social Justice (LE) and the Programme 570 (LE): Governance (CE) and institutional support in (LE) the sub-sector of social affairs which is a support programme) fall (LE) in line with the main axes (LE) of the following Development Strategy (LE) of Social Services (LE): Development of leadership and empowerment of women, youth (LE) and socially vulnerable persons (CE); Strengthening of solidarity mechanisms for internally displaced persons (CE), refugees and social dependents (CE); Strengthening (CE) of social security and civil protection tools (LE); Strengthening (CE) of the coordination (LE) and improvement of the governance of social services. Context and Assessment (CE) of the Implementation of Programmes	inclusion of underprivileged social groups.” Hence, all activities carried out as part of actions earmarked for the three programmes of MINAS (two operational programmes, namely Programme 557: Social Security of Underprivileged Social Groups, Programme 559: National Solidarity and Social Equity and Programme 570: Good Governance and Institutional Support to the Social Affairs Subsector which is a support programme) are, in line with the main thrusts of the development strategy of social services, as follows: developing leadership and empowering women, youths and underprivileged social groups; bolstering solidarity mechanisms for the benefit of internally displaced persons, refugees and socially dependent groups; stepping up of social security and civil protection measures; improving coordination and governance of social services. Background and Progress made in Implementing Programmes during the
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des deux premières années du Triennat 2016-2018 en cours, ainsi que le Bilan Stratégique et Technique qui en découle et les Perspectives. Madame la Présidente de la Commission des Finances et du Budget de l'Assemblée Nationale, Honorables Députés, Membres de la Commission des Finances et du Budget, Au cours des deux premières années du triennat 2016-2018, les programmes ministériels ont été exécutés dans un contexte socio-économique marqué par: la préoccupation du Cameroun liée à l'atteinte de son émergence et la poursuite de la mise en œuvre du DSCE; la lutte contre la secte Boko Haram dans la Région de l'Extrême-Nord; l'apparition de nouvelles demandes de protection sociales liées à l'afflux massif des populations déplacées et des réfugiés dans la Région de l'Est et de l'Extrême-Nord; la nécessité de renforcement des actions de promotion et de protection des droits des	during the first two years of the ongoing 2016-2018 Three Year Period, with the Related Strategic and Technical Balance Sheet and Prospects (CE). Honourable President (LE) of the Finance and Budget Commission (LE) of the National Assembly, Honourable Parliamentarians (CE), Members of the Finance and Budget Commission (LE), During the first two years of the 2016-2018 period (CE), the programmes of the ministry were implemented in a socio-economic context (LE) characterised by the (LE): Cameroon's concern about the achievement of its emergence (CE) and the continuation (CE) of the (LE) implementation of the GESP; Fight against (LE) the Boko Haram sect in the Far-North Region; Emergence of new demands (LE) for social protection due to the massive flood of displaced populations (LE) and refugees in the East and Far North Regions; Need to strengthen actions (LE) to promote and protect the rights of socially vulnerable persons (CE);	first two years of the ongoing 2016-2018 Three-Year Budgeting Period, Performance Report and Activities Earmarked for 2018. Honourable Chair of the Committee on Finance and the Budget of the National Assembly, Honourable Members of the National Assembly, Members of the Committee on Finance and the Budget, During the first two years of the ongoing three-year budgeting period (2016-2018), the programmes of MINAS were implemented in a socioeconomic environment characterised by: Cameroon's quest to achieve the objective of becoming an emerging economy and to pursue implementation of GESP; efforts to combat the Boko Haram sect in the Far-North Region; fresh demands for social protection due to the massive influx of internally displaced persons and refugees in the East and Far-North Regions; the need for more activities to promote and protect the rights of underprivileged social groups;
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Personnes Socialement Vulnérables; l’ancrage de la lutte contre les exclusions et la précarité dans le processus irréversible de décentralisation engagé par le Gouvernement; la poursuite de la gestion budgétaire axée sur la performance, notamment à travers la mise en œuvre effective du Contrôle de gestion; le déficit budgétaire suite à la chute des prix du pétrole.	Anchorage of the fight against (CE) exclusion and precariousness in the irreversible process of decentralisation initiated (LE) by the Government; Continuation of performance-based budget management (CE), in particular through the effective implementation of Management Control (LE); Budget deficit following (LE) the fall in oil prices.	incorporation of measures to check exclusion and precariousness in the irreversible process of decentralisation that the Government has embarked on; continuation of performance-based management by effectively ensuring management oversight, in particular; budget deficit resulting from the fall in oil prices.
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15- Excerpt of the Performance Report of MINCOM

Pour ce qui est de la SOPECAM, elle a connu au cours de l’exercice 2017 une intense activité dans divers domaines (information, publicité, imprimerie, développement des infrastructures et équipements, éditions, commercialisation de ses produits), et ce en dépit d’une certaine contraction de l’activité économique nationale voire sous régionale. Sur le plan informationnel, conformément à l’article 3 du décret 2016/217 du 8 avril 2016 portant Statuts de la Société de Presse et d’Editions du Cameroun, la première mission organique de la SOPECAM est l’information. Elle remplit cette mission à	As far as SOPECAM is concerned, it should be noted that during the 2017 financial year, it experienced intense activity (CE) in various fields (information, advertising, printing, infrastructure (CE) and equipment development (LE), publishing (CE), marketing of its products), despite a certain reduction in the national economic activity prevailing in the sub regional (CE). In terms of information, as stipulated in (CE) Article 3 of Decree 2016/217 (LE) of 28 April 2016 on the Statutes of the Cameroon’s (LE) News and Publishing Corporation, the first organic mission of SOPECAM is information (CE). It fulfills this	As for SOPECAM, in spite of the slowdown in economic activity at the national and subregional levels, the 2017 financial year was hectic in SOPECAM (information, advertising, printing, equipment and infrastructure development, publications and marketing of SOPECAM products). In terms of information and pursuant to Article 3 of Decree No. 2016/217 of 28 April 2016 on the Statute of Cameroon News and Publishing Corporation, the primary responsibility of SOPECAM is to provide information. Its responsibility of providing
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travers de nombreuses publications à savoir: -Cameroun Tribune: Quotidien national bilingue et publication phare de la SOPECAM, elle a paru sans discontinuité tout au long de cette année 2017. Toute l'actualité nationale a été couverte. Les activités du Chef de l'Etat ont fait l'objet d'une couverture détaillée. Les activités des deux chambres du parlement, l'action gouvernementale, ont également été suivies méticuleusement. Cette publication a densifié et diversifié ses contenus pour les rendre plus informatifs et plus instructifs pour ses nombreux lecteurs. Des dossiers spéciaux sur les projets d'infrastructures (port de Kribi, infrastructures de la CAN 2019, projets routiers, etc.) sur la lutte contre Boko Haram, sur la crise dans les régions du Nord-Ouest et du Sud-ouest ont été publiés, entre autres. Une édition de l'encart Cameroon Tribune Analyses a été produite (Accord de Paris sur le climat) pour donner plus de profondeur au traitement quotidien de l'information. D'un autre côté la Tribune des Régions a offert à tous les lecteurs	mission through numerous publications namely (CE): -Cameroon Tribune: It should be highlighted that the national daily bilingual and flagship publication of SOPECAM has appeared continuously throughout this year 2017 (CE). All national news has been covered (LE). The activities of the Head of State were covered in detail (CE). The activities of both houses of parliament, government action, have also been meticulously followed (LE). This publication has densified (LE) and diversified its contents to make them (CE) more informative and educative for its many (LE) readers. Special reports on development projects (The (LE) Kribi Deep Sea Port, AFCON 2019 facilities, road projects, etc.), on the fight against (LE) Boko Haram (CE), on the crisis in the North-West and South-West regions (LE) were published, among others (LE). An edition of the Cameroon Tribune Analyses insert has been produced (LE) (Paris Agreement on Climate) to give in-depth analysis to the daily processing of information) (CE). On the other hand (LE), the Tribune of Regions (CE) offered	information is discharged through publications such as: -Cameroon Tribune: It is the national bilingual “daily” and SOPECAM’s flagship publication. Its publications on national news continued unabated in 2017. It reported comprehensively on the activities of the Head of State, those of the two houses of parliament and government action. Cameroon Tribune has increased and diversified the content of its publications to make them more informative and educative to its numerous readers. Special reports on development projects (the Kribi Deep Sea Port, the 2019 AFCON facilities, road projects, etc.) reports on security measures to combat the Boko Haram sect and on the crisis in the North-West and South-West Regions were, inter alia, published. A supplement of Cameroon Tribune on the Paris Climate Agreement was published “daily” to provide in-depth analysis on climate information. The Column on Regions also offered to all readers the opportunity to
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de découvrir les charmes de notre pays à travers les diverses localités présentées chaque semaine. Cette sensible amélioration des contenus est venue s'ajouter à une nette évolution de la qualité d'impression de ce journal comme chacun a pu s'en rendre compte. Depuis deux ans en effet, la SOPECAM a mis en service une nouvelle rotative. Cet outil de travail très performant et d'une exceptionnelle capacité de production a été acquis avec le soutien du gouvernement et l'appui décisif de son Excellence Monsieur le Président de la République. -Cameroon Business Today: Pour répondre à une demande très pressante d'une publication économique de référence et de qualité, la SOPECAM a lancé au mois d'avril 2017 un hebdomadaire spécialisé. Les six premiers mois de parution indiquent que la publication a été bien accueillie par les publics visés (administrations spécialisées, universitaires, investisseurs, chercheurs d'emplois, annonceurs, etc.) -Nyanga: Ce magazine mensuel a continué, comme depuis dix ans,	to all readers the opportunity to discover the charms (LE) of our country through the various localities presented (CE) each week. This significant improvement of the contents was due to the clear development of the quality of impression of this newspaper as everyone could realize it (CE). For two years now, SOPECAM has put a new printing machine into service (CE). This highly productive and exceptionally productive tool (CE) was acquired with the support of the Government and the decisive support of His Excellency the President of the Republic. Cameroon Business Today: In response to a very pressing request (CE) for an economic publication of reference and quality (LE), SOPECAM launched a specialized weekly (CE) in April 2017. The first six months of publication indicate that the publication (LE) was well received by the target audiences (specialized administrations (CE), academics, investors, job seekers, advertisers. etc.) -Nyanga: This monthly magazine has continued, since ten years, to	discover the marvels of our country through facets of localities showcased on a weekly basis. Such a significant improvement in the content of its publications was evidently due to a marked improvement in the print quality of Cameroon Tribune. In actual fact, SOPECAM has, for two years now, been using a new rotating printing machine. This sophisticated and exceptionally productive machine was acquired with the assistance of Government and the financial support of His Excellency the President of the Republic. Cameroon Business Today: In response to the pressing need for a specialised economic publication, SOPECAM published the maiden edition of a weekly specialised on economic activities in April 2017. After the first six months of its publication, it is clear that Cameroon Business Today has been well received by the target readership (the reference public services, academics, investors, job seekers, advertisers, etc.) -Nyanga: This monthly magazine has, for the past ten years, continued to
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de montrer au monde la beauté du Cameroun, les réussites de ses fils et filles. Des études sont en cours en ce moment pour en améliorer les contenus et la présentation. -Week-End Sports et Loisirs: ce magazine hebdomadaire a rempli ses objectifs : apporter aux lecteurs les bonnes informations pour une fin de semaine agréable, faite de détente, de découverte et d'indications pratiques. Sur le plan de l'édition, la SOPECAM dispose à ce jour d'une chaîne complète de production du livre. Cet outil de grande capacité est en mesure de produire des ouvrages à une cadence de plus de cinq mille livres à l'heure. Afin d'appuyer la politique gouvernementale dans le secteur du livre scolaire, la SOPECAM a lancé en 2016 avec le concours des enseignants camerounais, la Collection Emergence. Celle-ci met à la disposition des élèves et des enseignants des outils pédagogiques adaptés à notre environnement culturel à des coûts très compétitifs. En 2017, près de cent mille ouvrages ont été produits pour les élèves de la SIL au CM2.	showcase the beauty of Cameroon and the successes of his (LE) sons and daughters to the whole world. Studies are currently underway to improve the content and presentation (CE). -Week-End Sports and Leisure: This weekly magazine has fulfilled its objectives (LE): to provide readers with the right information for a pleasant weekend, made of relaxation, discovery and practical indications (CE). As far as publishing is concerned (CE), SOPECAM currently has a complete chain for textbooks production (LE). This high-capacity tool (CE) is able to produce textbooks at over five thousand textbooks per hour (LE). In order to support government policy in the school textbook sector, SOPECAM launched (LE) the Emergence Collection (CE) in 2016 with the assistance (CE) of Cameroonian teachers. It (CE) provides students and teachers with educational tools (CE) adapted to our cultural environment at very competitive costs (LE). In 2017, nearly (LE) one hundred thousand textbooks were produced for students from nursery to class six (CE).	showcase the beauty of Cameroon and the successes of its sons and daughters to the whole world. Studies are afoot to improve the content and layout of the magazine. -Week-end Sports and Leisure: This weekly magazine's objective of providing the right information on how its readers should spend the week-end by way of relaxation, discovery and through its useful tips has been achieved. As for publication, SOPECAM now has the requisite printing machine for the publication of textbooks. Its high-capacity printing machine can print more than five thousand impressions per hour. In order to lend its support to government policy in the school textbook sector, SOPECAM started publishing the Emergence Textbook Series in 2016 with the contribution of Cameroonian teachers. The Emergence Textbook Series provides students and teachers with educational materials adapted to our cultural environment at very affordable prices. In 2017, almost one hundred thousand textbooks were produced for pupils from class one to class six.
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16- Excerpt of the Performance Report of MINPMEESA

En ce qui concerne le Programme 511 qui porte sur la Promotion de l'initiative privée et l'Amélioration de la compétitivité des PME, le montant alloué à ce programme qui représentait 35,11% du Budget était de 4 milliards 017 millions 180 mille de F.CFA en AE et en CP. L'objectif visé est de densifier et de garantir la compétitivité du tissu des PME camerounaises. Cette enveloppe a permis de financer la mise en œuvre des activités dont les plus importantes portent sur: l'opérationnalisation des Centres des Formalités de Création d'Entreprises, la mise en place du Fichier National des PME, l'accompagnement des PME à la Bourse de Sous-Traitance et de Partenariat, l'encadrement des jeunes entrepreneurs locaux dans le cadre du programme EMPRETEC, l'opérationnalisation et la mise en place du projet KAIZEN au Cameroun, la vulgarisation des Centres de Gestion Agréés, la poursuite de la mise en œuvre du Programme d'appui à la création et au développement des PME de transformation de produits	As concerns Programme 511 on Promoting private initiative and Improving the competitiveness of SMEs, the amount allocated for this programme which was 35,11% of the budget (LE) was four billion seventeen million, one hundred and eighty thousand (4.017.180.000) FCFA (LE) in AC (CE) and PC (CE). The objective aimed at increasing and guaranteeing the competitiveness of the network of Cameroonian SMEs (LE). The budget allowed us to finance the implementation of the most important following activities (CE): the operationalization of the Enterprises (LE) Creation Procedures (LE) Centers, the setting up of the National SME File (LE), the support to SMEs to the subcontracting and partnership grants (LE), the supervision of young local (LE) entrepreneurs within the framework of (CE) the EMPRETEC programme, the operationalization and implementation of the KAIZEN project in Cameroon (LE), the sensitization on Authorized (CE) Management Centres (LE), the continued implementation of the Support Programme for the Creation and Development of SMEs of (LE) Transformation and Conservation of	The budget allocated to Programme 511 on Promoting Private Initiative and Increasing the Competitiveness of SMEs was CFAF 4 017 180 000 (four billion seventeen million one hundred and eighty thousand) in CA and PA and represented 35.11% of MINPMEESA's budget. Programme 511 sought to increase and enhance the competitiveness of Cameroonian SMEs. The budget allocated to the Programme was used to finance activities earmarked for the Programme and the most important of such activities are: rendering enterprise creation procedure centres operational; creating the National SME Directory; lending assistance to SMEs via subcontracting and partnership exchange; providing advisory services to budding Cameroonian entrepreneurs under the EMPRETEC Programme; rendering the KAIZEN Project operational in Cameroon and popularising approved management centres; pursuing implementation of the Support Programme on the Creation and Development of SMEs to process and conserve local products of mass consumption (SPCD/SME); implementing the Support Programme
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locaux de consommation de masse (PACD-PME), la mise en œuvre du programme d'appui aux PME Agricoles et Agroalimentaires (PMEAA), la mise en place de la pépinière publique pilote des entreprises d'Edéa, la mise en place de la politique de Responsabilité Sociétale des Entreprises (RSE) et de l'entrepreneuriat au Cameroun. S'agissant de l'opérationnalisation des Centres de Formalités de Création d'Entreprises (CFCE), il ressort des statistiques y afférentes que plus de 11 786 entreprises ont été créées en 2017, contribuant ainsi à la création de plus de 20 000 emplois directs. De plus, la plateforme de création des entreprises en ligne «MyBusiness.cm» est déjà opérationnelle dans les CFCE de Yaoundé, Douala et Garoua; l'objectif étant la dématérialisation des procédures et la réduction des délais de création d'entreprises dans lesdits centres. Il convient de rappeler que le Cameroun, par cette initiative qui donne la possibilité aux promoteurs de créer en ligne leurs entreprises, a obtenu en 2016 à Nairobi au	local (LE) products (LE) of mass (LE) consumption (LE) (PACD/PME), the implementation of the Support Programme for Agricultural (LE) and Agribusiness SMEs (PMEAA), the setting up of the Edea pilot public enterprises incubator (CE), the implementation of Corporate Social Responsibility Policy (CSR) and of Entrepreneurship (LE) in Cameroon. Regarding the operationalization of the Enterprises (LE) Creation Procedures (LE) Centres (LE) (ECPCs), statistics show that more than 11,786 enterprises were created in 2017, thus contributing to (CE) the creation of more than 20,000 direct jobs. In addition, the online enterprise creation platform “MyBusiness.cm” is already operational in Yaoundé, Douala and Garoua ECPCs; being the objective the dematerialization of enterprises creation procedures and the reduction of creation deadlines in these centres (LE). It should be recalled that this initiative through which Cameroon gives to promoters the opportunity to create their businesses online, won in Nairobi, Kenya, in 2016, a United Nations Award (LE) by the Secretary General of UNCTAD and the US Assistant	for Agriculture and Agribusiness SMEs (AASME); creating the Edea business incubation and implementing the policy of corporate social responsibility (CSR) and entrepreneurship in Cameroon. As for rendering the enterprise creation procedure centres (ECPCs) operational, statistics show that more than 11,786 enterprises were created in 2017, resulting in the creation of more than 20,000 direct jobs. Moreover, in order to computerise procedures and reduce delays in the creation of enterprises in those centres, an online enterprise creation platform “MyBusiness.cm” is already operational in the Yaounde, Douala and Garoua ECPCs. It is important to note that by giving business promoters the opportunity to create businesses online through this platform, Cameroon won a United Nations’ award by the Secretary General of UNCTAD and the US Under-Secretary of State in charge of
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Kenya, un prix des Nations Unies décerné par le Secrétaire General de la CNUCED et le Sous-secrétaire d'Etat Américain en charge des Affaires Economiques. En ce qui concerne la mise en place du Fichier National des PME, il convient de relever qu'après le développement de l'application dédiée, l'année 2017 a été consacrée à l'élaboration d'un manuel de procédures et à l'acquisition du matériel informatique pour l'unité opérationnelle (ordinateurs, scanners, serveurs etc.). S'agissant de l'accompagnement des PME par la Bourse de Sous-traitance et de Partenariat du Cameroun (BSTP-CMR), cent soixante-treize (173) PME ont fait l'objet d'un Benchmarking dans les régions du Centre, du Littoral, de l'Ouest et du Sud-ouest; deux cent soixante-quatre (264) PME ont été mises en relation avec les donneurs d'ordre et soixante-neuf (69) contrats de partenariats ont été signés. En termes d'emplois générés, deux mille neuf cent soixante-cinq (2965) emplois ont été créés (2000 hommes et 965 femmes), dont cinq cent soixante-dix-sept (577) contrats à durée déterminée et deux mille	Secretary (LE) of State in charge of Economic Affairs Regarding the implementation of the National SME File (CE), after the development of the dedicated application (CE), the year 2017 was devoted to the development (CE) of a manual of operational procedures (CE) and the purchase of computer equipment (CE) for the operational unit (computers, scanners, servers, etc). With regard to SME support through the Cameroon Subcontracting and Partnership Stock Exchange (BSTP- (CE) CMR), one hundred and seventy-three (173) SMEs have been (LE) benchmarked in the Centre, Littoral, West and Southwest regions (LE); two hundred and sixty-four (264) SMEs were put in contact (LE) with some contractors and sixty-nine (69) partnership contracts were signed. In terms of jobs generated (LE), 2965 jobs were created (for 2000 men (LE) and 965 women), including five hundred seventy-seven (LE) (577) short-term contracts (CE) and two thousand three hundred and eighty-eight (2388) permanent contracts (CE).	Economic Affairs in Nairobi (Kenya) in 2016. Regarding the production of a national directory of SMEs, it is worthy to note that after the production of the directory, MINPMEESA concentrated its efforts on drafting a procedure manual and acquiring IT equipment (computers, scanners, servers, etc.) for the operational unit in 2017. Concerning assistance to SMEs by Cameroon's Subcontracting and Partnership Exchange (SCPE-CMR), one hundred and seventy-three (173) SMEs were benchmarked in the Centre, Littoral, West and South-West Regions, two hundred and sixty-four (264) SMEs were put in touch with some contractors while sixty-nine (69) partnership contracts were signed. In terms of job creation, 2965 jobs were created (2000 men and 965 women) and five hundred and seventy-seven (577) of them signed specified term contracts while two thousand three hundred and eighty-eight (2388) of them signed unspecified term contracts.
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trois cent quatre-vingt-huit (2388) contrats à durée indéterminée. Dans le cadre de la mise en œuvre du projet EMPRETEC qui vise à promouvoir l'esprit d'entreprise à travers l'innovation et le partenariat, quatre (04) sessions de formation ont été organisées à partir du 16 octobre 2017 pour des acteurs économiques des régions de l'Extrême-Nord, du Nord, du Sud-Ouest et du Nord-Ouest, permettant ainsi la formation de plus de cinquante (50) jeunes entrepreneurs. L'objectif de ce projet est d'améliorer la compétitivité des acteurs de production en leur offrant des solutions pour acquérir les compétences et les aptitudes professionnelles d'un bon entrepreneur.	As part of the implementation of the EMPRETEC project, which aims at promoting (LE) entrepreneurship through innovation and partnership, four (04) training sessions were organized from 16 October 2017 for economic actors (CE) of the Far North, North, Southwest (LE) and North West regions (LE), thus enabling the training of more than fifty (50) young entrepreneurs (LE). The targeted objective here is to improve (LE) the competitiveness of production actors by offering them solutions (CE) to acquire the competences (LE) and professional skills of a good entrepreneur.	In order to implement the EMPRETEC Project with the objective of promoting entrepreneurship through innovation and partnership, four (4) training sessions were organised from 16 October 2017 for economic operators of the Far-North, North, South-West and North-West Regions. The training sessions that made it possible to train more than 50 (fifty) budding entrepreneurs sought to increase the competitiveness of businesses through workable strategies for developing the competence and professional skills of a good entrepreneur.
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17-Excerpt of the Performance Report of MINESEC

Par la mise en œuvre de l'action 6 «Audit interne et contrôle», le Ministère des Enseignements Secondaires entend évaluer systématiquement la qualité du fonctionnement et du rendement des services centraux, déconcentrés et sous-tutelle. Pour y parvenir, sept (7) activités seront menées: le suivi de la mise en œuvre du Programme National de Gouvernance au	Through the implementation of Action 6 (LE) “Internal Audit and Control” (CE), the Ministry of Secondary Education intends to systematically evaluate the quality of the functioning and output of the central and external services and those under supervision (LE). To achieve this (CE), seven (7) activities will be carried out (LE): the follow-up of the implementation of the National Governance Programme	By carrying out Action 6, “audit and inspection of MINESEC services”, the Ministry of Secondary Education was able to evaluate the performance and functioning of central and devolved services and services over which it has supervisory authority. To this end, MINESEC was, through the following 7 (seven) activities, able to follow up implementation of the National Programme on Good Governance and to carry out an anti-
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sein du MINESEC, la lutte contre la corruption, le suivi et l'évaluation des établissements scolaires et des Ecoles Normales d'Instituteurs, le suivi et l'évaluation des projets à financement extérieur, l'audit interne des structures centrales déconcentrés et sous-tutelle, le <i>contrôle interne et l'évaluation</i> du fonctionnement des services centraux déconcentrés et la <i>formation continue en audit et contrôle internes</i>. Concrètement, Au moins cinq (05) délégations régionales sont annuellement contrôlées. En 2016, il s'est agi de l'Adamaoua, du Centre, de l'Extrême-Nord, du Littoral et du Nord-Ouest; Les services déconcentrés de 10 délégations départementales ont également été contrôlés: Djerem et Vina dans l'Adamaoua, Mfoundi et Mefou et Afamba dans le Centre; Diamaré et Mayo-Kani dans la région de l'Extrême-Nord; Sanaga Maritime et Wouri dans le Littoral; Mezam et Momo dans la région du Nord-Ouest; Le contrôle de la gestion des établissements privés d'Enseignement Secondaire effectué sur le territoire national	within (LE) the Ministry of Secondary Education, the fight against (LE) corruption, the follow-up and evaluation of secondary schools and Teacher Training Colleges (LE). The follow-up and evaluation of external funding projects (LE), the internal audit of central, external services and those under supervision (LE), the internal control (CE) and evaluation of the functioning of central and external (CE) services and in-service training in internal audit and control (CE). Concretely (CE), At least five (05) regional delegations are audited yearly (CE). In 2016, they were Adamawa, Centre, Far North, Littoral and North-West (CE); External (CE) services of 10 divisional delegations were also audited: Djerem and Vina in Adamaoua (CE); Mfoundi and Mefou and Afamba in the Centre (CE); Diamaré and Mayo-Kani in the Far North region (LE); Sanaga Maritime and Wouri in the Littoral (CE); Mezam and Momo in the Northwest region (LE)); Control of the management of private secondary school carried out nationwide which led to the	corruption campaign in its services, follow up and assess the management of secondary schools and teacher training colleges, follow up and evaluate externally funded projects, conduct an audit of its central and devolved services and services over which it has supervisory authority, carry out and evaluate the functioning of its central and devolved services and provide in-service training on auditing and inspecting services. By carrying out Action 6, MINESEC was, in concrete terms, able to: audit at least 5 (five) regional delegations every year. In 2016, for example, the Adamawa, Centre, Far-North, Littoral and North-West regional delegations were audited; audit the devolved services of 10 (ten) divisional delegations, to wit ; Djerem and Vina in the Adamawa Region, Mfoundi and Mefou and Afamba in the Centre Region, Diamaré and Mayo-Kani in the Far-North Region, Sanaga Maritime and Wouri in the Littoral Region, Mezam and Momo in the North-West Region; conduct an audit of the management of privately owned secondary schools nationwide which led to the closure
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a conduit à la fermeture de 75 établissements scolaires privés clandestins. Par la mise en œuvre de l'action 7 «Veille et conseil juridique», le Ministère des Enseignements Secondaires entend développer la culture juridique, préserver les intérêts de l'Etat et veiller au respect des normes et procédures juridiques. A cet effet, trois (03) activités sont menées à savoir: le suivi du respect des normes et des procédures juridiques, la vulgarisation de la culture juridique et la Défense des intérêts de l'Etat en justice. A cet effet, Les intérêts de l'Etat sont défendus devant les tribunaux chaque fois que cela est rendu nécessaire; La sécurisation des sites fonciers des établissements publics est en cours. Bilan Stratégique S'agissant du programme 331 «Renforcement de l'accès aux Enseignements Secondaires», son objectif est d'accroître l'accès aux enseignements, avec pour indicateur le taux de transition du primaire au secondaire. En 2016, ce taux était de 69,62 %. Il est	closure of 75 illegal private schools (CE) Through the implementation of Action 7 (LE) “Monitoring (CE) and Legal Advice”, the Ministry of Secondary Education intends to develop the legal culture, preserve (CE) the interests of the State and ensure compliance with legal standards and procedures. To this end, the following three (03) activities are (LE) carried out: the follow-up compliance with legal norms and procedures (CE), the popularisation of legal culture (CE) and the advocacy (CE) of the interests of the State in courts (LE). For this purpose, The interests of the State are advocated in court whenever necessary (LE); The protection of public school land sites is being done (LE). Strategic Balance Sheet (CE) Concerning the programme (LE) 331 “Increasing Access to Secondary Education” (LE), it aims at (LE) increasing access to secondary education (LE), with the transition rate from primary to secondary (CE) as an indicator (CE). This rate (CE) was 69.62 % in 2016. It is expected to	of 75 clandestinely owned secondary schools. By carrying out Action 7, “compliance and legal advice”, the Ministry of Secondary Education was able to create awareness on legal issues, protect the interests of the State and see to it that legal norms and procedures are respected. To this end, the 3 (three) activities carried out were to ensure oversight in the respect of legal norms and procedures, popularise legal values and protect the interests of the State before the courts. To this end, MINESEC: defended the interest of the State when necessary before the courts; the process of rendering land or sites reserved for building government secondary schools secure is underway. Performance Report With regard to Programme 331, “Increasing Access to Secondary Schools”, MINESEC sought to increase access to secondary schools and the performance indicator is the transition rate from primary school to secondary school. The access rate to secondary schools was 69.62% in 2016
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attendu qu'il soit porté à 72 % en 2018. A la fin de l'année scolaire 2016/2017, ce taux est de 71 %. Le programme 332 «Amélioration de la qualité de l'éducation et de la vie en milieu scolaire» qui vise à améliorer la qualité des apprentissages, le taux d'achèvement du premier cycle de 71,13% en 2016 est porté à 75% en 2018. A mi-parcours du triennat, ce taux d'achèvement est de 72%. Le programme opérationnel 333 «Intensification de la professionnalisation et optimisation de la formation» a pour objectif d'adapter les formations à l'environnement socioéconomique. A la fin du triennat, il est attendu que le pourcentage d'apprenants dans l'Enseignement Secondaire Technique et Professionnel atteigne 23 %, par rapport au 21,15 % de 2016. Ce taux est actuellement de 21,62 % Enfin, en ce qui concerne le programme 334 de Gouvernance et d'appui institutionnel, l'objectif est d'assurer une gestion rationnelle et optimale des ressources, avec pour indicateur le taux de réalisation des activités programmées au MINESEC. En 2016, ce taux était de 98%. Il est attendu qu'il atteigne 100 % en 2018.	rise to 72 % in 2018. This rate rose to 71 % (CE) at the end of the 2016/2017 school year. The programme (LE) 332 "Improving the quality of Education and Life in Schools" (CE) which aims at improving the quality of learning, the completion rate for the first cycle rose from 71.13 % in 2016 to 75 % in 2018 (LE). Midway into the triennum, this completion rate (CE) is 72 %. The operational programme 333 (LE), "Intensification of professionalisation and optimization of training" (CE) aims at (LE) adapting training to the socio-economic environment. At the end of the triennium (CE), it is expected that the percentage of learners in technical and vocational secondary education (CE) will reach 23 %, compared to the 21.15 % in 2016. This rate is currently at (LE) 21.62 %. Finally, with regard to Governance and Institutional Support Programme 334 (LE), the objective is to ensure a rational and optimum management of resources, with the achievement rate of the activities programmed in MINESEC as an indicator (CE). This rate (CE) was 98 % in 2016. It is expected to reach 100 % in 2018.	and that rate is expected to increase to 72% in 2018. It was 71% at the end of the 2016\2017 school year. Programme 332, "Improving the Quality of Education and School Life in the Secondary School Milieu", sought to improve the quality of learning. The completion rate for the first cycle was expected to increase from 71.3% in 2016 to 75% in 2018. So far, the completion rate during this second year of the ongoing three-year budgeting period is 72%. Programme 333, "Intensifying, professionalising and Increasing Training Opportunities", sought to adapt training to the socioeconomic environment. The percentage of learners in technical and vocational secondary schools is expected to increase to 23% by the end of the ongoing three-year budgeting period as against 21.5% in 2016 while the rate is now 21.62%. Finally, under Programme 334 on Good Governance and Institutional Support, MINESEC sought to ensure that resources are rationally and properly managed. The performance indicator of the Programme is the percentage of earmarked activities it carried out. The percentage of earmarked activities carried in 2016 was 98% and that percentage is expected to increase to 100% in 2018.
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The procedure for determining the percentage of errors in excerpts of 2016 ministerial performance reports above was used to determine the percentage of errors in excerpts of 2017 reports by making use of the following details gleaned from excerpts of 2017 ministerial performance reports.

Table 3: Error Margins in 2017 Excerpts of Ministerial Performance Reports

2017											
No. and Name of Ministry	No. of words in Excerpt	No. of words in Content Errors	No. of words in Language Errors	No. of words in Omitted Content	No. of words in Incompatible Content	Total No. of words in Content Errors	% of Errors in Excerpt	% of Content Errors in Excerpt	% of Language Errors in Excerpt	% of Omitted Content in Excerpt	% of Incompatible Content in Excerpt
1. MINMAP	512	91	135	-	-	226	44.14	17.77	26.37	-	-
2. MINTSS	390	129	125	-	-	254	65.12	33.07	32.05	-	-
3. MINTOUL	553	95	88	262	52	445	80.47	17.18	15.91	47.38	9.40
4. MINFOPRA	435	154	117	-	-	271	62.29	35.40	26.89	-	-
5. MINEE	487	33	65	379	-	477	97.94	6.77	13.35	77.82	-
6. MINEPDED	500	96	117	-	-	213	42.6	19.2	23.4	-	-
7. MINJUSTICE	460	138	130	-	-	268	58.26	30	28.26	-	-
8. MINJEC	516	109	170	-	-	279	54.06	21.12	32.94	-	-
9. MINH DU	406	106	114	-	9	220	54.18	26.11	28.07	-	2.21
10. MINREX	451	136	99	-	-	235	52.10	30.15	21.95	-	-
11. MINDEF	342	157	45	-	3	202	59.06	45.90	13.16	-	0.87
12. MINRESI	412	86	127	-	-	213	51.69	20.87	30.82	-	-
13. MINTP	427	49	306	-	-	355	83.13	11.47	71.66	-	-
14. MINAS	503	104	98	-	-	202	40.15	20.67	19.48	-	-
15. MINCOM	519	174	92	-	-	266	51.25	33.52	17.73	-	-
16. MINPMESSA	506	55	224	-	-	279	55.13	10.86	44.27	-	-
17. MINESEC	503	132	149	-	-	281	55.86	26.24	29.62	-	-
TOTAL							1007.43	406.3	475.93	125.2	12.48

1. It can be seen from Table 3 that language errors are higher in 9 (nine) 2017 excerpts of ministerial performance reports and the language errors represent 27.99 % (i.e. 475.93/17). Content errors are higher in 8 (eight) 2017 excerpts of ministerial performance reports and represent 31.27%. Hence, $27.99 + 31.27 = 59.26$.
2. The ministry with the highest percentage of content errors in 2017 is the Ministry of Public Service and Administrative Reform (MINFOPRA), that is 35.40%. The ministry with the highest percentage of language errors in 2017 is the Ministry of Public Works (MINTP), that is 71.66%.

In all the 34 (thirty-four) excerpts, the percentage of content errors in the excerpt of the Ministry of Mines, Industry and Technological Development (MINMIDT) is the highest (75.63) while the percentage of language errors in the excerpt of the Ministry of Public Works (MINTP) is the highest (71.66). Clearly, routine use of literal translation was inimical to correct content transfer and correct use of language in the excerpts of ministerial performance reports of 2016 and 2017 translated from French to English in Cameroon. Hence, the causes of language errors and content errors in a translation are, to a greater extent, inseparable because correct language use shapes meaning and correct content transfer embeds meaning.

It can be concluded that the highest percentage of content errors and language errors in the excerpts of MINMIDT (2016) and MINTP (2017) respectively point to failure by their translators, as Ubanako (2023) maintains, to use all the manual and electronic resources that would have enabled them to translate the right word with the right equivalent, ostensibly because correct content transfer and correct language use are two sides of the same coin in a translation. So, since language is used to transfer the content of a message, it is clear that language errors are coterminous with content errors in a translation. Hence, although language errors are readily distinguished from content errors in a translation, errors in a translation actually epitomise a translator's linguistic ineptitude because they are a manifestation of the translator's dented interlingual mediation.

Having determined error margins, precisely percentages, in excerpts of 2017 ministerial performance reports in the first section of this chapter, it is now possible to determine the average percentage of errors in excerpts of Cameroon's English translations of 2017 ministerial performance reports as follows:

❖ **Average Percentage of Errors in Excerpts of Cameroon's English Translations of 2017 Ministerial Performance Reports**

1. MINMAP	= 44.14
2. MINTSS	= 65.12
3. MINTOUL	= 80.47
4. MINFOPRA	= 62.29
5. MINEE	= 97.94
6. MINEPDED	= 42.6
7. MINJUSTICE	= 58.26
8. MINJEC	= 54.06
9. MINH DU	= 54.18
10. MINREX	= 52.10
11. MINDEF	= 59.06
12. MINRESI	= 51.69
13. MINTP	= 83.13
14. MINAS	= 40.15
15. MINCOM	= 51.25
16. MINPMEESA	= 55.13
17. MINESEC	= 55.86
Total	= 1007.43/17 = 59.26%

❖ **Average Percentage of incompatible content in Excerpts of Cameroon's English Translations of 2017 Ministerial Performance Reports**

1. MINTOUL	: 9.40
2. MINH DU	: 2.21
3. MINDEF	: 0.87
Total	: 12.48/17 = 0.73

The task of identifying and correcting errors in excerpts of Cameroon's French-English translations of 2017 ministerial performance reports and determining percentages of errors in such excerpts as well as the average percentage of errors in all the 17 excerpts of Cameroon's 2017 ministerial performance reports has been accomplished in this chapter. As determined above, the average percentage of errors in all the 17 excerpts of Cameroon's French-English translations of ministerial performance reports of 2017 is **59.26**.

CHAPTER SIX

TEXTUAL ANALYSIS

This chapter focuses on textual analysis. It begins with the classification of errors identified in the 34 excerpts of English translations of Cameroon's ministerial performance reports. The errors classified according to their causes in this chapter are culled from errors identified in chapters 4 and 5 of the present study. As indicated earlier, the concepts of content errors and language errors were used in chapters 4 and 5 to identify errors. So, the purpose of this chapter is to classify the errors identified in chapters 4 and 5. As a result, the researcher's objective in this chapter is to copy and classify identified errors.

It is worthy to note that only errors are reproduced in this chapter. "Deconcentrated", for example, is classified as a collocation error in this chapter under MINSEP where it is used to qualify services. This means that using "deconcentrated" to qualify services is a collocation error. What is more, errors classified in this chapter will, generally, be obvious in their context of occurrence and that is the reason for giving the page numbers for classified errors. Besides, the errors classified in this chapter are analysed by accounting for them and ultimately calculating the percentages of different categories of errors. It should be noted that the errors identified in the present study have been corrected in chapters 4 and 5. Hence, the errors are analysed in this chapter in order to categorise and account for them from grammatical and lexical viewpoints. As Piercy (2014, p. 14) notes:

in order to function as a practical means of communication a language needs a vocabulary and a grammar. Every written language in the world has a grammatical structure, rules that govern, determine and define how meaning is produced.

What the above quotation means, by extrapolation, is that a translator translating from French to English, for example, needs to rely on English vocabulary and grammar in order to convey the meaning of the information gleaned from French source texts. In other words, English vocabulary and grammar have to be relied on to communicate in English. This, therefore, means that words or vocabulary and grammatical structure are indispensable for the translator's communication purposes. As a result, vocabulary and grammatical structure underpin the style and content of the translator's renderings. This simply means that getting vocabulary or grammatical structure wrong in one's renditions amounts to eliciting renderings with the wrong meaning, nay wrong content. It is in cognisance of the foregoing that content

errors and language errors are seen, in the present study, as two inseparable sides of the same coin. Such a holistic view of errors in excerpts of English translations of French ministerial performance reports of 2016 and 2017 in Cameroon served as a template for categorising and accounting for errors in the present study. In essence, the errors identified in chapters 4 and 5 fall under two main categories with subcategories.

6.1. Classification of Errors According to their Causes

The first main category of errors in the translation corpora of the present study is translation-induced errors. Abbreviated as TRINER, these are errors resulting from inappropriate transfer of information (TRINER- ITI), source language (French) interference with / influence on target language (English) (TRINER-SLI), and omitted content (TRINER-OC).

6.1.1. First Main Category: Translation-Induced Errors (TRINER)

The first main category of translation errors is subdivided into 3 (three) subcategories of errors, namely translation-induced errors resulting from inappropriate transfer of information (TRINER-ITI) from the source text to the target text, source language (French) interference with or influence (TRINER-SLI) on target language (English) and omitted content (TRINER-OC). The 3 subcategories of translation-induced errors are thus exemplified in turn.

6.1.2 Translation-Induced Errors resulting from inappropriate transfer of information

These are errors resulting from inappropriate transfer of the content of the source text in the target text. This subcategory of errors is illustrated with the help of each of the 34 excerpts of ministerial performance reports translated from French to English at ministerial level.

MINPOSTEL: Tangible (p. 111); thanks to the budget that you will willingly grant us; Madam President of the Commission; members of parliament; Network densification and postal national coverage improvement; the budget allocation; establish postal standards (p.112); post offices; install e-banking application; purchase an application for the electronic management of files; Developing and optimizing the telecommunications and ICTs networks and services, the allocation; ensure the management of the NBN project; extend the optical fibre national backbone (Phase III), to a 3950 km line; kick-off the connection works of public administrations with high speed Internet by optical fibre (p.113); establish a strategic plan for a 2020 digital Cameroon (p.115);

MINSEP: Balance Sheet; Running budget; Investment budget; external resources; for the hosting of; This budget; requirements of the programmes budget; actually were; payment credits (p.115); Governance; (PSAs); with the contribution of institutional actors; The development of Physical Education and Sports; This action was essentially based on; PES; in pedagogic centres; institutions of training of PES staff; actions in schools (p.116); Physical and Sports Activities; As part of the process to popularize and disseminate the practice of physical education and sports; PES programmes; It was executed through organised missions in July 2016 in the ten (10) regional headquarters with the aim not only to consolidate the appropriation of the documents concerned, but also to evaluate their implementation and the conduct of practicals in PES at official exams (p.117); Monitoring of the application of regulations on PES in continuous training and official exams; have private school institutions to adopt training standards in PES (p.118);

MINESUP: Development of Technological and Professional Component of Higher Education (118); technological and professional institutions; The indicator; technological and professional institutions of higher education; The strategy consisted in modernizing academic infrastructure, improving the steering and management system and strengthen, over the years, institutional mechanism; The execution rate to date is 98.98 %; enabled us (p.119); works of construction of academic and social infrastructure and their equipment; As a matter of fact, 42 000 new places were offered to students in lecture halls; pedagogic blocks; with the stakeholders of the education system to take into account changes in the business world; adapt the training offered in classical faculties to the demand of the business world; The indicator; the faculties (p.120); curb the underemployment faced; The strategy implemented for this purpose is summarised in four approaches; career paths; short, professional and certified targeted training courses; integrate vocational training into the existing curricula; All these professionalization variants involve the revision of curricula, the strengthening of faculty facilities and infrastructure, innovation in pedagogical, management and governance approaches, strengthening of partnerships between training structures and business circles and imperatively the development of digital universities (p.121); the national higher education examinations; with; the extensions of the FSJP of Bertoua, Ebolowa and Garoua; the holding of permanent consultation frameworks (p.122); Development of University Research and Innovation; to reinforce the national system of university research and innovation; boost industrial productivity (p.123);

MINCOMMERCE: With regard to trade development, it defines the government's objectives which are, as regards "internal trade, to ensure steady internal market supplies, under fair competition conditions and, at the level of international trade, to develop, promote and contribute to diversifying trade in high added value goods and services with foreign partners"; as part of this guideline that I would like to make a rough assessment of the year that ends, before paving the way for the 2017 fiscal year (p.123); Members of Parliament; Further steps were taken; Lagos International Fair; I particularly capitalized on my stay in Lagos for talks with Nigerian authorities, in particular the General Manager of the National Agency for Foods and Drugs Administration Control (p.124); (NAFDAC), as part of the process of mutual recognition of conformity certificates between the two Nigerian standards agencies (NAFDAC and the Standards Organisation of Nigeria "SON") on the one hand, and Cameroon Standards and Quality Agency, on the other hand; It should be recalled that the area of competence of NAFDAC covers food; As regards SON, negotiations started; were not fruitful, in spite of a MoU sent by ANOR to (p.125); NAFDAC; Great Joint Cooperation Commission; and various reminders, including the last one which dated back to; Lagos International Fair; General Manager of NAFDAC; I obtained a formal letter, dated the 9th November 2016, from the Nigerian part with respect to ANOR's proposals; depends on the success of this tricky process (p.126);

MINAC: hierarchy; application decrees; especially; application decree; draft decree creating and organizing; laying out the terms; the management of cultural heritage; make them profitable; in the context of the application; modalities (p.127); for the exercise of some transferred powers; attractions; key; attached structures; for a more efficient operation; With these; can independently organize; concerning the wealth and scope of our cultural diversity; program aimed at strengthening the production mechanism; the following commitments were made and implemented in 2016; cultural revitalisation event; the terms and conditions of rendering culture (p.128); the C2D program, and implemented; was intended to prepare the drafting and the implementation of an incentive policy for cultural businesses; and creative industries; practices and conventions elsewhere; the 08 round table conferences and 15 autograph sessions; In addition to this show, the documentation bank; with; for (p.129);

MINADER: Multiplication of seed production farms (timber yards) for the production of cassava cuttings as planting material for large scale cassava production for food and for processing cassava into starch and high quality flour; MINADER also mobilised its monitoring machinery for the protection of cocoa and coffee orchards. In this regard, 15 000 ha were

treated; The monitoring mechanism also concerned; More concretely, the non-exhaustive balance sheet of the main strategic agricultural value chains in 2016 is as follows; Plantain value chain; suckers were produced and distributed to 900 producers who cultivated 1 380 hectares (p.130); hectares of seed farms were established with 15 nursery men and women for an expected production of 100 000 suckers; tonnes of products for phytosanitary treatment were procured and distributed to 50 producers; Solanum potatoes; 100 ha of solanum potatoes were cultivated for consumption (p.131); fertiliser were acquired and distributed; acquired and distributed; storage facilities; Roots and tubers value chain; Close support monitoring of farmers was conducted to enable them to master farming techniques. Further (p.132);

MINATD: in addition to the above actions; review; with a view to the re-instatement in accordance with Decree No. 2013/332 of 13 September 2016 is being pursued; and the persons concerned are taken care of as the files are processed; This was an opportunity to strengthen cooperation; in view of the subsequent holding (p.133); of the sessions of the Joint Permanent Security Commissions and the Ad Hoc Border Committee sessions with neighbouring countries; Activities carried out under this programme during the year 2016 have produced convincing results. They include; Local; resources; City; Councils; the budgetary commitment for the effective disbursement of the Common Decentralization Fund for the financial year 2016 for the financing of 292 projects in 198 councils; 2,500 (two thousand five hundred) local; decentralization stakeholders within the framework of regional seminars organized for this purpose in May and June (p.134); during the 2016 in the area of decentralization was the start of the study of files with a view to the payment of salaries to Municipal Authorities in accordance with the provisions of Decree No. 2015/405 of 16 September 2015 to lay down the remuneration of Mayors, Government Delegates and their deputies; decree; beneficiaries; to carry out a review of beneficiaries' files, in order to enable them to receive (p.135); their salaries within reasonable time; The deliberations of this Committee is sufficiently advanced and we are in a position to say that the Municipal Authorities; receive payment (p.136);

MINDCAF: MINDCAF actions have been defined for the implementation; These include (p.136); the registration system; Governance; land; Concerning; by increasing land availability so as to contribute to the development; Indicators; Targets: 46.25% (p.137); Cameroon's economic emergence come 2035 is dependent on the realization of integrated projects. For this, factors of production such as land have to be mobilized and secured for potential investors; the development of State land; State land management; Concerning; the land registration system; is to enhance the management of national State land, surveys and land tenure; Indicator;

modernized survey; Target: 5.5%; leads to double demarcation (p.138); the sole legal guarantor; revert; a reference national geodetic network materialized on the ground has been implemented; Up to 2015, 1530 geodetic network points had been planted, observed; build; implementing the national registration system (p.139);

MINEDUB: schooling; schooling (p.139); strengthening measures aimed at promoting the schooling of the girl-child and vulnerable children (Baka, Bororo and Refugees) with UNICEF's support; mainly in the (p.140); training of teachers and PTAs in cleanliness and sanitation; textbooks; to bring down; members of the pedagogic supervision chain; That first training session (p.141); allocation; civic and citizenship education textbooks; the allocation; minimum package; running budgets; allocation of subventions; experimenting the contract-based cooperation with private basic education; is slated for November and another for the validation in December of this year (p.142);

MINEFOP: Employment; Development of strategic instruments for employment promotion; Several studies are being conducted, notably the update and evaluation of the National Employment Policy; the update of the tool for collection and evaluation of jobs generated by the PIB, the development of the "Employment and Vocational Training" component of the Special Three-Year Youth Plan, as well as the instruments governing the organization and functioning of ONEFOP (National Observatory of Employment and Vocational Training) which have been revised (p.143); owing to budgetary constraints, financed only 100 micro-projects for stakeholders divided into groups and associations, thereby creating 400 direct and indirect jobs. Meanwhile, the National Employment Fund (NEF) supported 24 micro-projects and integrated 36 job seekers in self-employment; Development of vocational integration; To develop vocational integration, job opportunities were explored in companies and major projects. However, it was very often difficult to master national job opportunities not only because of reluctance by some companies to communicate information on the workers employed and to declare any recruitment of staff according to the law, but especially because of the lack of transportation means for better field coverage by MINEFOP's; In addition, expatriate manpower use clean-up activities; placement and (p.144); temporary employment activities are underway to further promote the integration of nationals in the major structuring or public investment projects. 63 temporary employment enterprises and 9 placement offices were approved. The activities of 13 temporary employment enterprises and 9 placement offices were suspended. In this connection, the National Employment Fund received and guided 25 811 job seekers and integrated 34 313 others as at 30 October 2016, in spite of the difficult

conditions it is currently facing; awareness-raising meetings involving company heads took place from 14 to 15 June 2016 in Douala in the following companies; in the month of September 2016 in the Centre Region involving the following establishments (p.145); These meetings continued on 3 and 4 November 2016 in the North Region as concerns; the School of Agriculture in BINGUELA and with MINJEC concerning the business incubators development programme in the multifunctional youth promotion (p.146);

MINFI: Under these headings; The pre-filled declaration was for the first time operationalized in our country, which now facilitates both the declaration and payment of certain taxes like the property tax; I would also cite the dematerialization of the registration of public orders and real estate transfers; called; allows; SMEs to pay their taxes by simply using their mobile phone (p.145); spent; in fulfilling their tax obligations by about 30 % ; We have also proceeded to the grooming and securing of the national taxpayers card index; the records; This resulted in a renewed fiscal discipline on the part of the taxpayers (p.148); The administration; large; by their effective taking into account, in the DGT's national taxpayers' register. This trend is expected to become widespread in the coming years, with regard to the measures already taken to increase the security of the card index; For these goods, the removal time has been reduced (p.149);

MINEPAT: We strove; reports on the strategic positioning of the chemical and agribusiness sub-sectors were produced; better structure and boost our export capacity; our production fabric; thematic meetings; identify measures to address all the threats and external shocks currently faced by our economy; grant of direct support for the setting up of agro-food (p.150); enterprise diagnosis reports; out of 60 expected; conventions were signed for the implementation of quality supervision and 09 conventions signed for the implementation of upgrading plans; acquisition of equipment for wood processing and drying which would be put at the disposal of groups of craftsmen of which 1751 craftsmen have already been trained in the uses of such equipment; investments; we in 2016; Engineering Firms; We can thus mention (p.151); Steering; Since the objective was to monitor our development strategy, in 2016 we; produced various GESP implementation reports; GESP implementation; GESP implementation (p.152);

MINEPIA: For dairy production, we note; the Sector; Construction of eighteen (18), six (6) milk collection centers in 2016 in the main production batches; In feed development; The availability of fodder production equipment to Wakwa and Louguere stations (subsoiling plough, roto mowers,; and straw trusser) for increasing this production (p.153); The

implementation of 40 hectares of improved fodder species at Wakwa station; Regarding advisory support and capacity building of stakeholders; stakeholders; modern production techniques; making available consultative committees in 40 villages identified by the Program of Support to the Securement and Integrated Management of (p.154); Agro-pastoral Resources (ASGIRAP); This is to reduce the impact of animal diseases and enhance health quality (p.155);

MINPROFF: Family Development; Objective; development and strengthening of family stability; Indicator: proportion of stabilised families; value; value; Programme Strategy; it is subjected to many challenges; loss of moral and sociocultural values; insufficient offer of basic social services for the support; new (156); social networks and media; actors; management; Presentation of actions (157); through; in favour of healthcare and essential family practices; Organizational framework for implementation; Administrations; Decentralised Local Authorities; Governance; Objective; the institutional capacities; Indicator (158); value; value; Programme strategy; empowerment; the cramped nature of the premises; insufficiency and depreciation of equipments; inappropriate strategic and programmatic tools (p.159);

MINMIDT: Concerning the promotion of quality culture with different players, the second edition of Quality Masters held during the month of October 2016 with the participation of many companies and the government. This event aimed at raising stakeholders' awareness on the need for quality approach in their management, production and marketing system to improve the competitiveness of their products on the market for the satisfaction and safety of consumers; Moreover, the entry into force of the Pre-Shipment Evaluation of Conformity Program, on 31 August, 2016, will boost business competitiveness and competing products in order to mitigate the perverse effects of the implementation of the provisions of Economic Partnership Agreement between Cameroon and the European Union (p.160); A specification for the registration of red cocoa in geographical indication has been elaborated. A draft decree on the control, the traceability and the protection of Cameroon protected geographical indications has been worked out. These two texts will contribute to give more value to the commercialization of local; products like the white pepper of Penja; Concerning the implementation of reference technology parks (TECHNOPOLES), the environmental and social impact (p.161); assessment has been achieved, the safeguarding of the site is continuing as technical studies on the construction of the agro-industrial technology park with the support of UNDO. The conclusions of the work of the international consultant assigned to this task will be submitted to the Government in the coming days; support centres for technology; This will contribute to the improvement of; academic environment (p.162);

MINT: REVIEW; marked; to African; the setting up; with the City Council; includes; We decided to make these actions which are mostly of the air sub-sector and the follow-up of concession; agreements binding, given their importance for government action (p.163); the status of implementation of the actions contained in the roadmap is estimated at; indicate; the developments in the review of the activities that shall follow shall obviously allay the concerns raised by the Honourable Members of Parliament in 2015, and which bore on the quality of CAMAIR-Co's services and the dilapidated rail infrastructure; Members of Parliament; I now invite you to appreciate the status and quality of execution of the 2016 budget of the Ministry of (p.164); Transport per programme and sub-sector; The activities carried out within the framework of this programme are classified per sub-sector as follows; In the air sub-sector; under strong government leadership, has implemented vigorous and sustained actions in view of this restructuring; It is as such that; carry out this audit and implement the restructuring of CAMAIR-CO (p.165); prescribes as follows; Restructuring the company's debt; Investment of 60 billion CFA Francs stabilization fund by the State (p.166);

MINSANTE: platform; located alongside high risk accident roads; enhanced to improve the management road traffic accidents; residents were trained on the first actions to injured (p.166); MHCs; received; The financing; the construction and equipment project; in charge of the project management completed; developed and has identified gaps to be filled notably; general practitioners; This is an advocacy document for recruitment needs; The effective commitment of a retention approach of 229 personnel in remote areas contributed to the improvement in (p.167); the ratio of health personal through the C2D; 2 841 went on retirement; Governance; Funding for this operation over; period; Between 2013 and 2015, with the support of the World Bank and my ministry used (p.168); attendance rate; quality care; recognized; in charge of Africa; greatest distinctions awarded; supports; strengthen Cameroon's leadership in this area (p.169);

MINMAP: Investment; physical execution rate (p.174); the action; "Strengthening of the control of the execution; controlled almost all contracts awarded during this financial year; To these achievements must; multi-year infrastructure contracts; To these achievements; the East and West entries; the Wouri; three-year plan; payment documents; Governance (p.175); the actions of the Ministry include; contracts; Unit concerned; physical execution phase; against the perpetrators of; on the matter; received penalties ranging; public contract process; companies have been subject to warning; the said technical platform; Up to date (p.176); the related schedule; Central Tenders Boards; normative framework to govern the; which led to the

strengthening of the mapping out of Tenders Boards; Complaints Litigation; files recorded; a lower challenge (p.177); rate and a low level of appeal and litigation; external; notably (p.178);

MINTSS: Background; the 2016-2018 triennium; a budgetary loan agreement; production apparatus; structural projects; important texts aimed at strengthening the social security of workers (p.178); continuing; insured persons; Strategic Balance Sheet during the first two Years of the ongoing 2016-2018 Trinnium and Outlook; The Labour and Social Security sub-sector has been working to implement optimally its three (03) programmes that are attached to it; of which FCFA 4 billion 27 million (p.179); in investment; has planned; for a larger population; the holding in Yaounde of the first International Forum on Retirement in the Inter-African Conference on Social Security (CIPRES); pension branch; (ii) the execution of the first evaluation phase of the Regional Commission for Social Insurance Litigations by those of the Far North, Center, North, South and South-West, with a view to assessing the functioning of the said bodies; the registration carried out by the NSIF which enabled the registration of 36 thousands 177 new voluntary insured persons, bringing their total number to 127 thousands 653. The workers' file in turn witnessed 57 thousands 616 new registrations; As concerns the employers' registration file (p.180); 43 thousands 460 persons were registered (p.181);

MINTOUL: Special Purpose Account; the promotion of sound and educational leisure; Strategic Balance Sheet and Prospects; Major facts or Elements of the Legal and Regulatory Framework which have influenced the Implementation of Programmes in a Negative Manner; was confronted with negative effects of the activities of the Boko Haram Sect (p.181); adequate tools; leisure; which has been identified as a competitive sector since it is a growth-bearing sector; as I have recalled above; smooth performance; hindered by the fact that FCFA ten thousand million needed for the funding of 2019 AFCON were not raised. This amount features under External Funding (FINEX); Relationship between Planned Technical Performance of Programmes and Actually Achieved Performance (p.185); Concerning the GESP objectives, MINTOUL scored the following results (p.182);

MINFOPRA: entitled; Management of State Human Resources" "Entrenching Administrative Reform; Governance; is backed by a specific strategy as spelled out in; 2018 draft Government Service Performance (PPA); Management of State Human Resources"; optimise (p.185); the management of the State human resources. Its indicator is the number of Government services; it is rendered operational through the following four actions; State staff strength; renewing and building the human resource capacities of Government services; management; files; "Entrenching Administrative Reform"; whose objective is to contribute to improve the

performance; has as indicator the level of implementation of administrative reform. This Programme revolves around the following three actions; conducting; facilitating the ownership and implementation of administrative reform tools (p.186); Governance; above mentioned technical programmes; Its indicator is the rate of attainment of the activities budgeted; it is implemented through the following; monitoring of; strategic studies and planning; budgetary; control; legal counselling; subsequently broken down into actions and activities presented last year (p.181); 725, 000, 000 of which was recurrent; for investment; The balance sheet drawn up after an analysis of the programmes and actions shows that the performances obtained in 2016 and 2017, all converge towards the attainment; The action prospects of the Ministry drawn up based on lessons drawn from the execution of the budget of these last two years, should contribute to a net improvement of future performances (p.188);

MINEE: at the technical level, the overall implementation rate is estimated at 100% as planned. Also works on the impounding dam were received on 30 June 2017 and the operating services of the dam (p.191);

MINEPDED: Its indicators include; water bodies released from water hyacinth; (Wouri; reservoir; The baseline; indicator was 8 ha; mangrove seedlings; mangrove seedling produced and; The value of this current indicator; ha; seedlings produced and; The baseline; ha (water bodies) released from water hyacinth; projected target in; ha (water bodies) (p.192); released from water hyacinth; The current value of this indicator; ha (water bodies) released from water hyacinth; Ownership or appropriation; Enhancement; the regular holding of meetings; through the scoping of environmental and social; reviewed among others (p.193); the process is being operationalized; and Fair; Equitable Sharing Benefits arising from their utilisation, as well as; the implementation of; Assurance; the Environmental Compliance certificate; In the coastal area; mangroves; ha; mangrove; mangrove seedlings; produced in nurseries; the health of water bodies and streams (p.194); the implementation of the project to fight against water hyacinth and other invasive aquatic plants; some powers transferred; sites restoration; valorization of water hyacinth and other invasive aquatic species; The development of 20 hectares of water bodies released from invasive species, in particular water hyacinth; Fight against; dangerous chemicals; Its indicator; The baseline in 2015 (p.195); The projected target in 2018; The value of the current indicator (p.196);

MINJUSTICE: Governance; The implementation of this programme is based on 11 actions; complete computers; jurisdictions (p.196); desks; storage; air conditioners; for services; OHADA Uniform Acts in English version; practical guides; acquired for the judicial staff and

auxiliaries of justice; judicial institutions, the most part of which are located in Headquarters; In order to relieve these populations, ways and means are sought to bring justice closer to the litigants through the multiplication of jurisdictions and at the same time the alignment of the penitentiary map to the judicial map. Thus, an activity aimed at identifying (p.197); sites for the construction of Courts of First Instance and Prisons in some localities, is being carried out throughout the national territory since the fiscal year 2017. The purpose is to reduce the cost of access to justice, judicial delays and prisons overcrowding; an important economic activity (p. 198); Courthouse; structures (p.199);

MINJEC: chapter; during the celebration of official ceremonies; national; Also, in the context of close youth supervision; Examples of these results include; governing bodies; whose supervision has continued both at the central (p.199) and deconcentrated levels; the holding of the first edition of the Youth Parliament in line with 11 February activities; EMAPURs are functional especially as they have Mobile Civic Educators; have been mobilised, trained and deployed in the 2017 budget year. They represent; This action by EMAPUR and mobile civic educators has come to enhance (p.200); Monitoring; established by; his Secretary General; Under this Committee (p.201); till; which represents; annual target; the referral of 4,150 youths; structures; establishment; Urban and Rural Mobile Mass Animation Teams; youths trained in citizenship and in national integration, 230 religious leaders of various faiths mobilised (p.202);

MINHDU: triennium; globally, they were marked by the execution of works relating to; female; male; component of PLANUT; Highway, open country section; implementation of the Government Program; With specific regard to fiscal 2017; branded with the scarcity of resources; This culminated in the conclusion; Funds; economic and financial Program, due (p.203); other commodities; major outputs obtained; under the 2016 and 2017 Finance Law, which allocated XAF 177 579 000 000 and XAF 138 453 706 000 to MINHDU; the results below were obtained and presented as per Program; housing units; Also to be noted is the satisfactory continuation of construction of 100 housing units in each Regional Headquarter (p.204); except; progress rate; major achievements include construction of 7.5 km of drains; enrolment of 673 households in proximity social projects. This Program is underpinned by two major projects aimed at improving storm water; wastewater (p.205);

MINREX: The enlargement of the diplomatic and consular map; constitutes; a strategic tool for; Hence (p.205), the need to restructure our diplomatic map, for an efficient deployment beyond the narrow circle of our traditional partners; with a view to opening resident Diplomatic Missions with Vietnam, South Korea, and Argentina, to name just a few; formally approached

Cameroon; Congo Kinshasa; concretizes in an effective and significant way, the operationalization of these consular Posts; consolidation of traditional friendships and monitoring of bilateral cooperation, multifaceted activities were carried out according to the different geographical areas covered, (206); notably; At the African Bilateral Level; We can mention; Under; The holding of the Cameroon-Tunisia Joint Cooperation Commission and the economic forum on the sidelines of the said meetings, on 28 and 29 June 2017 in Yaoundé; Negotiations for the holding of the Cameroon-Chad Joint Commission, coupled with the Permanent Joint Security and Ad Hoc Border Commissions, assessment of the state of implementation of the Joint Commissions with the CAR and with Gabon; Under (p.207); Agreements initialed; Cameroon-Tunisia Joint Commission; These are precisely the Agreements; empowerment; Under Security and Cross-border Projects; The launching; The effective launching of the integrated development programme; the Ntem bridge (p.208); Monitoring electrical interconnection works (p.209);

MINDEF: several elements characterizing; context; we considered; project; We could mention, without being exhaustive, some of the most glaring. They include; tentacular; which has imposed painful sacrifices on; continue our contribution towards the rebuilding of; develop our law enforcement and stabilization operational mechanisms needed to improve our capacity to address, in accordance with the laws and regulations of the Republic and (209); the professional rules of conduct, all security threats against persons and property, national values of living together, the need to preserve public order, and most importantly, territorial integrity; secure; preserve; the looting of; insecurity; Continue deployment of means to fight against fires; rescue of victims in large agglomerates of Cameroon; Our response to the aforementioned threats through a witty combination of (210); an essentially nationwide involvement through; United Nations Integrated Support Mission; Triggering the efficient functioning of the hybrid defense mechanism requires an efficient logistics support which entails a significant budgetary cost. In fact, it is primordial to efficiently ensure, in compliance with the required norms in the domain, the necessary supply of manpower and effective maintenance of high-performance equipment used (p.211);

MINRESI: Strategic overview and prospects; I call on you now to take a look at some of MINRESI's 2017 flagship actions in keeping with the program budget presented to you in November 2016 (p.211); including one operational and one support; This 2017 allocation; with; spent on staff; spent on water, electricity and telephone charges withheld at the source (212); spent on staff; internships; these programs (p.213); In this budget; gross salaries of the staff;

the rest; the summary of which is as follows; Reinforcement of Research for the modernization of the production system: It covers all activities led by; the Agricultural Research Institute for Development; the African Centre for Banana and Plantain Research; the Research Program for Funding the Debt-Reduction Development Contract (p.214);

MINTP: Crossing structures and other developments; Construction works (214); development of the Douala Western Entrance (13 km; 55,5 billion). Upon completion, these works will help to place at the disposal of users a 2×3 lane carriageway on 8 km and an engineering structure in Sodiko; development of the Douala Eastern Entrance (19 km; 60,901 billion), completed and accepted; The works consisted in widening the road to 2×1 central lane and 2×2 laterite lanes on 10 km, including one interchange and one new engineering structure in Dindé (215); National Road N°3; hydraulic structures emanating from studies; enabled the programming and replacement of 28 metal ring and pipe culverts with reinforced concrete box culverts. Two works lots for an overall cost of 10,7 billion were awarded to the Yaoundé-Ndoupe (106 km; 5,4 billion; 18 culverts) and the Ndoupe-Dibamba stretches (109 km; 5,3 billion; 08 culverts); Thus, prior to the rehabilitation, reinforcement maintenance works were launched since 2016 and the level of execution is as follows; Yaounde –Ndoupe stretch: (106 km; 7,5 billion), executed at 100% Bekoko-Idénau stretch: (93 km; 5,165 billion), completed and accepted (216); ACROW steel bridges nationwide; The project consists in the design, manufacturing, supply; pre-fabricated modular steel bridge sections; It is divided into two (02) phases; the conduct of technical and environmental studies on fifty-five (55) structures; The second phase concerns the execution of the bridge construction works and their accesses depending on the results of the first phase (p.217); The 2200 ml-deck structures to be built are distributed throughout the national territory as follows; structures; structures; structures; structures; structures; structures; structures; structures; structures; structures; Works have started on the first 15 structures (p.218);

MINAS: Recall; Parliamentarians (p.218); as concerns prevention, assistance and protection of Socially Vulnerable People; any development initiative. They are anchored; set up specialized structures; through the implementation of the vulnerable approach; improve; special accommodations for their access to buildings (p.219); Socially Vulnerable Persons; ministerial programmes; technical programmes; including; protection; Socially Vulnerable Persons; Governance; fall; socially vulnerable persons; Strengthening of solidarity mechanisms for internally displaced persons; social dependents; Strengthening; tools; Strengthening of the coordination (220); Context and Assessment; 2016-2018 Three Year Period, with the Related

Strategic and Technical Balance Sheet and Prospects; Parliamentarians; the 2016-2018 period; Cameroon's concern about the achievement of its emergence; the continuation (p.221); Need to strengthen actions; socially vulnerable persons; Anchorage of the fight against; initiated; performance-based budget management; following (p.222);

MINCOM: it experienced intense activity; infrastructure; publishing; as stipulated in (p.222); organic mission of SOPECAM is information; It fulfills this mission through numerous publications namely; It should be highlighted that the national daily bilingual and flagship publication of SOPECAM has appeared continuously throughout this year 2017; its contents to make them; Boko Haram; An edition of the Cameroon Tribune Analyzes insert has been produced (Paris Agreement on Climate) to give in-depth (223); analysis to the daily processing of information); Tribune of Regions; various localities presented; This significant improvement of the contents was due to the clear development of the quality of impression of this newspaper as everyone could realize it; put a new printing machine into service. highly productive and exceptionally productive tool; a very pressing request; SOPECAM launched a specialized weekly; specialized administrations (224); the content and presentation; for a pleasant weekend, made of relaxation, discovery and practical indications; As far as publishing is concerned; This high-capacity tool; launched; with the assistance; It; tools (225); nearly; students from nursery to class six (p.226);

MINPMEESA: in AC and PC; The budget allowed us to finance the implementation of the most important following activities; the setting up of the National SME File; within the framework of; operationalization and implementation of the KAIZEN project in Cameroon; the sensitization on Authorized (226); Agricultural; the setting up of the Edea pilot public enterprises incubator (p.227); Assistant Secretary; implementation of the National SME File, development of the dedicated application, the year 2017 was devoted to the development; manual of operational procedures; computer equipment; SME support through the Cameroon Subcontracting and Partnership Stock Exchange (BSTP; generated (228); short-term contracts; permanent contracts; As part of the implementation of the EMPRETEC project, which aims at promoting; actors; production actors by offering them solutions (p.229);

MINESEC: "Internal Audit and Control" (p.229); the follow-up and evaluation of secondary schools and Teacher Training Colleges; the internal control; external; control; At least five (05) regional delegations are audited yearly; they were Adamawa, Centre, Far North, Littoral and North-West; External; the Centre; the Littoral (230); Control of the management of private secondary school carried out nationwide which led to the closure of 75 illegal private schools; "Monitoring; intends to develop the legal culture, preserve; the follow-up compliance with legal

norms and procedures; culture; advocacy; in courts; Strategic Balance Sheet; Education (231); education; primary to secondary; indicator; This rate; This rate rose to 71 %; Life in Schools ; Midway into the triennium, this completion rate; “Intensification of professionalisation and optimisation of training; the triennium; education; ensure a rational and optimum management of resources, with the (232); achievement rate of the activities programmed in MINESEC as an indicator; This rate (p.233).

6.1.3 Translation-Induced Errors resulting from French interference with English Usage

These errors are manifestations of the influence the source language has on the translator’s use of the target language. This subcategory of translation-induced errors shows that translators of ministerial performance reports use French (the source language) to write English (the target language).

MINESUP: FCFA; FCFA (p.119); FCFA; (FALSH; FSJP; FSEG (p.122);

MINAC: law n°; laying (p.127); delegated credits; Ensemble National; which was a moment of reunion between (p.128); (SILYA) (p.129);

MINADER: producers; basic seeds; quality seeds; Santa seed farm; beneficiaries; in the Regions of Centre, South, East, North-West, West and South-West (p.131);

MINATD: through the installation of its administration at the head office; a Cameroon-Gabon border assessment mission was conducted in the field (p.133); instruments relating to the transfer of powers (p.134);

MINDCAF: social housing (p.136); social housing; secured; parcels produced; Programme Strategy (p.137); Programme Strategy (p.138); large-scale cartographies were designated for 03 (three) towns; were drafted. However, the rate of coverage still being very low, it is important to carry on with the densification of this network by planting 18 495 new points to cover the national territory during the upcoming years (p.139);

MINEDUB: realization; bottlenecks in favor of the schooling of the girl-child (p.140); Strengthening of the alert system (p.141);

MINEFOP: about 286 368 new jobs were registered as at 31 October 2016 out of the 400 000 jobs awaited in the year 2016. This was achieved through the implementation of the following 5 (five) actions (p.143);

MINFI: Its coverage rate is 97% for large; aimed at securing the taxpayers' card index; the consolidation of the "mobile-tax" (p.147); to any taxpayer of the property tax who, before the end of the current year, declares and pays their property tax for the 2016 fiscal year; The reform carried out for this purpose, and which is still in progress; enabled us to keep in the national records only the active taxpayers; those who regularly declare and pay their taxes (p.148); the return to normal taxation of certain basic necessities, notably clinker and rice, which benefited since 2008, from a tax reduction on the customs cordon (p.149);

MINEPAT: elaborated; particularly (p.150); facilitate a better appropriation of the labour-intensive approaches notably by; demonstration works; the continuation of realisation of labour-intensive works inciting the creation (p.151); for the realisation of demonstration works; the elaboration of a draft matrix of structural measures; The elaboration; situational analysis based on (p.152);

MINEPIA: Equipment of four (4) mini dairies built at Meiganga, Ngaoundere, Garoua and Maroua by the Project of Agricultural Productivity Enhancement, domain of "Support to the development of dairy sector" (PAPA/AFDL). These mini-dairies with a capacity of 2, 000 liters per day will facilitate the raw milk processing in pasteurized milk, yogurt and other dairy products such as cheese (p.153); The signing with the FAO concerning the project on "Evaluation and efficient management of national resources of feed for a better livestock productivity" ["TCP/CMR/3601"]. This project aims to improve livestock productivity through efficient management of national resources of feed. The activities carried out in 2016 deal with the achievement of an evaluation of the available national resources of feed (p.154); Concerning the improvement of intervention capacity in mobility equipment, the following acquisitions were carried out; Eighty-three (83) and six motorcycles (6) vehicles by the Project LIFIDEP at northwest; Thirty five (35) pick-up off-highway vehicles and 530 motorcycles by ACEFA Program in the whole country; Six (6) vehicles for the achievement of field activities by ASGIRAP Program in the northern part of the country (p.155);

MINPROFF: persisting socio-cultural barriers that promote sexist socialization (p.156); the flux of refugee populations causing internal displacements in some regions, and thus, increasing the vulnerability of families; within families; Strategies implemented within the framework of this programme concern; in a situation of emergency or (p.157); execution rate of budgeted activities (158); This ambition is faced with some difficulties, notably (p.159);

MINMIDT: It was a suitable occasion to initiate discussions about achieving the vision of an African dynamic, diverse and competitive economic zone which respects human rights (p.161);

MINT: urban public transportation system; securing the various modes of transport within a context of security crisis; providing meteorological information (p.163); providing the details of the implementation of the Ministry of Transport's activities for 2016 (p.164);

MINSANTE: FCFA; The following major activities contributed in achieving this objective; FCFA (p.168); through a particularly rigorous selection process (p.169);

MINMAP: contracts related specifically; physical execution started in the first semester of this year (p.174); following written or oral denunciations; forcing them to complete the sites threatened with abandonment, due to their responsibility (p.176); (CERD (p.177);

MINTSS: within a national socioeconomic context marked (p.178); setting the date; For the year 2016; FCFA (p.179);

MINTOUL: relating to the promotion (p.181); in order to fulfill the requirements needed to achieve the objectives assigned to my ministry and beyond that in order to achieve Cameroon's tourism development against the backdrop of the potential unanimously recognized in our country. Adequate tools include; national office of tourism in charge of promoting the Cameroon destination; investment budget which is up to the ambitions (p.182);

MINFOPRA: FCFA (p.187); FCFA; FCFA (p.188);

MINEE: With regard to the construction works of the plant at toe of dam, the laying of the foundation stone of the works and the (p.191); installation of the Lom Pangar evacuation substation by CHINA CAMC ENGINEERING CO LIMITED was carried out on 9 July 2017 with an execution rate of 20% (p.192);

MINEPDED: For this programme; (CIE; CIE; CIE (p.193); CDSPGES (p.197);

MINJUSTICE: Bringing Justice closer to the populations (p.197); The localities were chosen according to the following criteria; existing jurisdictions in the locality; The following locations were selected for the search of sites (p.198); For the moment, visits carried out on the field have enabled to get (p.199);

MINJEC: adoption of texts relating to (p.199); Beyond these planned activities, the Ministerial department under my responsibility also established Urban and Rural Mobile Mass Animation Teams, in short EMAPURs whose deployment is now effective in all the subdivisions of the

country; Civic Education and National Integration Clubs whose total number to date is 27,763, established in 2017 and (p.200); operational throughout the national territory; proposal for a more operational socio-economic integration of young people, the main output remains the specialisation and the enhancement of accompanying programmes and projects for the socio-economic integration of young people as part of the operationalisation of Priority 2 of the Three-year “Special- Youth” Plan (p.201);

MINDHU: (PLANUT); the construction of 14 km of drains as part of the second phase of Keep Yaoundé Clean Project (PADY 2) is underway with 76% execution rate for lot1 and 60.2% for lot 2 (p.205);

MINREX: strengthen cooperation relations (p.206); conflicts related to transhumance at (p.208);

MINDEF: adapt our operational engagement in fighting scourges like kidnapping (p.210);

MINRESI: FCFA (p.212); PAR (p.214);

MINTP: The major achievements of 2017 are summarized as follows; Construction Project of the second bridge over river Wouri (107, 58 billion) and its complementary developments, Deido and Bonabéri sides (33, 88 billion), with the completion of railway (747 ml) and road (752 ml), viaducts in July and October respectively, with immediate commissioning; completion of access, Bonabéri side and envisaged in December 2017 (p.215); Ndoupe-Dibamba stretch: (109 km, 8,2 billion), executed at 16%: contract terminated. A new contract award will enable the construction of two box culverts to replace the metal ones (p.217);

MINAS: President; Commission; Commission; N° (p.218); the GESP (P.18) as follows; vulnerable persons (p.219); Justice; axes; youth (p.220); President; Commission; Commission; context; Fight against (p.221);

MINCOM: All national news has been covered. The activities of the Head of State were covered in detail; have also been meticulously followed; This publication has densified; fight against (p.223); charms (p.224); SOPECAM currently has a complete chain for textbooks production; at very competitive costs (p.225);

MINPMEESA: FCFA (p.226);

MINESEC: intends to systematically evaluate the quality of the functioning and output of the central and external services and those under supervision (229); fight against; Concretely (p.230); The operational program 333 (p.232);

6.1.4 TRINER: Omission or Untranslated Content

These are source text utterances that are omitted in the target text. French-English translation excerpts of ministerial performance reports with such omissions/omitted content or untranslated segments of the French source texts are presented below.

MINTOUL: by the end of the 2010-2020 period or the first ten-year period; doubled the number of inbound tourists per annum; improved the institutional framework for the promotion of tourism; identified tourist sites with high development potentials and created the requisite tourist facilities for such sites; stimulated investment in tourism by giving appropriate incentives (p.183); allocated adequate financial resources to MINTOUL. By pursuing the above objectives, MINTOUL was able to obtain the following results:

During the first two years of the three-year budgeting period (2016-2018), our country received 900 000 international visitors per annum, representing 9/10 in terms of results expected by 2020; the institutional framework was improved by operationalising tourist information offices abroad, promulgating Law No. 2016/6 of 18 April 2016; Governing Tourist and Recreational Activities in Cameroon and creating some communal tourism boards. However, the desired national tourism board is still to be created; in 2013, our country was endowed with Law No. 2013/4 of 18 April 2013 to lay down Private Investment Incentives. The 2013 Law needs to be supplemented with special incentives as provided for in Section 27 of the Law Governing Tourism and Recreational Activities in (p.184); Cameroon. Supplementing the 2013 Law in that regard will certainly increase the interest and involvement of the private sector in the development of tourist and hotel infrastructure and all that will bode well for the organisation of AFCON 2019 in our country (pp.184-185);

MINEE: Under the Energy Supply Programme, the objectives of budgeted projects in 2017 were to:; ensure that our country supplies electricity at low cost in the short, medium and long terms (188); improve the urban and semi-urban population's access to energy services; improve MINEE's institutional and regulatory framework and build the capacity of stakeholders in the electricity sector; promote the interconnection of our country's electricity grid and that of neighbouring countries for energy distribution purposes. Thus, in the electricity sector, particularly in line with the objective of ensuring that the country supplies electricity at low cost to the population in the short, medium and long terms, the following activities were carried out. Several infrastructural projects on electricity generation and transmission in MINEE's current energy supply programme or in its previous programme are

now afoot or in the preparation phase. The Lom Pangar Hydroelectric Dam is a classic example. The water collected in it is already being used to regulate the generation of electricity in the (p.189); Southern Interconnected Grid (SIG). Besides, the Memve'ele and Mekin hydroelectric power projects are under construction while the extension of the Kribi Gas Plant is afoot in order to increase its capacity of generating electricity from 216 to 330 megawatts. On their part, the Nachtigal Upstream Hydroelectric Power Plant (420 megawatts), the Menchum Hydroelectric Power Plant (72 megawatts), the Warak Hydroelectric Power Plant across River Bini (75 megawatts), etc. are all in the preparation phase.

To carry out these projects and, in particular, to transmit the electricity that is generated to the end-user, the government of Cameroon has deemed it necessary to embark on an extensive programme to upgrade the national grid in order to increase its capacity and get rid of all existing bottlenecks thereto. Some examples of projects earmarked are projects to increase electric power transmission lines to the cities of Douala and Yaounde and other large urban centres. A (190); memorandum of understanding was signed with technical partners on these projects. On their part, the preliminary project outlines have been completed while business agreements have been negotiated, signed and duly transmitted to the Ministry for Economic Affairs, Planning and Regional Development so that it can source the necessary funds. With respect to first generation infrastructural projects, MINEE (pp.191);

6.2. Usage-Induced Errors (USINER)

The second main category of errors identified in the present study is usage-induced errors. Abbreviated as USINER, these are errors resulting from incorrect usage. Errors of incorrect usage identified in excerpts of English translations of French ministerial performance reports of 2016 and 2017 are collocation errors, inappropriate use of lower case and upper case, clumsy use of deictics, tautology, punctuation errors, wrong use of articles, verbosity, inappropriate use of plural or singular, unnecessary use of personal pronouns, wrong prepositions, misspellings and, above all, awkward and vague grammatical structures.

6.2.1. Usage-Induced Errors resulting from awkward and vague grammatical structures

These are translation errors that stem from translators' vague renditions or choice of linguistic structures that are grammatically awkward in English. Examples of vague renditions and awkward grammatical structures in some of the excerpts used for this study are presented below.

MINPOSTEL: the budget that you willingly granted us; to provide solutions to your concerns; As of today (p.111); the strategic plan bedrock for the development of digital economy was established; the allocation of CFA forty billion one hundred of fifty-six million (44, 156, 000, 000) francs that you put at the disposal of my ministry; was subjected to a sound and rational management; Within the framework of programme (p.112); support the addressing system of the city of Ebolowa; Within the framework of programme; pursue the deployment programme of urban optical loops in the head towns of regions (p.113); 95% in Bafoussam for a 16.367 km line; 95% in Ebolowa for a 16.367 km line; 30% in Bamenda for a 26.156 km line; 65% in Bertoua for a 13.495 km line; 70% in Garoua for a 17.3465 km line; 25% in Ngoundere for a 25.1948 km line (p.114);

MINSEP: The 2016 financial year budget; ordinary internal resources (p.115); dissemination of programmes and pedagogic guides; physical copies of PES programmes were printed for dissemination; More copies are still to be printed for all PES teachers estimated at about three thousand (3000) people (p.117); Concerning the pedagogic guides whose updating process is now completed, they are to be validated in a short term by partner administrations; An attempt to materialize the process aimed at integrating adapted physical education in schools after designing terms of reference. Its implementation is now waiting for the necessary financial means to be made available; from religious and lay education systems (p.118);

MINESUP: increase in quantity and quality; The intended target is to reach the proportion of 24% of students enrolled in these technological and professional fields in 2018 as against 22% currently (p.119); put at the disposal of university hostels; The intended target is to reach an enrolment of 12 680 holders of a professional degree in 2018 as against 2640 currently (p.120); the higher education system sets itself the ambition to endow each student with skills that can facilitate his/her socio-professional integration or self-employment; professionalizing pedagogical models (p.121); The execution rate to date stands at 1 billion 143 million 463 thousand in absolute value; The construction of ground floor + 3 storeys teaching block (p.122);

MINCOMMERCE: Rough Assessment for the 2016 Fiscal Year (p.124); 400 (four hundred) SON's standards; With regard NAFDAC, negotiations also started (p.125);

MINAC: Within the effort (p.126); Within the action; we rehabilitate (p.127); manpower the National Museum (p.128);

MINADER: seed farmers on contract basis with MINADER in the Regions of North-West, West and Centre; 67 hectares of seed farms were established for about 1 100 tonnes of; production seeds expected (p.131);

MINATD: Effective functioning; awaited files; on an (p.133); in respect of communal taxes subject to equalisation on behalf of the 1st, 2nd and 3rd quarters of 2016 (p.135);

MINDCAF: Concerning Programmes proper, As we said earlier, within the framework of Cameroon's economic emergence by 2035 and of the Strategy Papers for Growth and Employment; classified inside the infrastructure sector has general objective to "align infrastructure with economic and social demands" (p.136);

MINEDUB: the schooling of the girl; the schooling of the girl-child (p.140);

MINEFOP: As part of performance of the programme for promotion of decent employment (p.143); Moreover, partnership agreements were signed with the company SUDHEVEA (p.146);

MINFI: The electronic declaration previously exclusively open only to large companies (p.147); We have also made special provisions to facilitate the removal of goods meant for projects of the PLANUT (p.149);

MINEPAT: pursuit of the upgrading of enterprises (p.151);

MINEPIA: Enhancement of Health Coverage of Livestock and Control Zoonoses (p.155);

MINPROFF: a basic social unit (p.156); facing violence (p.157); effective framework (p.159);

MINMIDT: I presided last November, 23 (p.161);

MINT: ACTIVITIES FOR THE YEAR 2016; seven (7) others under the responsibility of supervised companies which carry out most of our missions (p.163); Madam Chair (p.164); The President of the Republic having resolved to do all possible to sustainably restructure CAMAIR-CO; after the pre-report approved by the government on June 14, 2016 (p.165); BOEING's support in the implementation of the approved plan for a period of eighteen (18) months, eventually renewable (p.166);

MINSANTE: 16 others solar energy (p.167); a +6% staff strengthening; The value of seized and destroyed stocks of street drugs (p.168); This enabled a more rigorous and participatory management of targeted hospitals (p.169);

MINMAP: the 30 of (p.174); major structural projects Mekin dams; Memve'ele, Lom Pangar whose reception has already been done; For the 2017 financial year, till date, instalmental

payment have been processed (p.175); Strengthening the fight against (p.176); the coordination and monitoring of (p.177);

MINTSS: Workforce reduction within enterprises; the; the putting in place of the Inter- (p.178); ministerial Committee for the Implementation of the Universal Health Coverage; the implementation of the new Labour Inspectorate through the intensification of inspection visits to companies; the effective launching of the streamlining process of the union file (p.179);

MINFOPRA: with the availability of appropriate resources that is managed by the support programme (p.185); streamlining the organisation and work methods of public services; in the Cameroon (p.186); of the budgetary allocation given to my ministry for the financial year which is ending which stood at a total (p.187);

MINEE: an impounding dam of useful capacity of six (06) billion cubic metres at Lom Pangar (p.191);

MINEPDED: Its projected in 2018 is 11 ha (p.192); Activities in 2017 include (p.195);

MINJUSTICE: continuation of construction works of the extension of the new building of the Ministry of Justice: ongoing since 2013, this project is on standstill due to cost evaluation pending in the Ministry of Public Contracts for work done, work still to be done, additional work and total cost of modified contract; for the Courthouses (p.196); This situation induces additional expenses due to their displacement to seek justice (p.197); a strong demography (p.198);

MINJEC: within my ministerial department; National Youth Observatory (NYO) digital platform, whose address is accessible at (p.201); soliciting the funding of; going after; young people registered at; the effective rearmament of 3,500 amongst them (p.202);

MINHDU: late settlement of some payments and delayed mobilization by the Cameroonian Party, of counterpart funds; projects with joint funding, delaying thus activities planned (p.203); fiscal 2017; some outputs are due to be collected; Implementation of Program 496 during 2016 and 2017 enabled the following achievements; 72 ha of plot (p.204);

MINREX: also being undertaken; This is the case of; the appointment of Consuls in Nairobi (p.206); the Finalization of Negotiations of the Bilateral Agreement with Congo on the; Transportation of Goods by land (p.207);

MINDEF: in the resolute fight against (p.210);

MINRESI: During the financial year 2017; For the implementation of the planned activities in 2017, we benefited from a global allocation of FCFA; our 2017 budget suffered a decrease (p.212); the implementation rates for this budget; Program 260 which is the responsibility of the Secretary General of MINRESI, aims to increase the performance of the National Scientific Research and Innovation System; An overall budgetary allocation of four billion six hundred and thirty-three million nine hundred and eighteen thousand (4,633,918,000) CFA francs in commitment authorization and (p.213); payment credit was allocated for this program (p.214);

MINAS: drafting and (218); implementation of the government policy; places human being; A special attention; under this prism that lies (219); Thus, all activities carried out in actions contained; institutional support in (p.220); flood of displaced populations (221); effective implementation of Management Control (p.222);

MINCOM: despite a certain reduction in the national economic activity prevailing in the sub regional; Decree 2016; the Cameroon's (222); among others (p.222); economic publication of reference and quality (p.224); is able to produce textbooks at over five thousand textbooks per hour (p.225);

MINPMEESA: As concerns; Promoting private initiative and Improving the competitiveness of SMEs, the amount allocated for this programme which was 35,11% of the budget; The objective aimed at increasing and guaranteeing the competitiveness of the network of Cameroonian SMEs; the support to SMEs to the subcontracting and partnership grants (p.226); Corporate Social Responsibility Policy (CSR) and of Entrepreneurship; thus contributing to; being the objective the dematerialization of; enterprises creation procedures and the reduction of creation deadlines in these centres; this initiative through which Cameroon gives to promoters the opportunity to create their (227); businesses online, won in Nairobi, Kenya, in 2016, a United Nations Award; put in contact; five hundred seventy-seven 228; thus enabling the training of more than fifty (50) young entrepreneurs. The targeted objective here is to improve (p.229);

MINESEC: National Governance Programme within; The follow-up and evaluation of external funding projects, the internal audit of central, external services and those under supervision; the Northwest region (230); The interests of the State are advocated in court whenever necessary; The protection of public school land sites is being done; the programme; it aims at (231); aims at improving; the quality of learning, the completion rate for the first cycle rose from 71.13 %

in 2016 to 75 % in 2018; This rate is currently at; Governance and Institutional Support Programme 334 (p.232);

6.2.2. Usage-Induced Errors: Wrong Collocations

As a subcategory of usage-induced errors, collocation errors are, generally, attributed to inadequate exposure to the English language. They stem from translators' manifest use of wrong combinations of English words to build meaning. The wrong collocations culled in English translation excerpts used for the present study are presented below.

MINPOSTEL: have been laid down (p.111); acquire; the (p.113); works were implemented at; implementation of the optical fibre National Broadband Network (p.114);

MINSEP: area (p.115); This programme aimed at improving the practice of physical and sports activities (p.116); deconcentrated (p.117);

MINESUP: budgetary allocation for (p.119); revise and elaborate training; Classical Faculty Institutions (p.120); classical faculties (p.121); budgetary allocation for; and classical faculties (p.122);

MINCOMMERCE: working meeting (p.126);

MINATD: during (p.133);

MINDCAF: State; State (p.137); weakens the (p.138); trustworthiness; foregoing network (p.139);

MINEFOP: deconcentrated services (p.144);

MINFI: establishment (p.147);

MINEPAT: conventions; implemented (p.152);

MINPROFF: head; reinforce (p.158);

MINMIDT: On the regional plan (p.161);

MINJUSTICE: and painful (p.198);

MINAS: missions fall (p.219);

MINCOM: equipment development (p.222); for its many (p.223); magazine has fulfilled its objectives (p.225);

MINESEC: Through the implementation of Action 6 (p.229); Through the implementation of Action 7; it aims at (p.231);

6.2.3. Usage-Induced Errors Resulting from inappropriate Use of Lower/ Upper Case

As a subcategory of usage-induced errors, translators' inadequate grasp of the rules of English grammar accounts for inappropriate use of upper case or lower case in the English translations that served as data for the present study. The excerpts in which such errors occurred are presented accordingly.

MINPOSTEL: Telecommunications (p.111); post; office; post; office; (p.112); consortium; (p.113); centre (p.114);

MINSEP: Sports; Physical Education (p.115);

MINESUP: programme (p.119); programme (p.120); University Community (p.122);

MINAC: regulating; cultural; heritage; regulating; cultural; heritage; management; cultural; heritage; promotion (p.127); The (p.128);

MINATD: Traditional; Rulers (p.133); inter; Councils; City; Councils (p.134);

MINDCAF: Programmes; Programme (p.136); General Levelling (p.139);

MINEDUB: Education Priority Areas; North-west (p.140); primary schools; Improvement; Quality; Education (p.141); Billion; Million (p.142);

MINPROFF: children's rights (p.156); Technical and Financial Partners; Civil Society Organisations; support (p.158);

MINT: rehabilitation; transport (p.165);

MINSANTE: obstetric; referral (p.166); Health; Districts; A (p.167); better working conditions; The (p.168); Health; Sector; Projects; Programmes (p.169);

MINMAP: public contracts (p.175); regions; Tender Files (p.177); regions (p.178);

MINEPDED: environmental Assessments (p.193); Access (p.194); harmful (p.195);

MINJEC: youth village; village; edition (p.199);

MINDHU: Youth (p.205);

MINREX: Refugees Living (p.207);

MINDEF: Security; Defence (p.209); Operations (p.211);

MINTP: construction (p.217); regions (p.218);

MINAS: National Solidarity (p.219); Development Strategy Social Services (p.220);

MINCOM: The; regions (p.223);

MINPMEESA: Enterprises; Creation; Procedures; Centers (p.226); local products; mass consumption; Enterprises Creation Procedures Centres (p.227); regions (p.229);

MINESEC: region (p.230); programme (p.232);

6.2.4. Usage-Induced Errors-Wrong Use of Articles

Interference of translators' language of habitual use (French) with usage patterns of English articles accounts for errors in the use of "the" and "a" in some of the French-English translation excerpts of ministerial performance reports used for this study. Cases of such wrong use of definite and indefinite articles are presented below for illustrative purposes.

MINPOSTEL: the (p.113);

MINSEP: the (p.116);

MINAC: the (p.127); the (p.128);

MINATD: a (p.135);

MINDCAF: the (p.139);

MINEDUB: the (p.139);

MINEPAT: the (p.152);

MINPROFF: the; the (p.157);

MINSANTE: the (p.169);

MINTSS: the (p.178);

MINFOPRA: the (p.185);

MINEPDED: the (p.192);

MINDEF: the (p.209);

MINAS: the (p.221);

6.2.5. Usage-Induced Errors-Verbosity

This subcategory of usage-induced errors is attributed to translators' use of more words than is necessary to translate a phrase or an utterance. Verbosity or redundancy occurred in English excerpts of ministerial performance reports on the pages indicated below.

MINPOSTEL: fundamentals relating to (p.111);

MINSEP: stood at (p.115);

MINESUP: amounted to (p.119); amounted to (p.122);

MINCEMMERCE: throughout the fiscal year that is coming to an end (p.124); to break the deadlock in this situation; Achieving a breakthrough (p.126);

MINAC: a little more than (p.129);

MINEDUB: in favor of (p.140); in view of the fight against; 1 million and 300 (p.141);

MINEPAT: through the upgrading of (p.150); the year 2016, we had carried out; the production and validation of the mid-term review report (p.152);

MINMIDT: the theme of (p.161);

MINSANTE: objective was to improve service coordination; ensure the proper implementation of the programmes, focusing on the improvement (p.168);

MINMAP: stands at (p.174); at the level of (p.176); through the launching of (p.178);

MINTSS: As part of (p.180);

MINEPDED: the locality of (p.194);

MINJUSTICE: The populations of the (p.197);

MINJEC: mostly like (p.199);

MINAS: the promotion of (p.219); and the Programme 570 (p.220); Emergence of new demands (p.221);

MINCOM: On the other hand (p.224);

6.2.6. Usage-Induced Errors-Incorrect Plurals

The main reason for incorrect plurals in excerpts of English translations that are used as data for this study is evident in examples used to illustrate incorrect plurals. The latter are reproduced from patterns of such plural forms in translators' language of habitual use which, as this study shows, is French.

MINPOSTEL: Posts (p.111);

MINCOMMERCE: products such as textiles, leather, soap and handicrafts (p.125);

MINADER: litres of insecticides (p.132);

MINDCAF: capacities; surveys services (p.139);

MINT: infrastructures (p.165);

MINMAP: the online contracts award system (p.179); Tenders Boards (p.180);

MINPMEESA: competences (p.229);

6.2.7. Usage-Induced Errors-Tautology

Translators' inadequate exposure to English usage is the main reason for this subcategory of usage-induced errors as can be seen from illustrative examples.

MINAC: the deceased historical (p.127);

MINATD: of a budget of (p.135);

MINFI: with the agreement of Parliament, with the consent of Parliament (p.149);

MINPROFF: focus of attention (p.156);

MINSANTE: the consultancy firm (p.167); awarded our country the Award (p.169);

MINJUSTICE: equipping services with office furniture and computing equipment (p.196);

MINHDU: this budget allocation was executed (p.203);

MINCOM: The first six months of publication indicate that the publication (p.224);

6.2.8. Usage-Induced Errors: Loss of Meaning Attributed to Clumsy Use of Deictics

The clumsy use of deictics by translators of the following excerpts of English translations of ministerial performance reports of 2016 and 2017 in Cameroon accounts for loss of meaning since it is not sensible to use the words, "this plan" or "this new approach" when no plan or approach was mentioned in the previous sentence.

MINT: This plan (p.166);

MINSANTE: This new approach; This (p.169);

MINTOUL: this (p.182);

MINDEF: this (p.209);

MINESEC: this rate (p.232);

6.2.9. Usage-Induced Errors-Wrong Prepositions

As usage-induced errors, wrong prepositions are errors that stem from failure by translators of the following excerpts of English translations of ministerial performance reports of 2016 and 2017 in Cameroon to use the right preposition.

MINPOSTEL: to (p.113); of (p.114);

MINESUP: between (p.122);

MINAC: by; for (p.129);

MINATD: for (p.134);

MINDCAF: in (p.137); for (p.138); of (p.139);

MINEDUB: at (p.141);

MINEPIA: of (p.153);

MINMIDT: for (p.162);

MINT: at (p.163);

MINSANTE: of (p.167);

MINMAP: of (p.176);

MINEPDED: in (p.192);

MINJUSTICE: of (p.196);

6.2.10. Usage-Induced Errors-Misspelling

As usage-induced errors, misspellings are attributed to translators' inadequate exposure to lexical items in English. That is why the translators erroneously assume that the spelling of a lexical item in the source language is either the same in the target language or what they imagine it to be.

MINCOMMERCE: Memorendum (p.125);

MINADER: fongicide (p.132);

MINEDUB: girl-child; girl-child (p.139);

MINSANTE: Rapid-Result (p.169);

MINEPDED: Mouno; Benoue (p.195);

MINDHU: Speed-up; petit (p.205);

MINPMEEA: Southwest (p.229);

6.2.11. Usage-Induced Errors: Incorrect Use of Personal Pronouns

Failure to refrain from using personal pronouns to describe public services or institutions accounts for incorrect use of personal pronouns in the following excerpts of French-English translations of ministerial performance reports of 2016 and 2017 in Cameroon.

MINPOSTEL: us (p.111);

MINAC: We; we (p.127);

MINFI: We (p.148);

MINTSS: my Ministry (p.178);

MINTOUL: my ministry (p.182);

MINEPDED: We (p.194);

MINRESI: we (p.211);

6.2.12. Wrong Use of Some Words or Phrases

The translator (s) of the performance report of the Ministry of Social Affairs decided to use “let me recall” (p.221) because s/he does or they do not know that “it should be recalled” is preferable. Even the use of **shall** and **will be** in the performance reports of MINDCAF (p.138) and MINPROFF (p.158) respectively, clearly shows that, as modal auxiliary verbs, they cannot be used to disclose what has been done.

6.3 Comparing the two Variables of Language Errors and Content Errors

The overall objective of the present study is to identify, correct and determine the percentage of errors in 34 (thirty-four) excerpts of French-English translations of performance reports of 34 ministries. After determining percentages of errors in all the 34 excerpts of performance reports translated into English by ministries in Cameroon from 2016 to 2017, the average percentage of errors in 17 (seventeen) excerpts of French-English translations of 2016 performance reports and that of errors in 17 (seventeen) excerpts of French-English translations of 2017 performance reports are then determined. However, since the sheer size of the reports militated against presenting the detailed performance report of each ministry, only 34 excerpts ranging from over 400 (four hundred) words to less than 600 (six hundred) words of each ministry’s performance report were presented.

Meanwhile, the present study indicates that percentages of errors in the excerpts are tips of the iceberg or, better still, are signposts for literal translation error escalation trends in French-English translations of the 17 ministerial performance reports of 2016 and in the 17

ministerial performance reports of 2017 in Cameroon. Such a situation is an indication that the same routine use of the literal method of translation which accounts for the high proportion of errors in excerpts of performance reports will still account for large margins of error in detailed reports.

As a result, the researcher used the average percentage of errors in excerpts of French-English translations of 2016 ministerial performance reports to compare with the average percentage of errors in excerpts of French-English translations of 2017 ministerial performance reports and proceeded to use the two average percentages to discuss and look at implications of findings vis-à-vis our country's bilingual status. It should be recalled that the percentages of errors in the 34 detailed performance reports translated into English at ministerial levels had been determined before it became obvious that the detailed reports could not be presented in this research report.

However, since detailed reports have not been presented in this research report, the researcher deemed it necessary to talk of indicative error margins. In other words, the high number of errors in the excerpts is an indication that the number of errors in the detailed reports is correspondingly high. The researcher also drew up a list of abbreviations or accronyms used in the excerpts. The abbreviations or accronyms used by a ministry are presented in three columns, comprising the column of the French abbreviations or accronyms, the column of their translation and use at ministerial level and the column of the researcher's translation and use of the abbreviations or accronyms. Such abbreviations or accronyms are presented to show the protracted imbalance in the use of French and English as Cameroon's official languages in ministries.

Besides, if we take the percentage of errors in an excerpt of a ministry and compare it with that in an excerpt of another ministry, the differences between the two percentages become quite evident. It is such glaring differences that are statistically presented in the findings. It should be noted that language errors or USINER and content errors or TRINER are used as indicators of translators' performance of translation tasks at ministerial levels in Cameroon from 2016 to 2017. That is why it is necessary to use them independently to measure error margins or the proportion of errors in the translation corpora of this study.

Furthermore, language errors in 10 (ten) excerpts of ministerial performance reports correlate negatively with content errors in them while content errors in 24 (twenty-four) excerpts of ministerial performance reports correlate negatively with language errors in them. This simply means that since percentages of language errors in excerpts of 10 ministerial performance reports are higher, percentages of content errors in the 10 excerpts are

correspondingly lower. For example, language errors in the excerpts of MINPOSTEL and MINMAP correlate negatively with the content errors in them. Similarly, content errors in the excerpts of MINSEP and MINTSS correlate negatively with the language errors in them. Details are provided on pp. 170-176 and 236-243.

6.4 Presentation of Percentages of Errors in Bar and Pie Charts

After working out percentages of errors in Cameroon’s French-English translation excerpts of ministerial performance reports and the corresponding percentages of content and language errors in the excerpts in chapters 4 and 5, it is necessary to present the percentages of errors in bar charts. Hence, percentages of errors in 2016 and 2017 French-English translation excerpts of ministerial performance reports used for this study are presented first. Thereafter, the average percentage of errors in 2016 excerpts and the average percentage of errors in 2017 excerpts plus the average percentage of incompatible content in 2016 and 2017 excerpts are presented in bar and pie charts to paint a graphic picture of the average percentage of acceptable translation in excerpts of 2016 and 2017. Lastly, the percentages of translation-induced errors and English usage-induced errors are determined and presented in bar charts.

Percentage of Errors in Excerpts of 2016 and 2017 Ministerial Performance Reports Compared

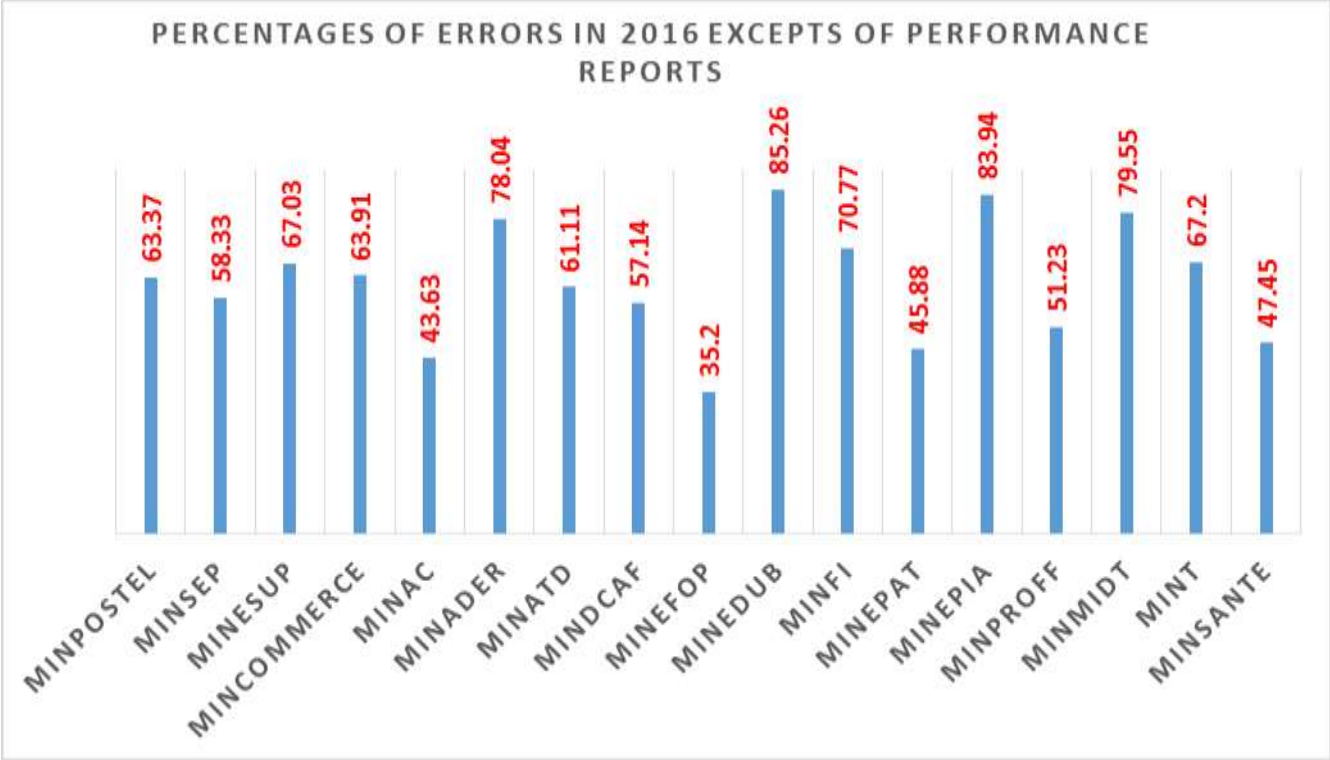


Figure 1: Percentage of Errors in 2016 Excerpts of Performance Reports Compared

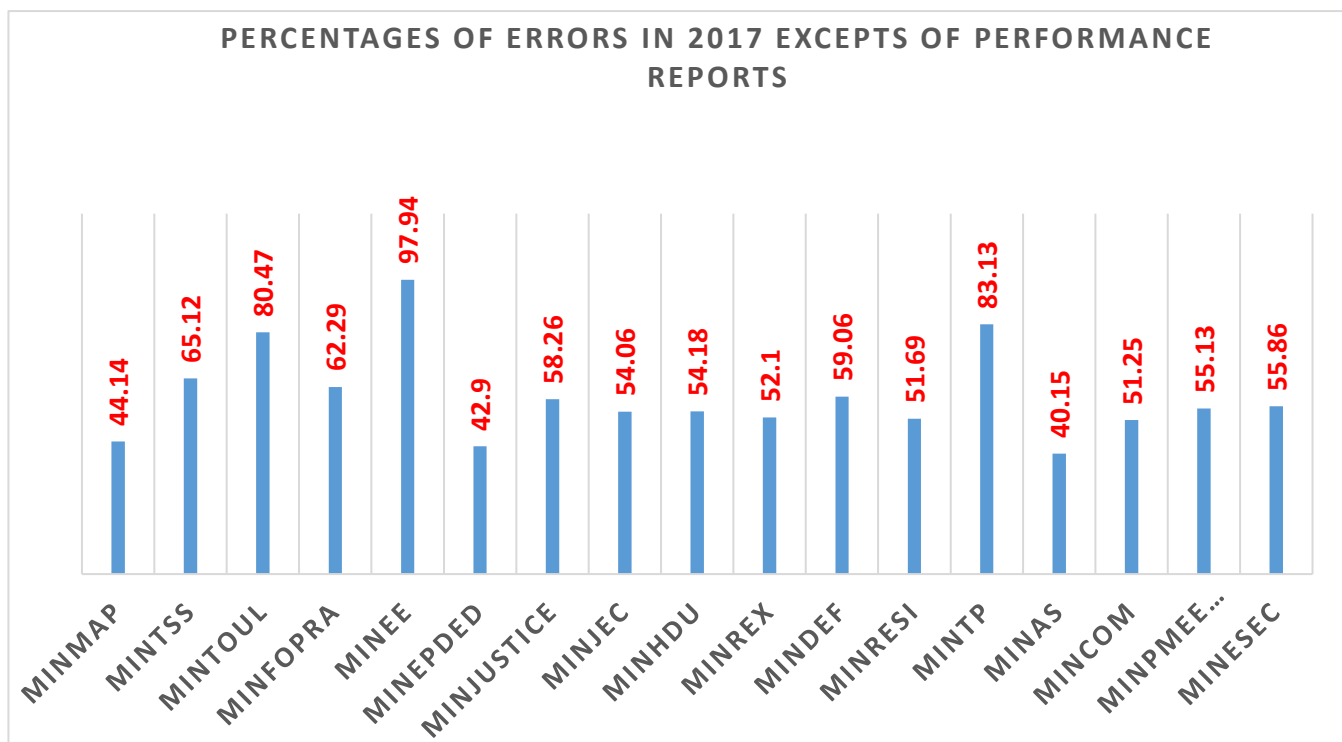
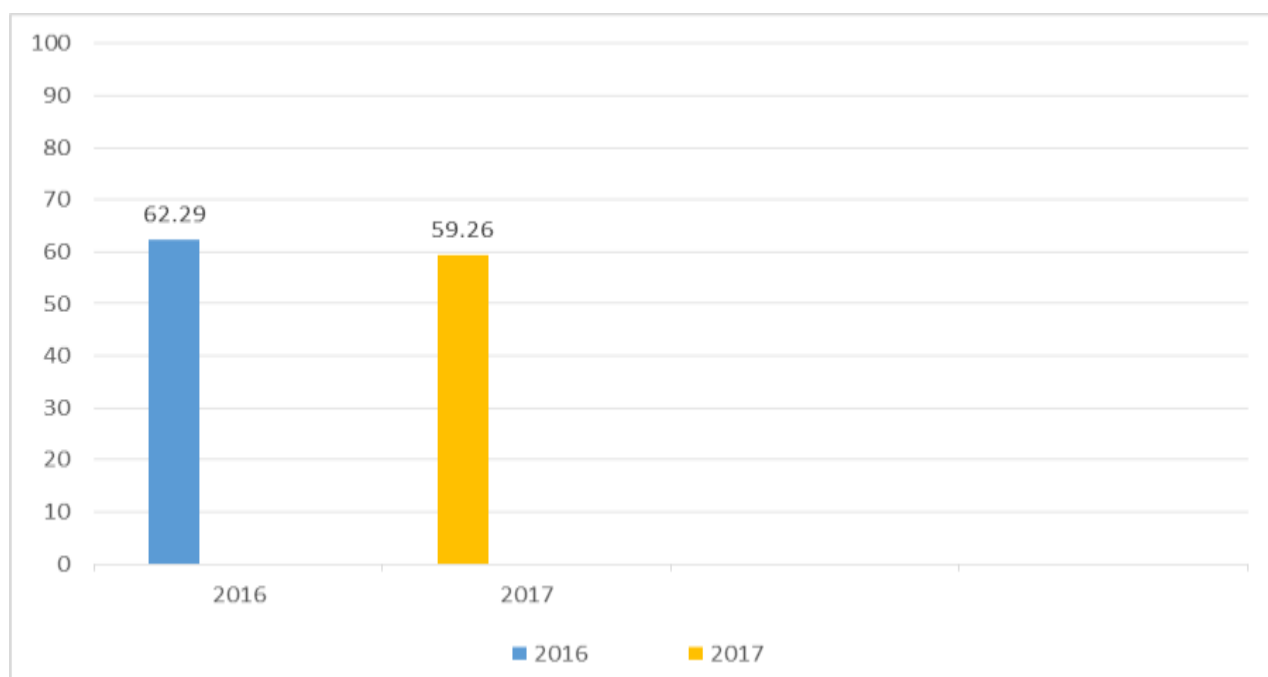


Figure 2: Percentage of Errors in 2017 Excerpts of Performance Reports Compared
Average Percentage of Errors in Excerpts of 2016 and 2017 Reports Compared



Presentation of 2016 Percentages in Pie Charts

Therefore $100 - 62.29 = 37.71$

And $37.71 - 0.42 = 37.29$

Figure 3: Average Percentage of Errors in Excerpts of 2016 and 2017 Reports Compared

Presentation of 2016 Percentages in Pie Charts

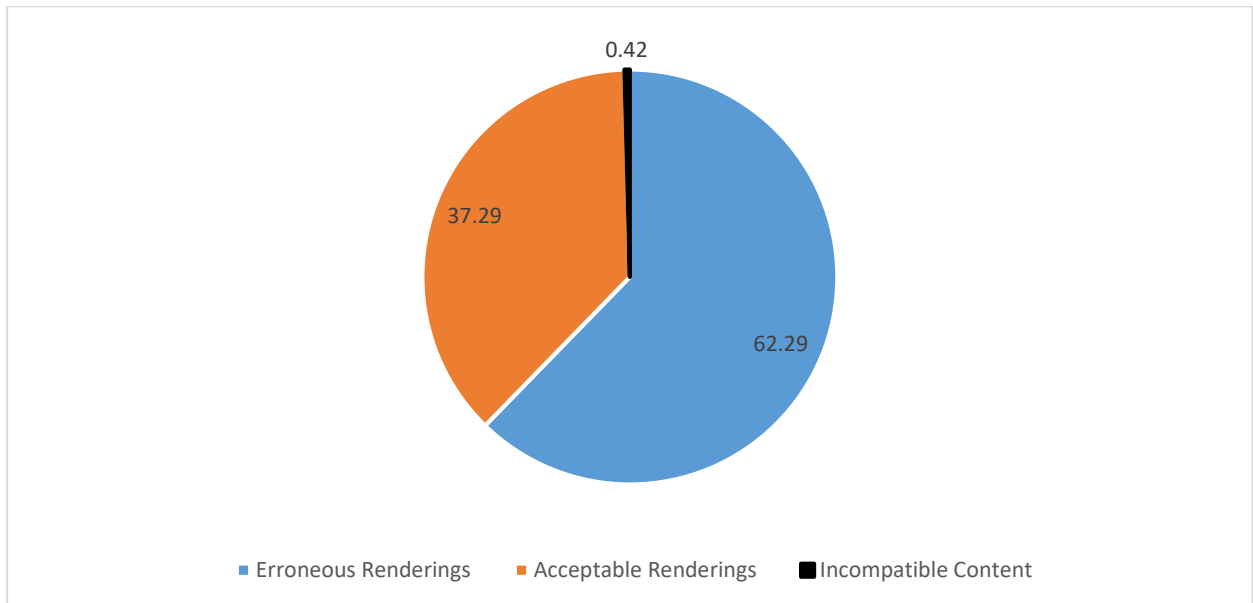
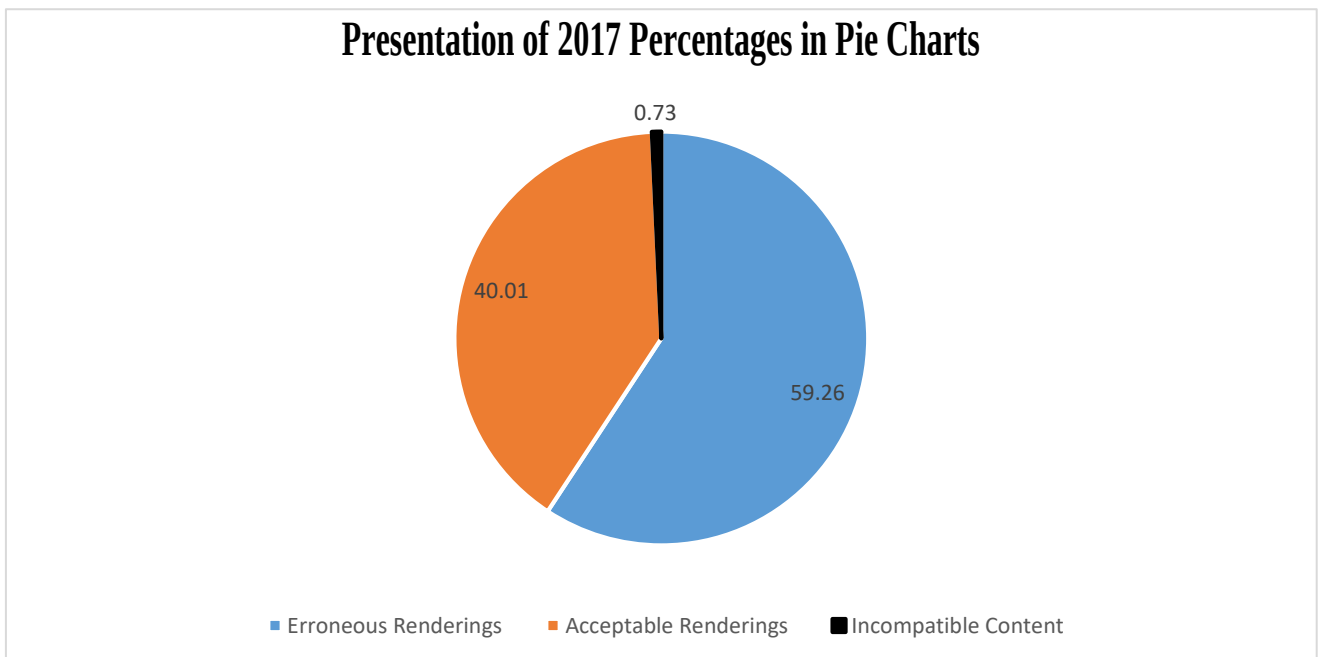


Figure 4: Presentation of 2016 Percentages in Pie Charts

Presentation of 2017 Percentages in Pie Charts



Therefore $100 - 59.26 = 40.74$

And $40.74 - 0.73 = 40.01$

Figure 5: Presentation of 2017 Percentages in Pie Charts

The percentages of incompatible content in excerpts of reports of 2016 and 2017 which are 0.42 and 0.73 respectively have answered the second research question of the present study since such content was not suppressed because there was hardly time to read through translations.

DETERMINATION OF PERCENTAGES OF TRINER AND USINER

Number of words in TRINER = 7250

Number of words in USINER = 1888

Total number of words in TRINER and USINER = 9138

Percentage of TRINER in all 34 excerpts = $7250/9138 \times 100 = 79.32$

Percentage of USINER in all 34 excerpts = $1888/9138 \times 100 = 20.68$

Percentage of TRINER and USINER in all 34 Excerpts

% of TRINER in all 34 Excerpts = 79.32

% of USINER in all 34 Excerpts = 20.68

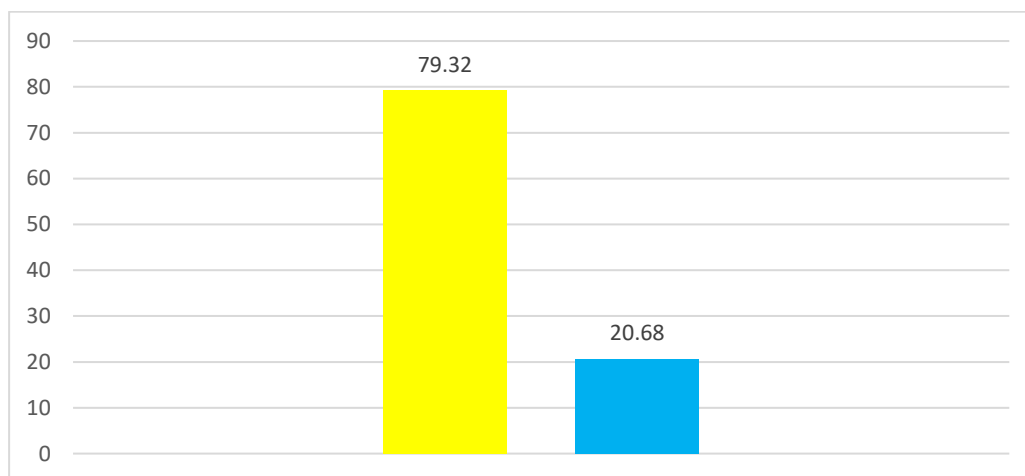


Figure 6: Percentage of TRINER and USINER in all 34 Excerpts

Number of words in TRINER in 2016 excerpts = 3501

Number of words in TRINER in 2017 excerpts = 3747

Number of words in USINER in 2016 excerpts = 983

Number of words in USINER in 2017 excerpts = 907

Total = **9138**

Percentage of TRINER in 2016 Excerpts: $3501/9138 \times 100 = 38.31$

Percentage of TRINER in 2017 Excerpts: $3747/9138 \times 100 = 41.01$

Percentage of USINER in 2016 Excerpts: $983/9138 \times 100 = 10.76$

Percentage of USINER in 2016 Excerpts: $907/9138 \times 100 = 9.92$

% of TRINER in 2016 Excerpts = **38.31**

% of TRINER in 2017 Excerpts = **41.01**

% of USINER in 2016 Excerpts = **10.76**

% of USINER IN 2017 Excerpts = **9.92**

Error Distribution in Excerpts of 2016 Reports Compared with Error Distribution in Excerpts of 2017 Reports

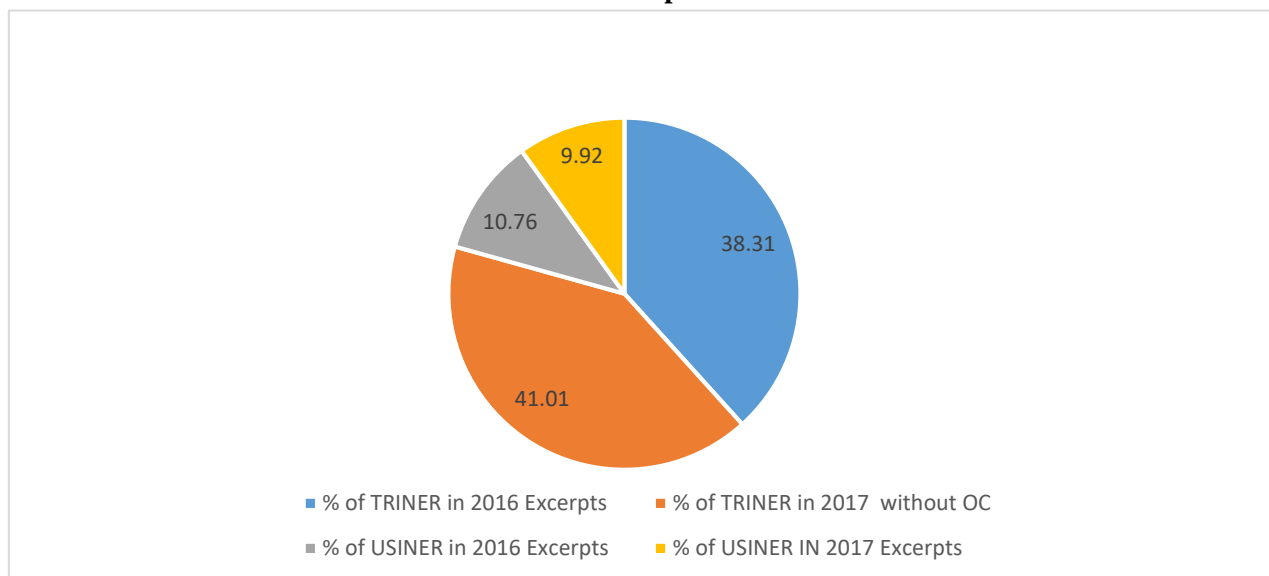


Figure 7: Error Distribution in Excerpts of 2016 Reports Compared with Error Distribution in Excerpts of 2017 Reports

Percentages of TRINER and USINER in Excerpts of 2016 and 2017 Reports

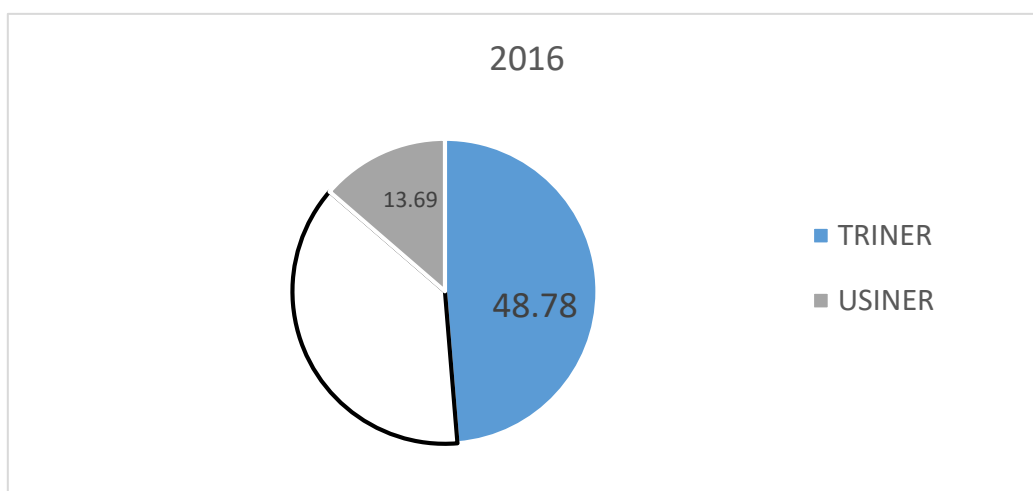


Figure 8: Percentages of TRINER and USINER in Excerpts of 2016 Reports

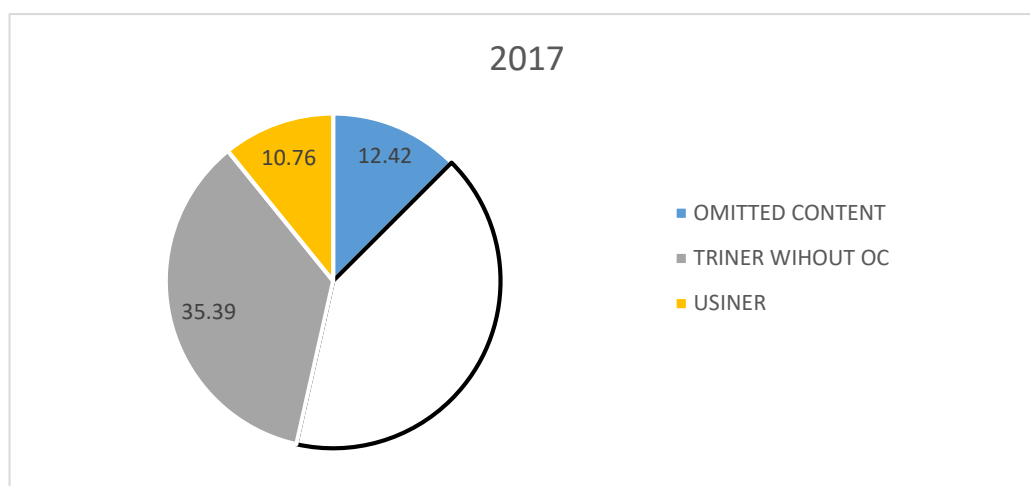


Figure 9: Percentages of TRINER and USINER in Excerpts of 2017 Reports

Error distribution in excerpts of ministerial performance reports shows that, with incorrect renderings in excerpts of 2016 reports, English-speaking Cameroonians would not have understood the content of translations. Worse still, English-speaking Cameroonians have, with omissions, been denied access to up to **12.42%** of the content of excerpts of 2017 ministerial performance reports. Such a state of affairs actually thwarts the efforts made to have English translations of the reports. Besides, the specific hypothesis has been confirmed by omissions in excerpts of 2017 reports which represent **12.42%** of errors. Such a high percentage of omissions plus percentages of incompatible content in excerpts of 2016 and 2017 reports are seen as aberrations in this study and in professional translation.

6.5 The Skewed Use of Cameroon's Official Languages in Ministries

The present study also confirmed that the use of Cameroon's official languages (English and French) is not balanced. The imbalance can be seen from the wide error margins in excerpts of ministerial performance reports translated in Cameroon from 2016 to 2017 and which have, so far, not been a cause for concern. The imbalance is further compounded by cases of incompatible content (i.e. content not found in the excerpt of a ministry's French report, but is in the excerpt of a ministry's English translation). The skewed use of Cameroon's official languages can also be seen through the reproduction and routine use of French abbreviations and acronyms in English. Examples of French abbreviations and acronyms reproduced in English are presented in the table below:

Table 4: French Abbreviations and Acronyms Reproduced in English

FRENCH	Ministries' English	Researcher's English
(MINCOMMERCE) ANOR	ANOR	SAQA
(MINAC) SILYA	SILYA	YIBFA
(MINATD) FEICOM	FEICOM	SCOFMA
(MINATD) BUNEC	BUNEC	NACSRO
(MINEFOP) ONEFOP	ONEFOP	NOEVOT
(MINEFOP) PIAASI	PIAASI	ISPISS
(MINFI) PLANUT	PLANUT	TYEP
(MINEPAT) HIMO	HIMO	LIA
(MINEPIA) PAPA/AFDL	PAPA/AFDL	PIAP/SDSD
(MINEPIA) ASGIRAP	ASGIRAP	SPIMSAR
(MINMIDT) PECAE	PECAE	SPECT
(MINMAP) CERD	CERD	ADRC
(MINFOPRA) PPA	PPA	MPA
(MINEPDED) CIE	CIE	ICE
(MINJEC) PEPCIN	PEPCIN	MACENIP
(MINHDU) PADY 2	PADY 2	KYCP 2
(MINESUP) FALSH	FALSH	FALSS
(MINESUP) FSJP	FSJP	FLPS
(MINESUP) FSEG	FSEG	FEMS
(MINTSS) FCFA	FCFA	CFA F
(MINPMEESA) PACD/SME	PACD/PME	SPCD/SME
(MINPMEESA) PMEAA	PMEAA	AASME
(MINPMEESA) BSTP	BSTP	SCPE
(MINRESI) PAR	PAR	RSP

The above situation is the logical outcome of the Government of Cameroon's policy option of exclusively using one official language, precisely French, for drawing up and drafting administrative documents and paperwork in all the 10 (ten) Regions of the country. In actual fact, the policy of drafting administrative documents exclusively in French undermines the use of English for drafting such documents in the 2 (two) English-speaking Regions of Cameroon. It has also instituted the use of French for drafting administrative documents and equally instituted the use of English for reproducing such documents with varying degrees of

authenticity as had been predicted by the architects of Article 59 of the Federal Constitution of 1961.

6.6 Reasons for High Error Margins

The objective of this section is to account for high percentages of errors in excerpts of English translation of 2016 and 2017 ministerial performance reports in Cameroon and to look at the effects of high percentages of errors on the quality of French-English translations of excerpts of ministerial performance reports presented and processed in this study.

The two average percentages (2016: **62.29%**; 2017: **59.26%**) are high because of routine use of the literal method of translation by translators of the reports at ministerial levels. This means that average percentages of errors will almost certainly be over 50% because the literal method of translation is routinely used at the level of ministries. The insignificant decrease by **3.03%** in the 2017 average percentage of errors is an indication that as long as the literal method of translation is routinely used, the average percentage of errors will continue to be high and translations at ministerial levels will, generally, be defective and unusable products. Hence, routine use of the literal method of translation that engendered large margins of error in excerpts of English translations of performance reports by translators of the reports at ministerial levels will still engender high percentages of errors in English translations of detailed performance reports by translators of the reports at ministerial levels.

Many are those who contend, whenever routine use of the literal method of translation by translators at ministerial levels is decried as in the foregoing, that literal translation holds sway in ministries because it is highly favoured by Cameroon's numerically predominant French-speaking Ministers who are more inclined to accept a translation with recognisable words and structures. Unfortunately gauging translation adequacy on replication of source text words or on the preferences of a Minister only means the knowledge base of those doing so is unsatisfactory since Williams (1989) points out that translation adequacy must be gauged in light of the translation's end use. What is more, Mossop (2014) maintains that the argument that a translation is of adequate quality if the client does not complain about it is weak and unethical because few clients have independent bilingual checkers. As a result, they may not notice if, say, the forty-fifth paragraph of the text is missing (the translation from paragraph 44 to 46 of the ST may make sense). They may be in no position to detect a major mistranslation (the translation as it stands may make sense, but not the sense that corresponds to the sense conveyed in the ST). Conversely, turning a blind eye to a translation that reproduces inadvertent

nonsense in the ST simply because the client has asked for a very close translation is unacceptable. According to Mossop (*ibid.*), even consistency must never take priority over accuracy. In other words, if the previous translation of a passage contains an error, the latter should not be reproduced for the sake of consistency, even if the client has furnished the translator with the earlier translation as a reference.

The high average percentages of errors is also attributed to dismal performance of translation tasks at ministerial levels, ostensibly because to be faithful to source text words in translation practice is, generally, senseless and amounts to infidelity in translation. Conversely, to be faithful to the meaning of source text words as deduced in context is not only sensible-it is fidelity *par excellence* in translation. This is all the more so because one of the strategies employed to understand context of usage and to translate acceptably is to decipher an utterance or word. It is success in deciphering an utterance or word appropriately that makes a translation explicit or more explicit in comparative terms. In fact, to translate is to explicitly state that which is implicit or make explicit what is elliptically expressed. Accordingly, translators who help the user of their translations to grasp and be conversant with the distilled essence of the source text have, indeed, accomplished their mission of translating.

Moreover, the errors identified in the present study and especially the way they were corrected shows that an acceptable translation is the offshoot of acceptable language use and acceptable content transfer for any given segment of the source text. It is in this sense that the present research work shows that correct language use is coterminous with content content transfer in translation. What is more, the present study shows that having recourse to different translation theories in order to cope with source text translation difficulties opens important avenues for the translator to succeed in translating acceptably.

As this research work has shown, the underlying problem in excerpts of Cameroon's ministerial performance reports translated from French to English at the level of ministries from 2016 to 2017 is that target language translators of excerpts of the reports perceive and use the target language from the perspective of the source language. So, while error margins in excerpts of the reports translated into English caused the researcher to carry out the present study, data exploited in the present study show that the error margins are more than 50% because the translators presume, albeit *maladroitletly*, that the same style that is used to present written information acceptably in French is the same style that has to be used to present the same information in written English acceptably. As Lewis notes in Venuti (2004), when translating

from French into English, the translator would not, generally, make the French utterance express what it expresses in French because it is not possible for the translated utterance to relate to previous utterances in the same chunk of discourse in the way the French utterance did naturally.

Put differently, if the strategy underpinning the translation of any given source text segment is wrong, the resulting translation will ultimately be wrong. In essence, the strategy underpinning the translation of excerpts of reports produced at ministerial levels limits translation to the manifest replication of source language words in a translation. As a result, the single most important contributor to translation-induced and usage-induced errors in the 34 excerpts of ministerial performance reports translated from French to English is English language attrition in Cameroon-the affected use of English due to the predominant use of French to do the business of ministries and to draw up ministerial or administrative documents. That is why the 34 excerpts of ministerial performance reports are replete with French language imposed transfer items or ‘imposition’ as Van Coetsem puts it in Lucas (2015, p. 524). Imposition as used here refers to transferred language items that have not been adapted to the phonological and morphological peculiarities of the receiving language-English as per the present study. In essence, Van Coetsem (*ibid.*) attributes imposition to inappropriate perception of lexical items of the dominantly used language as equivalents of the receiving language because of insufficient exposure to all aspects of the morphosyntax of such lexical items.

In contradistinction to the approach adopted at the level of ministries, this researcher’s approach to translation is one that perceives the translated text as an offshoot of the translator’s recreated sense of intended or documented meaning from the communicative sequence of source text words. The translations that result from such an alternative approach would, generally, pass the acceptability test and will be intelligible, comprehensible and knowledgeable. So when this researcher translates, source text words become pointers to the source text idea, message or information demanding the use of target language words that articulate the source text idea, message or information when put together in strict respect of target language conventions. Consequently, the resulting translations are hardly replications of source text words, unless, of course, the source text words as used in a specific context of communication coincidentally articulate the same meaning as corresponding target text words. It is only in the latter case that the translated version will be a replica of source text words.

6.7 Implications of High Percentages of Errors

This study has shown that percentages of error margins in excerpts of English translations of ministerial performance reports are high because of routine use of the literal method of translation by translators at ministerial levels. It has also shown that, constitutionally speaking, English has the same status as French. This is because every ministerial performance report drawn up in French was translated into English. Unfortunately, the dictates of Cameroon's public administration clearly show that communicating in English is, institutionally speaking, infinitesimally lopsided. So while communicating in English is constitutional in Cameroon, it is not properly, nay solidly institutionalised. That is why work is not organised in a way that enables English ministerial performance reports to have the same information that is in French ministerial performance reports.

This research work further shows that linguistic practices, nay preferences given to the use of French in the conduct of public affairs in ministries, continue to supersede legal provisions on equal status of English and French as enshrined in the 1996 Constitution. Even the creation of the National Commission on the Promotion of Bilingualism and Multiculturalism in January 2017 did not impact the use of English in the conduct of public affairs in Cameroon or change the status quo. This can be seen from incompatible content in excerpts of some reports translated into English by some ministries and cases of omitted content in excerpts of some reports translated into English by translators of some ministries since it takes less time to read over a report and possibly delete or add some details than to translate. Once the French version is reviewed in this way, the Ministers presumably order translators to submit their translations without allotting time for the same adjustments in the English translations.

This research work has equally documented what observers have been decrying for many years—scant attention to the use of English as an official language and lack of rigour in providing information to English-speaking Cameroonians. In essence, the present study has factually documented how information is dismally provided to English-speaking Cameroonians by ministries through high percentages of errors and stale content in English translations (content that is not found in the corresponding French presentations). Such disaffection to English in Cameroon's public administration by stewards of public affairs in Cameroon is an indication that adopting English as an official language in Cameroon was a mere formality and never a serious commitment to make English the foundation of any human endeavour in our

country's body polity. Even the fact that English-speaking Ministers did not make their presentations in English is a clear indication that our government promotes the bilingualism of the individual in order to perpetuate the dominant status of French as a bargaining chip for English-speaking Cameroonians-something which further undermines the development of a bilingual culture in our country's public administration. After summarising and discussing the findings of this study, the next task is to formulate recommendations in light of the findings.

The textual analysis carried out in this chapter has, in line with the aim of the present study, drawn conclusions on percentages of errors determined, adduced reasons for very high percentages of errors and looked at implications of the errors on the use of English and French as official languages of the Republic of Cameroon.

CONCLUSION

This study sought to determine error margins in excerpts of ministerial performance reports translated from French to English in Cameroon from 2016 to 2017 and to find out if English translations of such reports in 2017 have less errors than English translations of the reports in 2016. It is in this light that it pursued two objectives, namely to determine the margins of error (content and language errors) in excerpts of English translations of Cameroon's ministerial performance reports of 2016 and 2017 and find out if such margins of error are a reflection of translators' unsatisfactory knowledge base; and to determine the percentage of other categories of errors in excerpts of Cameroon's 2016 and 2017 ministerial performance reports translated from French to English.

On the basis of findings of the present study, it can be concluded that excerpts of ministerial performance reports translated from French to English in Cameroon in 2016 are slightly worse than excerpts of ministerial performance reports translated from French to English in Cameroon in 2017. This can be discerned from details on the findings. According to the latter, the average percentage of errors in excerpts of English translations of Cameroon's ministerial performance reports of 2016 is (after adding up percentages of errors in the 17 (seventeen) excerpts of ministerial performance reports and dividing the total by 17) **62.29**. Similarly, the average percentage of errors in excerpts of English translations of Cameroon's ministerial performance reports of 2017 is (after adding up percentages of errors in the 17 (seventeen) excerpts of ministerial performance reports and dividing the total by 17) **59.26**. This means that the average percentage of errors in 2016 excerpts is slightly higher, that is **3.03%** higher. However, there are more words in errors found in excerpts of English translations of Cameroon's ministerial performance reports of 2017 than in those of 2016. The exact number of extra words in errors in excerpts of 2017 is **170**. This is because the total number of words in errors in excerpts of 2017 is **4654** as against **4484** words in errors in excerpts of 2016.

Besides, the acute translation problem found in some excerpts of ministerial performance reports translated from French to English in Cameroon in 2017 is disquieting. In actual fact, omissions alone represent **12.42%** of errors in the 17 excerpts of English translations of 2017 ministerial performance reports. This means that the other subcategories of errors in all the 17 excerpts of English translations of 2017 ministerial performance reports represent **46.84%**. This is to say that the target audience would, with bad renderings, not

understand the content of translations. Worse still, the target audience's access to the information destined for it would, with omissions, be completely denied. Such a state of affairs makes the lower average percentage of errors in excerpts of ministerial performance reports translated from French to English in Cameroon in 2017 superficial.

What is more, 3 (three) of the 17 excerpts of ministerial performance reports translated into English in 2017 have incompatible content with an average percentage of **0.73** (12.48/17). Similarly, 2 (two) of the 17 excerpts of ministerial performance reports translated into English in 2016 have incompatible content with an average percentage of **0.42** (7.29/17).

The study has, therefore, found that excerpts of English translations of Cameroon's ministerial performance reports of 2016 are slightly worse than excerpts of English translations of Cameroon's ministerial performance reports of 2017 by an average percentage of **3.03**. Consequently, the advent of the National Commission on the Promotion of Bilingualism and Multiculturalism and its visits to ministries in June 2017 did not lead to significant improvements in the use of English in Cameroon's ministries, especially as there was no meaningful reduction in the percentage of errors. Put differently, an error margin of **59.26%** is, indeed, high.

It is also necessary to look at the findings in light of the 2 (two) research questions and the two hypotheses formulated earlier. The first research question set out to know what the margins of error (content and language errors) in excerpts of English translations of Cameroon's ministerial performance reports of 2016 and 2017 are and if such margins of error in the translations reflect translators' unsatisfactory knowledge base.

Accordingly, the study found that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Post and Telecommunications is **63.37**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Sports and Physical Education is **58.33**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Higher Education is **67.03**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Trade is **63.91**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Arts and Culture is **43.63**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Agriculture and Rural Development is **78.04**; that the percentage of errors in

the excerpt of the English translation of the performance report of the Ministry of Territorial Administration and Decentralisation is **61.11**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of State Property, Surveys and Land Tenure is **57.14**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Employment and Vocational Training is **35.2**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Basic Education is **85.26**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Finance is **70.77**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Economic Affairs, Planning and Regional Development is **45.88**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Livestock, Fisheries and Animal Husbandry is **83.94**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Advancement of Women and the Family is **51.23**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Mines, Industry and Technological Development is **79.55**; that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Transport is **67.20** and that the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Public Health is **47.45**. As indicated earlier, when all percentages of errors in the 17 excerpts of ministerial performance reports translated from French to English in 2016 are added up and divided by 17, the result is an average percentage of **62.29**.

The study equally found, as concerns the first research question, that the percentages of errors in the 17 excerpts of ministerial performance reports translated from French to English in 2017 are as follows: the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Public Contracts is **44.14**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Labour and Social Security is **65.12**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Tourism and Recreational Activities is **80.47**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Public Service and Administrative Reform is **62.29**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Water Resources and Energy is **97.94**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Environment, Protection of Nature and Sustainable

Development is **42.6**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Justice is **58.26**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Youth Affairs and Civic Education is **54.06**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Housing and Urban Development is **54.18**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of External Relations is **52.10**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Defence is **59.06**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Scientific Research and Innovation is **51.69**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Public Works is **83.13**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Social Affairs is **40.15**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Communication is **51.25**; the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Small and Medium-Sized Enterprises, Social Economy and Handicraft is **55.13** and the percentage of errors in the excerpt of the English translation of the performance report of the Ministry of Secondary Education is **55.86**. Similarly, when all percentages of errors in the 17 excerpts of ministerial performance reports translated from French to English in 2017 are added up and divided by 17, the result is an average percentage of **59.26**.

The researcher also sought to know, through the first research question, if errors were a reflection of translators' unsatisfactory knowledge base. In that regard, it was established that the large margins of error were, inter alia, caused by inadequate exposure to English language, scant attention to the rules of English grammar, source language influence on translators' use of the target language and failure to deverbilise translation units like **dans le cadre de** in renderings elicited. The table below shows cases of inadequate translations of and failure to deverbilise **dans le cadre de** in renderings elicited by translators of the reports at ministerial levels.

Table 5: Verbalised Renderings of dans le cadre de by Ministries Versus Deverbalised Renderings of dans le cadre de by Researcher

French Source Texts	English Translations by Ministries	English Translations by Researcher
Dans le cadre de la mise en œuvre du processus de vulgarisation et de diffusion de la pratique de l'Education Physique et Sportive, nous avons mené les actions suivantes: MINSEP : p.111	As part of the process to popularize and disseminate the practice of physical education and sports, the following actions were carried out:	The actions that were carried out to popularise and promote sports and physical education are as follows:
C'est donc dans le cadre de cette prescription que je voudrais dresser une esquisse de bilan de l'exercice qui s'achève, avant de poser les balises de l'année 2017. MINCOMMERCE p.118	Therefore, it is as part of this guideline that I would like to make a rough assessment of the year that ends, before paving the way for the 2017 fiscal year.	It is, therefore, in pursuit of such objectives that I wish to begin by giving an account of activities that were carried out during the year now ending and to proceed with activities earmarked for the 2017 financial year
nous avons, dans le cadre de l'application du Décret du 08 juin 2015 MINAC p.123	we have, in the context of the application of the Decree of June 08, 2015	...caused MINAC to embark on implementing the Decree of 8 June 2015
Les activités conduites dans le cadre de ce programme au cours de l'année 2016 ont abouti à des résultats probants. Il s'agit notamment: MINATD p.129	Activities carried out under this programme during the year 2016 have produced convincing results. They include:	Activities of the Programme which were carried out with satisfactory results in 2016 are:
dans le cadre des séminaires régionaux organisés à cet effet aux mois de mai et juin derniers; MINATD p.130	within the framework of regional seminars organized for this purpose in May and June;	during regional seminars organised in May and June 2016;
Dans le cadre de la réalisation du programme de promotion de l'emploi décent, environ 286 368 emplois nouveaux ont été recensés au 31 octobre 2016 sur les 400 000 emplois attendus en 2016. Ceci à travers la mise en œuvre de cinq (05) actions suivantes: MINEFOP p.139	As part of performance of the programme for promotion of decent employment, about 286 368 new jobs were registered as at 31 October 2016 out of the 400 000 jobs awaited in the year 2016. This was achieved through the implementation of the following 5 (five) actions:	Of the 400 000 jobs projected in 2016, about 286 368 jobs had, through the implementation of the Programme on the Promotion of Decent Work, been created as of 31 October 2016 after carrying out 5 (five) activities as follows:
Les stratégies mises en œuvre dans le cadre de ce programme concernent: MINPROFF p.155	Strategies implemented within the framework of this programme concern:	The strategies adopted to implement the Programme are:

Les activités menées dans le cadre de ce programme se déclinent par sous-secteur ainsi qu'il suit: MINT p. 163	The activities carried out within the framework of this programme are classified per sub-sector as follows:	The activities of the Programme were carried out per subsector as follows:
le renforcement des programmes et projets d'accompagnement à l'insertion socio-économique des jeunes qui rentrent dans le cadre de l'opérationnalisation de l'Axe 2 du Plan Triennal «Spécial Jeunes ». MINJEC p.198	the enhancemnet of accompanying programmes and projects for the socio-economic integration of young people as part of the operationalisation of Priority 2 of the Three-year "Special- Youth" Plan.	measures were taken to step up the implementation of programmes and projects to promote the socioeconomic insertion of youths and ipso facto translate the second Priority Action of the Three-Year "Special Youth" Plan into reality.
Dans le cadre des Accords: MINREX p.205	Under Agreements:	Agreements
Dans le cadre de la sécurité et des projets transfrontaliers: MINREX p.206	Under Security and Cross-border Projects	Security and Cross-Border Issues
la préservation de nos ressources naturelles notamment dans le cadre de la lutte résolue contre la piraterie et les trafics maritimes dans le Golfe de Guinée; MINDEF p.208	preserve our natural resources notably in the resolute fight against piracy and maritime trafficking in the Gulf of Guinea;	protecting our natural resources, especially by resolutely combatting maritime piracy and trafficking in the Gulf of Guinea;
l'encadrement des jeunes entrepreneurs locaux dans le cadre du programme EMPRETEC, MINPMEESA p.226	the supervision of young local entrepreneurs within the framework of the EMPRETEC programme,	providing advisory services to budding Cameroonian entrepreneurs under the EMPRETEC Programme,
Dans le cadre de la mise en œuvre du projet EMPRETEC qui vise à promouvoir l'esprit d'entreprise à travers l'innovation et le partenariat, ... MINPMEESA p. 229	As part of the implementation of the EMPRETEC project, which aims at promoting entrepreneurship through innovation and partnership, ...	In order to implement the EMPRETEC Project with the objective of promoting entrepreneurship through innovation and partnership, ...

The purpose of presenting the table above is to use the 14 (fourteen) renderings elicited for **dans le cadre de** in English to show the difference in the knowledge base of translators of the contrasting renderings in English. The researcher's renderings presented on the table, in particular, and in this thesis, in general, were elicited by factoring in pragmatic inputs discussed under 2.2.7 above. As presented, acceptable translations, in light of renderings elicited in this thesis, are the totality of intelligible, comprehensible and knowledgeable renderings elicited from a ST to a TT.

On its part, the second research question sought to trace the causes of error categories other than language and content errors in excerpts of ministerial performance reports translated from French to English in Cameroon from 2016 to 2017. In this wise, the study found that omissions represented **12.42%** of errors in excerpts of 2017 ministerial performance reports. The study also found stale or incompatible content in some excerpts of 2016 and 2017 ministerial performance reports. Omissions and stale content are, understandably, the offshoots of unreasonable deadlines set for completing translation tasks, ostensibly because while the translator is at work, the French text writer proceeds with a second reading of the text submitted to the translator. In doing so, s/he can add or delete. At the end of the second reading of the French text, the next move would be to go for the translation. The French text is ready and so much pressure is exerted on the translator. There is hardly time for the translator to proofread the translation, effect the changes made and suppress the portions deleted-whence the instances of omissions and stale content in the excerpts which are purely indicative.

It should be noted that a general hypothesis and a specific hypothesis were formulated for this study. The general hypothesis posits that large error margins in excerpts of Cameroon's ministerial performance reports of 2016 and 2017 are a reflection of translators' unsatisfactory knowledge base.

It is worthy to note that while the percentages of errors in excerpts of reports translated at ministerial levels in Cameroon from 2016 to 2017 confirm that the reports are replete with the problem identified in 1.3 of this study, the efforts made to correct such errors in excerpts of the 34 reports are manifestly telling of the researcher's bid to criticise constructively, to comply with research demands of professional translation and have recourse to other workable strategies to translate acceptably and thus lay the groundwork for translating ministerial performance reports from French to English in Cameroon acceptably.

The researcher hypothesises through the specific hypothesis that setting unreasonable deadlines for completing translation tasks in Cameroon's ministries results in dismal translation quality. The specific hypothesis for this study has also been confirmed. This is because the contents of 5 (five) excerpts, that is 2 (two) 2016 excerpts and 3 (three) 2017 excerpts were fraught with stale content. Besides, 2 (two) excerpts of 2017 reports translated at ministerial levels (MINEE and MINTOUL) were marred by omissions that account for **12.42%** of the average percentage of errors in 2017 excerpts of ministerial performance reports. The foregoing

is a direct consequence of unreasonable service delivery deadlines set by authorities of ministries.

According to the present study, 5 (five) of the 34 (thirty-four) excerpts of ministerial performance reports translated from French to English have incompatible content. The latter is a direct consequence of unreasonable service delivery deadlines set by authorities of ministries. But while these authorities have ample time to revise and delete portions of the French reports being translated, the time allotted to translation is hardly enough for translators to complete their translation tasks, read over their translations and compare their translations with the revised French reports. As a result, the content of 2 (two) of the 34 excerpts of French reports (MINEE and MINTOUL) was not fully translated into English because of the above reasons and the content not translated represents **12.42%**. Based on the foregoing therefore, it is fitting to recommend that:

1. government should properly implement the provisions of the 1996 Constitution on the use of English and French as official languages having the same status;
2. government should promote institutional bilingualism by pursuing a rigorous translation policy in all ministries and public institutions and by consistently ensuring that ministries and public institutions provide information that is accurate and properly worded in English as in French;
3. government departments should set reasonable service delivery deadlines that make allowance for translation tasks to be properly performed and for translations to be revised through the expertise of seasoned translators and revisers;
4. government departments should create conducive working conditions for translators and provide the wherewithal for the organisation of professional development programmes for translators;
5. government should review its policy on bilingualism and implement the reviewed policy through adequate translation services that are perfected with the help of a translation quality watchdog;
6. English-speaking parliamentarians should play their role as whistle blowers when segments of the French reports are not translated into English;
7. translators should properly respect the principle of fidelity by conveying the meaning or intended meaning of the source text author and meeting the expectations of the target audience in terms of content transfer and language use and by giving due consideration to the function of the whole text and its extratextual features;

8. translators should see their immersion in the SL culture as a *sine qua non* for bridging the communication gap between the audience of the SL text and TL audience and also adopt a lifelong learning approach to translation practice through purposeful reading and research;
9. modern Cameroonians need to take measures to have administrative instruments or documents drafted in English in the South-West and North-West Regions of Cameroon.

Like any other research endeavour, this one cannot claim to have covered all translation products in ministries in Cameroon. For example, only excerpts of 34 (thirty-four) of the 35 (thirty-five) reports in English presented before the National Assembly in 2016 and 2017 have been reviewed in this study.

Carrying out a similar study in future will certainly broaden the scope since the number of ministries now reporting to Parliament has risen to 36 (thirty-six) after the creation of the Ministry of Decentralisation and Local Development in January 2019. The findings summarised and discussed in this chapter point to the need for more studies to ascertain whether English is used in ministries and other public institutions as stipulated in the 1996 Constitution of Cameroon. Further studies should also investigate if the situation of English language usage documented in this study has improved.

The detection and correction of errors in the translation corpora and confirmation of the hypotheses formulated for the present study have shown that English translations of performance reports by ministries are replete with errors because acceptable translation is not deemed to be like a coin with two inseparable sides: one side which is acceptable language use and the other side which is acceptable content transfer. As a result, the study has clearly shown that the translator has to be faithful to the source text meaning and to the structure of the target language. It is also crystal clear from the study that translation can only play the role it is given in the society and such a role will only gain prominence when made to. So, while error margins in excerpts of reports translated into English at ministerial levels in 2016 are wider than error margins in excerpts of reports translated into English at ministerial levels in 2017, the wide error margins found in the present study, in general, are due to the paramountcy of direct translation in Cameroon's ministries. And routine use of the literal method of translation in Cameroon's ministries is, by all accounts, not recommended. For example, Alcaraz and Hughes (2002, p. 33) explicitly state:

not infrequently words that are, or appear to be, technically transparent in one language turn out to be connotatively rich in another, with the result that the literal translation of

concepts that are practically neutral in the source system
may be semantically charged in the target code.

Alcaraz and Hughes (*ibid.*) have, therefore, endorsed the thesis that routine use of literal translation will, generally, engender faulty translations because practically neutral source language concepts tend to be semantically charged in the target language.

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Appendix 1: Certification

REPUBLIC OF CAMEROON
Peace-Work-Fatherland

NATIONAL ASSEMBLY

SECRETARIAT GENERAL

LEGISLATIVE AND LINGUISTIC
DEPARTMENT



REPUBLIQUE DU CAMEROUN
Paix-Travail-Patrie

ASSEMBLEE NATIONALE

SECRETARIAT GENERAL

DIRECTION DES AFFAIRES
LEGISLATIVES ET LINGUISTIQUES

Date : 20 June 2020

CERTIFICATION

As the Service Head for the Translation Service of the National Assembly, **Mr EWANG Javis Aidan NGWANE** duly received copies of Ministers' presentations before the National Assembly during the November Budget Session every year and particularly the budget sessions of November 2016 and November 2017.

The copies thus received have to be primarily used to translate presentations made by Ministers and, when necessary, for training newly recruited translators, interns or as research materials.

A handwritten signature in blue ink, appearing to read 'P. Lysinge'.

NGOMBA Peter LYSINGE
Director of Legislative and Linguistic Affairs

Appendix 2: Photocopied Excerpts of the Translation Corpora

Un an après, je puis vous affirmer que nous nous sommes attelés avec le budget que vous avez bien voulu nous accorder à apporter des solutions à vos préoccupations. Ainsi, au jour d'aujourd'hui, et au regard des réalisations concrètes, je peux sans risque de me tromper dire que les fondamentaux en matière des Postes, des Télécommunications et TIC sont posés. Il ne reste plus qu'à les densifier, à les consolider et à les améliorer. Par ailleurs, le Plan Stratégique de Développement de l'Economie Numérique a été élaboré et validé par le Premier Ministre, Chef du Gouvernement. L'exécution des projets qui y sont contenus s'effectuera au courant de l'année 2017 grâce au budget que vous voudrez bien nous accorder.

Plus concrètement Madame la Présidente, Honorables Députés, l'enveloppe budgétaire de quarante-quatre milliards cent cinquante-six millions (44 156 000 000) de francs CFA que vous avez bien voulu mettre à la disposition de mon département ministériel, pour le compte de l'exercice 2016 a fait l'objet d'une gestion judicieuse et rationnelle. Ainsi,

Dans le programme 586 Densification du réseau et amélioration de la couverture postale nationale, l'enveloppe a permis :

- de construire le bureau de poste de Bafoussam 3 ;
- de construire le bureau de poste de Kon-Yambetta ;
- d'élaborer les normes postales ;
- de contribuer aux travaux d'Adressage de la ville d'Ebolowa ;
- ✓ - de faire réhabiliter les bureaux de poste de Maroua, Mindif et Ngaoundéré ;
- d'acquérir des serveurs et d'installer l'application e-banking ;
- d'acquérir une application de gestion électronique des dossiers et du courrier hybride.

Dans le programme 587 Développement et optimisation des réseaux et services des télécommunications et TIC, l'enveloppe a permis :

- d'affilier le Cameroun au consortium ACE ;
- de réaliser la maîtrise d'œuvre du projet NBN ;
- d'étendre le backbone national (Phase III) à fibre optique d'un linéaire de 3950 km ;
- de démarrer les travaux de connexion haut débit par fibre optique des Administrations publiques.

A year after, I can assure you that we worked with the budget that you willingly granted us to provide solutions to your concerns. As of today, I can therefore, confidently say, concerning tangible achievements, that fundamentals relating to the Posts, Telecommunications and ICT sector have been laid down. It is now left for us to densify, consolidate and improve them. Furthermore, the strategic plan bedrock for the development of digital economy was established and approved by the Prime Minister, Head of Government. The implementation of projects contained in this plan will be carried out during the 2017 financial year thanks to the budget that you will willingly grant us.

More specifically Madam President of the Commission, Honourable members of parliament, the allocation of CFA forty four billion one hundred of fifty-six million (44,156,000,000) francs that you put at the disposal of my ministry for the 2016 financial year was subjected to a sound and rational management. Thus,

Within the framework of programme 586 Network densification and postal national coverage improvement, the budget allocation was used to:

- construct the Bafoussam 3 post office;
- construct the Kon-Yambetta post office;
- establish postal standards;
- support the addressing system of the city of Ebolowa;
- renovate the Maroua, Mindif and Ngaoundere post offices;
- purchase servers and install e-banking application;
- purchase an application for the electronic management of files and hybrid mail.

Within the framework of programme 587 Developing and optimizing the telecommunications and ICTs networks and services, the allocation was used to:

- acquire Cameroon's membership to the ACE consortium;
- ensure the management of the NBN project;
- extend the optical fibre national backbone (Phase III), to a 3950 km line;
- kick-off the connection works of public administrations with high speed Internet by optical fibre.

- de poursuivre le programme de déploiement des boucles optiques urbaines dans les chefs-lieux de Régions. A cet effet, les travaux sont exécutés à :
 - 95% à Bafoussam pour un linéaire de 16,367 km,
 - 95% à Ebolowa pour un linéaire de 16,367 km,
 - 30% à Bamenda pour un linéaire de 26,156km,
 - 65% à Bertoua pour un linéaire de 13,495 km,
 - 70% à Garoua pour un linéaire de 17,3465 km et,
 - 25% à Ngaoundéré pour un linéaire de 25,1948 km ;
- de construire deux (02) points d'échange Internet (IXP) à Douala et à Yaoundé;
- de poursuivre la mise en œuvre du projet Réseau National Haut Débit à fibre optique encore appelé NBN (National Broadband Network) ;
- de sécuriser de nouvelles applications en ligne à travers l'infrastructure nationale à clé publique (PKI) ;
- d'appuyer la lutte contre les cyber-menaces ;
- de mettre à niveau le centre PKI ;
- de réaliser deux séminaires de sensibilisation des acteurs du domaine de la sécurité des réseaux et systèmes d'information ;
- d'élaborer la politique nationale de sécurité des réseaux et systèmes d'information ;
- d'élaborer le plan stratégique Cameroun-Numérique 2020 ;

MINPOSTEL

- pursue the deployment programme of urban optical loops in head towns of regions. In this respect, the works were implemented at:
 - 95% in Bafoussam for a 16.367 km line,
 - 95% in Ebolowa for a 16.367 km line,
 - 30% in Bamenda for a 26.156 km line,
 - 65% in Bertoua for a 13.495 km line,
 - 70% in Garoua for a 17.3465 km line,
 - 25% in Ngaoundéré for a 25.1948 km line,
- construct two (02) Internet exchange points (IXP) in Douala and Yaounde;
- continue with the implementation of the optical fibre National Broadband Network also known as NBN;
- secure the new online applications through the national Public Key Infrastructure (PKI);
- support the fight against cyber-threats;
- upgrade the PKI centre;
- organise two sensitisation seminars for stakeholders of the networks and information systems security sector;
- establish a national policy for networks and information systems security.
- establish a strategic plan for a 2020 digital Cameroon;

I- BILAN DE L'EXECUTION DU BUDGET

Le budget de l'exercice 2016 du Ministère des Sports et de l'Education Physique était chiffré à **177 Milliards, 667 Millions** de F CFA, répartis comme suit :

- dépenses de fonctionnement : **13 milliards 267 millions** de F CFA;
- budget d'investissement public : **164 milliards 400 millions** avec **74 milliards** de ressources extérieures, **100 millions** de ressources transférées, **300 millions** de ressources internes ordinaires et **90 milliards** pour l'organisation des CAN 2016 et 2019.

L'exécution dudit budget s'est effectuée en adéquation avec les exigences du budget programme. Ainsi, les trois programmes constituant les composantes de la politique nationale en matière de Sport et de l'Education Physique ont bénéficié des crédits de paiement suivant les quotas ci après :

- encadrement du mouvement sportif : **6 milliards 231 millions francs CFA** ;
- développement des infrastructures sportives : **164 milliards 872 millions francs F CFA** ;
- gouvernance et appui institutionnel au sous-secteur Sport et Education physique : **6 Milliards 564 Millions de francs CFA**.

1- DE L'ENCADREMENT DU MOUVEMENT SPORTIF

La matérialisation de ce programme dont l'objectif est d'améliorer l'offre d'encadrement de la pratique des Activités Physiques et Sportives (APS) par les acteurs institutionnels, s'est opérée par différentes actions que sont :

A- Le développement de l'éducation physique et sportive.

Cette action s'est basée essentiellement sur :

- La supervision des enseignements de l'EPS dans les bassins pédagogiques ;
- la supervision des activités pédagogiques dans les institutions de formation des cadres d'EPS ;
- les descentes dans les établissements scolaires.

B- Le développement de la coopération dans le domaine des Activités physiques et sportives.

I- BALANCE SHEET ON THE EXECUTION OF THE BUDGET

The 2016 financial year budget of the Ministry of Sports and Physical Education stood at **177 billion, 667 million CFAF**, distributed as follows:

- Running budget: **13 billion 267 million CFAF**;
- Investment budget: **164 billion 400 million CFAF** with **74 billion** from external resources, **300 million** from ordinary internal resources and **90 billion** for the hosting of the 2016 and 2019 AFCONs.

This budget was executed in accordance with the requirements of the programme budget. Thus, the three programmes which actually were components of the national policy in the area of Sports and Physical Education received the following quotas as payment credits:

- Coordination of the Sports Movement: **6 billion 231 million CFAF**;
- The Development of Sports Facilities: **164 billion 872 million CFAF**;
- Governance and institutional support to the Sports and Physical Education subsector: **6 billion 564 million CFAF**.

1-COORDINATION OF THE SPORTS MOVEMENT

This programme aimed at improving the practice of physical and sports activities (PSAs) with the contribution of institutional actors was carried out through various actions, namely:

A- The development of physical education and sports

This action was essentially based on:

- The supervision of the teaching of PES in pedagogic centres;
- The supervision of pedagogic activities in institutions of training of PES staff;
- Field actions in schools.

B- The development of cooperation in the area of Physical and Sports Activities

Dans le cadre de la mise en œuvre du processus de vulgarisation et de diffusion de la pratique de l'Education Physique et Sportive, nous avons mené les actions suivantes :

- **l'implémentation des programmes d'EPS.** Elle s'est opérée par le déploiement des missions organisées au mois de juillet 2016 dans les dix (10) chefs lieux de régions à l'effet de consolider l'appropriation desdits documents ; mais également, d'évaluer leur mise en œuvre ainsi que le déroulement de l'épreuve pratique d'EPS aux examens officiels.
- ✕ **La production et la diffusion des programmes et guides pédagogiques.** A ce niveau, des exemplaires des programmes d'EPS sous forme physique ont été imprimés pour leur diffusion dans les services centraux et déconcentrés du MINSEP ; Il reste attendu d'autres exemplaires pour l'ensemble des enseignants d'EPS estimés à trois mille (3000) personnes. S'agissant des guides pédagogiques dont la réactualisation est d'ores et déjà achevée, la validation avec les administrations partenaires est prévue dans un délai très court.
- L'amorce de la matérialisation du processus d'intégration de l'éducation physique adaptée en milieu scolaire à travers la conception des termes de référence. Reste attendu, les moyens financiers nécessaires à sa mise en œuvre.
- Le suivi de l'application des textes réglementaires d'EPS en formation continue et aux examens officiels. A ce sujet, une réunion interministérielle avec les responsables des différents ordres d'enseignements confessionnel et laïc s'est tenue au mois de septembre 2016 sur hautes instructions de Monsieur le Premier Ministre, Chef du Gouvernement, à l'effet d'arrimer les établissements scolaires privés aux normes d'encadrement de l'EPS.

As part of the process to popularize and disseminate the practice of physical education and sports, the following actions were carried out:

- **Implementation of PES programmes.** It was executed through organized missions in July 2016 in the ten (10) regional headquarters with the aim not only to consolidate the appropriation of the documents concerned, but also to evaluate their implementation and the conduct of practicals in PES at official exams;
- ✕ **Production and dissemination of programmes and pedagogic guides.** Some physical copies of PES programmes were printed for dissemination in the central and deconcentrated services of MINSEP. More copies are still to be printed for all PES teachers estimated at about three thousand (3000) people. Concerning the pedagogic guides, whose updating process is now completed, they are to be validated in a short term by partner administrations;
- An attempt to materialize the process aimed at integrating adapted physical education in schools after designing terms of reference. Its implementation is now waiting for the necessary financial means to be made available;
- Monitoring of the application of regulations on PES in continuous training and official exams. In this regard, an interministerial meeting with officials from religious and lay education systems was held in September this year on the instructions of the Prime Minister, Head of Government, in order to have private school institutions to adopt training standards in PES;

Programme 2 : MODERNISATION ET PROFESSIONNALISATION DES
ETABLISSEMENTS FACULTAIRES CLASSIQUES

L'objectif poursuivi est d'adapter les formations offertes dans les établissements facultaires classiques à la demande des milieux socioprofessionnels.

L'indicateur du programme est le nombre d'étudiants des facultés ayant obtenu un diplôme professionnel.

La cible visée est d'atteindre un effectif de 12 680 étudiants ayant obtenu un diplôme professionnel en 2018 contre 2 640 actuellement.

Afin de réduire le sous-emploi auquel sont confrontés les étudiants issus des établissements facultaires classiques, le système d'enseignement supérieur se fixe pour ambition de créditer chaque étudiant des compétences pouvant faciliter son insertion socioprofessionnelle ou son auto-emploi.

La stratégie mise en œuvre à cet effet, se résume en quatre approches :

- offrir de nouveaux parcours professionnels diplômants ;
- offrir des formations ciblées courtes, professionnalisantes et certifiantes ;
- intégrer des enseignements professionnalisants dans le curricula généraux existant ;
- adopter des modèles pédagogiques professionnalisants.

Toutes ces variantes de professionnalisation impliquent la refonte des programmes d'enseignement, le renforcement des équipements et des infrastructures des établissements facultaires, l'innovation dans les approches pédagogiques, de gestion et de gouvernance, le renforcement des partenariats entre les structures de

Programme 2 : MODERNIZATION AND PROFESSIONALIZATION
OF CLASSICAL FACULTY INSTITUTIONS

The objective is to adapt the training offered in classical faculties to the demand of the business world.

The indicator of the programme is the number of students of the faculties who have obtained a professional degree.

The intended target is to reach an enrolment of 12 680 holders of a professional degree in 2018 as against 2640 currently

In order to curb the underemployment faced by students from the classical faculties, the higher education system sets itself the ambition to endow each student with skills that can facilitate his/her socio-professional integration or self-employment.

The strategy implemented for this purpose is summarized in four approaches:

- offer new professional career paths;
- offer short, professional and certified targeted training courses;
- integrate vocational training into the existing general curricula;
- adopt professionalizing pedagogical models

All these professionalization variants involve the revision of curricula, the strengthening of faculty facilities and infrastructure, innovation in pedagogical, management and governance approaches, strengthening of partnerships between training structures and business circles and imperatively the development of digital universities.

The budgetary allocation for this programme amounted to 1 billion 268 million 545 thousand FCFA. The execution rate to date stands at 1 billion 143 million 463 thousand in absolute value, that is 90.14% in relative value.

formation et les milieux socioprofessionnels et de manière impérative le développement du numérique universitaire.

La dotation budgétaire allouée à ce programme s'élevait à 1 milliards 268 millions 545 mille FCFA. Le taux d'exécution à ce jour est de 1 milliard 143 millions 463 mille en valeur absolue soit 100,14% en valeur relative.

Les actions suivantes ont été menées :

- l'harmonisation des programmes des filières des examens nationaux de l'enseignement supérieur (BTS, HND, ...) et des facultés classiques (FALSH, FSJP, FSEG) aux besoins réels du marché de l'emploi ;
- l'opérationnalisation des annexes de la FSJP de Bertoua, Ebolowa et Garoua ;
- la construction d'un bloc pédagogique R+3 à l'Université de Douala ;
- la tenue des cadres de concertation permanente entre le MINESUP et les différents membres de la Communauté universitaire ;

Programme 3 : DEVELOPPEMENT DE LA RECHERCHE ET DE L'INNOVATION UNIVERSITAIRES

L'objectif de ce programme est de renforcer le système national de la recherche et de l'innovation universitaires ainsi que les transferts des technologies pour soutenir et impulser la productivité industrielle.

The following actions were taken:

- the harmonization of the curricula of the national higher education examinations (BTS, HND, ...) and classical faculties (FALSH, FSJP, FSEG) with the real needs of the labour market;
- the operationalization of the extensions of the FSJP of Bertoua, Ebolowa and Garoua;
- the construction of ground floor + 3 storeys teaching block at the University of Douala;
- the holding of permanent consultation frameworks between MINESUP and the various members of the University Community;

Programme 3: DEVELOPMENT OF UNIVERSITY RESEARCH AND INNOVATION

The objective of this programme is to reinforce the national system of university research and innovation as well as technology transfer to sustain and boost industrial productivity.

MINCOMMERCE (2016/17)

IL DÉFINIT LES OBJECTIFS DU GOUVERNEMENT EN MATIÈRE DE DÉVELOPPEMENT DU COMMERCE, LESQUELS CONSISTENT, « AU PLAN DU COMMERCE INTERNE, À ASSURER UN APPROVISIONNEMENT RÉGULIER DU MARCHÉ INTÉRIEUR, DANS DES CONDITIONS DE CONCURRENCE SAINES, ET, AU PLAN DU COMMERCE INTERNATIONAL, À DÉVELOPPER, PROMOUVOIR ET CONTRIBUER À DIVERSIFIER AVEC L'EXTÉRIEUR, LES ÉCHANGES DE BIENS ET SERVICES À FORTÉ VALEUR AJOUTÉE ».

C'EST DONC DANS LE CADRE DE CETTE PRÉSCRIPTION QUE JE VOUDRAIS DRESSER UNE ESQUISSE DE BILAN DE L'EXERCICE QUI S'ACHÈVE, AVANT DE POSER LES BALISES DE L'ANNÉE 2017.

1. ESQUISSE DE BILAN DE L'ANNÉE 2016

❖ MADAME LA PRÉSIDENTE,

❖ MESDAMES ET MESSIEURS LES DÉPUTÉS,

ON PEUT RÉCAPITULER AINSI QU'IL SUIT, LA SUBSTANCE DES ACTIVITÉS MENÉES PAR MON DÉPARTEMENT MINISTÉRIEL TOUT AU LONG DE L'EXERCICE QUI S'ACHÈVE.

1.1 AU PLAN DU COMMERCE EXTÉRIEUR

LES ACTIONS-PHARES QUI ONT ÉTÉ ENTREPRISES SERONT DÉROULÉES ICI SUIVANT LE TRIPTYQUE CLASSIQUE INTÉGRATION RÉGIONALE/COOPÉRATION NORD-SUD/PÉNÉTRATION DES MARCHÉS ÉMERGENTS.

WITH REGARD TO TRADE DEVELOPMENT, IT DEFINES THE GOVERNMENT'S OBJECTIVES WHICH ARE, AS REGARDS "INTERNAL TRADE TO ENSURE STEADY INTERNAL MARKET SUPPLIES UNDER FAIR COMPETITION CONDITIONS AND, AT THE LEVEL OF INTERNATIONAL TRADE, TO DEVELOP, PROMOTE AND CONTRIBUTE TO DIVERSIFYING TRADE IN HIGH ADDED VALUE GOODS AND SERVICES WITH FOREIGN PARTNERS".

THEREFORE, IT IS AS PART OF THIS GUIDELINE THAT I WOULD LIKE TO MAKE A ROUGH ASSESSMENT OF THE YEAR THAT ENDS, BEFORE PAVING THE WAY FOR THE 2017 FISCAL YEAR.

1. ROUGH ASSESSMENT FOR THE 2016 FISCAL YEAR

❖ MADAM CHAIR,

❖ HONOURABLE MEMBERS OF PARLIAMENT,

THE MAIN ACTIVITIES CARRIED OUT BY MY MINISTRY THROUGHOUT THE FISCAL YEAR THAT IS COMING TO AN END CAN BE SUMMARISED AS FOLLOWS:

1.1 WITH REGARD TO EXTERNAL TRADE

THE FLAGSHIP ACTIONS THAT WERE UNDERTAKEN WILL BE DESCRIBED HERE ACCORDING TO THE TRADITIONAL TRIPTYCH OF REGIONAL INTEGRATION / NORTH-SOUTH COOPERATION / PENETRATING EMERGING MARKETS.

1.1.1 AS REGARDS REGIONAL INTEGRATION

FURTHER STEPS WERE TAKEN THROUGH THE FOLLOWING ACTIVITIES:

A/ EN CE QUI CONCERNE L'INTÉGRATION RÉGIONALE,
DE NOUVELLES ÉTAPES ONT ÉTÉ FRANCHIES AU
TRAVERS DES ACTIVITÉS CI-APRÈS :

- LA PARTICIPATION, DU 04 AU 13 NOVEMBRE 2016, À LA FOIRE INTERNATIONALE DE LAGOS, AU NIGÉRIA, EN DROITE LIGNE DE L'ACCORD COMMERCIAL CONCLU ENTRE NOS DEUX PAYS. J'AI NOTAMMENT MIS À PROFIT MON SÉJOUR À LAGOS POUR DES ENTRETIENS AVEC LES AUTORITÉS NIGÉRIANES, EN PARTICULIER MADAME LA DIRECTRICE GÉNÉRALE DE LA NATIONAL AGENCY FOR FOODS AND DRUGS ADMINISTRATION CONTROL (NAFDAC), DANS LE CADRE DU PROCESSUS DE RECONNAISSANCE MUTUELLE DES CERTIFICATS DE CONFORMITÉ ENTRE LES DEUX AGENCES NIGÉRIANES DES NORMES QUE SONT LA NAFDAC ET LA STANDARDS ORGANISATION OF NIGERIA (SON) D'UNE PART, ET L'AGENCE DES NORMES ET DE LA QUALITÉ (ANOR) DU CAMEROUN, D'AUTRE PART. IL EST À RAPPELER QUE LE PÉRIMÈTRE D'INTERVENTION DE LA NAFDAC EST CIRCONSCRIT AUX PRODUITS ALIMENTAIRES, PHARMACEUTIQUES ET COSMÉTIQUES, ALORS QUE LA SON A EN CHARGE DES PRODUITS COMME LE TEXTILE, LE CUIR, LE SAVON ET L'ARTISANAT. PAR RAPPORT À LA SON, LES NÉGOCIATIONS ONT ÉTÉ ENGAGÉES EN 2011 ET ONT ABOUTI À LA SIGNATURE D'UN MÉMORANDUM D'ENTENTE (MOU) AVEC L'ANOR EN JUIN 2014. À CE JOUR, AU TITRE DE L'IMPLÉMENTATION DE CE MOU, QUATRE CENTS (400) NORMES DE LA SON ONT ÉTÉ ADOPTÉES PAR L'ANOR.

MINCOMMERCE

THE PARTICIPATION, FROM 4 TO 13 NOVEMBER 2016, IN LAGOS INTERNATIONAL FAIR, IN NIGERIA, IN LINE WITH THE TRADE AGREEMENT CONCLUDED BETWEEN

OUR TWO COUNTRIES. I PARTICULARLY CAPITALIZED ON MY STAY IN LAGOS FOR TALKS WITH NIGERIAN AUTHORITIES, IN PARTICULAR THE GENERAL MANAGER OF THE NATIONAL AGENCY FOR FOODS AND DRUGS ADMINISTRATION CONTROL (NAFDAC), AS PART OF OF THE PROCESS OF MUTUAL RECOGNITION OF CONFORMITY CERTIFICATES BETWEEN THE TWO NIGERIAN STANDARDS AGENCIES (NAFDAC AND THE STANDARDS ORGANISATION OF NIGERIA "SON") ON THE ONE HAND, AND CAMEROON STANDARDS AND QUALITY AGENCY, ON THE OTHER HAND. IT SHOULD BE RECALLED THAT THE AREA OF COMPETENCE OF NAFDAC COVERS FOOD, PHARMACEUTICAL PRODUCTS, AND COSMETICS, WHEREAS SON IS IN CHARGE OF PRODUCTS SUCH AS TEXTILES, LEATHER, SOAP AND HANDICRAFTS. AS REGARDS SON, NEGOTIATIONS STARTED IN 2011 AND RESULTED IN THE SIGNING OF A MEMORANDUM OF UNDERSTANDING (MOU) WITH ANOR IN JUNE 2014. TO DATE, FOR IMPLEMENTING THIS MOU, 400 (FOUR HUNDRED) SON'S STANDARDS HAVE BEEN ADOPTED BY ANOR.

WITH REGARD NAFDAC, NEGOTIATIONS ALSO STARTED IN 2011 AND WERE NOT FRUITFUL, IN SPITE OF A MOU SENT BY ANOR TO NAFDAC AT THE END OF THE 6TH GREAT JOINT COOPERATION COMMISSION BETWEEN OUR TWO COUNTRIES AND VARIOUS REMINDERS,

MINCOMMERCE

POUR CE QUI EST DE LA NAFDAC, LES NÉGOCIATIONS AVAIENT ÉGALEMENT ÉTÉ ENGAGÉES EN 2011 ET N'AVAIENT GUÈRE PROSPÉRÉ, EN DÉPIT D'UN PROJET DE MOU ADRESSÉ PAR L'ANOR A LA NAFDAC À L'ISSUE DE LA 6^{ÈME} SESSION DE LA GRANDE COMMISSION MIXTE DE COOPÉRATION ENTRE NOS DEUX PAYS ET DE DIVERSES CORRESPONDANCES DE RELANCE, DONT LA DERNIÈRE REMONTE AU 16 DÉCEMBRE 2015.

MA DERNIÈRE MISSION AU NIGÉRIA, DANS LE CADRE DE LA PARTICIPATION DE NOTRE PAYS À LA FOIRE INTERNATIONALE DE LAGOS (04-13 NOVEMBRE 2016), A PERMIS DE DÉBLOQUER CETTE SITUATION. J'AI EN EFFET OBTENU, AU TERME D'UNE SÉANCE DE TRAVAIL TENUE LE 9 NOVEMBRE 2016 À LAGOS AVEC MADAME LA DIRECTRICE GÉNÉRALE DE LA NAFDAC, UNE CORRESPONDANCE FORMELLE, DATÉE DU MÊME JOUR, DE LA PARTIE NIGÉRIANE PAR RAPPORT AUX PROPOSITIONS DE L'ANOR.

LA PERCÉE DE NOS PRODUITS SUR LE MARCHÉ NIGÉRIAN SE TROUVE SUBORDONNÉE À L'ABOUTISSEMENT DE CE DÉLICAT PROCESSUS.

INCLUDING THE LAST ONE WHICH DATED BACK TO 16 DECEMBER 2015.

MY MOST RECENT MISSION TO NIGERIA, AS PART OF THE PARTICIPATION OF OUR COUNTRY IN LAGOS INTERNATIONAL FAIR (4-13 NOVEMBER 2016) MADE IT POSSIBLE TO BREAK THE DEADLOCK IN THIS SITUATION. INDEED, AT THE END OF A WORKING MEETING HELD ON 9 NOVEMBER 2016 IN LAGOS WITH THE GENERAL MANAGER OF NAFDAC, I OBTAINED A FORMAL LETTER, DATED THE 9TH NOVEMBER 2016, FROM THE NIGERIAN PART WITH RESPECT TO ANOR'S PROPOSALS.

ACHIEVING A BREAKTHROUGH FOR OUR PRODUCTS ON THE NIGERIAN MARKET DEPENDS ON THE SUCCESS OF THIS-TRICKY PROCESS.

* - dans l'action de sauvegarde et de protection du patrimoine culturel et artistique, qui consiste à protéger les biens et services culturels. Nous avons préparé et soumis à la Haute Hiérarchie, les textes d'application de la Loi n°2013/003 du 18 avril 2013 régissant le patrimoine culturel du Cameroun notamment et entres autres :

- le Projet de décret portant institution de la journée nationale de commémoration des personnages historiques ou emblématiques décédés ;
- le Projet de décret d'application de la loi n°2013/003 du 18 avril 2013 régissant le patrimoine culturel du Cameroun ;
- le Projet d'arrêté portant création et organisation du Comité Interministériel de la Commission Nationale de Gestion du Patrimoine Culturel et,
- Projet de décret fixant les modalités de gestion du Fonds Spécial de Protection et de Valorisation du Patrimoine Culturel.

MNAC (2016/65) - dans l'action de restauration et d'aménagement du patrimoine culturel et artistique, qui consiste à réhabiliter et à rentabiliser les sites culturels, nous avons, dans le cadre de l'application du Décret du 08 juin 2015 fixant les modalités d'exercice de certaines compétences transférées aux communes, transféré les crédits délégués permettant la réhabilitation de plusieurs sites culturels, tout en animant institutionnellement le Musée national, l'Ensemble national et les Archives nationales, par la nomination des principaux responsables à la tête de ces trois structures rattachées, pour un fonctionnement plus efficace. C'est ainsi que le Musée national, peut organiser en toute autonomie des expositions, et des manifestations sur la richesse et l'étendue de notre diversité culturelle.

Pour ce qui est du programme de renforcement de l'appareil de production de biens et services culturels, les engagements ci-après ont été souscrits et réalisés en 2016 notamment :

- l'organisation en janvier 2016, de la rentrée culturelle qui fut un moment de retrouvailles entre hommes de sciences et hommes de culture ; un moment de réflexion sur les conditions et les modalités

d'instrumentation de la culture comme base de développement de notre pays.

- l'organisation en avril 2016, des 2èmes assises culturelles à Yaoundé, sur financement du Programme C2D, et mise en œuvre par la Fondation Paul ANGO ELA, avaient pour objectif de préparer l'élaboration, et la mise en place d'une politique incitative en faveur des entreprises culturelles, et des industries créatives au Cameroun en rapport avec les pratiques et usages.

- L'organisation en juin 2016, du Salon International du Livre de Yaoundé (SILYA) qui a connu un peu plus de 15 000 visiteurs, avec la participation de 150 exposants (libraires, éditeurs bibliothécaires), l'organisation de 08 tables rondes et 15 séances de dédicace. En marge de ce salon, le Fond documentaire du Ministère a été enrichi de près de 6 000 ouvrages destinés au bibliobus et à la Centrale de Lecture Publique de Yaoundé.

* - Within the effort to safeguard and protect cultural and artistic heritage, which involves the protection of cultural goods and services, we have prepared and submitted to hierarchy the application decrees of Law No. 2013/003 of 18 April 2013 regulating cultural heritage in Cameroon, especially

- the draft decree instituting a national day for the commemoration of the deceased historical or iconic figures,
- the draft application decree of law No. 2013/003 of 18 April 2013 regulating cultural heritage in Cameroon;
- the draft decree creating and organizing the Interministerial Committee of the National Commission for the management of the cultural heritage and
- Draft decree laying out the terms of the Special Fund for the Protection and promotion of the management of cultural heritage.

MNAC within the action of the restoration and development of cultural and artistic heritage, which entails that we rehabilitate cultural site and make them profitable, we have, in the context of the application of the Decree of June 08, 2015 laying down the modalities for the exercise of some transferred powers, to the councils, transferred delegated credits meant for the rehabilitation of several cultural attractions, while providing manpower, the National Museum, The Ensemble National and the National Archives, by appointing key officials at the helm of these three attached structures, for a more efficient operation. With these, the National Museum can independently organize exhibitions and events concerning the wealth and scope of our cultural diversity.

* As for the program aimed at strengthening the production mechanism of cultural goods and services, the following commitments were made and implemented in 2016:

- the Organization in January 2016, of cultural revitalisation event, which was a moment of reunion between men of science and men of culture, a moment of reflection on the terms and conditions of rendering culture as the basis of the development of our country;

- the Organization in April 2016, of the 2nd cultural consortium in Yaoundé, financed by the C2D program, and implemented by the Paul ANGO ELA Foundation, was intended to prepare the drafting and the implementation of an incentive policy for cultural businesses, and creative industries in Cameroon in consonance with the practices and conventions elsewhere.

- The organization in June 2016, of the Yaoundé International Book Fair (SILYA) attended by a little more than 15,000 visitors, with the

participation of 150 exhibitors (booksellers, publishers, librarians), the 08 round table conferences and 15 autograph sessions. In addition to this show, the documentation bank of the Ministry was enriched with 6,000 books for the Mobile Library and the Yaoundé Public Reading Centre.

la multiplication des parcs à bois (champs semenciers) pour la production des boutures de manioc permettant de disposer du capital végétal nécessaire pour la production à grande échelle du manioc destiné à l'alimentation et à l'approvisionnement des unités de transformation de manioc en amidon et en farine de haute qualité.

Le MINADER a également mobilisé son dispositif de veille pour la protection phytosanitaire des vergers cacao et cafés. C'est ainsi que 15 000 ha ont été traités.

Ce dispositif de veille concerne également la lutte contre les chenilles défoliatrices, les oiseaux granivores et les sautereaux.

Plus concrètement, le bilan non exhaustif des réalisations dans les principales filières agricoles stratégiques en 2016 se présente comme suit :

• Filière plantain :

- 1 650 000 plants produits et distribués à 900 producteurs ayant permis d'emblaver 1 380 hectares ;
- 15 hectares de champs semenciers mis en place auprès de 15 pépiniéristes pour une production attendue de 100 000 rejets ;
- 40 tonnes d'engrais acquis et distribués à 70 producteurs ;
- 3 tonnes de produits de traitement phytosanitaire acquis et distribués à 50 producteurs.

• Filière pomme de terre

- 200 tonnes de semences de base ont été acquises et distribuées aux semenciers sous contrat avec le MINADER dans les régions du Nord-ouest, de l'Ouest et du Centre ; 67

hectares de champs semenciers ont été mis en place pour environ 1100 tonnes de semences de production attendues.

- 225 tonnes de semences de qualité produites dans la ferme semencière de Santa et distribuées à 1 744 bénéficiaires réparties dans les régions du Centre, du Sud, de l'Est, du Nord-Ouest, de l'Ouest et du Sud-Ouest ;

- 100 ha de parcelles de pomme de terre de consommation cultivés et environ 1 500 tonnes récoltées.

- 114 tonnes d'engrais acquis et distribués ;

- 541 kg de fongicide et 180 litres d'insecticides acquis et distribués ;

- 12 magasins de stockage construits.

• Filière racines et tubercules

Un suivi- accompagnement rapproché des producteurs a été mené pour une meilleure appropriation des techniques culturales, ainsi :

Multiplication of seed production farms (timber yards) for the production of cassava cuttings as planting material for large scale cassava production for food and for processing of cassava into starch and high quality flour.

MINADER also mobilised its monitoring machinery for the protection of cocoa and coffee orchards. In this regard, 15 000 ha were treated.

This monitoring mechanism also concerned the control of leaf-eating caterpillars, grain eating birds and grasshoppers.

More concretely, the non-exhaustive balance sheet of the main strategic agricultural value chains in 2016 is as follows:

• plantain value chain :

- 1 650 000 suckers were produced and distributed to 900 producers who cultivated 1 380 hectares ;
- 15 hectares of seed farms were established with 15 nursery men and women for an expected production of 100 000 suckers ;
- 40 tonnes of fertilisers were acquired and distributed to 70 producers ;
- 3 tonnes of products for phytosanitary treatment were procured and distributed to 50 producers.

• Solanum potatoes

- 200 tonnes of basic seeds were acquired and distributed to seed farmers on contract basis with MINADER in the Regions of North-West, West and Centre ; 67 hectares of seed farms were established for about 1100 tonnes of production seeds expected.
- 225 tonnes of quality seeds were produced in the Santa seed farm and distributed to 1 744 beneficiaries in the Regions of Centre, South, East, North-West, West and South-West ;
- 100 ha of solanum potatoes were cultivated for consumption and about 1 500 tonnes were harvested ;
- 114 tonnes of fertiliser were acquired and distributed ;
- 541 kg of fungicide and 180 litres of insecticides were acquired and distributed ;
- 12 storage facilities were constructed.

• Roots and tubers value chain

Close support monitoring of farmers was conducted to enable them to master farming techniques. Further:

MINATD (2016/2017)

X- l'opérationnalisation effective du Bureau National de l'Etat Civil (BUNEC), à travers l'installation de son administration dans l'immeuble siège, et le recrutement du personnel.

Sur un autre plan, il convient de relever, la poursuite de l'examen des dossiers des Chefs traditionnels en vue de leur prise en solde, conformément au décret n°2013/332 du 13 septembre 2016. A ce jour, 9726 dossiers sur un total de 13 536 dossiers attendus, ont été transmis au Ministère des Finances et les intéressés sont pris en charge au fur et à mesure.

5. En ce qui concerne la gestion des frontières. Nous avons accueilli le Ministre nigérian de l'Intérieur, en visite officielle au Cameroun, du 22 au 23 février 2016. L'occasion a été saisie pour renforcer la coopération transfrontalière avec ce pays voisin. Par ailleurs, une mission d'évaluation de la frontière Cameroun-Gabon a été conduite sur le terrain au cours des mois de juillet et août 2016. Diverses démarches ont été entreprises, au plan diplomatique, en vue de la tenue prochaine des sessions des commissions mixtes permanentes de sécurité et des commissions ad hoc des frontières avec des pays voisins.

X - Effective functioning of the National Civil Status Registration Office (BUNEC), through the installation of its administration at the head office, and the recruitment of personnel.

It should be noted, in addition to the above actions, that the review of the files of Traditional Rulers with a view to their re-instatement in accordance with Decree No. 2013/332 of 13 September 2016 is being pursued. To date, 9,726 files out of a total of 13,536 awaited files have been transmitted to the Ministry of Finance and the persons concerned are taken care of as the files are processed.

5. Concerning border management, we received the Nigerian Minister of the Interior on an official visit to Cameroon from 22 to 23 February 2016. This was an opportunity to strengthen cooperation. Besides, a Cameroon-Gabon border assessment mission was conducted in the field during the months of July and August 2016. Several diplomatic contacts were made in view of the subsequent holding of the sessions of the Joint Permanent Security Commissions and the Ad Hoc Border Committee sessions with neighbouring countries.

MINATD

B) PROGRAMME 093: ENHANCEMENT OF THE DECENTRALIZATION PROCESS.

Activities carried out under this programme during the year 2016 have produced convincing results. They include:

- the study by the Inter-Ministerial Committee for Local Services of draft instruments relating to the transfer of powers and resources to Councils and City Councils for the 2017 financial year;

B) PROGRAMME 093 : APPROFONDISSEMENT DU PROCESSUS DE DÉCENTRALISATION.

Les activités conduites dans le cadre de ce programme au cours de l'année 2016 ont abouti à des résultats probants. Il s'agit notamment :

- de l'examen, par le Comité Interministériel des Services Locaux, des projets de textes relatifs aux transferts des compétences et des ressources aux Communes et aux Communautés Urbaines au titre de l'exercice 2017;
- de l'engagement budgétaire en vue du déblocage effectif de la Dotation Générale d'Investissement au titre de l'exercice 2016, pour le financement de **292 projets dans 198 communes**, en plus de ceux financés par le FEICOM;
- de la formation de **deux mille cinq cents (2.500)** acteurs locaux de la décentralisation, dans le cadre des séminaires régionaux organisés à cet effet aux mois de mai et juin derniers;
- de la redistribution aux communes et communautés urbaines d'une enveloppe de **58 035 774 284 francs CFA** au titre des impôts communaux soumis à péréquation pour le compte des 1^{er}, 2^e et 3^e trimestres de l'année 2016.

- the budgetary commitment for the effective disbursement of the Common Decentralization Fund for the financial year 2016 for the financing of **292 projects in 198 councils** in addition to those financed by FEICOM;

- The training of **2,500 (two thousand five hundred)** local decentralization stakeholders within the framework of regional seminars organized for this purpose in May and June;

- the redistribution to councils and city councils of a budget of **CFAF 58,035,774,284** in respect of communal taxes subject to equalization on behalf of the 1st, 2nd and 3rd quarters of 2016.

However, one of the significant actions carried out during the 2016 in the area of decentralization was the start of the study of the files with a view to the payment of salaries to Municipal Authorities in accordance with the provisions of Decree No. 2015/405 of 16 September 2015 to lay down the remuneration of Mayors, Government Delegates and their deputies. To this end, on 17 May 2016, the Minister of Finance and I signed a joint decree to lay down the methods of calculation, authorization and payment of the basic salary of the beneficiaries.

As a follow-up to this joint order, a committee composed of representatives of MINATD, MINFI and FEICOM was set up with a mandate to carry out a review of the beneficiaries' files, in order to enable them to receive their salaries within reasonable time. The deliberations of this Committee is sufficiently advanced and we are in a position to say that the Municipal Authorities whose files are complete, will begin to receive payment very soon.

Toutefois, l'une des actions significatives menées au cours de l'exercice 2016 en matière de décentralisation aura été le démarrage de l'étude des dossiers en vue de la prise en charge salariale des Magistrats Municipaux, en application des dispositions du décret n°2015/405 du 16 septembre 2015 fixant les modalités de rémunération des Délégués du Gouvernement, des Maires et de leurs Adjoints. A cet effet, le Ministre des Finances et moi-même avons signé, le 17 mai 2016, un arrêté conjoint précisant les modalités de liquidation, d'ordonnancement et de paiement du traitement de base des bénéficiaires.

Dans le prolongement de cet arrêté conjoint, un Comité composé des représentants du MINATD, du MINFI et du FEICOM a été mis en place avec pour mandat de diligenter l'examen des dossiers des bénéficiaires, en vue de leur permettre de pouvoir recevoir, dans des délais raisonnables, leurs traitements salariaux. Les travaux de ce Comité sont suffisamment avancés et nous sommes à mesure de dire que les Magistrats Municipaux dont les dossiers sont complets, commenceront à percevoir leur rémunération très prochainement.

S'agissant des différents programmes,

Comme nous l'avons dit plus haut, le Ministère des Domaines, du Cadastre et des Affaires Foncières est classé dans le secteur des infrastructures auquel la vision du Cameroun à l'horizon 2035 et le document de stratégie pour la croissance et l'emploi assignent comme objectif général « de mettre l'infrastructure en adéquation avec la demande économique et sociale ».

En vue de remplir rationnellement son rôle de facilitateur du développement des infrastructures, des industries, de l'agriculture, de l'habitat social, et de favoriser l'amélioration du climat des affaires, les actions du MINDCAF ont été définies dans la mise en œuvre de 03 programmes opérationnels, et un programme support.

Il s'agit des programmes ci-après :

- la constitution des réserves foncières et les lotissements domaniaux;
- la modernisation du cadastre ;
- la protection et le développement du patrimoine de l'Etat ;
- la gouvernance et l'appui institutionnel du sous-secteur domaine, cadastre et affaires foncières.

S'agissant du programme de constitution des réserves foncières et des lotissements domaniaux,

L'objectif est de disposer des réserves foncières en vue de contribuer au développement de l'agro-industrie, des infrastructures et de l'habitat social.

Indicateurs : Proportion d'hectares sécurisés ; Proportion de parcelles produites.

Concerning Programmes proper,

As we said earlier, within the framework of Cameroon's economic emergence by 2035 and of the Strategy Papers for Growth and Employment, the Ministry of State Property, Surveys and Land Tenure, classified inside the infrastructure sector has as general objective to "align infrastructure with economic and social demands".

To rationally play its role of facilitating the development of infrastructure, industries, agriculture, social housing and improve on the business climate, MINDCAF actions have been defined for the implementation of the following 3 operational Programmes and one institutional support Programme. These include:

- The constitution of land reserves and the creation of State layouts;
- The modernization of the registration system;
- The protection and development of State property;
- Governance and institutional support in the State land, surveys and land tenure sub-sector.

Concerning the Programme to constitute land reserves and create State layouts.

The objective is to create land reserves by increasing land availability so as to contribute to the development of agro-industry, infrastructure and social housing and make available trustworthy documentary information in real time by digitising land registries.

Indicators: Number of hectares secured, number of parcels produced, number of land registries digitized, and number of State lands registered.

Targets: 46.25%

Cibles : 46.25%.

Stratégie programme

La réalisation des grands projets structurants, gage de l'émergence du Cameroun à l'horizon 2035, passe par la terre qui constitue le socle de toute production, dont la disponibilité devrait être assurée et garantie aux investisseurs potentiels.

C'est dans cette optique que le programme s'articule autour des actions ci-dessous :

- la constitution des réserves foncières ;
- le lotissement des terrains domaniaux ;
- la modernisation de la Gestion des affaires foncières.

Pour ce qui est du Programme de Modernisation du Cadastre,

L'objectif poursuivi est de maîtriser l'espace territorial national, en vue de contribuer à l'amélioration de la gestion domaniale et du climat des affaires.

Stratégie programme

L'utilisation des coordonnées arbitraires entraîne des doubles bornages et fragilise ainsi le titre foncier gage de la propriété foncière au Cameroun. Pour y remédier, un réseau géodésique unique de référence matérialisé au sol a été créé avec l'implantation de 25 bornes du réseau de référence et 510 bornes du réseau de base. Jusqu'en 2015, 1530 points de réseaux géodésiques ont été implantés, observés, calculés et rattachés au Nivellement Général d'Afrique ; 03 (trois) villes ont été dotées d'une cartographie à grande échelle. Par ailleurs, 30 plans cadastraux ont été réalisés. Cependant, le taux de couverture restant très faible, il est donc question de continuer la densification dudit réseau à travers l'implantation de 18 495 nouveaux points pour couvrir le territoire national au cours des années à venir, tout en poursuivant le relèvement du plateau technique du cadastre et en réalisant le cadastre national.

Programme Strategy

Cameroon's economic emergence come 2035 is dependent on the realization of integrated projects. For this, factors of production such as, land have to be mobilized and secured for potential investors.

In this regard, the Programme shall revolve around the following actions:

- the constitution of land reserves;
- the development of State land;
- the modernization of State land management;

Concerning the Programme for the modernization of the land registration system.

The objective is to enhance the management of national State land, surveys and land tenure.

Indicator: Percentage of modernised survey.

Target 5.5%

Programme Strategy

The use of arbitrary coordinates leads to double demarcation and therefore weakens the trustworthiness of the land certificate which is the sole legal guarantor of land ownership in Cameroon. To revert this situation, a reference national geodetic network materialized on the ground has been implemented by the planting of 25 pillars of the foregoing network and 510 pillars of the basic network. Up to 2015, 1530 geodetic network points had been planted, observed, calculated and connected to the General Levelling of Africa; large scale cartographies were designed for 03 (three) towns. Besides, 30 survey plans were drafted. However, the rate of coverage still being very low, it is important to carry on with the densification of this network by planting 18 495 new points to cover the national territory during the upcoming years, while continuing to build the technical capacities of surveys services and implementing the national registration system.

- ✓ La distribution de 1 million 300 mille manuels, notamment les livres de lecture (anglais et français) et de mathématiques pour les classes de **Sil/Class1** et **CP/Class2** pour réduire le ratio de possession du manuel scolaire de **1/12 à 1/3** ou à **1/1**;
- ✓ La formation de **1 224** acteurs de la chaîne de supervision pédagogique sur l'utilisation des manuels scolaires pour l'enseignement de la lecture et des mathématiques à l'école primaire. Cette première phase de la formation vise à terme, le renforcement de capacité de plus de **50 000** enseignants titulaires;
- ✓ La dotation des bibliothèques scolaires en **60 000** livres d'éducation civique et d'éducation à la citoyenneté;
- ✓ l'octroi du paquet minimum à toutes les écoles primaires publiques pour un montant de **2 085 553 000 FCA**;
- ✓ L'octroi des crédits de fonctionnement aux écoles primaires publiques à hauteur de **4 835 204 000 FCFA**;
- ✓ le soutien à l'enseignement privé par l'octroi de la subvention à **6 896** écoles privées, pour un montant de **1 milliard 852 millions 990 mille FCFA**, et l'expérimentation de la contractualisation de l'enseignement privé de base avec **40** écoles pilotes dont **20** écoles primaires. L'atelier de pré-validation prévu en octobre, aura lieu à la fin du mois de novembre et celui de validation des résultats de l'expérimentation à la fin du mois de décembre de l'année en cours;

✦ 2. Support to the schooling of the girl-child

As for the support to the schooling of the girl-child, MINEDUB carried out the following activities:

- ✓ realization of the study on the bottlenecks in favor of the schooling of the girl-child in Education Priority Areas (EPAs);
- ✓ drafting of the communication strategy and the plan of action for the promotion of the schooling of the girl;
- ✓ continuation of awareness campaigns in favor of the schooling of the girl-child;
- ✓ strengthening measures aimed at promoting the schooling of the girl-child and vulnerable children (Baka, Bororo, and Refugees) with UNICEF's support;
- ✓ continuation of the distribution of dry rations while supporting the functioning of school canteens in the North and Far-North Regions with the support of the World Food Program (WFP) and NASCENT SOLUTION in the North-west Region, mainly in the BUI Division;
- ✓ promotion of parents' education at the level of communities;
- ✓ training of teachers and PTAs in cleanliness and sanitation;
- ✓ Strengthening of the alert system in EPAs in view of the fight against early marriages.

✕ 3. Improvement of the Quality of Education in primary schools

As for the Improvement of the Quality of Education in primary schools, emphasis was laid on:

- ✓ the distribution of 1 million and 300 textbooks, namely readers (English and French), and mathematics textbooks for **SIL/Class 1** and **CP/Class 2** so as to bring down the textbook possession ratio from **1/12** to **1/3** or **1/1**.

- ✓ the training of 1224 members of the pedagogic supervision chain for the teaching of reading and mathematics at primary school. That first training session ultimately aims at training more than 50 000 teachers in service;
- ✓ allocation of 60 000 civic and citizenship education textbooks in school libraries;
- ✓ the allocation of the minimum package to all government primary schools to the tune of CFA 2 085 553 000 francs ;
- ✓ the allocation of running budgets to government primary schools to the tune of CFA 4 835 204 000 francs;
- ✓ supporting private education through the allocation of subventions to 6896 private schools to the tune of CFA 1 Billion

800 Million francs and experimenting the contract-based cooperation with private basic education with 40 pilot schools including 20 primary schools. The pre-validation workshop thereof is slated for November and another for the validation in December of this year;

1.1- PROGRAMME 452 : Promotion de l'Emploi Décent :

Dans le cadre de la réalisation du programme de promotion de l'emploi décent, environ 286 368 emplois nouveaux ont été recensés au 31 octobre 2016 sur les 400 000 emplois attendus en 2016. Ceci à travers la mise en œuvre de cinq (05) actions suivantes :

1.1.1- Elaboration des instruments stratégiques de promotion de l'Emploi

Plusieurs études sont en cours d'exécution, notamment l'actualisation et l'évaluation de la Politique Nationale de l'Emploi ; l'actualisation de l'outil de collecte et d'évaluation des emplois générés par le BIP, l'élaboration du volet « Emploi et Formation Professionnelle » du Plan Triennal Spécial-Jeunes, ainsi que les textes régissant l'organisation et le fonctionnement de l'ONEFOP qui ont été révisés et publiés.

1.1.2- Promotion de l'auto-emploi

S'agissant de la promotion de l'auto-emploi, le Projet Intégré d'Appui aux Acteurs du Secteur Informel (PIAASI) a seulement financé 100 microprojets des acteurs repartis en groupes et associations, créant ainsi 400 emplois directs et indirects, en raison des contraintes budgétaires. Le Fonds National de l'Emploi (FNE), quant à lui, a appuyé 24 microprojets et inséré 36 chercheurs d'emploi en emplois indépendants.

1.1.3- Développement de l'insertion professionnelle

Pour développer l'insertion professionnelle, des opportunités d'emploi ont été prospectées auprès des entreprises et des grands projets. Toutefois, la maîtrise de l'offre nationale de l'emploi se heurte très souvent à la réticence de certaines entreprises à communiquer les informations sur la main-d'œuvre employée et à déclarer toute embauche de personnel au sens de la loi, mais surtout du manque de moyens de locomotion pour un meilleur quadrillage du terrain par les services déconcentrés du MINEFOP. En outre, les activités d'assainissement de l'utilisation de la main-d'œuvre expatriée, des activités de placement et de travail temporaire se poursuivent pour promouvoir davantage l'insertion des nationaux dans les grands projets structurants ou d'investissement publics, 63 Entreprises de travail temporaire, 09 offices de placement ont été agréés. 13 Entreprises de travail temporaire et 09 offices de placement ont été suspendus d'activités. Dans ce registre, le FNE a accueilli et orienté 25 811 chercheurs d'emploi et en a inséré 34 313 autres au 30 octobre 2016, malgré les difficultés d'ordre conjoncturel auxquelles il fait face en ce moment.

1.1- PROGRAMME 452: Promotion of Decent Employment:

As part of performance of the programme for promotion of decent employment, about 286 368 new jobs were registered as at 31 October 2016 out of the 400 000 jobs awaited in the year 2016. This was achieved through the implementation of the following 5 (five) actions:

1.1.1- Development of strategic instruments for employment promotion
Several studies are being conducted, notably the update and evaluation of the National Employment Policy ; the update of the tool for collection and evaluation of jobs generated by the PIB, the development of the "Employment and Vocational Training" component of the Special Three-Year Youth Plan, as well as the instruments governing the organization and functioning of ONEFOP (National Observatory of Employment and Vocational Training) which have been revised and published.

1.1.2- Self-employment promotion

As regards self-employment promotion, the Integrated Support Programme for Informal Sector Stakeholders (PIAASI), owing to budgetary constraints, financed only 100 micro-projects for stakeholders divided into groups and associations, thereby creating 400 direct and indirect jobs. Meanwhile, the National Employment Fund (NEF) supported 24 micro-projects and integrated 36 job seekers in self-employment.

1.1.3- Development of vocational integration

To develop vocational integration, job opportunities were explored in companies and major projects. However, it was very often difficult to master national job opportunities not only because of reluctance by some companies to communicate information on the workers employed and to declare any recruitment of staff according to the law, but especially because of the lack of transportation means for better field coverage by MINEFOP's deconcentrated services. In addition, expatriate manpower use clean-up activities, placement and temporary employment activities are underway to further promote the integration of nationals in the major structuring or public investment projects. 63 temporary employment enterprises and 9 placement offices were approved. The activities of 13 temporary employment enterprises and 9 placement offices were suspended. In this connection, the National Employment Fund received and guided 25 811 job seekers and integrated 34 313 others as at 30 October 2016, in spite of the difficult conditions it is currently facing.

1.1.4- Partnership and employment promotion

To promote employment through partnership, awareness-raising meetings involving company heads took place from 14 to 15 June 2016 in Douala in the

I.1.4- Partenariat et promotion des emplois

Pour promouvoir l'emploi à travers le partenariat, des rencontres de sensibilisation des responsables des entreprises ont eu lieu du 14 au 15 juin 2016 à Douala au sein des sociétés : PROMETAL, NEXTELL, PMUC, DANGOTE, ASCOMA, SOGEA-SATOM, SEFECCAM-SIENCAM ; au mois de septembre 2016 dans la Région du Centre concernant les établissements : FABRICATION CAMEROUNAISE DES PARQUETS (FIPCAM), ECAM PLACAGES, SN-COCAM, SOCIETE DE FABRICATION DES METAUX DE CONSTRUCTION (SOFAMAC), GROUPE NOUBRU HOLDING, DINO & FILS et CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED (CCCC). Elles se sont poursuivies les 03 et 04 novembre 2016 dans la Région du Nord pour la SODECOTON, la CICAM, la CIMENCAM et la SABC. Par ailleurs, des conventions de partenariat ont été signées avec la société SUDHEVEA, la MIPROMALO, la CNPS, l'Institut Agricole d'OBALA, l'Ecole d'Agriculture de BINGUELA et avec le MINJEC concernant le programme de développement des incubateurs d'entreprises dans les centres multifonctionnels de promotion des jeunes.

following companies: PROMETAL, NEXTELL, PMUC, DANGOTE, ASCOMA, SOGEA-SATOM, SEFECCAM-SIENCAM ; in the month of September 2016 in the Centre Region involving the following establishments: : "FABRICATION CAMEROUNAISE DES PARQUETS" (FIPCAM), ECAM PLACAGES, SN-COCAM, "SOCIETE DE FABRICATION DES METAUX DE CONSTRUCTION" (SOFAMAC), "GROUPE NOUBRU HOLDING", DINO & FILS and CHINA COMMUNICATIONS CONSTRUCTION COMPANY LIMITED (CCCC). These meetings continued on 3 and 4 November 2016 in the North Region as concerns SODECOTON, CICAM, CIMENCAM and SABC. Moreover, partnership agreements were signed with the company SUDHEVEA, MIPROMALO, NSIF, the Agricultural Institute in OBALA, the School of Agriculture in BINGUELA and with MINJEC concerning the business incubators development programme in the multifunctional youth promotion centres.

À ces titres, un certain nombre de procédures fiscales ont été simplifiées au bénéfice du contribuable. **La télédéclaration jusque-là ouverte exclusivement aux grandes entreprises, a été étendue aux petites et moyennes entreprises.** Son taux de couverture est de 97% au niveau des grandes entreprises, et 60% au niveau des moyennes entreprises. La déclaration pré-remplie a été pour la première fois opérationnalisée dans notre pays, ce qui permet désormais de faciliter à la fois la déclaration et le paiement de certains impôts à l'instar de la taxe foncière.

Je citerais également la **dématérialisation de l'enregistrement de la commande publique et des mutations immobilières**, la mise en place d'un nouveau système d'immatriculation des contribuables appelé « IDU » visant à sécuriser le fichier des contribuables à travers une carte de contribuable biométrique, la consolidation du « mobil-tax », un outil qui permet aux personnes physiques et aux PME de payer leurs impôts en utilisant simplement leur téléphone portable.

Toutes ces innovations ont permis de réduire d'environ 30% le temps moyen consacré par le contribuable à l'accomplissement de ses obligations fiscales. Il faut relever également la décision importante prise par le Gouvernement d'accorder **l'amnistie fiscale à tout contribuable de la taxe foncière ayant, avant la fin de l'année en cours, déclaré et payé sa taxe foncière exigible au titre de l'exercice 2016.**

Nous avons également procédé au toilettage et à la sécurisation du fichier national des contribuables. La réforme menée à cet effet, et qui se poursuit, a permis jusqu'à présent de ne conserver dans le fichier national, que les contribuables actifs, c'est-à-dire, ceux qui déclarent et paient régulièrement leurs impôts. En outre, le fichier est consultable gratuitement sur le site internet de la Direction Générale des Impôts. Cela a eu pour effet, un regain de discipline fiscale de la part des contribuables. L'administration, les entreprises publiques et certaines grandes entreprises privées conditionnent désormais leur collaboration avec d'autres contribuables, par la prise en compte effective de ces derniers, dans le fichier national des contribuables de la DGI. Cette tendance devrait se généraliser au cours des prochaines années, au regard des mesures déjà prises pour accroître la sécurité du fichier.

Under these headings, a number of tax procedures were simplified for the benefit of the taxpayer. **The electronic declaration previously exclusively open only to large companies, was extended to small and medium-sized enterprises.** Its coverage rate is 97% for large companies and 60% for medium-sized enterprises. The pre-filled declaration was for the first time operationalized in our country, which now facilitates both the declaration and the payment of certain taxes like the property tax.

I would also cite the **dematerialization of the registration of public orders and real estate transfers**, the establishment of a new taxpayer registration system called "IDU" aimed at securing the taxpayers' card index through a biometric taxpayer's card, the consolidation of the "mobile-tax", a tool that allows individuals and SMEs to pay their taxes by simply using their mobile phone.

All these innovations have reduced the average time spent by taxpayers in fulfilling their tax obligations by about 30%. We should also note the important decision taken by the Government to grant a **tax amnesty to any taxpayer of the property tax who, before the end of the current year, declares and pays their property tax for the 2016 fiscal year.**

We have also proceeded to the grooming and securing of the national taxpayers card index. The reform carried out for this purpose, and which is still in progress, has so far enabled us to keep in the national records only the active taxpayers, that is to say those who regularly declare and pay their taxes. In addition, the records can be consulted free of charge on the website of the Directorate General of Taxation. This resulted in a renewed fiscal discipline on the part of taxpayers. The administration, public enterprises and some large private companies now condition their collaboration with other taxpayers, by their effective taking into account, in the DGT's national taxpayers' register. This trend is expected to become widespread in the coming years, with regard to the measures already taken to increase the security of the card index.

With regard to import duty, with the agreement of Parliament, with the consent of Parliament, the return to normal taxation of certain basic necessities, notably clinker and rice, which benefited since 2008, from a tax reduction on the customs cordon. **We have also made special provisions to facilitate the removal of goods meant for projects of the PLANUT and 2016 and 2019 AFCONs.** For these goods, **the removal time has been reduced from 16 days to 24 hours.**

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S'agissant de la fiscalité de porte, nous avons procédé avec l'accord du Parlement, au retour à la taxation normale de certains produits de première nécessité, notamment le clinker et le riz, qui avaient bénéficié depuis 2008 d'un allègement d'imposition au cordon douanier. **Nous avons également pris des dispositions particulières pour faciliter l'enlèvement des marchandises destinées** aux projets du PLANUT, et à ceux des CAN 2016 et 2019. Pour ces marchandises, **le délai d'enlèvement est passé de 16 jours à 24 heures.**

Nous avons entrepris de mettre en œuvre le Plan de Modernisation de l'Economie Camerounaise élaboré depuis 2013 à travers le processus de mise à niveau de près de 60 entreprises ainsi que l'amélioration de leurs systèmes de management. Une stratégie nationale des exportations, ainsi que des rapports sur le positionnement stratégique des branches « chimie et agroalimentaire » ont été produits, afin de mieux structurer et doper notre capacité à exporter.

En vue d'améliorer la compétitivité de notre tissu de production, les activités menées ont porté notamment sur :

- l'organisation de deux rencontres thématiques avec le secteur privé, afin d'identifier les mesures de riposte contre toutes les menaces et chocs exogènes auxquels notre économie fait face actuellement ;
- l'octroi des appuis directs pour la mise en place des industries de transformation dans le secteur de l'agroalimentaire ;
- la poursuite du processus de mise à niveau des entreprises. A cet effet, 46 rapports de diagnostic des entreprises sur 60 attendus ont été produits, 23 conventions signées pour la mise en œuvre d'un accompagnement qualité et 09 conventions signées pour la mise en œuvre des plans de mise à niveau ;
- l'acquisition des équipements de transformation et de séchage du bois qui devront être mis à la disposition des groupements d'artisans, à l'utilisation desquels 1751 artisans ont déjà été formés.

Action 3 : Promotion des approches à haute intensité de main-d'œuvre (HIMO) dans les investissements publics.

En vue de favoriser une meilleure appropriation des approches à « Haute Intensité de Main d'œuvre (HIMO) » notamment par les CTD, nous avons en 2016 réalisé des ouvrages démonstratifs dans 09 CTD, et assuré des sessions de formation des PME et BET sur la maîtrise des techniques HIMO. Nous pouvons ainsi noter :

- la poursuite de la réalisation des ouvrages HIMO, suscitant la création des emplois dont 241 à Banwa, 250 à Sangmelima et 100 à Okola ;
- la signature le 21 avril 2016 des Conventions de partenariats avec 09 CTD pour la réalisation des ouvrages démonstratifs.

Action 4 : Pilotage de la mise en œuvre du DSCE.

L'objectif étant d'assurer le suivi de notre stratégie de développement, en 2016 nous avons produit différents rapports de mise en œuvre du DSCE. Au terme des 10 premiers mois de l'année 2016, il s'est agi de :

- la production et la validation du rapport à mi-parcours de la mise en œuvre du DSCE sur la période 2010-2015 ;
- l'élaboration d'un projet de matrice de mesures structurelles avec des actions prioritaires à mettre en œuvre sur la période 2017-2019, afin d'accélérer la réalisation des objectifs du DSCE ;

We strove to implement the Plan for the Modernisation of the Cameroonian Economy elaborated since 2013 through the upgrading of about 60 enterprises as well as the improvement of their management systems. A national export strategy has as well as reports on the strategic positioning of the chemical and agribusiness sub-sectors were produced in a bid to better structure and boost our export capacity.

In order to enhance the competitiveness of our production fabric, the activities carried out particularly focused on:

- the organisation of two thematic meetings with the private sector in order to identify measures to address all the threats and external shocks currently faced by our economy;
- grant of direct support for the setting up of agro-food processing industries;
- pursuit of the upgrading of enterprises. In this respect, 46 enterprise diagnosis reports were produced out of 60 expected; 23 conventions were signed for the implementation of quality supervision and 09 conventions signed for the implementation of upgrading plans;
- acquisition of equipment for wood processing and drying which would be put at the disposal of groups of craftsmen of which 1751 craftsmen have already been trained in the use of such equipment.

Action 3: Promotion of labour-intensive approaches (HIMO) in public investments.

In order to facilitate a better appropriation of the labour-intensive approaches notably by LRAs, we in 2016 carried out demonstration works in 09 LRAs and organised training sessions for SMEs and Engineering Firms on the mastery of labour-intensive techniques. We can thus mention:

- the continuation of realisation of labour-intensive works inciting the creation of 241 jobs in Banwa, 250 jobs in Sangmelima and 100 jobs in Okola;
- the signing on 21 April 2016 of partnership conventions with 09 LRAs for the realisation of demonstration works.

Action 4: Steering the implementation of the GESP.

Since the objective was to monitor our development strategy, in 2016 we produced various GESP implementation reports:

At the end of first 10 months of the year 2016, we had carried out:

- the production and validation of the mid-term review report on GESP implementation over the 2010-2015 period;
- the elaboration of a draft matrix of structural measures with priority actions to be implemented over the 2017-2019 period in order to accelerate the achievement of GESP objectives;
- The elaboration of the report on GESP implementation as at 30 June 2016.

- l'élaboration du rapport de mise en œuvre du DSCE au 30 juin 2016 ;
- la finalisation du rapport d'analyse de la situation du marché du travail suivant la résolution 1 de l'OIT.

- completion of the report on the labour market ^{survey} situational analysis based on Resolution 1 of the ILO.

✕ Pour ce qui est de la production laitière, on note

- L'organisation du premier forum national sur le lait en juin 2016, sous le thème « les enjeux et les défis de la filière laitière ».
- La construction dix-huit (18) centres de collecte de lait en 2016 dans les principaux bassins de production.
- L'équipement de quatre (4) mini laiteries construites à Meiganga, Ngaoundéré, Garoua et Maroua par le Projet d'Amélioration de la Productivité Agricole volet « Appui au développement de la filière laitière » (PAPA/ADFL). Ces mini laiteries d'une capacité de 2000 litres par jour, chacune, vont aider à la transformation du lait cru en lait pasteurisé, yaourt et autres produits laitiers dont le fromage.

En matière de développement de l'alimentation animale :

- La mise à la disposition des stations de Wakwa et Lougguéré des équipements de production du fourrage (sous-soleuses, Giro faucheuses, botteleuse) pour l'intensification de cette production.
- La mise en place de 40 hectares d'espèces améliorées de fourrage à la station de Wakwa;
- la signature avec la FAO du projet sur « L'évaluation et la Gestion efficiente des ressources nationales d'alimentation animale pour une meilleure productivité des élevages » ["TCP/CMR/3601"]. Ce projet a pour objectif d'améliorer la productivité des élevages à travers une gestion efficiente des ressources nationales d'alimentation. Les activités réalisées en 2016 ont porté sur la réalisation d'une évaluation des ressources nationales d'alimentation disponibles.

❖ En matière d'appui-conseil et du renforcement des capacités des acteurs

- Dans la filière apicole, près de 80 acteurs ont été formés sur les techniques de production modernes et le système de contrôle de certification du miel blanc d'Oku;
- la mise en place des comités de concertation dans 40 villages identifiés par le Programme d'Appui à la Sécurisation et la Gestion Intégrée des Ressources Agropastorales (ASGIRAP) dans la partie septentrionale du pays;

For dairy production, we note // In the domain of dairy production, it is worthy to mention:

- The organization of the first national forum on milk in June 2016, under the theme "Stakes and Challenges of the sector".
- Construction of eighteen (18), six (6) milk collection centers in 2016 in the main production basins.
- Equipment of four (4) mini dairies built at Meiganga, Ngaoundere, Garoua and Maroua by the Project of Agricultural Productivity Enhancement, domain of "Support to the development of dairy sector" (PAPA / AFDL). These mini dairies with a capacity of 2,000 liters per day will facilitate the raw milk processing in pasteurized milk, yogurt and other dairy products such as cheese.

In feed development: // In terms of feed production increment

- The availability of fodder production equipment to Wakwa and Lougguere stations (subsoiling plough, roto mowers, and straw trusser) for increasing this production of feed.
- The implementation of 40 hectares of improved fodder species at Wakwa station;
- The signing with the FAO concerning the project on "Evaluation and efficient management of national resources of feed for a better livestock productivity" ["TCP / CMR / 3601"]. This project aims to improve livestock productivity through efficient management of national resources of feed. The activities carried out in 2016 deal with the achievement of an evaluation of the available national resources of feed.
- ❖ Regarding advisory support and capacity building of stakeholders, // In terms of advisory support and capacity building,
 - in beekeeping, about 80 stakeholders were trained on modern production techniques and the certification control system of Oku's white honey produced in Oku
 - making available consultative committees in 40 villages identified by the Program of Support to the Securement and Integrated Management of Agropastoral Resources (ASGIRAP) in the northern part of the country;
- ❖ In terms of rolling stock, the bid to increase intervention concerning the improvement of intervention capacity in mobility equipment, the following acquisitions were carried out: capacity led to the acquisition of the following:
 - Eighty-three (83) and six motorcycles (6) vehicles by the Project LIFIDEP at northwest;
 - Thirty five (35) pick-up off-highway vehicles and 530 motorcycles by ACEFA Program in the whole country;
 - Six (6) vehicles for the achievement of field activities by ASGIRAP Program in the northern part of the country.

❖ S'agissant du renforcement des capacités d'intervention en matériels de mobilité, les acquisitions suivantes ont été effectuées :

- Quatre-vingt-trois (83) motocyclettes et six (06) véhicules par le Projet LIFIDEP au Nord-Ouest ;
- Trente-cinq (35) véhicules pick-up tout-terrain et 530 motocyclettes par le Programme ACEFA sur l'ensemble du territoire ;
- Six (06) véhicules pour la réalisation des activités sur le terrain par le Programme ASGIRAP dans la partie septentrionale.

1.2. DE L'AMELIORATION DE LA COUVERTURE SANITAIRE DES CHEPTELS ET LUTTE CONTRE LES ZOONOSES

Il s'agit de réduire l'impact des ^{zoonoses/maladies} maladies animales et d'améliorer la qualité sanitaire des denrées alimentaires d'origine animale et halieutique.

CONTROL ZOONOSES ↓

This is to ^{mitigate} reduce the impact of ^{zoonoses} animal diseases and ^{to improve} enhance ^{the} health quality of animal and fish feed.

PROGRAMME 2 : Développement de la famille et protection des droits de l'enfant

Objectif : contribuer au développement et au renforcement de la stabilité de la famille.

Indicateur : proportion des familles stabilisées

Valeur de référence : 70% en 2014

Valeur cible : 87,5% en 2017

Stratégie du programme : la famille, cellule de base de la société, constitue un important centre d'intérêt pour l'action des pouvoirs publics. Toutefois, cette institution fait face à de nombreuses difficultés qui menacent sa stabilité, notamment :

- la pauvreté ;
- l'effritement des valeurs morales et socioculturelles ;
- l'insuffisance de l'offre de services sociaux de base pour l'encadrement des familles et des enfants ;
- la persistance des pesanteurs socioculturelles entretenant une socialisation sexiste ;
- l'amplification de nouveaux types de familles ;
- la traite des êtres humains ;
- l'afflux de populations réfugiées suscitant des déplacements internes dans certaines régions qui accentue la vulnérabilité des familles.

En outre, l'influence des réseaux sociaux et des médias réduit la communication au sein des familles et accentue les risques de violences et de conflits.

Les stratégies mises en œuvre dans le cadre de ce programme concernent :

- l'éducation, l'information et la formation des familles et des communautés ;
- la mobilisation des acteurs clés en vue de la participation des communautés au développement ;

PROGRAMME 2 : Family Development and Protection of children's rights

Objective: contribute to the development and strengthening of family stability.

Indicator: proportion of stabilised families

Reference value: 70% in 2014

Target value: 87.5% in 2017

Programme Strategy: As a basic social unit, the family is an important focus of attention for Government's action. Unfortunately, it is subjected to many challenges that threaten its stability, notably:

- poverty ;
- loss of moral and sociocultural values ;
- insufficient offer of basic social services for the support of families and the children;
- persisting socio-cultural barriers that promote sexist socialization;
- the growing number of new types of families;
- trafficking in persons;
- the flux of refugee populations causing internal displacements in some regions, and thus, increasing the vulnerability of families.

Moreover, the influence of social networks and media reduces communication within families and increases the exposure to violence and conflicts.

Strategies implemented within the framework of this programme concern:

- education, information, training of families and communities ;
- mobilization of key actors in a bid to encourage the communities' participation in development;
- psychosocial assistance to persons and families facing violence;
- assistance to poor and needy persons and families;
- holistic management of families and communities in a situation of emergency or humanitarian crisis.

Presentation of actions: this programme will be implemented through the following actions:

- promotion and protection of the family ;
- community mobilisation in favour of healthcare and essential family practices ;
- promotion and protection of children's rights.

- l'accompagnement psychosocial des personnes et des familles aux prises avec les problèmes de violence ;
- ✗ l'assistance aux personnes et aux familles indigentes et nécessiteuses ;
- l'accompagnement holistique des familles et des communautés en situation d'urgence ou de crise humanitaire.

Présentation des actions : la mise en œuvre de ce programme se fait à travers les actions suivantes :

- la promotion et la protection de la famille ;
- la mobilisation des communautés pour la santé et les pratiques familiales essentielles ;
- la promotion et la protection des droits de l'enfant.

Cadre organisationnel de mise en œuvre : le programme Développement de la famille et protection des droits de l'enfant est mis en œuvre par la Direction de la Promotion et de la Protection de la Famille et des Droits de l'Enfant, en collaboration avec les autres administrations, les Collectivités Territoriales Décentralisées, les Partenaires Techniques et Financiers et les Organisations de la Société Civile.

Responsable du programme : le Directeur de la Promotion et de la Protection de la Famille et des Droits de l'Enfant.

PROGRAMME 3 : Appui institutionnel et gouvernance

Objectif : renforcer la gouvernance et les capacités institutionnelles

Indicateur : taux de réalisation des activités budgétisées

Valeur de référence : 89% en 2015

Valeur cible : 95% en 2017

Stratégie du programme : le souci du Gouvernement est de disposer d'un cadre moderne et efficace de promotion de la femme et de la famille. Cette ambition se heurte cependant à certaines difficultés, notamment :

- l'exiguïté des locaux abritant les services du MINPROFF ;
- l'insuffisance et la vétusté des équipements ;
- l'inadaptation des outils de référence stratégiques et programmatiques ;

- absence of a modern System of Information;
- lack of personnel in quality and quantity;
- inadequacy of the Ministry's budget increase with the number of MINPROFF's staff across the nation;
- partial coverage of the national territory by MINPROFF services.

This situation has consequently resulted in the inefficiency of the institutional framework for women's empowerment and the family. MINPROFF will therefore focus all its efforts on improving the institutional framework and solving of the above mentioned problems.

Presentation of actions : the programme Institutional development and Governance has many actions :

- coordination and monitoring of activities of the services ;
- inspection and internal audit;

Organisational framework for implementation: this programme will be implemented by the Department for the Promotion and Protection of the Family and Children's Rights, in collaboration with other administrations, Decentralised Local Authorities, Technical and Financial Partners and Civil Society Organisations.

Programme head : the Director for the Promotion and Protection of the Family and Children's Rights.

PROGRAMME 3 : Institutional support and Governance

Objective : reinforce governance and the institutional capacities

Indicator : execution rate of budgeted activities

Reference value : 89% in 2015

Target value: 95% in 2017

Programme strategy: Government's concern is to have a modern and effective framework for women's empowerment and the family. This ambition is faced with some difficulties, notably:

- the cramped nature of the premises housing MINPROFF's services;
- Insufficiency and depreciation of equipments ;
- inappropriate strategic and programmatic tools;

S'AGISSANT DE LA PROMOTION DE LA CULTURE QUALITE AUPRES DES DIFFERENTS ACTEURS, LA DEUXIEME EDITION DES MASTERS DE LA QUALITE S'EST TENUE AU COURS DU MOIS D'OCTOBRE 2016 AVEC LA PARTICIPATION DE PLUSIEURS ENTREPRISES ET ADMINISTRATIONS PUBLIQUES. L'OBJECTIF DE CES ASSISES ETAIT DE SENSIBILISER LES ENTREPRISES SUR LA NECESSITE D'ADOPTER LA DEMARCHE QUALITE DANS LEUR SYSTEME DE MANAGEMENT, DE PRODUCTION ET DE COMMERCIALISATION EN VUE D'AMELIORER LA COMPETITIVITE DE LEURS PRODUITS SUR LES MARCHES, POUR LA SATISFACTION ET LA SANTE DES CONSOMMATEURS.

PAR AILLEURS, AU COURS DE CETTE MEME ANNEE, L'ENTREE EN VIGUEUR LE 31 AOÛT 2016 DU PROGRAMME D'EVALUATION DE LA CONFORMITE DES MARCHANDISES AVANT EMBARQUEMENT (PECAE) VA BOOSTER CETTE RECHERCHE DE LA COMPETITIVITE DES ENTREPRISES ET DES PRODUITS CONCURRENTS, DANS LE BUT DE MITIGER LES EFFETS PERVERS DE LA MISE EN ŒUVRE DES DISPOSITIONS DE L'ACCORD DE PARTENARIAT ECONOMIQUE ENTRE LE CAMEROUN ET L'UNION EUROPEENNE.

SUR LE PLAN REGIONAL, J'AI PRESIDE LE 23 NOVEMBRE DERNIER, LA 55^{ème} SESSION DU CONSEIL DE L'ORGANISATION AFRICAINE DE NORMALISATION (ARSO) SUR LA THEMATIQUE DE L'AMELIORATION DES DROITS HUMAINS EN GENERAL ET CEUX DE LA FEMME EN PARTICULIER, PAR LE MOYEN DE LA NORMALISATION, L'OCCASION FUT IDOINE POUR DRESSER LES PERSPECTIVES POUR REALISER LA VISION AFRICAINE D'UNE ZONE ECONOMIQUE DYNAMIQUE, DIVERSIFIEE ET COMPETITIVE, RESPECTUEUSE DES DROITS HUMAINS.

E- SUR LA PROMOTION ET LA VALORISATION DES INNOVATIONS TECHNOLOGIQUES.

UN CAHIER DE CHARGES EN VUE DE L'ENREGISTREMENT DU CACAO ROUGE EN INDICATION GÉOGRAPHIQUE A ETE ELABORE. UN PROJET DE DECRET RELATIF AU CONTROLE, A LA TRAÇABILITE ET A LA PROTECTION DES INDICATIONS GEOGRAPHIQUES PROTEGEES DU

CONCERNING THE PROMOTION OF QUALITY CULTURE WITH DIFFERENT PLAYERS, THE SECOND EDITION OF QUALITY MASTERS HELD DURING THE MONTH OF OCTOBER 2016 WITH THE PARTICIPATION OF MANY COMPANIES AND THE GOVERNMENT. THIS EVENT AIMED AT RAISING STAKEHOLDERS' AWARENESS ON THE NEED FOR QUALITY APPROACH IN THEIR MANAGEMENT, PRODUCTION AND MARKETING SYSTEM TO IMPROVE THE COMPETITIVENESS OF THEIR PRODUCTS ON THE MARKET FOR THE SATISFACTION AND SAFETY OF CONSUMERS.

MOREOVER, THE ENTRY INTO FORCE OF THE PRE-SHIPMENT EVALUATION OF CONFORMITY PROGRAM, ON 31 AUGUST, 2016, WILL BOOST BUSINESS COMPETITIVENESS AND COMPETING PRODUCTS IN ORDER TO MITIGATE THE PERVERSE EFFECTS OF THE IMPLEMENTATION OF THE PROVISIONS OF ECONOMIC PARTNERSHIP AGREEMENT BETWEEN CAMEROON AND THE EUROPEAN UNION.

ON THE REGIONAL PLAN, I PRESIDED LAST NOVEMBER, 23, THE 55TH SESSION OF THE COUNCIL OF THE AFRICAN ORGANIZATION FOR STANDARDIZATION (ARSO) ON THE THEME OF THE IMPROVEMENT OF HUMAN RIGHTS IN GENERAL AND THOSE OF WOMEN IN PARTICULAR, THROUGH STANDARDIZATION. IT WAS A SUITABLE OCCASION TO INITIATE DISCUSSIONS ABOUT ACHIEVING THE VISION OF AN AFRICAN DYNAMIC, DIVERSE AND COMPETITIVE ECONOMIC ZONE WHICH RESPECTS HUMAN RIGHTS.

E- THE PROMOTION AND DEVELOPMENT OF TECHNOLOGICAL INNOVATIONS.

A SPECIFICATION FOR THE REGISTRATION OF RED COCOA IN GEOGRAPHICAL INDICATION HAS BEEN ELABORATED. A DRAFT DECREE ON THE CONTROL, THE TRACEABILITY AND THE PROTECTION OF CAMEROON PROTECTED GEOGRAPHICAL INDICATIONS HAS BEEN WORKED OUT. THESE TWO TEXTS WILL CONTRIBUTE TO GIVE MORE VALUE TO THE COMMERCIALIZATION OF LOCAL PRODUCTS LIKE THE WHITE

MINMIDT
CAMEROUN A ETE ELABORE. CES DEUX TEXTES CONTRIBUERONT A DONNER PLUS DE VALEUR A LA COMMERCIALISATION DES PRODUITS DU TERROIR A L'INSTAR DU POIVRE DE PENJA ET DU MIEL D'OKU.

S'AGISSANT DE LA MISE EN ŒUVRE DES PARCS TECHNOLOGIQUES DE REFERENCE (TECHNOPOLES), L'ETUDE D'IMPACT ENVIRONNEMENTAL ET SOCIAL A ETE REALISEE, LA SECURISATION DU SITE SE POURSUIT ET LES ETUDES TECHNIQUES RELATIVES A LA CONSTRUCTION DU TECHNOPOLE AGROINDUSTRIEL SE POURSUIVENT AVEC L'ASSISTANCE DE L'ONUDI. LES CONCLUSIONS DU TRAVAIL DU CONSULTANT INTERNATIONAL COMMIS A CETTE TACHE SERONT SOUMISES AU GOUVERNEMENT DANS LES PROCHAINS JOURS.

EN RAPPORT AVEC LA PROMOTION DES TECHNOLOGIES ET L'APPUI AU PROTOTYPAGE, DEUX CONVENTIONS ONT ETE SIGNEES ET DES EQUIPEMENTS ONT ETE ACQUIS EN VUE DE L'INSTALLATION DE DEUX NOUVEAUX CENTRES D'APPUI A LA TECHNOLOGIE ET A L'INNOVATION DANS LES UNIVERSITES DE DSCHANG ET DE NGAOUNDERE. CECI CONTRIBUERA A L'AMELIORATION DES INNOVATIONS TECHNOLOGIQUES EN MILIEU UNIVERSITAIRE.

MINMIDT
PEPPER OF PENJA.

CONCERNING THE IMPLEMENTATION OF REFERENCE TECHNOLOGY PARKS (TECHNOPOLES), THE ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT HAS BEEN ACHIEVED, THE SAFEGUARDING OF THE SITE IS CONTINUING AS TECHNICAL STUDIES ON THE CONSTRUCTION OF THE AGRO INDUSTRIAL TECHNOLOGY PARK WITH THE SUPPORT OF UNIDO. THE CONCLUSIONS OF THE WORK OF THE INTERNATIONAL CONSULTANT ASSIGNED TO THIS TASK WILL BE SUBMITTED TO THE GOVERNMENT IN THE COMING DAYS.

AS CONCERNS THE PROMOTION OF TECHNOLOGIES AND SUPPORT FOR PROTOTYPING, TWO AGREEMENTS HAVE BEEN SIGNED AND EQUIPMENT HAVE BEEN ACQUIRED FOR THE ESTABLISHMENT OF TWO NEW SUPPORT CENTRES FOR TECHNOLOGY AND INNOVATION IN THE UNIVERSITIES OF DSCHANG AND NGAOUNDERE. THIS WILL CONTRIBUTE TO THE IMPROVEMENT OF TECHNOLOGICAL INNOVATION IN THE ACADEMIC ENVIRONMENT.

I. BILAN DES ACTIVITES DE L'ANNEE 2016

Les activités du Ministère des transports pour l'exercice 2016 ont été marquées, entre autres, par la poursuite du redressement de CAMAIR-Co, conformément aux hautes instructions du Président de la République, et en perspective des Coupes d'Afrique des Nations 2016 et 2019, la mise en place d'un système de transports urbains de masse dans la ville de Yaoundé en relation avec la Communauté Urbaine, la sécurisation des différents modes de transport dans un contexte de crise sécuritaire au niveau des frontières du pays et la fourniture des informations météorologiques.

Notre Feuille de route pour l'exercice 2016 a consigné cinq (05) actions relevant de la compétence directe du Ministère des Transports et sept (07) autres actions relevant de la compétence des sociétés placées sous tutelle, qui assurent une part importante de nos missions. Nous avons choisi de rendre contraignantes ces actions, qui relèvent pour la plupart, du sous-secteur aérien et du suivi des contrats de concession, en les inscrivant sur la feuille de route, compte tenu de leur importance pour l'action gouvernementale. A date, le niveau de mise en œuvre des actions inscrites sur cette Feuille de route est globalement satisfaisant, avec un taux de réalisation estimé à 85%.

Avant de décliner les détails de la mise en œuvre des activités du Ministère des Transports pour le compte de l'exercice 2016, je voudrais vous indiquer que les développements sur le bilan des activités qui vont suivre donneront certainement suite aux préoccupations relevées par les Honorables Membres du Parlement au cours du passage du Ministère des Transports en 2015, et qui portaient sur la qualité des services de CAMAIR-Co et la vétusté des infrastructures ferroviaires.

- Madame la Présidente,
- Honorables Députés, Membres de la Commission des Finances et du Budget

Je vous invite, à présent, à apprécier le niveau et la qualité de l'exécution de l'enveloppe budgétaire du Ministère des Transports au terme de l'exercice 2016 par programme et par sous secteur.

1. REVIEW OF ACTIVITIES FOR THE YEAR 2016

The activities of the Ministry of Transport for the 2016 financial year were marked inter alia by the restructuring of CAMAIR-Co, in compliance with the instructions of the President of the Republic and in the run-up to African Cups of Nations in 2016 and 2019, the setting-up of an urban public transportation system in Yaoundé with the City Council, securing the various modes of transport within a context of security crisis at the borders and providing meteorological information.

Our roadmap for 2016 includes five (5) actions under the direct responsibility of the Ministry of Transport and seven (7) others under the responsibility of supervised companies which carry out most of our missions. We decided to make these actions which are mostly of the air sub-sector and the follow-up of concession agreements binding, given their importance for government action. To date, the status of implementation of the actions contained in this roadmap is estimated at 85%.

Before providing the details of the implementation of the Ministry of Transport's activities for 2016, I would like to indicate that the developments in the review of the activities that shall follow shall obviously allay the concerns raised by the Honourable Members of Parliament in 2015, and which bore on the quality of CAMAIR-Co's services and the dilapidated rail infrastructure.

- Madam Chair,
- Honourable Members of Parliament, members of the Finance and Budget Committee,

I now invite you to appreciate the status and quality of execution of the 2016 budget of the Ministry of Transport per programme and sub-sector.

1- PRESENTATION OF THE REVIEW OF ACTIVITIES PER PROGRAMME AND SUB-SECTOR

1. Programme 607 : Développement et Réhabilitation des Infrastructures de Transport

Les activités menées dans le cadre de ce programme se déclinent par sous-secteur ainsi qu'il suit :

1.1. Dans le sous-secteur aérien

Le Président de la République ayant pris l'option résolue de tout mettre en œuvre pour redresser durablement CAMAIR-Co, le Ministère des Transports, sous la forte impulsion du Chef du Gouvernement, a mis en œuvre des actions énergiques et soutenues en vue dudit redressement.

C'est dans cette optique qu'un contrat a été signé avec BOEING le 16 décembre 2015, pour la réalisation d'un audit et la réalisation du plan de redressement de CAMAIR-Co. La firme américaine a rendu son rapport d'audit définitif, à la suite du pré-rapport approuvé par le Gouvernement le 14 juin 2016.

Ledit plan a été validé par le Chef de l'Etat le 26 juillet 2016 et préconise :

- la restructuration de la dette de la compagnie ;
- une injection par l'Etat d'un fonds de stabilisation de 60 milliards de Francs CFA ;
- l'accompagnement par BOEING, pour la mise en œuvre du plan ainsi élaboré pendant une période dix-huit(18) mois éventuellement renouvelables.

1. Programme 607: Development and rehabilitation of transport infrastructures

The activities carried-out within the framework of this programme are classified per sub-sector as follows:

1.1. In the air sub-sector

The President of the Republic having resolved to do all possible to sustainably restructure CAMAIR-Co, the Ministry of Transport, under

strong government leadership, has implemented vigorous and sustained actions in view of this restructuring.

It is as such that a contract was signed on December 16, 2015, to carry out this audit and implement the restructuring plan for CAMAIR-Co. The American company has submitted its final audit report after the pre-report approved by the Government on June 14, 2016 for a total estimated cost of close to 60 billion CFA Francs.

This plan, approved by the Head of State on July 26, 2016, prescribes as follows:

- Restructuring the company's debt;
- Investment of 60 billion CFA Francs stabilization fund by the State;
- BOEING's support in the implementation of the approved plan for a period of eighteen (18) months, eventually renewable.

- Le plateau technique des formations sanitaires situées sur certains axes routiers très accidentogènes a été renforcé pour améliorer la prise en charge des accidentés de la voie publique, et les riverains ont reçu une formation sur les gestes de premiers secours aux accidentés.
- Le Cameroun s'est doté de trois nouvelles formations sanitaires de référence : l'Hôpital Gynéco-obstétrique et Pédiatrique de Douala, le Centre National des Urgences de Yaoundé et l'Hôpital de Référence de Sangmélima ;
- De 2013 à 2015, 202 CSI/CMA et 90 forages ont été construits tandis que 131 formations sanitaires ont été réhabilitées. En outre, 526 formations sanitaires ont bénéficié d'équipements médicaux et 16 autres d'énergie solaire. Par ailleurs 10 écoles de formation ont été construites ou réhabilitées ;
- La convention de financement du projet de construction et d'équipement de l'Hôpital de Référence de Garoua a été signée et le processus de recrutement du Bureau d'étude chargé de la maîtrise d'œuvre achevé ;
- 144 Districts de Santé sur 189 ont pu disposer de plus de 50% des ressources humaines nécessaires ;
- Un Plan de Développement des Ressources Humaines (PDRH) a été élaboré et montre les gaps à combler notamment (1000 sages-femmes, 850 médecins généralistes et 450 médecins spécialistes). C'est un document de plaidoyer pour nos besoins de recrutement ;
- L'engagement effectif d'une approche de fidélisation de 229 personnels dans les zones d'accès difficile qui a contribué à l'amélioration du ratio en personnels de santé à travers le C2D ;
- De 2013 à 2015, 3 013 personnels de santé ont été recrutés, alors que 2 841 ont pris leur retraite, soit un renforcement de +6% ;

2.2.4 Gouvernance et amélioration des conditions de travail

L'objectif visé était d'améliorer la coordination des services et d'assurer la bonne mise en œuvre des programmes, le focus étant d'améliorer l'indice de satisfaction de l'utilisateur. Le financement consacré à cette opération sur la période 2013-2015 s'élève à FCFA 82 603 080 580. Les activités majeures ci-après ont contribué à l'atteinte de cet objectif :

- La valeur des stocks saisis et détruits de médicaments de la rue est passée de 229 632 004 à 707 222 736 FCFA, de 2013 à 2015.
- Entre 2013 et 2015 mon Département ministériel, avec l'appui de la Banque mondiale et de la CONAC, a engagé deux approches. Le PBF ou Financement Basé sur la Performance, et les Initiatives à Résultats Rapides (IRR) de lutte contre la corruption. Cela a permis une gestion plus rigoureuse et participative des hôpitaux ciblés, la progression des recettes, du taux de fréquentation et de la qualité des soins. Cette approche nouvelle a été reconnue par la Banque Mondiale qui a décerné à notre pays le Prix d'Excellence du Vice-Président de la Banque Mondiale en charge de l'Afrique. Ce Prix au Secteur santé, le 2^e en moins de quatre ans, est

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- une des plus grandes distinctions que la Banque Mondiale décerne à un nombre limité de Projets ou Programmes qu'elle soutient au terme d'un processus de sélection particulièrement rigoureux.
- Les travaux de construction de l'Immeuble LANACOME et des bâtiments devant abriter le Laboratoire National de Santé Publique ont été lancés en vue de l'amélioration du cadre de travail et renforcer le leadership du Cameroun dans ce secteur.

- The technical platform of some health facilities located alongside high risk accident roads was enhanced to improve the management road traffic accidents, and residents were trained on the first aid actions to the injured.
- Cameroon was endowed with three new referral hospitals: the Douala Gynaeco-obstetric and Paediatric Hospital, the Yaounde National Emergency Centre, and the Sangmelima referral Hospital.
- From 2013 to 2015, 202 IHCs/MHCs and 90 boreholes were constructed while 131 health facilities were rehabilitated. In addition, 526 health facilities received medical equipment and 16 others solar energy. Moreover, 10 training schools were constructed or rehabilitated;
- The financing agreement of the construction and equipment project of the Garoua Referral Hospital was signed and the recruitment process of the consultancy firm in charge of the project management completed.
- 144 Health Districts out of 189 had more than 50% of the required staff.
- A Human Resource Development Plan (HRDP) was developed and has identified gaps to be filled notably 1000 midwives, 850 general practitioners and 450 specialists. This is an advocacy document for our recruitment needs;
- The effective commitment of a retention approach of 229 personnel in remote areas contributed to the improvement in the ratio of health personnel through the C2D;
- From 2013 to 2015, 3,013 health personnel were recruited, while 2,841 went on retirement, representing a +6% staff strengthening;

2.2.4 Governance and better working conditions

The objective was to improve service coordination and to ensure the proper implementation of the programmes, focusing on the improvement of the user satisfaction index. Funding for this operation over the 2013-2015 period is FCFA 82,603,080,580. The following major activities contributed in achieving this objective:

- The value of seized and destroyed stocks of street drugs increased from FCFA 229,632,004 to 707,222,736, from 2013 to 2015.
- Between 2013 and 2015, with the support of the World Bank my ministry used two approaches: The PBF or Performance Based Financing, and the Rapid-Result Initiatives (RRIs) in the fight against corruption. This enabled a more rigorous and participatory management of targeted hospitals, the increase of revenue, attendance rate and quality of care. This new approach was recognized by the World Bank which awarded our country the Award of Excellence of the World Bank's Vice President in charge of Africa. This award to the Health Sector, the second in less than four years, is one of the greatest distinctions awarded by the World Bank, through a particularly rigorous selection process, to a limited number of Projects or Programmes that it supports.
- Construction works of the LANACOME building and the buildings to house the National Public

Health Laboratory have been launched with a view to improve the working environment and strengthen Cameroon's leadership in this area.

En ce qui concerne spécifiquement les marchés relatifs au Plan d'Urgence Triennal pour l'Accélération de la Croissance Economique, le taux global d'exécution physique se situe à **60%** au 30 octobre 2017, pour les 107 projets donc l'exécution physique a débuté au 1^{er} semestre de cette année.

Concernant l'action « Renforcement du contrôle de l'exécution des marchés publics », en 2016, le MINMAP a contrôlé la quasi-totalité des marchés passés au cours de cet exercice.

A cela, il faut ajouter les marchés d'infrastructures pluriannuels tels que ceux des grands projets structurants barrages de Mekin, Memve'ele, Lom Pangar dont la réception a déjà été effectuée. A ces réalisations s'ajoutent les entrées Est et Ouest de la ville de Douala, les autoroutes Yaoundé-Douala, Yaoundé-Nsimalen ainsi que le second pont sur le Wouri.

Ainsi, au cours des deux premiers exercices du triennat 2016-2018, plus de 6000 décomptes ont été examinés et des redressements financiers ont été effectués à hauteur de 21 milliard de FCFA. S'agissant de l'exercice 2017, à ce jour, 3099 décomptes ont été traités.

Enfin, dans le cadre de la mise en œuvre du **programme 717 « Gouvernance et appui institutionnel au sous-secteur des marchés publics »**, les actions du ministère ont notamment porté sur :

- le renforcement de la lutte contre la fraude et la corruption dans les marchés publics à travers l'intensification des activités de la Cellule dédiée qui a procédé systématiquement à des investigations à la suite des dénonciations écrites ou orales des mauvaises pratiques aussi bien au niveau de la passation que dans la phase d'exécution physique des marchés publics ;
- les sanctions à l'encontre des auteurs de mauvaises pratiques dans le secteur des marchés publics. Les statistiques y relatives indiquent que **trois (03) personnes physiques et quatre-vingt-huit (88) entreprises** ont écopé des sanctions allant jusqu'à la radiation et à l'exclusion du processus des marchés publics. En outre, **environ 300 entreprises** ont fait, courant 2017, l'objet d'avertissement

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As concerns contracts related specifically to the Three-year Emergency Investment Plan for the Acceleration of Economic Growth, the overall physical execution rate stands at **60%** as at the 30 of October 2017, for the 107 projects whose physical execution started in the first semester of this year.

Within the purview of the action on the "Strengthening of the control of the execution of public contracts", in 2016, MINMAP controlled almost all contracts awarded during this financial year.

To these achievements must be added the multi-year infrastructure contracts such as those of major structural projects Mekin dams, Memve'ele, Lom Pangar whose reception has already been done. To these achievements should be added the East and West entries of the city of Douala, the Yaounde-Douala, Yaounde-Nsimalen motorways as well as the second bridge over the Wouri.

Thus, during the first two years of the 2016-2018 three-year plan, more than 6,000 payment documents were examined and financial adjustments to the tune of 21 billion were made. For the 2017 financial year, till date, 3,099 instalmental payment have been processed.

Finally, as part of the implementation of **Program 717 "Governance and Institutional Support to the Sub-Sector of public contracts"**, the actions of the Ministry include:

- Strengthening the fight against fraud and corruption in public contracts through the intensification of activities of the Unit concerned, which has systematically investigated cases following written or oral denunciations of bad practices at the level of the award or physical execution phase of public contracts;
- sanctions against the perpetrators of bad practices in the sector of public contracts. Statistics on the matter show that **three (03) natural persons and eighty-eight (88) companies** received penalties ranging from suspension to expulsion from the public contracts process. In addition, **about 300 companies** have been subject to warning in 2017 forcing them to complete the sites threatened with abandonment, due to their responsibility.
- Continue to popularize the online contracts award system by training stakeholders in the system to use the said technical platform. Up to date, the stakeholders of the Centre, South, West and Adamawa regions have already been trained. The training in other regions shall follow in accordance with the related schedule.

visant à les contraindre à achever les chantiers menacés d'abandon du fait de leur responsabilité ;

- la poursuite de la vulgarisation du système de passation des marchés en ligne par la formation des acteurs du système à l'utilisation de la plateforme technique dédiée. A ce jour, les acteurs des régions du Centre, du Littoral, du Sud, de l'Ouest, de l'Est et de l'Adamaoua sont déjà formés. Les autres régions suivront conformément au Calendrier de formation y afférent.
- La publication systématique en ligne des avis d'appel d'offres des marchés relevant des commissions centrales avec possibilité de téléchargement des dossiers d'appels d'offres (DAO) à travers les sites: **www.marchespublics.cm** et **www.publiccontracts.cm** ;
- la finalisation du cadre normatif devant régir la passation en ligne des marchés publics ;
- la coordination et le suivi des activités des services qui a conduit au renforcement de la cartographie des commissions avec la création de **vingt-quatre (24)** nouvelles commissions internes de passation des marchés publics ;
- la poursuite du renforcement des capacités des acteurs à travers l'organisation des séminaires de formation et d'information ;
- l'amélioration de la qualité des travaux du Comité d'Examen des Recours et Différends (CERD) qui s'illustre par une meilleure traçabilité des dossiers enregistrés, un taux de contestation à la baisse et un faible volume de recours et contentieux ;
- la poursuite de l'amélioration du cadre de travail du personnel à travers le lancement de la deuxième phase des travaux de construction des bâtiments devant abriter certains services déconcentrés des régions du Littoral, de l'Adamaoua, du Sud, du Nord et du Nord-Ouest.

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- Systematically publish online tender notices from the Central Tenders Boards with the possibility of downloading Tender Files (TF) through the following websites: **www.marchespublics.cm** and **www.publiccontracts.cm**;
- finalizing the normative framework to govern the online award of public contracts;
- the coordination and monitoring of activities of the services which led to the strengthening of the mapping out of Tenders

Boards with the creation of **twenty-four (24)** new internal Tenders Boards;

- continue capacity building of stakeholders through the organization of training and information seminars;
- improving on the quality of deliberations of the Complaints and Litigation Review Committee (CERD) through improved traceability of files recorded, a lower challenge rate and a low level of appeal and litigation.
- Continue to improve on the working environment of staff through the launching of the second phase of the construction works for the buildings to host some external services notably in the Littoral, Adamawa, South, East, West and North West regions.

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2-1. ELEMENTS DE CONTEXTE –

Au cours des deux premières années du triennat 2016-2018, les programmes de mon Département ministériel ont été mis en œuvre dans un contexte socio-économique national marqué par : (i) la compression des effectifs au sein des entreprises ; (ii) la signature d'un accord de prêt budgétaire avec le Fonds Monétaire

International (FMI) ; (iii) le développement des infrastructures et la modernisation de l'appareil de production ; (iv) la poursuite de l'exécution des grands chantiers structurants industriels et miniers ; (v) la signature d'importants textes visant le renforcement de la sécurité sociale des travailleurs ; (vi) la mise en place du Comité interministériel chargé de l'implémentation de la Couverture Santé Universelle (CSU) ; (vii) La poursuite des opérations d'immatriculation des assurés volontaires ; (viii) l'implémentation de la nouvelle Inspection du Travail à travers l'intensification des visites de contrôle en entreprises ; (ix) le lancement effectif du processus d'assainissement du fichier syndical ; (x) la signature de la Décision n°004/MINTSS/SG/DRP du 13 janvier 2016 fixant la date du déroulement des élections des délégués du personnel d'une part, et portant organisation de la campagne électorale.

2-2. BILAN STRATEGIQUE AU COURS DES DEUX PREMIERES ANNEES DU TRIENNAT 2016 – 2018 EN COURS ET PERSPECTIVES

Le sous-secteur Travail et Sécurité Sociale s'est attelé à mettre en œuvre de manière optimale ses trois (03) programmes qui lui sont rattachés.

Pour l'année 2016, et sur la base de l'enveloppe allouée au MINTSS, soit 4 milliards 427 millions de F CFA dont 4 milliards 27 millions en fonctionnement et 400 millions en investissement, le Ministère du Travail et de la Sécurité Sociale a planifié et réalisé par programme, les activités suivantes ont été réalisées :

Dans le programme 1 axé sur la **Promotion de la sécurité sociale pour le plus grand nombre** : (i) la tenue à Yaoundé du premier Forum International sur la Retraite en zone de la Conférence Inter-africaine de Prévoyance Sociale (CIPRES) qui a permis de mener une réflexion sur la pérennité de la branche des pensions ; (ii) l'exécution de la première phase d'évaluation des Commissions Régionales du Contentieux de la Prévoyance Sociale par celles de l'Extrême-Nord, du Centre, du Nord, du Sud et du Sud-ouest, en vue de faire l'état des lieux du fonctionnement desdites instances ; (iii) l'immatriculation conduite par la CNPS qui a permis l'enregistrement de 36 mille 177 nouveaux assurés volontaires, ce qui a porté leur nombre total à 127 mille 653. Le fichier des employés a connu pour sa part, 57 mille 616 nouvelles immatriculations. Quant au fichier des employeurs, il compte 43 mille 460 immatriculés.

2-1. BACKGROUND

During the first two years of the 2016-2018 triennium, the programmes of my Ministry were implemented within a national socioeconomic context marked by: (i) Workforce reduction within enterprises; (ii) the signing of a budgetary loan agreement with the International Monetary Fund (IMF); (iii) the infrastructure development and modernization of the production apparatus; (iv) continued execution of major industrial and mining structural projects; (v) the signing of important texts aimed at strengthening the social security of workers; (vi) the putting in place of the Inter-ministerial Committee for the Implementation of the Universal Health Coverage (UHC); (vii) continuing with the registration process of insured persons; (viii) the implementation of the new Labour Inspectorate through the intensification of inspection visits to companies; (ix) the effective launching of the streamlining process of the union file; (x) the signing of Decision No. 004 / MINTSS / SG / DRP of 13 January 2016 setting the date for the elections of staff representatives on the one hand, and on the organization of the electoral campaign.

2-2. STRATEGIC BALANCE SHEET DURING THE FIRST TWO YEARS OF THE ONGOING 2016-2018 TRIENNIUM AND OUTLOOK

The Labour and Social Security (sub-sector) has been working to implement optimally its three (03) programmes that are attached to it.

For the year 2016, and based on the budget allocated to the MINTSS, that is CFA 4 billion 427 million of which CFA 4 billion 27 million as operating budget and 400 million in investment the Ministry of Labour and Social Security has planned and carried out per programme, the following activities:

As part of Programme 1 on the Promotion of Social Security, for a larger population: (i) the holding in Yaoundé of the first International Forum on Retirement in the Inter-African Conference on Social Security (CIPRES), which made it possible to reflect on the sustainability of the pension branch; (ii) the execution of the first evaluation phase of the Regional Commissions for Social Insurance Litigations by those of the Far North, Center, North, South and South-West, with a view to assessing the functioning of the said bodies; (iii) the registration carried out by the NSIF which enabled the registration of 36 thousands 177 new voluntary insured persons, bringing their total number to 127 thousands

653. The workers' file in turn witnessed 57 thousands 616 new registrations. As concerns the employers' registration file, 43 thousands 460 persons were registered.

S'agissant du Compte d'Affectation Spéciale, le MINTOUL a réalisé les activités relatives à la promotion du tourisme interne, la promotion du tourisme récepteur à travers notre participation aux salons et foires organisés à l'étranger ainsi que la promotion des loisirs sains et éducatifs.

II. BILAN STRATEGIQUE ET PERSPECTIVES

II.1 Faits majeurs ou éléments du cadre juridique et réglementaires qui ont influencé négativement la mise en œuvre des programmes

Au cours des exercices 2016-2017, Le secteur du tourisme a continué à faire face aux effets négatifs des agissements de la secte Boko Haram dans la région de l'Extrême-Nord.

C'est le lieu de rappeler que pour les impératifs de réalisation optimale des objectifs assignés à mon Département Ministériel et au-delà, du développement effectif du tourisme camerounais en rapport avec les potentialités unanimement reconnues à notre pays, il importe de doter ce département d'outils et de moyens adéquats, notamment :

- + un Office National du Tourisme chargé de la promotion de la destination Cameroun ;
- un Budget d'Investissement à la hauteur des ambitions du secteur Tourisme et des Loisirs identifié comme compétitif parce que porteur de croissance.

Par ailleurs, comme j'ai eu à le rappeler plus haut, la performance de mon département ministériel a été plombée par la non mobilisation effective de dix milliards de Francs CFA prévus dans le cadre du Financement Extérieur (FINEX) pour la réalisation des projets CAN 2019.

* II.2 Rapprochement entre la performance technique planifiée des programmes et celles effectivement obtenues

Dans le domaine du tourisme et des loisirs, au terme de la décennie 2010-2020, le DSCE préconise de :

- doubler l'effectif annuel des touristes en provenance de l'extérieur ;
- renforcer le dispositif institutionnel de promotion du tourisme ;
- identifier et retenir un nombre restreint des sites touristiques à fort potentiel de développement puis construire autour de ceux-ci des produits touristiques intégrés ;

Concerning the Special Purpose Account, MINTOUL carried out activities relating to the promotion of domestic tourism, the promotion of inbound tourism as well as the promotion of sound and educational leisure.

II. STRATEGIC BALANCE SHEET AND PROSPECTS

II.1 Major Facts or Elements of the Legal and Regulatory Framework which have influenced the Implementation of Programmes in a Negative Manner :

During the 2016-2017 financial years, the tourism sector was confronted with negative effects of the activities of the Boko Haram Sect in the Far North Region.

It is worth mentioning that it is important to give this department adequate tools and means in order to fulfill the requirements needed to achieve the objectives assigned to my ministry and beyond that in order to achieve Cameroon's tourism development against the backdrop of the potential unanimously recognized in our country. Adequate tools include :

- A national office of tourism in charge of promoting the Cameroon destination
- An investment budget which is up to the ambitions of the tourism and leisure sector which has been identified as a competitive sector since it is a growth-bearing sector.

Besides, as I have recalled above, the smooth performance of my ministry was hindered by the fact that FCFA ten thousand million needed for the funding of 2019 AFCON were not raised. This amount features under External Funding (FINEX).

II.3 Relationship between Planned Technical Performance of Programmes and Actually Achieved Performance.

Concerning the GESP objectives, MINTOUL scored the following results:

- On the basis of a target of one million international tourists each year by 2020, nearly 985, 000 tourists were welcomed in Cameroon in 2016. Current estimates predict the arrival of around 900, 000 tourists by 2017;
- (Physical balance sheet including weighted calculation to be added by the Department of General Affairs (DAG).)

- stimuler l'investissement touristique par des mesures incitatives appropriées ;
- dégager les ressources budgétaires étatiques conséquentes ;

Relativement à ces objectifs, le MINTOUL a enregistré les résultats ci-après :

- lors des deux premières années du triennat 2016-2018, notre pays a accueilli en moyenne 900 000 touristes par an soit les 9/10ème des résultats attendus en 2020 ;
- Le dispositif institutionnel a été renforcé par l'opérationnalisation des Bureaux d'Information Touristiques à l'étranger, la promulgation de la loi n°2016/006 du 18 avril 2016 régissant l'activité touristique et de loisirs ainsi que la création que quelques offices communaux. Toutefois, la création d'un Office National du Tourisme reste souhaitée ;
- En 2013, notre Pays s'est doté de la loi n°2013/004 du 18 avril 2013 fixant les incitations à l'investissement privé. Ce dispositif mériterait d'être renforcé par des incitations spécifiques comme le prévoit la Loi régissant l'activité touristique et des loisirs au Cameroun en son article 27. Un tel renforcement accroîtrait assurément l'intérêt et l'implication des promoteurs privés dans le développement des infrastructures touristiques et hôtelières, ce qui constitue un atout dans le cadre de la CAN 2019.

X TOUT CECI NE POURRA PRENDRE CORPS QU'AVEC UNE MISE À DISPOSITION IDOINE DES RESSOURCES DISPONIBLES, ASSURÉE PAR LE PROGRAMME SUPPORT.

POUR ATTEINDRE L'OBJECTIF VISÉ, TROIS (03) PROGRAMMES SONT MIS EN ŒUVRE, À SAVOIR :

- DEUX (02) PROGRAMMES ^{de} OPÉRATIONNELS RESPECTIVEMENT INTITULÉS « AMÉLIORATION DE LA GESTION DES RESSOURCES HUMAINES DE L'ÉTAT » ET « APPROFONDISSEMENT DE LA RÉFORME ADMINISTRATIVE »;
- ET UN PROGRAMME SUPPORT DÉNOMMÉ « GOUVERNANCE ET APPUI INSTITUTIONNEL ».

CHACUN DE CES PROGRAMMES EST ADOSSÉ SUR UNE STRATÉGIE PRÉCISE, TELLE QUE DÉCLINÉE DANS L'AVANT-PROJET DE PERFORMANCE DES ADMINISTRATIONS (PPA) 2018 DU MINFOPRA.

LE PROGRAMME 616 « AMÉLIORATION DE LA GESTION DES RESSOURCES HUMAINES DE L'ÉTAT » VISE À OPTIMISER LA GESTION DES RESSOURCES HUMAINES DE L'ÉTAT. IL A POUR INDICATEUR LE NOMBRE D'ADMINISTRATIONS DISPOSANT ET UTILISANT LES OUTILS DE GESTION DES RESSOURCES HUMAINES DE L'ÉTAT, ET SE DÉPLOIE À TRAVERS QUATRE (04) ACTIONS, À SAVOIR: LA RATIONALISATION DE LA GESTION DES EFFECTIFS DES PERSONNELS DE L'ÉTAT, LE RENOUVELLEMENT ET LE RENFORCEMENT DES CAPACITÉS DES RESSOURCES HUMAINES DES ADMINISTRATIONS, LA MODERNISATION DE LA GESTION DES CARRIÈRES ET L'AMÉLIORATION DE LA GESTION DES DOSSIERS DISCIPLINAIRES.

X LE PROGRAMME 617 « APPROFONDISSEMENT DE LA RÉFORME ADMINISTRATIVE » DONT L'OBJECTIF EST DE CONTRIBUER À ACCROÎTRE LA PERFORMANCE DES SERVICES PUBLICS, A POUR INDICATEUR, LE NIVEAU D'IMPLÉMENTATION DE LA RÉFORME ADMINISTRATIVE. CE PROGRAMME S'ARTICULE AUTOUR DES TROIS (03) ACTIONS SUIVANTES: LA RATIONALISATION DE L'ORGANISATION ET DES MÉTHODES DE TRAVAIL DES SERVICES PUBLICS, LA CONDUITE DES RÉFORMES DANS L'ADMINISTRATION PUBLIQUE CAMEROUNAISE ET LA FACILITATION DE L'APPROPRIATION ET DE L'IMPLÉMENTATION DES OUTILS ET PROJETS DE RÉFORMES ADMINISTRATIVES.

X ALL OF THIS CAN ONLY BE POSSIBLE WITH THE AVAILABILITY OF APPROPRIATE RESOURCES THAT IS MANAGED BY THE SUPPORT PROGRAMME.

IN ORDER TO ATTAIN THE SET OBJECTIVE, THE FOLLOWING THREE PROGRAMMES ARE IMPLEMENTED:

- TWO OPERATIONAL PROGRAMMES, ENTITLED "IMPROVING THE MANAGEMENT OF STATE HUMAN RESOURCES" AND "ENTRENCHING ADMINISTRATIVE REFORM" RESPECTIVELY; AND
- A SUPPORT PROGRAMME KNOWN AS "GOVERNANCE AND INSTITUTIONAL SUPPORT".

EACH OF THESE PROGRAMMES IS BACKED BY A SPECIFIC STRATEGY, AS SPELLED OUT IN THE MINFOPRA'S 2018 DRAFT GOVERNMENT SERVICE PERFORMANCE (PPA).

PROGRAMME 616 "IMPROVING THE MANAGEMENT OF STATE HUMAN RESOURCES" AIMS TO OPTIMISE THE MANAGEMENT OF THE STATE HUMAN RESOURCES. ITS INDICATOR IS THE NUMBER OF GOVERNMENT SERVICES HAVING AND USING HUMAN RESOURCES MANAGEMENT TOOLS, AND IT IS RENDERED OPERATIONAL THROUGH THE FOLLOWING FOUR ACTIONS: STREAMLINING THE MANAGEMENT OF THE STATE STAFF STRENGTH; RENEWING AND BUILDING THE HUMAN-RESOURCE CAPACITIES OF GOVERNMENT SERVICES; MODERNIZING CAREER MANAGEMENT AND IMPROVING THE MANAGEMENT OF DISCIPLINARY FILES.

PROGRAMME 617 "ENTRENCHING ADMINISTRATIVE REFORM", WHOSE OBJECTIVE IS TO CONTRIBUTE TO IMPROVE THE PERFORMANCE OF PUBLIC SERVICE DELIVERY, HAS AS INDICATOR, THE LEVEL OF IMPLEMENTATION OF ADMINISTRATIVE REFORM. THIS PROGRAMME REVOLVES AROUND THE FOLLOWING THREE ACTIONS: STREAMLINING THE ORGANISATION AND WORK METHODS OF PUBLIC SERVICES; CONDUCTING REFORMS IN THE CAMEROON PUBLIC ADMINISTRATION AND FACILITATING THE OWNERSHIP AND IMPLEMENTATION OF ADMINISTRATIVE REFORM TOOLS AND PROJECTS.

QUANT À LUI, LE PROGRAMME SUPPORT « GOUVERNANCE ET APPUI INSTITUTIONNEL » VISE L'AMÉLIORATION DE LA COORDINATION DES SERVICES ET LA BONNE MISE EN ŒUVRE DES PROGRAMMES TECHNIQUES SUSCITÉS. IL A COMME INDICATEUR LE TAUX DE RÉALISATION DES ACTIVITÉS BUDGÉTISÉES ET EST MIS EN ŒUVRE À TRAVERS ONZE (11) ACTIONS, À SAVOIR : LA COORDINATION ET LE SUIVI DES ACTIVITÉS DES SERVICES, LES ÉTUDES STRATÉGIQUES ET LA PLANIFICATION, LA GESTION FINANCIÈRE ET BUDGÉTAIRE, LE DÉVELOPPEMENT DU SYSTÈME D'INFORMATION STATISTIQUE, L'AMÉLIORATION DU CADRE DE TRAVAIL, LE DÉVELOPPEMENT DES

RESSOURCES HUMAINES, LE DÉVELOPPEMENT DES TECHNOLOGIES DE L'INFORMATION ET DE LA COMMUNICATION, LE CONTRÔLE ET L'AUDIT INTERNE, LE CONSEIL JURIDIQUE, LA COMMUNICATION ET LES RELATIONS PUBLIQUES, ET ENFIN LA GESTION DES RESSOURCES DOCUMENTAIRES.

CES DIFFÉRENTS PROGRAMMES, DÉCLINÉS EN ACTIONS ET EN ACTIVITÉS SUBSÉQUENTES PRÉSENTÉES L'ANNÉE DERNIÈRE, ONT SERVI DE BASE À L'ALLOCATION À MON DÉPARTEMENT MINISTÉRIEL D'UNE ENVELOPPE BUDGÉTAIRE D'UN MONTANT GLOBAL DE 11 732 000 000 FCFA POUR LE COMPTE DE L'EXERCICE QUI S'ACHÈVE, DONT 10 725 000 000 FCFA POUR LE FONCTIONNEMENT, ET 1 007 000 000 FCFA EN INVESTISSEMENT.

MADAME LA PRÉSIDENTE,

HONORABLES MEMBRES DE LA COMMISSION DES FINANCES ET DU BUDGET,

LE BILAN DRESSÉ APRÈS L'ANALYSE DES PROGRAMMES ET ACTIONS PERMET DE NOTER QUE LES PERFORMANCES RÉALISÉES EN 2016 ET EN 2017, CONVERGENT VERS L'ATTEINTE DE L'OBJECTIF STRATÉGIQUE DU MINFOPRA. LES PERSPECTIVES D'ACTION DE CE DÉPARTEMENT MINISTÉRIEL DRESSÉES SUR LA BASE DES ENSEIGNEMENTS TIRÉS DE L'EXÉCUTION DES BUDGETS DE CES DEUX (02) DERNIÈRES ANNÉES, DEVRAIENT CONTRIBUER À UNE NETTE AMÉLIORATION DE SES PERFORMANCES FUTURES.

AS FOR THE SUPPORT PROGRAMME, "GOVERNANCE AND INSTITUTIONAL SUPPORT", IT AIMS TO IMPROVE THE COORDINATION OF SERVICES AND THE PROPER IMPLEMENTATION OF THE ABOVE-MENTIONED TECHNICAL PROGRAMMES. ITS INDICATOR IS THE RATE OF ATTAINMENT OF THE ACTIVITIES BUDGETED AND IT IS IMPLEMENTED THROUGH THE FOLLOWING 11 (ELEVEN) ACTIONS: THE COORDINATION AND MONITORING OF THE ACTIVITIES OF SERVICES; STRATEGIC STUDIES AND PLANNING; FINANCIAL AND BUDGETARY MANAGEMENT; THE DEVELOPMENT OF THE STATISTICAL INFORMATION SYSTEMS; IMPROVEMENT OF THE WORKING ENVIRONMENT; HUMAN RESOURCES DEVELOPMENT; ICTS DEVELOPMENT; IN-HOUSE AUDIT AND CONTROL; LEGAL COUNSELLING; COMMUNICATION AND PUBLIC RELATIONS; AND FINALLY, DOCUMENTARY RESOURCES MANAGEMENT.

THESE PROGRAMMES, SUBSEQUENTLY BROKEN DOWN INTO ACTIONS AND ACTIVITIES PRESENTED LAST YEAR, SERVED AS THE BASIS OF THE BUDGETARY ALLOCATION GIVEN TO MY MINISTRY FOR THE FINANCIAL YEAR WHICH IS ENDING WHICH STOOD AT A TOTAL OF FCFA 11,732,000,000, FCFA 10,725,000,000 OF WHICH WAS RECURRENT, AND FCFA 1,007,000,000 FOR THE INVESTMENT.

THE BALANCE SHEET DRAWN UP AFTER AN ANALYSIS OF THE PROGRAMMES AND ACTIONS SHOWS THAT THE PERFORMANCES OBTAINED IN 2016 AND 2017, ALL CONVERGE TOWARDS THE ATTAINMENT OF MINFOPRA'S STRATEGIC OBJECTIVE. THE ACTION PROSPECTS OF THIS MINISTRY DRAWN UP BASED ON LESSONS DRAWN FROM THE EXECUTION OF THE BUDGET OF THESE LAST TWO YEARS, SHOULD CONTRIBUTE TO A NET IMPROVEMENT OF FUTURE PERFORMANCES.

1- EXECUTION DU PROGRAMME OFFRE D'ENERGIE

Dans le cadre du Programme Offre d'énergie, les actions inscrites au budget 2017 poursuivaient les objectifs suivants :

- garantir à court, à moyen et à long termes la sécurité de l'approvisionnement du pays en énergie électrique à moindre coût;
- améliorer l'accès des populations des zones urbaines et périurbaines aux services énergétiques modernes ;
- améliorer le cadre institutionnel et réglementaire, et renforcer les capacités des acteurs institutionnels du secteur de l'électricité ;
- promouvoir l'interconnexion des réseaux électriques avec les pays voisins dans l'optique des échanges d'énergie.

Ainsi, dans le domaine de l'électricité, notamment en matière de sécurisation et d'approvisionnement en énergie du pays à court, moyen et long terme, les actions suivantes ont été menées :

Plusieurs projets d'infrastructures de production et de transport d'électricité identifiés dans ledit plan ou son prédécesseur sont aujourd'hui en chantier ou à divers stades de préparation. A savoir le barrage hydroélectrique de Lom Pangar dont sa mise en eau régle déjà la production électrique dans le RIS, les aménagements hydroélectriques de Memve'e et de Mokou pour ceux qui sont en chantier, et l'extension de la centrale à gaz de Kribi pour faire passer sa puissance installée de 216 à 330 mégawatts, les projets d'aménagements hydroélectriques de Nachtigal Amont (420 mégawatts), de Menchum (72 mégawatts), de Warak sur la Bini (75 mégawatts), etc. pour ceux qui sont en préparation.

Pour accompagner ces projets et notamment, permettre le transit de l'énergie qui sera produite des points de production vers les centres de consommation, le Gouvernement de la République du Cameroun a également engagé un vaste programme de mise à niveau des réseaux publics de transport d'électricité. Le but visé est d'accroître la capacité de transit de nos réseaux de transport d'électricité et résorber les goulots d'étranglement existants. Parmi les projets prévus figurent les projets de renforcement des réseaux de desserte des grandes métropoles que sont Douala et Yaoundé, ainsi que d'autres zones de grand transit énergétique. Ces projets ont fait l'objet de protocole d'accord avec des partenaires techniques. Les études d'avant-projet sommaire sont achevées et les contrats commerciaux négociés, signés puis transmis au Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire, pour recherche des financements.

En ce qui concerne les projets de première génération :

i. La poursuite des travaux de construction d'un barrage à Lom Pangar d'une capacité utile de six (06) Milliards de mètres cubes;

A ce jour, les avancées enregistrées sur le plan technique en ce qui concerne le barrage, présentent un **taux global de réalisation estimé à 100%** conformément aux prévisions. Aussi, les travaux du barrage réservoir ont été réceptionnés le 30 juin 2017 et les prestations d'exploitation dudit barrage ont aussi commencé.

S'agissant des travaux de construction de l'usine de pied, la pose de la première pierre des travaux et l'installation du poste évacuateur de Lom Pangar par l'entreprise CHINA CAMC ENGINEERING CO LIMITED ont été faites le 09 juillet 2017 avec un **taux d'exécution de 20%**.

i. The continuation of construction works on an impounding dam of a useful capacity of six (06) billion cubic metres at Lom Pangar

To date, at the technical level, the overall implementation rate is estimated at 100% as planned. Also, works on the impounding dam were received on 30 June 2017 and the operating services of the dam have also started.

With regard to the construction works of the plant at toe of dam, the laying of the foundation stone of the works and the installation of the Lom Pangar evacuation substation by CHINA CAMC ENGINEERING CO LIMITED was carried out on 9 July 2017 with an execution rate of 20%.

✕ • Programme 362 : Gestion Durable de la Biodiversité

Ce programme a pour objectif de restaurer les écosystèmes de mangroves et de plans d'eau dégradés. Ses indicateurs sont respectivement, la Superficie des mangroves restaurées et la Superficie de plans d'eau débarrassés de la Jacinthe d'eau (Wouri, retenue de Lagdo et Nyong). La *baseline* en 2015 du premier indicateur était 08 ha de palétuviers mis en terre. Sa cible projetée en 2018 est de 11 ha de plants de palétuviers produits et mis en terre. La valeur de cet indicateur à date est 09 ha de plants de palétuviers produits et mis en terre. La *baseline* en 2015 du second indicateur était de 80 ha (plans d'eau) débarrassés de la jacinthe d'eau. Sa cible projetée en 2018 est de 110 ha (plans d'eau) débarrassés de la jacinthe d'eau. La valeur à date de cet indicateur est de 90 ha (plans d'eau) débarrassés de la jacinthe d'eau.

Pour ce programme, les activités suivantes ont été menées :

- l'appropriation de la stratégie nationale du Développement Durable ;
- le renforcement des Evaluations Environnementales (EE) ;
- la tenue régulière des sessions du Comité Interministériel pour l'Environnement (CIE) et l'accompagnement des grands projets d'infrastructures à travers le cadrage des Etudes d'Impacts Environnementales et Sociales et la participation à des groupes de travail multisectoriels.

Le CIE a examiné entre autres : cent trente un (131) termes de référence, cent vingt-trois (123) rapports d'évaluations environnementales (EIES et AES). Il a organisé vingt-cinq (25) audiences publiques et délivré quatre vingt-un (81) certificats de conformité environnementale.

Concernant l'arrêté portant création des Comités Départementaux de Suivi de la mise en œuvre des PGES (CDSPGES), le processus d'opérationnalisation est en cours.

✕ • Programme 362: Sustainable Management of Biodiversity

This Programme is aimed at restoring the mangrove ecosystems and degraded water bodies. Its indicators include the surface area of restored mangroves and the surface area of water bodies released from water hyacinth (Wouri, Lagdo and Nyong reservoir), respectively. The *baseline* in 2015 for the first indicator was 8 ha of mangrove seedlings planted. Its projected target in 2018 is 11 ha of mangrove seedling produced and planted. The value of this current indicator is 9 ha of mangrove seedlings produced and planted. The *baseline* in 2015 of the second indicator was 80 ha (water bodies) released from water hyacinth. Its projected target in 2018 is 110 ha (water bodies) released from water hyacinth. The current value of this indicator is 90 ha (water bodies) released from water hyacinth.

For this programme, the following activities were carried out:

- Ownership or appropriation of the National Sustainable Development Strategy;
- enhancement of Environmental Assessments (EAs);
- the regular holding of meetings of the Inter-ministerial Committee on the Environment (CIE) and support to major infrastructure projects through the scoping of environmental and social impact assessments and participation in multi-sectoral working groups.

The CIE has reviewed among others: one hundred and thirty-one (131) terms of reference, one hundred and twenty-three (123) environmental assessment reports (ESIAs and ESAs). The CIE has organized twenty-five (25) public hearings and issued eighty-one (81) certificates of environmental compliance.

As regards the order to create divisional committees in charge of the follow-up of the implementation of the ESMPs (CDSPGES), the process is being operationalized.

La mise en œuvre de la stratégie nationale sur l'Accès aux ressources génétiques et le Partage Juste et Equitable des avantages y découlant (APA) s'est poursuivie, ainsi que la contribution à la mise en œuvre du Système de Vérification de Légalité de l'Accord de Partenariat Volontaire (APV)/FLEGT par la délivrance de l'Attestation de Respect des Obligations Environnementales aux exploitants forestiers.

Dans la zone côtière, les efforts de restauration de la mangrove ont été poursuivis au courant de l'année 2017. Environ 1 ha de mangrove a été reboisé avec environ 10.000 plants de palétuviers (*Rhizophora spp.*) produits en pépinière et transplantés par le MINEPDED dans la localité de Mouanko.

Pour la préservation de la santé des cours et plans d'eau, le MINEPDED a poursuivi la mise en œuvre du projet de lutte contre la jacinthe d'eau et les autres plantes aquatiques envahissantes à travers les compétences transférées aux communes.

Les activités pour 2017 ont consisté en la restauration des sites et la valorisation de la Jacinthe d'eau et d'autres espèces aquatiques envahissantes dans les Communes de Douala IV et V (Département du Wouri, Région du Littoral), de FIKO (département du Mounjo, Région du Littoral), de Lagdo (Département de la Bénoué, Région du Nord) et de Mbalmayo (Département du Nyong et So'o, Région du Centre). L'aménagement de 20 ha de plans d'eau nettoyés des espèces envahissantes et notamment de la Jacinthe d'eau.

• **Programme 363: Lutte contre Les Pollutions, Nuisances et Substances Chimiques nocives et/ou dangereuses**

Ce programme a pour objectif de réduire les pollutions et nuisances environnementales. Son indicateur de performance est le Nombre d'installations inspectées. La *baseline* en 2015 était de 1956 installations inspectées. La cible projetée en 2018 est 4043 installations à inspecter. La valeur de cet indicateur à date est de 3708 installations inspectées.

✓ We continued the implementation of the national strategy on Access to genetic resources and Fair and Equitable Sharing of Benefits (ABS) arising from their utilization, as well as the contribution to the implementation of the Legality Assurance System of the Voluntary Partnership Agreement (VPA)/FLEGT by issuing the Environmental Compliance certificate to loggers.

In the coastal area, efforts were made to restore mangroves in 2017. About 1 ha of mangrove was reforested with about 10,000 mangrove seedlings (*Rhizophora spp.*) produced in nurseries and transplanted by MINEPDED in the locality of Mouanko.

As regards the preservation of the health of water bodies and streams, MINEPDED continued with the implementation of the project to fight against water hyacinth and other invasive aquatic plants through some powers transferred to councils.

Activities in 2017 include sites restoration and the valorization of water hyacinth and other invasive aquatic species in the following councils: Douala IV and V councils (Wouri Division,

Littoral Region), Fiko (Mounjo Division, Littoral Region), Lagdo (Benoue Division, North Region) and Mbalmayo (Nyong and So'o Division, Centre Region). The development of 20 hectares of water bodies released from invasive species, in particular water hyacinth.

• **Programme 363: Fight against Pollution, Nuisances and harmful and/or dangerous Chemicals;**

This programme aims to reduce environmental pollution and nuisances. Its indicator is the number of installations inspected. The *baseline* in 2015 was 1956 installations inspected. The projected target in 2018 is 4043 installations to be inspected. The value of the current indicator is 3708 installations inspected.

PROGRAMME 107 : GOUVERNANCE ET APPUI INSTITUTIONNEL DU SOUS-SECTEUR JUSTICE

La mise en oeuvre de ce programme repose sur 11 actions dont sept (07) sont présentées ci-après :

1. Amélioration du cadre de travail

- poursuite des travaux de construction de l'extension du bâtiment central du Ministère de la Justice : En cours d'exécution depuis 2013, ce projet est en arrêt. La procédure d'accostage est pendante au Ministère des Marchés Publics;
- équipement des services en mobilier de bureaux et matériels informatiques :
 - 81 ordinateurs complets acquis pour les services centraux et les juridictions ;
 - 15 Groupes électrogènes ont été fournis dans les Palais de Justice de Mfou, Ngoumou, Mbalmayo, Bafia, Abong-Mbang, Edéa, Ambam, Kribi et Foubot, ainsi que dans les Prisons de Mbalmayo, Bafia, Kribi, Ambam et Mbanga ;
 - 167 fauteuils, 70 bureaux, 20 armoires de rangement et 28 climatiseurs ont été acquis pour les services ;
 - 2500 exemplaires de Code Pénal, 2000 fascicules des actes uniformes OHADA version anglaise, 400 guides pratiques sur la nationalité et le changement de nom et 400 manuels de procédures administratives acquis pour les personnels judiciaires et les auxiliaires de Justice.

- rapprochement de la Justice des populations

Les populations des zones rurales sont particulièrement éloignées des instances judiciaires qui, pour la plupart, sont situées dans les Chefs-lieux de Départements et d'Arrondissements. Ce qui induit des dépenses supplémentaires liées au déplacement de ces dernières pour se rendre Justice.

Afin de soulager ces populations, des voies et moyens sont recherchés pour rapprocher la justice des justiciables à travers la multiplication des juridictions et en même temps arrimer la carte pénitentiaire à la carte judiciaire. Ainsi, une activité d'identification des sites destinés à la construction des Tribunaux de Première Instance et des Prisons dans certaines localités, est menée sur l'ensemble du territoire depuis l'exercice budgétaire 2017. La finalité est de réduire le coût de l'accès à la Justice, les lenteurs judiciaires et la surpopulation carcérale.

Les localités ont été choisies selon les critères suivants : la tenue régulière des audiences foraines, une forte démographie, une importante activité économique ou de très longues et pénibles distances à parcourir pour atteindre les juridictions existantes dans la localité. Ont donc été sélectionnées pour la recherche des sites, les localités ci-après :

- Région de l'Adamaoua : Ngaoundal et Belei ;
- Région du Centre : Okola, Saa, Ayos, Makak, Botmakak, Dzeng, Esse, et Yoko ;
- Région de l'Est : Messamena, Ngoulemendouka, Garoua-Boulai, Lomié, Bétaré -Oya et Mbang ;
- Région du Littoral : Ngambé et Ndom ;
- Région du Nord - Ouest : Bafut, Nwa, Oku, Jakiri, Misaje, Menchum Valley, Babessi et Njinikom ;
- Région de l'Ouest : Penka - Michel ;
- Région du Sud : Mvengue, Mvangané, Ngoulemakong, Zoétélé, Lolodorf et Mezesse et Azem (pour des tribunaux coutumiers) ;
- Région du Sud -Ouest : Ekondo Titi, Eyumojock, Mbonge et Fontem.

PROGRAMME 107 : GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE JUSTICE SUB-SECTOR

The implementation of this programme is based on 11 actions, seven (7) of which are presented below :

1. Improving the working environment

- continuation of construction works of the extension of the new building of the Ministry of Justice; ongoing since 2013, this project is on standstill due to cost evaluation pending in the Ministry of Public Contracts for work

done, work still to be done, additional work and total cost of modified contract;

- equipping services with office furniture and computing equipment

- 81 complete computers acquired for central services and jurisdictions;
- 15 generators were provided for the Courthouses of Mfou, Ngoumou, Mbalmayo, Bafia, Abong-Mbang, Edea, Ambam, Kribi and Foubot, as well as for the prisons of Mbalmayo, Bafia, Kribi, Ambam and Mbanga;
- 167 armchairs, 70 desks, 20 storage cabinets and 28 air conditioners were acquired for services;
- 2500 copies of the Penal Code, 2000 OHADA Uniform Acts in English version, 400 practical guides on nationality and change of name and 400 manuals on administrative procedures acquired for the judicial staff and auxiliaries of justice.

- Bringing Justice closer to the populations

The populations of the rural areas live far away from judicial institutions, the most part of which are located in Headquarters of Divisions and Sub-Divisions. This situation induces additional expenses due to their displacement to seek justice.

In order to relieve these populations, ways and means are sought to bring justice closer to the litigants through the multiplication of jurisdictions and at the same time the alignment of the penitentiary map to the judicial map. Thus, an activity aimed at identifying sites for the construction of Courts of First Instance and Prisons in some localities, is being carried out throughout the national territory since the fiscal year 2017. The purpose is to reduce the cost of access to justice, judicial delays and prisons overcrowding.

The localities were chosen according to the following criteria: the regular holding of roving courts, a strong demography, an important economic activity or very long and painful distances to reach the existing jurisdictions in the locality. The following locations were selected for the search of sites:

- Adamawa Region: Ngaoundal and Belei;
- Centre Region: Okola, Saa, Ayos, Makak, Botmakak, Dzeng, Esse, and Yoko;

Pour l'instant, les descentes effectuées sur le terrain ont permis d'avoir :

- à **Mvengue** : 20 hectares pour la prison et 02 hectares pour le Palais de Justice ;
- à **Ngambé** : 35 hectares de terrain pour les deux structures.

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- East Region: Messamena, Nguelemendouka, Garoua-Boulai, Lomie, Betare -Oya and Mbang;

- Littoral Region: Ngambe and Ndom;

- North West Region: Bafut, Nwa, Oku, Jakiri, Misaje, Menchum Valley, Babessi and Njinikom;

- West Region: Penka - Michel;

- South Region: Mvengue, Mvangane, Ngoulemakong, Zoetele, Lolodorf and Mezesse (for customary courts);

- South West Region: EkondoTiti, Eyumojock, Mbonge and Fontem.

For the moment, visits carried out on the field have enabled to get:

- in **Mvengue**: 20 hectares for the prison and 2 hectares for the Courthouse;

- in **Ngambe**: 35 hectares of land for the two (2) structures.

MINJUSTICE

Dans ce chapitre, je voudrais surtout signaler l'organisation avec succès du village jeunesse et du village de l'unité et de l'intégration nationale dans toutes les unités administratives du pays, lors de la célébration des cérémonies officielles (notamment la 51^e édition de la Fête de la Jeunesse et la 45^e Fête Nationale).

Toujours dans le sens d'un encadrement de proximité des jeunes, d'autres résultats tout aussi importants, ont été obtenus. Ils sont notamment illustrés par :

- la révision et l'adoption des textes relatifs au renouvellement des organes dirigeants du Conseil National de la Jeunesse du Cameroun dont l'encadrement s'est poursuivi aux cours des années 2016 et 2017, aussi bien au niveau central que déconcentré ;
- la tenue de la première édition du Parlement Jeunesse dans le sillage des activités du 11 février.

Bien au-delà de ces Performances planifiées, mon département Ministériel a mis en place les Equipes Mobiles d'Animation Populaire Urbaine et Rurale, en abrégé EMAPUR, dont le déploiement est désormais effectif dans tous les arrondissements du pays. Les EMAPUR sont opérationnelles d'autant plus qu'elles disposent en leur sein des Médiateurs Communautaires, dont 2 300 nouveaux ont été mobilisés, formés et déployés au cours du présent exercice 2017. Ils représentent des véritables pairs éducateurs en civisme et mènent partout dans les villages et les quartiers des activités de sensibilisation et d'éducation populaire de proximité.

Cette action des EMAPUR et des médiateurs communautaires est venue renforcer celle déjà présente et maintenue des Clubs d'éducation civique et d'intégration nationale dont le dénombrement total à ce jour fait état de 27 763 créés en 2017 et fonctionnels sur l'ensemble du triangle national.

Concernant la proposition d'un cadre plus opératoire d'insertion socio-économique des jeunes, le principal extrant réalisé reste la spécialisation et le renforcement des programmes et projets d'accompagnement à l'insertion socio-économique des jeunes qui rentre dans le cadre de l'opérationnalisation de l'Axe 2 du Plan Triennal « Spécial Jeunes ».

Comme vous le savez, un Comité de suivi de la mise en œuvre du Plan Triennal « Spécial Jeunes », a été mis sur pied par Décret n°2017/0465/PM du 08 février 2017 de Monsieur le Premier Ministre, Chef du Gouvernement, et placé sous la présidence de Monsieur le Secrétaire Général de ses Services.

A cet égard, les actions ci-après ont été menées au sein de mon département ministériel, conformément aux trois composantes du PTS-Jeunes :

- la mise en service de la plate-forme numérique de l'Observatoire National de la Jeunesse (ONJ), accessible à l'adresse internet : www.onjcameroun.cm ;
- l'inscription à l'Observatoire National de la Jeunesse, au 21 novembre 2017, de 305 000 jeunes dont 2 687 de la diaspora (ce qui représente 61% de la cible annuelle avec 54,45% sollicitant le financement de projets, 22,6% recherchant un emploi et 20,7% une formation professionnalisante) ;
- le référencement de 4 150 jeunes à diverses structures d'accompagnement et de financement par l'Observatoire National de la Jeunesse (ONJ) ;

In this chapter, I would mostly like to mention the successful organisation of the youth village and of the Unity and National Integration village in all the administrative units of the country during the celebration of official ceremonies (notably the 51st edition of the Youth Day and the 45th national Day).

Also, in the context of close youth supervision, other important results were obtained. Examples of these results include:

- the revision and adoption of texts relating to the renewal of the governing bodies of the Cameroon National Youth Council whose supervision has continued both at the central and deconcentrated levels in 2016 and 2017;
- the holding of the first edition of the Youth Parliament in line with 11 February activities;

Beyond these planned activities, the Ministerial department under my responsibility also established Urban and Rural Mobile Mass Animation Teams, in short EMAPURS whose deployment is now effective in all the subdivisions of the country. EMAPURS are functional especially as they have Mobile Civic Educators, 2,300 of whom have been mobilised, trained and deployed in the 2017 budget year. They represent true peer educators in civic responsibility and carry out outreach and local mass education activities in villages and neighbourhoods.

This action by EMAPURS and mobile civic educators has come to enhance the already existing and sustained action of Civic Education and National Integration clubs whose total number to date is 27,763, established in 2017 and operational throughout the national territory.

With regard to the proposal for a more operational socio-economic integration of young people, the main output remains the specialisation and the enhancement of accompanying programmes and projects for the socio-economic integration of young people as part of the operationalisation of Priority 2 of the Three-year "Special-Youth" plan.

As you all know, a Monitoring Committee for the implementation of the Three-year "Special-Youth" Plan, was established by Decree No. 2017/0465/PM of 08 February 2017 by the Prime Minister, Head of Government and placed under the chairmanship of his Secretary General.

Under this Committee, the following actions were carried out within my ministerial department, in accordance with the three components of the TYSYP:

- the commissioning of the National Youth Observatory (NYO) digital platform, whose address is accessible at: www.onjcameroun.cm;
- the registration till November 21st 2017, of 305,000 youths at the National Youth Observatory including 2,687 youths of the Diaspora (which represents 61% of the annual target with 54,45% soliciting the funding of their projects, 22,6% in search of employment and 20,7% going after vocational training);
- the referral of 4,150 youths to various support and funding structures of the National Youth Observatory (NYO);

- MINJEC
- l'élaboration d'un référentiel de réarmement moral et civique de ces jeunes inscrits à l'ONJ, et le réarmement moral de 3 500 d'entre eux par l'Agence du Service Civique National de Participation au Développement ;
 - l'opérationnalisation du Projet d'Education Populaire, Civique et d'Intégration Nationale (PEPCIN) avec la création des Equipes Mobiles d'Animation Populaire Urbaine et Rurale (EMAPUR), 200 jeunes formés à la citoyenneté, 537 305 éducateurs relais sensibilisés à la citoyenneté et à l'intégration nationale, 230 leaders religieux de diverses obédiences mobilisés ;

- MINJEC
- the development of a moral and civic rearmament toolkit for young people registered at the NYO and the effective rearmament of 3,500 amongst them by the National Civic Service Agency for Participation in Development;
 - the operationalisation of the Mass, Civic Education and National Integration Project (PEPCIN) with the establishment of Urban and Rural Mobile Mass Animation Teams (EMAPUR), 200 youths trained in citizenship and national integration, 537,305 relay educators sensitized in citizenship and in national integration, 230 religious leaders of various faiths mobilised;

S'agissant des deux premières années du triennat 2016-2018, il importe de rappeler, d'une manière globale, qu'elles ont été marquées par la mise en œuvre des travaux liés à la préparation des CAN féminine 2016 et masculine 2019 ; de l'exécution des projets du PLANUT volet habitat et voirie ; des travaux de construction de l'autoroute Yaoundé Nsimalen section mise campagne et de la mise en œuvre du Programme Gouvernemental de construction de 10 000 logements sociaux.

Particulièrement à l'exercice 2017 qui s'achève, la mise en œuvre de l'enveloppe budgétaire à lui consacrée s'exécute dans un contexte difficile marqué par la rareté des ressources entraînant de ce fait le paiement tardif de certains décomptes et les lenteurs dans la mobilisation des fonds de contrepartie par la partie camerounaise pour les projets à financement conjoint, retardant ainsi la cadence des activités programmées sur le terrain. Ce qui a nécessité la conclusion, avec le Fonds Monétaire International, d'un programme économique et financier dû en large partie à la baisse des cours de pétrole brut et des autres matières premières.

En ce qui concerne les extrants majeurs obtenus au cours des deux premières années du triennat sus cité, il faut préciser d'entrée que l'année 2017 est en cours et certains extrants sont programmés pour être collectés à la fin de l'exercice. Néanmoins, à la faveur des lois de finances 2016 et 2017 qui octroyaient respectivement au MINHDU des enveloppes de 177 579 000 000 FCFA et 138 453 706 000 FCFA, les résultats ci-après ont été obtenus et affichés par Programme.

La mise en œuvre du **Programme 496** au cours des années 2016 et 2017 a permis d'enregistrer comme produits **03 documents** de planification élaborés, **72 ha aménagés** à Nkolbikok et **1520 logements** sociaux construits dans les villes de Yaoundé, Douala, Limbé, Sangmélina, Bamenda et Bafoussam. Il se dégage également la **poursuite satisfaisante** des travaux de construction de 100 logements dans chacun des chefs-lieux de Régions en dehors de Yaoundé et de Douala, dans le cadre du

Concerning the first two years of the 2016-2018 triennium, it should be underscored that, globally, they were marked by the execution of works relating to preparation for female AFCON 2016 and male AFCON 2019, implementation of projects under the housing and road component of PLANUT, construction work on the Yaoundé-Nsimalen Highway, open country section and implementation of the Government Program to construct 10 000 low-cost houses.

With specific regard to fiscal 2017 now ending, this budget allocation was executed under difficult circumstances branded with the scarcity of resources resulting in late settlement of some payments and delayed mobilization by the Cameroonian Party, of counterpart funds for projects with joint funding, delaying thus activities planned on the field. This culminated in the conclusion, with the International Monetary Funds, of an economic and financial program, due largely to the fall in crude oil prices and other commodities leading to the scarcity of resources for projects implementation.

As regards the major outputs obtained during the first two years of the above-mentioned three-year period, it should be pointed out that fiscal 2017 is underway and some outputs are due to be collected at the end of the financial year. Nevertheless, under the

2016 and 2017 Finance Law, which allocated XAF 177 579 000 000 and XAF 138 453 706 000 to MINHDU, the results below were obtained and presented as per Program.

Implementation of **Program 496** during 2016 and 2017 enabled the following achievements: drafting of 3 **planning documents**, development of **72 ha of plot** in Nkolbikok, construction of **1,520 housing units** in Yaoundé, Douala, Limbé, Sangmélina, Bamenda and Bafoussam. Also to be noted is the **satisfactory continuation** of construction of 100 housing units in each Regional Headquarter, except Yaoundé and Douala, as part of the Three-Year Emergency Plan to Speed-up Economic Growth (PLANUT), with a progress rate of 74% in Ebolowa, 25% in

Plan d'Urgence Triennal pour l'Accélération de la Croissance Economique (PLANUT), avec des taux d'avancement à Ebolowa de 74%, 25% à Bertoua, 20% à Bouéa, 20% à Bafoussam, 30% à Ngaoundéré, 27% à Garoua, 25% à Maroua et 06,1% à Bamenda ;

Pour ce qui est du **Programme 497** ; **7,5 km** de drains construits, **900 jeunes formés** aux petits métiers urbains, et environ **673 ménages** bénéficiant des projets sociaux de proximité. Ce programme est adossé sur deux importants projets qui visent une meilleure canalisation des eaux pluviales et celles dites usées. A Yaoundé, la construction de **14 km** de drains dans le cadre du projet d'assainissement de Yaoundé deuxième phase (PADY 2) se poursuit avec un taux d'exécution de **76%** pour le lot 1 et **60,2%** pour le lot 2.

Bertoua, 20% in Bouéa, 20% in Bafoussam, 30% in Ngaoundéré, 27% in Garoua, 25% in Maroua and 6.1% in Bamenda ;

Concerning **Program 497**, major achievements include construction of **7.5 km** of drains, training of **900 Youth** in petit urban trades, enrolment of **673 households** in proximity social projects. This Program is underpinned by two major projects aimed at improving storm water and wastewater drainage. In Yaoundé, the construction of **14 km** of drains as part of the second phase of Keep Yaoundé Clean Project (PADY 2) is underway with **76%** execution rate for lot 1 and **60.2%** for lot 2.

4-L'élargissement de la carte diplomatique et consulaire, constitue comme vous le savez, un axe stratégique pour la captation des ressources et expériences nécessaires à l'atteinte de nos objectifs de développement. D'où la nécessité de restructurer notre carte diplomatique, pour un déploiement efficient au-delà du cercle restreint de nos partenaires classiques.

A ce sujet, les négociations se poursuivent, en vue du renforcement des relations diplomatiques avec le Vietnam, ainsi que l'ouverture des missions diplomatiques résidentes en Corée du Sud, et en Argentine pour ne citer que ceux là. Des négociations similaires sont également entreprises avec certains pays ayant formellement sollicité le Cameroun. C'est le cas de la Birmanie, du Sri Lanka, de la Colombie, de la Bolivie, et du Chili.

Dans la même logique, la nomination des consuls à Nairobi (Kenya), à Ouesso (République du Congo), et à Dubaï (Emirats Arabes Unis) vient concrétiser de manière effective l'opérationnalisation de ces Postes Consulaires qui oeuvreront sans doute de manière significative au renforcement des relations de coopération avec les pays d'accueil.

Pour ce qui est de la consolidation des amitiés traditionnelles et du suivi de la coopération bilatérale, des activités multiformes ont été menées en fonction des différentes zones géographiques couvertes, notamment l'Afrique, l'Europe, l'Asie, les Amériques et les Caraïbes.

➤ Au plan bilatéral africain

L'on peut retenir :

Dans le cadre des Commissions Mixtes :

- la tenue de la Grande Commission Mixte de coopération Cameroun-Tunisie et du forum économique en marge des dites assises, du 28 au 29 juin 2017 à Yaoundé ;
- les négociations en vue de la tenue de la Grande Commission Mixte Cameroun-Tchad couplée aux Commissions Mixtes permanentes de sécurité et ad hoc des frontières ; l'évaluation de l'état de mise en œuvre des Grandes Commissions Mixtes avec la RCA et avec le Gabon.

Dans le cadre des Accords :

- la signature le 02 mars 2017 de l'Accord tripartite pour le rapatriement librement consenti des réfugiés nigériens vivant au Cameroun et la finalisation des négociations de l'Accord bilatéral avec le Congo sur le transport terrestre des marchandises ;

The enlargement of the diplomatic and consular map, as you know, constitutes a strategic tool for harnessing resources and experiences needed to achieve our development objectives. Hence, the need to restructure our diplomatic map, for an efficient deployment beyond the narrow circle of our traditional partners.

In this regard, negotiations are going on, with a view to opening resident Diplomatic Missions with Vietnam, South Korea, and Argentina, to name just a few. Similar negotiations are also being undertaken with some countries that have formally approached Cameroon. This is the case of Burma, Sri Lanka, Colombia, Bolivia, and Chile.

In the same vein, the appointment of Consuls in Nairobi (Kenya), Ouesso (Congo Kinshasa), and Dubai (United Arab Emirates) concretizes in an effective and significant way, the operationalization of these Consular Posts, which will work to strengthen cooperation relations with the host countries.

With regard to the consolidation of traditional friendships and monitoring of bilateral cooperation, multifaceted activities were carried out according to the different geographical areas covered, notably Africa, Europe, Asia, the Americas and the Caribbean.

At the African Bilateral Level

We can mention :

Under Joint Commissions:

- The holding of the Cameroon-Tunisia Joint Cooperation Commission and the economic forum on the sidelines of the said meetings, on 28 and 29 June 2017 in Yaoundé;
- Negotiations for the holding of the Cameroon-Chad Joint Commission, coupled with the Permanent Joint Security and Ad Hoc Border Commissions; assessment of the state of implementation of the Joint Commissions with the CAR and with Gabon.

Under Agreements :

- The signing on 2 March 2017 of the Tripartite Agreement for the Voluntary Repatriation of Nigerian Refugees Living in Cameroon and the Finalization of Negotiations of the Bilateral Agreement with Congo on the Transportation of Goods by Land;
- The signing, on the sidelines of the 72nd Session of the United Nations General Assembly in 2017, of Agreements initiated during the Follow-up Committee of the 10th Session of the

✦ la signature en marge de la 72^{ème} Session de l'Assemblée Générale des Nations Unies 2017, des Accords paraphés lors du Comité de suivi de la 10^{ème} Session de la Grande Commission Mixte Cameroun-Tunisie, du 28 au 29 juin 2017 à Yaoundé. Il s'agit précisément des Accords dans le domaine de la formation professionnelle et celui en matière de promotion de la femme et de la famille ;

- la tenue de la réunion inaugurale de la Commission tripartite le 10 août 2017 à Abuja au Nigéria, après la signature de l'Accord tripartite pour le rapatriement volontaire des réfugiés centrafricains.

Dans le cadre de la sécurité et des projets transfrontaliers :

- le lancement d'une étude sur les risques de conflits liés à la transhumance à la frontière avec la RCA ;
 - le lancement effectif du programme de développement intégré de la zone des trois frontières ;
 - la finalisation de l'étude sur des Accords de partenariat de construction du pont sur le Ntem et de l'unité de gestion du corridor Yaoundé-Brazzaville ;
 - le suivi des travaux d'interconnexion électrique ; l'élaboration des termes de référence pour le processus de réforme du COPAX;

MINREX

Cameroon-Tunisia Joint Commission, on 28 and 29 June 2017 in Yaoundé. These are precisely the Agreements on vocational training and the empowerment of women and the family;

- The holding of the inaugural meeting of the Tripartite Commission on 10 August 2017 in Abuja, Nigeria, after the signing of the Tripartite Agreement for the Voluntary Repatriation of Central African Refugees.

Under Security and Cross-border Projects

- The launching of a study on the risks of conflicts related to transhumance at the border with the CAR;
- The effective launching of the integrated development programme of the Three Frontiers Zone;
- The finalization of the study on partnership agreements for the construction of the Ntem bridge and the Yaoundé-Brazzaville corridor management unit;
- Monitoring electrical interconnection works; drawing up of terms of reference for the COPAX reform process;

MINREX

X Ce faisant, plusieurs éléments caractéristiques du contexte national en matière de Sécurité et de Défense ont été pris en compte dans l'élaboration du projet de performance du Ministère de la Défense. Nous pouvons citer, sans être exhaustifs, quelques-uns parmi les plus représentatifs. Il s'agit de :

- la poursuite de la guerre contre l'hydre terroriste BOKO HARAM qui imposent de douloureux sacrifices à l'ensemble de la communauté nationale;
- la poursuite déterminée de notre concours à la refondation des institutions en République Centrafricaine à travers la participation de nos Forces à la Mission de Paix des Nations Unies, MINUSCA;
- le perfectionnement des dispositifs opérationnels de maintien ou de rétablissement de l'ordre nécessaires à l'amélioration de notre capacité à juguler, dans le respect de lois et règlements de la République et des règles déontologiques du métier, toutes les menaces sécuritaires à l'encontre des personnes et des biens, des valeurs nationales du vivre ensemble, des nécessités de préservation de l'ordre public et, par devers tout, de l'intégrité territoriale;
- X la sécurisation permanente de nos frontières nationales et la préservation de nos ressources naturelles notamment dans le cadre de la lutte résolue contre la piraterie et les trafics maritimes dans le Golfe de Guinée;
- l'adaptation constante de notre engagement opérationnel relatif à la lutte contre les fléaux que constituent les enlèvements de personnes et la prédation de nos ressources naturelles dans les Régions de l'Est, de l'Adamaoua et du Nord;
- la lutte contre la cybercriminalité, les nouvelles formes de criminalité, les coupeurs de route, l'insécurité routière et le grand banditisme;
- la poursuite du déploiement des moyens de lutte contre les incendies et de secours à victime dans les grandes agglomérations camerounaises.

X To discharge this task, several elements characterizing the national Security and Defence context we considered in the drawing up of the performance project of the Ministry of Defence. We could mention, without being exhaustive, some of the most glaring. They include:

- continue the fight against the tentacular Boko Haram terrorist group which has imposed painful sacrifices on the entire national community;
- continue our contribution towards the rebuilding of institutions in the Central African Republic through the participation of our forces in the United Nations Peace Keeping Mission, MINUSCA;
- develop our law enforcement and stabilization operational mechanisms needed to improve our capacity to address, in accordance with the laws and regulations of the Republic and the professional rules of conduct, all security threats against persons and property, national values of living together, the need to preserve public order, and, most importantly, territorial integrity;
- continuously secure our national borders and preserve our natural resources notably in the resolute fight against piracy and maritime trafficking in the Gulf of Guinea;
- continuously adapt our operational engagement in fighting scourges like kidnapping and the looting of our natural resources in the East, Adamawa and North Regions;
- combat cybercrime and other new forms of crime, highway robbery, acts of kidnapping, road insecurity and organized crime;
- continue deployment of means to fight against fires and rescue of victims in large agglomerates of Cameroon.

MINDEF

Notre action, face aux enjeux susévoqués, nous a amené à adapter notre réponse sécuritaire par l'activation d'un dispositif de défense opérant un intelligent mélange entre une implication essentiellement nationale par le biais des opérations militaires ciblées et permanentes : opérations Emergence et Alpha, et une participation aux initiatives de sécurité collective telles que la Mission Intégrée des Nations Unies de Soutien en RCA, et la Force Mixte Multinationale de la Commission du Bassin du Lac Tchad ;

L'opérationnalisation de ce dispositif de défense a pour corollaire une prise en charge efficace du soutien logistique qui induit une importante charge budgétaire. En effet, il est vital d'assurer efficacement, dans le respect des normes admises dans le domaine, les ravitaillements nécessaires à une bonne prise en charge du soutien de l'homme, et à une maintenance adéquate des équipements performants utilisés.

MINDEF

Our response to the aforementioned threats, has been to adapt our security response by activating a defence mechanism through a witty combination of an essentially nationwide involvement through targeted and permanent military operations notably: "Emergence" and "Alpha" Operations, and participation in collective security initiatives such as the United Nations Integrated Support Mission in the CAR and the Multinational Joint Task Force of the Lake Chad Basin Commission.

Triggering the efficient functioning of this hybrid defence mechanism requires an efficient logistics support which entails a significant budgetary cost. In fact, it is primordial to efficiently ensure, in compliance with the required norms in the domain, the necessary supply of manpower and effective maintenance of high-performance equipment used.

II.2 Bilan stratégique qui en découle et les perspectives

Je vous invite maintenant à parcourir, avec moi, quelques actions phares menées par le MINRESI au cours de l'exercice 2017, en cohérence avec le Budget-programme qui vous a été présenté en novembre 2016. Au cours de l'exercice budgétaire 2017, nous avons poursuivi la mise en œuvre de nos deux programmes dont un opérationnel et un support. Pour la mise en œuvre des activités envisagées en 2017, nous avons bénéficié d'une allocation globale de huit milliards cinq cent quatre-vingt-quatre millions (8.584.000.000) de francs CFA. Par rapport à l'exercice 2016, notre budget a ainsi subi en 2017 une diminution de quatre milliards deux cent cinquante-trois millions (4.253.000.000) de francs CFA en valeur absolue, soit 33,13 % en valeur relative. Cette dotation 2017 était répartie ainsi qu'il suit :

- Budget d'investissement public : deux milliards huit cent vingt-cinq millions (2.825.000.000) de francs CFA ;
- Budget de fonctionnement : cinq milliards sept cent cinquante-neuf millions (5.759.000.000) de francs CFA dont :
 - trois milliards quatre-vingt-quatorze millions (3.094.000.000) de francs CFA de dépenses de personnel (salaires) ;
 - trois cent cinq millions (305.000.000) de francs CFA de dépenses d'eau, d'électricité et de téléphone retenus à la source ;
 - deux cent quatre-vingt-quinze millions (295.000.000) de francs CFA de dépenses de personnel hors traitement brut ;
 - soixante-six millions (66.000.000) de francs CFA pour les bourses et stages ; et
 - un milliard neuf cent quatre-vingt-dix-neuf millions (1.999.000.000) de francs CFA pour les autres biens et services.

Au 30 novembre 2017, les taux d'exécution de ce budget sont respectivement de 93,64 % pour le Budget d'Investissement Public, et de 90,54 % pour le Budget de Fonctionnement.

Les activités importantes exécutées dans le cadre desdits programmes se présentent ainsi qu'il suit :

II.2 Strategic overview and prospects

I call on you now to take a look at some of MINRESI's 2017 flagship actions in keeping with the program budget presented to you in November 2016. During the financial year 2017, we proceeded with implementing our two programs, including one operational and one support. For the implementation of the planned activities in 2017, we benefited from a global allocation of F CFA eight billion five hundred and eighty-four million (8.584 million). Compared to the 2016 financial year, our 2017 budget suffered a decrease of F CFA four billion two hundred and fifty-three million (4,253,000,000) in absolute value, or 33.13% in relative value. This 2017 allocation was distributed as follows:

- Public investment budget: two billion eight hundred and twenty-five million (2,825,000,000) CFA francs;
- Operating budget: five billion seven hundred and fifty-nine million (5,759,000,000) CFA francs with:
 - three billion and ninety-four million (3,094,000,000) CFA francs spent on staff (salaries);
 - three hundred and five million (305,000,000) CFA francs spent on water, electricity and telephone charges withheld at the source;
 - two hundred and ninety-five million (295,000,000) CFA francs spent on staff excluding gross salaries;
 - sixty-six million (66,000,000) CFA francs for scholarships and internships; and
 - One billion nine hundred and ninety-nine million (1,999,000,000) CFA francs for other goods and services.

As of November 30, 2017, the implementation rates for this budget were respectively 93.64% for the Public Investment Budget and 90.54% for the Operating Budget.

The important activities carried out under these programs are as follows:

PROGRAM 260 (operational): INTENSIFICATION OF RESEARCH-DEVELOPMENT AND INNOVATION

Program 260 which is the responsibility of the Secretary General of MINRESI, aims to increase the performance of the National Scientific Research and Innovation System. An overall budgetary allocation of four billion six hundred and thirty-three million nine hundred and eighteen thousand (4,633,918,000) CFA francs in commitment authorization and payment credit was allocated for this program in 2017. In this budget, two billion eight hundred and fourteen million nine hundred and seventy-four thousand (2,814,974,000) CFA francs

PROGRAMME 260 (opérationnel) : DENSIFICATION DE LA RECHERCHE-DEVELOPPEMENT ET DE L'INNOVATION

Placé sous la responsabilité du Secrétaire Général du MINRESI, le programme 260 vise à accroître les performances du Système National de Recherche Scientifique et d'Innovation. Une dotation budgétaire globale de quatre milliards six cent trente-trois millions neuf cent dix-huit mille (4.633.918.000) francs CFA en Autorisation d'Engagement et Crédit de Paiement a été allouée à ce programme pour 2017. Dans ce budget, deux milliards huit cent quatorze millions neuf cent soixante-quatorze mille (2.814.974.000) francs CFA ont été consacrés au paiement des salaires bruts du personnel, et le reste aux travaux de recherche dont le récapitulatif se présente ainsi qu'il suit, par action :

ACTION 1 : Renforcement de la Recherche pour la modernisation de l'appareil de production :

Elle couvre un ensemble d'activités conduites par :

- l'Institut de Recherche Agricole pour le développement (IRAD) ;
- le Centre Africain de Recherches sur Bananiers et Plantains (CARBAP) ;
- le Fonds de Développement des Filières Cacao et Café (FODECC), et
- le Programme de Recherche sur financement du Contrat Désendettement Développement / Programme d'Appui à la Recherche (C2D/PAR).

was spent on the gross salaries of the staff, and the rest on research work, the summary of which is as follows, per action:

ACTION 1: Reinforcement of Research for the modernization of the production system:

It covers all activities led by:

- the Agricultural Research Institute for Development (IRAD);
- the African Center for Banana and Plantain Research (CARBAP);
- the Development Fund for the Cocoa and Coffee Sectors (FODECC), and
- the Research Program for Funding the Debt-Reduction Development Contract/Research Support Program (C2D / PAR).

1.2.7 Ouvrages de franchissement et autres aménagements

1.2.7.1 Travaux de construction

Les réalisations majeures de 2017 se résument comme suit :

- Projet de construction du deuxième pont sur le Wouri (107,58 milliards) et ses aménagements complémentaires, côtés Deido et Bonabéri (33,88 milliards), avec l'achèvement des viaducs ferroviaire (747 ml) et routier (752 ml), respectivement aux mois de juillet et octobre suivi de la mise en service immédiate.
- l'achèvement de l'accès, côté Bonabéri, est envisagé décembre 2017.
- Aménagement de l'entrée Ouest de Douala (13 km; 55,5 milliards). Ces travaux achevés, permettront de mettre à la disposition des usagers une chaussée de 2x3 voies sur 8 km et un ouvrage d'art à Sodiko.
- l'aménagement de l'entrée Est de Douala (19 km; 60,901 milliards), achevé et réceptionné. Les travaux ont consisté à élargir la route en 2x1 voies centrales et 2x2 voies latérales sur 10 km, y compris un échangeur et un nouvel ouvrage d'art sur la Dindé.

1.2.7.2 Travaux de réhabilitation de la Nationale n° 3

L'auscultation et l'inspection des ouvrages hydrauliques découlant des études ont permis la programmation du remplacement de 28 buses métalliques par des dalots en béton armé. Deux lots de travaux d'un coût global de 10,7 milliards ont été attribués sur les sections Yaoundé-Ndoupe (106 km ; 5,4 milliards ; 18 buses) et Ndoupe-Dibamba (109 km ; 5,3 milliards ; 08 buses).

Ainsi, en prélude à cette réhabilitation, les travaux d'entretien confortatifs ont été engagés depuis l'exercice 2016 et le niveau d'exécution est le suivant :

- tronçon : Yaoundé-Ndoupe (106 km; 7,5 milliards), exécutés à 100% ;
- tronçon : Bekoko-Idénau (93 km; 5,165 milliards), achevés et réceptionnés ;
- tronçon : Ndoupe-Dibamba (109 km ; 8,2 milliards), réalisés à 16% : marché résilié. Une nouvelle attribution faite, permettra, notamment, la construction de deux dalots en remplacement des buses métalliques.

1.2.7.3 Conception/réalisation de 55 ponts métalliques ACROW sur l'étendue du territoire

Le projet consiste en la conception, la fabrication, la fourniture et l'installation de 55 ponts en sections préfabriquées modulaires en acier (2200 ml; 45,9 milliards), avec l'appui technique et financier des Etats-Unis d'Amérique et de la France. Il est subdivisé en deux (02) phases :

- la première phase concerne la réalisation des études techniques et environnementales sur cinquante-cinq (55) ouvrages ;
- la deuxième phase concerne l'exécution des travaux de construction des ponts et de leurs accès, selon les résultats de la première phase.

Les ouvrages à construire d'un linéaire de tablier de 2200 ml, sont répartis sur l'ensemble du territoire national, Adamaoua (05 ouvrages), Centre (05 ouvrages), Est (11 ouvrages), Extrême-Nord (02 ouvrages), Littoral (03 ouvrages), Nord : (02 ouvrages), Nord-Ouest : (09 ouvrages), Ouest : (07 ouvrages), Sud : 07 ouvrages, Sud-Ouest (04 ouvrages).

1.2.7. Crossing structures and other developments

1.2.7.1 Construction works

The major achievements of 2017 are summarized as follows :

- Construction Project of the second bridge over river Wouri (107,58 billion) and its complementary developments, Deido and Bonabéri sides (33,88 billion) with the completion of railway (747 ml) and road (752 ml) viaducts in July and October respectively, with immediate commissioning;
- completion of access, Bonabéri side and envisaged in December 2017;
- development of the Douala Western Entrance (13 km; 55,5 billion). Upon completion, these works will help to place at the disposal of users a 2x3 lane carriageway on 8 km and an engineering structure in Sodiko;
- development of the Douala Eastern Entrance (19 km; 60,901 billion), completed and accepted. The works consisted in widening the road to 2x1 central lanes and 2x2 laterite lanes on 10 km, including one interchange and one new engineering structure in Dindé.

1.2.7.2 Rehabilitation of National Road n° 3

The auscultation and inspection of the hydraulic structures emanating from studies enabled the programming and replacement of 28 metal ring and pipe culverts with reinforced concrete box culverts. Two works lots for an overall cost of 10,7 billion were awarded to the Yaounde-Ndoupe (106 km ; 5,4 billion ; 18 culverts) and the Ndoupe-Dibamba stretches (109 km ; 5,3 billion ; 08 culverts).

Thus, prior to the rehabilitation, reinforcement maintenance works were launched since 2016 and the level of execution is as follows:

- Yaounde-Ndoupe stretch : (106 km; 7,5 billion), executed at 100% ;
- Bekoko-Idénau stretch : (93 km; 5,165 billion), completed and accepted ;
- Ndoupe-Dibamba stretch: (109 km ; 8,2 billion), executed at 16%: contract terminated. A new contract award will enable the construction of two box culverts to replace the metal ones.

1.2.7.3 Design/construction of 55 ACROW steel bridges nationwide

The project consists in the design, manufacturing, supply and installation of 55 pre-fabricated modular steel bridge sections (2,200 ml, 45.9 billion), with the technical and financial support of the United States of America and France. It is divided into two (02) phases:

- The first phase concerns the conduct of technical and environmental studies on fifty-five (55) structures;
- The second phase concerns the execution of the bridge construction works and their accesses depending on the results of the first phase.

The 2200 ml-deck structures to be built are distributed throughout the national territory as follows: Adamawa (5 structures), Centre (5 structures), East (11 structures), Far-North (2 structures), Littoral (3 structures), North: 2 structures, North-West: 9 structures, West: 7 structures, South: 7 structures, South-West (4 structures).

Works have started on the first 15 structures in the Adamawa, East, North, South and North-West regions.

Les travaux ont démarré sur 15 premiers ouvrages dans les régions de Adamaoua, de l'Est, du Nord, du Sud et du Nord-Ouest.

1- RAPPEL DE L'OBJECTIF STRATEGIQUE DU MINISTERE DES AFFAIRES SOCIALES

- ✓ Madame la Présidente de la Commission des Finances et du Budget de l'Assemblée Nationale,
- ✓ Honorables Députés, Membres de la Commission des Finances et du Budget,

Permettez-moi, de rappeler qu'aux termes du Décret N°2011/408 du 09 décembre 2011 portant organisation du Gouvernement, le Ministère des Affaires Sociales est responsable de l'élaboration et la mise en œuvre de la politique du Gouvernement en matière de prévention, d'assistance et de protection des Personnes Socialement Vulnérables.

Ces missions s'arriment à la politique Sociale du Chef de l'Etat, Son Excellence Monsieur Paul BIYA qui place la personne humaine au centre de toute initiative de développement. Elles trouvent leur ancrage dans la composante Solidarité nationale du DSCE (p.18) énoncée ainsi qu'il suit : « Le Gouvernement poursuivra la mise en place des structures spécialisées pour les personnes handicapées et autres personnes vulnérables. Il entend, à travers la mise en œuvre de l'approche vulnérable, améliorer leur accès aux formations dans tous les secteurs, faciliter davantage leur insertion professionnelle, afin de réduire leur dépendance. Des aménagements spéciaux pour leur accès dans les édifices et des appuis financiers pour la promotion de l'auto-emploi feront l'objet d'une attention particulière ».

C'est sous ce prisme que se situe l'objectif stratégique défini par le Ministère des Affaires Sociales, à savoir : « promouvoir l'inclusion sociale des Personnes Socialement Vulnérables ».

Ainsi, toutes les activités menées dans les actions contenues dans les trois programmes ministériels (deux programmes techniques dont 557 : protection sociale des personnes socialement vulnérables et 559 : solidarité nationale et justice sociale, et un programme support 570 : Gouvernance et appui institutionnel dans le sous-secteur affaires sociales) ont des points d'attachement avec les principaux axes de la Stratégie de Développement des Services Sociaux ci-après :

- Développement du leadership et autonomie des femmes, des jeunes et des Personnes Socialement Vulnérables ;
- Renforcement des mécanismes de solidarité envers les personnes déplacées internes, les réfugiés et les dépendants sociaux ;
- Renforcement des outils de sécurité sociale et de protection civile ;
- Renforcement de la coordination et amélioration de la Gouvernance des services sociaux.

1- CONTEXTE ET L'ETAT DE MISE EN OEUVRE DES PROGRAMMES AU COURS DES DEUX PREMIERES ANNEES DU TRIENNAT-2016-2018 EN COURS, AINSI QUE LE BILAN STRATEGIQUE ET TECHNIQUE QUI EN DECOULE ET LES PERSPECTIVES

- ✓ Madame la Présidente de la Commission des Finances et du Budget de l'Assemblée Nationale,
- ✓ Honorables Députés, Membres de la Commission des Finances et du Budget,

Au cours des deux premières années du triennat 2016-2018, les programmes ministériels ont été exécutés dans un contexte socio-économique marqué par :

- la préoccupation du Cameroun liée à l'atteinte de son émergence et la poursuite de la mise en œuvre du DSCE ;
- la lutte contre la secte Boko Haram dans la Région de l'Extrême-Nord ;
- l'apparition de nouvelles demandes de protection sociale liées à l'afflux massif des populations déplacées et des réfugiés dans la Région de l'Est et de l'Extrême-Nord ;

1- RECALL OF THE STRATEGIC OBJECTIVE OF THE MINISTRY OF SOCIAL AFFAIRS

- ✓ Honourable President of the Finance and Budget Commission of the National Assembly,
- ✓ Honourable Parliamentarians, Members of the Finance and Budget Commission,

Let me recall that under the provisions of Decree N°2011/408 of December 09, 2011 organising the Government, the Ministry of Social Affairs is responsible for the drafting and implementation of the government policy as concerns prevention, assistance and protection of Socially Vulnerable People.

These missions fall in line with the social policy of the Head of State, His Excellency Paul BIYA, that places human being at the heart of any development initiative. They are anchored in the National Solidarity component of the GESP (p.18), as follows: "The Government will continue to set up specialized structures for the physically challenged and other vulnerable persons. It intends, through the implementation of the vulnerable approach, to improve their access to training in all sectors, to further facilitate their employability, in order to reduce their dependence. A special attention will be given to special accommodations for their access to buildings and financial support for the promotion of self-employment."

It is under this prism that lies the strategic objective defined by the Ministry of Social Affairs, namely: "to promote social inclusion of Socially Vulnerable Persons".

Thus, all activities carried out in actions contained in the three ministerial programmes (two technical programmes including Programme 557: Social protection of Socially Vulnerable Persons and Programme 559: National Solidarity and Social Justice, and the Programme 570: Governance and institutional support in the sub-sector of social affairs which is a support programme) fall in line with the main axes of the following Development Strategy of Social Services:

- Development of leadership and empowerment of women, youth and socially vulnerable persons;
- Strengthening of solidarity mechanisms for internally displaced persons, refugees and social dependents;
- Strengthening of social security and civil protection tools;
- Strengthening of the coordination and improvement of the governance of social services.

1- CONTEXT AND ASSESSMENT OF THE IMPLEMENTATION OF PROGRAMMES DURING THE FIRST TWO YEARS OF THE ONGOING 2016-2018 THREE-YEAR PERIOD, WITH THE RELATED STRATEGIC AND TECHNICAL BALANCE SHEET AND PROSPECTS

- ✓ Honourable President of the Finance and Budget Commission of the National Assembly,
- ✓ Honourable Parliamentarians, Members of the Finance and Budget Commission,

During the first two years of the 2016-2018 period, the programmes of the ministry were implemented in a socio-economic context characterised by the:

- la nécessité de renforcement des actions de promotion et de protection des droits des Personnes Socialement Vulnérables ;
- l'ancrage de la lutte contre les exclusions et la précarité dans le processus irréversible de décentralisation engagé par le Gouvernement ;
- la poursuite de la gestion budgétaire axée sur la performance, notamment à travers la mise en œuvre effective du Contrôle de gestion ;
- le déficit budgétaire suite à la chute des prix du pétrole.

- Cameroon's concern about the achievement of its emergence and the continuation of the implementation of the GESP;
- Fight against the Boko Haram sect in the Far North Region;
- Emergence of new demands for social protection due to the massive flood of displaced populations and refugees in the East and Far North Regions;
- Need to strengthen actions to promote and protect the rights of socially vulnerable persons;
- Anchorage of the fight against exclusion and precariousness in the irreversible process of decentralisation initiated by the Government;
- Continuation of performance-based budget management, in particular through the effective implementation of Management Control;
- Budget deficit following the fall in oil prices.

- Pour ce qui est de la SOPECAM, elle a connu au cours de l'exercice 2017 une intense activité dans divers domaines (Information, publicité, imprimerie, développement des infrastructures et équipements, éditions, commercialisation de ses produits), et ce en dépit d'une certaine contraction de l'activité économique nationale voire sous régionale.

Sur le plan informationnel, conformément à l'article 3 du décret 2016/217 du 28 avril 2016 portant Statuts de la Société de Presse et d'Éditions du Cameroun, la première mission organique de la SOPECAM est l'information. Elle remplit cette mission à travers de nombreuses publications à savoir :

- **Cameroon Tribune** : Quotidien national bilingue et publication phare de la SOPECAM, elle a paru sans discontinuité tout au long de cette année 2017. Toute l'actualité nationale a été couverte. Les activités du Chef de l'État ont fait l'objet d'une couverture détaillée. Les activités des deux chambres du parlement, l'action gouvernementale, ont également été suivies méticuleusement. Cette publication a densifié et diversifié ses contenus pour les rendre plus informatifs et plus instructifs pour ses nombreux lecteurs.

Des dossiers spéciaux sur les projets d'infrastructures (port de Kribi, infrastructures de la CAN 2019, projets routiers, etc.) sur la lutte contre Boko Haram, sur la crise dans les régions du Nord-Ouest et du sud-Ouest ont été publiés, entre autres.

Une édition de l'encart *Newspaper Supplement* Cameroon Tribune Analyses a été produite (Accord de Paris sur le climat) pour donner plus de profondeur au traitement quotidien de l'information.

D'un autre côté, la Tribune des Régions a offert à tous les lecteurs de découvrir les charmes de notre pays à travers les diverses localités présentées chaque semaine.

Cette sensible amélioration des contenus est venue s'ajouter à une nette évolution de la qualité d'impression de ce journal comme chacun a pu s'en rendre compte. Depuis deux ans en effet, la SOPECAM a mis en service une nouvelle rotative. Cet outil de travail très performant

As far as SOPECAM is concerned, it should be noted that during the 2017 financial year, it experienced intense activity in various fields (information, advertising, printing, infrastructure and equipment development, publishing, marketing of its products), despite a certain reduction in the national economic activity prevailing in the sub regional.

In terms of information, as stipulated in Article 3 of Decree 2016/217 of 28 April 2016 on the Statutes of the Cameroon's News and Publishing Corporation, the first organic mission of SOPECAM is information. It fulfills this mission through numerous publications namely:

- **Cameroon Tribune**: It should be highlighted that the national daily bilingual and flagship publication of SOPECAM has appeared continuously throughout this year 2017. All national news has been covered. The activities of the Head of State were covered in detail. The activities of both houses of parliament, government action, have also been meticulously followed. This publication has densified and diversified its contents to make them more informative and educative for its many readers.

Special reports on developmental projects (The Kribi Deep Sea Port, AFCON 2019 facilities, road projects, etc.), on the fight against Boko Haram, on the crisis in the North-West and South-West regions were published, among others.

An edition of the Cameroon Tribune Analyses insert has been produced (Paris Agreement on Climate) to give in-depth analysis to the daily processing of information.

On the other hand, the Tribune of Regions offered to all readers the opportunity to discover the charms of our country through the various localities presented each week.

This significant improvement of the contents was due to the clear development of the quality of impression of this newspaper as everyone could realize it. For two years now, SOPECAM has put a new printing machine into service. This highly productive and exceptionally productive tool was acquired with the support of the Government and the decisive support of His Excellency the President of the Republic.

et d'une exceptionnelle capacité de production a été acquis avec le soutien du gouvernement et l'appui décisif de son Excellence Monsieur le Président de la République.

- Cameroon Business Today** : Pour répondre à une demande très pressante d'une publication économique de référence et de qualité, la SOPECAM a lancé au mois d'avril 2017 un hebdomadaire spécialisé. Les six premiers mois de parution indiquent que la publication a été bien accueillie par les publics visés (administrations spécialisées, universitaires, investisseurs, chercheurs d'emploi, annonceurs, etc.)
- **Nyanga** : ce magazine mensuel a continué, comme depuis dix ans, de montrer au monde la beauté du Cameroun, les réussites de ses fils et filles. Des études sont en cours en ce moment pour en améliorer les contenus et la présentation.
 - **Week-End Sports et Loisirs** : ce magazine hebdomadaire a rempli ses objectifs : apporter aux lecteurs les bonnes informations pour une fin de semaine agréable, faite de détente, de découverte et d'indications pratiques.

Sur le plan de l'édition, la SOPECAM dispose à ce jour d'une chaîne complète de production du livre. Cet outil de grande capacité est en mesure de produire des ouvrages à une cadence de plus de cinq mille livres à l'heure.

Afin d'appuyer la politique gouvernementale dans le secteur du livre scolaire, la SOPECAM a lancé en 2016 avec le concours des enseignants camerounais, la Collection Emergence. Celle-ci met à la disposition des élèves et des enseignants des outils pédagogiques adaptés à notre environnement culturel à des coûts très compétitifs. En 2017, près de cent mille ouvrages ont été produits pour les élèves de la SIL au CM2.

Cameroon Business Today: In response to a very pressing request for an economic publication of reference and quality, SOPECAM launched a specialized weekly in April 2017. The first six months of publication indicate that the publication was well received by the target audiences (specialized administrations, academics, investors, job seekers, advertisers, etc.)

- **Nyanga**: This monthly magazine has, continued, since ten years, to showcase the beauty of Cameroon and the successes of his sons and daughters to the whole world. Studies are currently underway to improve the content and presentation.

- **Week-End Sports and Leisure**: This weekly magazine has fulfilled its objectives: to provide readers with the right information for a pleasant weekend, made of relaxation, discovery and practical indications.

As far as publishing is concerned, SOPECAM currently has a complete chain for textbooks production. This high-capacity tool is able to produce textbooks at over five thousand textbooks per hour.

In order to support government policy in the school textbook sector, SOPECAM launched the Emergence Collection in 2016 with the assistance of Cameroonian teachers. It provides students and teachers with educational tools adapted to our cultural environment at very competitive costs. In 2017, nearly one hundred thousand textbooks were produced for students from nursery to class six.

En ce qui concerne le Programme 511 qui porte sur la Promotion de l'initiative privée et l'Amélioration de la compétitivité des PME, le montant alloué à ce programme qui représentait 35,11% du Budget était de 4 milliards 017 millions 180 mille de F.CFA en AE et en CP.

L'objectif visé est de densifier et de garantir la compétitivité du tissu des PME camerounaises. Cette enveloppe a permis de financer la mise en œuvre des activités dont les plus importantes ont porté sur : l'opérationnalisation des Centres des Formalités de Création d'Entreprises, la mise en place du Fichier National des PME, l'accompagnement des PME à la Bourse de Sous-Traitance et de Partenariat, l'encadrement des jeunes entrepreneurs locaux dans le cadre du programme EMPRETEC, l'opérationnalisation et la mise en place du projet KAIZEN au Cameroun, la vulgarisation des Centres de Gestion Agréés, la poursuite de la mise en œuvre du Programme d'appui à la création et au développement des PME de transformation de produits locaux de consommation de masse (PACD-PME), la mise en œuvre du programme d'appui aux PME Agricoles et Agroalimentaires (PMEAA), la mise en place de la pépinière publique pilote des entreprises d'Edéa, la mise en place de politique de Responsabilité Sociétale des Entreprises (RSE) et de l'entrepreneuriat au Cameroun.

S'agissant de l'opérationnalisation des Centres de Formalités de Création d'Entreprises (CFCE), il ressort des statistiques y afférentes que plus de 11 786 entreprises ont été créées en 2017, contribuant ainsi à la création de plus de 20 000 emplois directs. De plus, la plate forme de création des entreprises en ligne « MyBusiness.cm » est déjà opérationnelle dans les CFCE de Yaoundé, de Douala et de Garoua ; l'objectif étant la dématérialisation des procédures et la réduction des délais de création d'entreprises dans lesdits centres. Il convient de rappeler que le Cameroun, par cette initiative qui donne la possibilité aux promoteurs de créer en ligne leurs entreprises, a obtenu en 2016 à Nairobi au Kenya, un prix des Nations Unies décerné par le Secrétaire Général de la CNUCED et le Sous-secrétaire d'Etat Américain en charge des Affaires Economiques.

En ce qui concerne la mise en place du Fichier National des PME, il convient de relever qu'après le développement de l'application dédiée, l'année 2017 a été consacrée à l'élaboration d'un manuel de procédures et à l'acquisition du matériel informatique pour l'unité opérationnelle (ordinateurs, scanners, serveurs etc.).

S'agissant de l'accompagnement des PME par la Bourse de Sous-traitance et de Partenariat du Cameroun (BSTP-CMR), cent soixante treize (173) PME ont fait l'objet d'un Benchmarking dans les régions du Centre, du Littoral, de l'Ouest et du Sud-ouest ; deux cent soixante quatre (264) PME ont été mises en relation avec les donneurs

As-concerns Programme 511 on Promoting private initiative and Improving the competitiveness of SMEs, the amount allocated for this programme which was of 35,11% of the budget was four billion seventeen million, one hundred and eighty thousand (4, 017, 180.000) FCFA in AC and PC.

The objective aimed at increasing and guaranteeing the competitiveness of the network of Cameroonian SMEs. The budget allowed us to finance the implementation of the most important following activities:

-the operationalization of the Enterprises Creation Procedures Centres, the setting-up of the National SME file, the support to SMEs to the subcontracting and partnership grants, the supervision of young local entrepreneurs within the framework of the EMPRETEC programme, the operationalization and implementation of the KAIZEN project in Cameroon, the sensitization on Authorized Management Centras, the continued implementation of the Support Programme for the Creation and Development of SMEs of Transformation and Conservation of local products of mass consumption (PACD/PME), the implementation of the Support Programme for Agricultural and Agribusiness SMEs (PMEAA), the setting-up of the Edéa pilot public enterprises incubator, the implementation of Corporate Social Responsibility Policy (CSR) and of Entrepreneurship in Cameroon.

Regarding the operationalization of the Enterprises Creation Procedures Centres (ECPCs), statistics show that more than 11,786 enterprises were created in 2017, thus contributing to the creation of more than 20,000 direct jobs.

In addition, the online enterprise creation platform "MyBusiness.cm" is already operational in the Yaoundé, Douala and Garoua ECPCs; being the objective the dematerialization of enterprises creation procedures and the reduction of creation deadlines in these centres. It should be recalled that this initiative through which Cameroon gives to promoters the opportunity to create their businesses online, won in Nairobi, Kenya, in 2016, a United Nations Award by the Secretary General of UNCTAD and the US Assistant Secretary of State in charge of Economic Affairs.

Regarding the implementation of the National SME File, after the development of the dedicated application, the year 2017 was devoted to the development of a manual of operational procedures and the purchase of computer equipment for the operational unit (computers, scanners, servers, etc.).

d'ordre et soixante neuf (69) contrats de partenariats ont été signés. En termes d'emplois générés, deux mille neuf cent soixante cinq (2 965) emplois ont été créés (2 000 hommes et 965 femmes), dont cinq cent soixante dix sept (577) contrats à durée déterminée et deux mille trois cent quatre vingt huit (2 388) contrats à durée indéterminée.

Dans le cadre de la mise en œuvre du projet EMPRETEC qui vise à promouvoir l'esprit d'entreprise à travers l'innovation et le partenariat, quatre (04) sessions de formation ont été organisées à partir du 16 octobre 2017 pour des acteurs économiques des régions de l'Extrême-Nord, du Nord, du Sud-Ouest et du Nord-Ouest, permettant ainsi la formation de plus de cinquante (50) jeunes entrepreneurs. L'objectif de ce projet est d'améliorer la compétitivité des acteurs de production en leur offrant des solutions pour acquérir les compétences et les aptitudes professionnelles d'un bon entrepreneur.

MINPMEESA

With regard to SME support through the Cameroon Subcontracting and Partnership Stock Exchange (BSTP-CMR), one hundred and seventy-three (173) SMEs have been benchmarked in the Centre, Littoral, West and Southwest regions; two hundred and sixty-four (264) SMEs were put in contact with some contractors and sixty-nine (69) partnership contracts were signed. In terms of jobs generated, 2,965 jobs were created, (for 2,000 men and 965 women), including five hundred seventy-seven (577) short-term contracts and two thousand three hundred and eighty-eight (2,388) permanent contracts.

As part of the implementation of the EMPRETEC project, which aims at promoting entrepreneurship through innovation and partnership, four (04) training sessions were organized from 16 October 2017 for economic actors of the Far North, North, Southwest and North West regions, thus enabling the training of more than fifty (50) young entrepreneurs. The targeted objective here is to improve the competitiveness of production actors by offering them solutions to acquire the competences and professional skills of a good entrepreneur.

MINPMEESA

10 Par la mise en œuvre de l'action 6 « *Audit interne et contrôle* », le Ministère des Enseignements Secondaires entend évaluer systématiquement la qualité du fonctionnement et du rendement des services centraux, déconcentrés et sous-tutelle. Pour y parvenir, sept (7) activités seront menées : le suivi de la mise en œuvre du Programme National de Gouvernance au sein du MINESEC, la lutte contre la corruption, le suivi et l'évaluation des établissements scolaires et des Ecoles Normales d'Instituteurs, le suivi et l'évaluation des projets à financement extérieur, l'audit interne des structures centrales déconcentrées et sous tutelle, le contrôle interne et l'évaluation du fonctionnement des services centraux déconcentrés et la formation continue en audit et contrôle internes.

Concrètement,

- Au moins cinq (05) délégations régionales sont annuellement contrôlées. EN 2016, il s'est agi de l'Adamaoua, du Centre, de l'Extrême-Nord, du Littoral et du Nord-Ouest;
- Les services déconcentrés de 10 délégations départementales ont également été contrôlés : Djerem et Vina dans l'Adamaoua; Mfoundi et Mefou et Afamba dans le Centre; Diamaré et Mayo-Kani dans la région de l'Extrême-Nord; Sanaga Maritime et Wouri dans le Littoral; Mezam et Momo dans la région du Nord-Ouest);
- Le Contrôle de la gestion des établissements privés d'Enseignement Secondaire effectué sur le territoire national a conduit à la fermeture de 75 établissements scolaires privés clandestins.

10 Par la mise en œuvre de l'action 7 « *Veille et conseil juridique* », le Ministère des Enseignements Secondaires entend développer la culture juridique, préserver les intérêts de l'Etat et veiller au respect des normes et procédures juridiques. A cet effet, trois (03) activités sont menées à savoir : le suivi du respect des normes et des procédures juridiques, la vulgarisation de la culture juridique et la Défense des intérêts de l'Etat en justice.

A cet effet,

- Les intérêts de l'Etat sont défendus devant les tribunaux chaque fois que cela est rendu nécessaire ;
- La sécurisation des sites fonciers des établissements publics est en cours.

BILAN STRATEGIQUE

S'agissant du programme 331 « *Renforcement de l'accès aux Enseignements Secondaires* », son objectif est d'accroître l'accès aux enseignements secondaires, avec pour indicateur le taux de transition du primaire au secondaire. En 2016, ce taux était de 69,62%. Il est attendu qu'il soit porté à 72% en 2018. A la fin de l'année scolaire 2016/2017, ce taux est de 71%.

Le programme 332 « *Amélioration de la qualité de l'éducation et de la vie en milieu scolaire* » qui vise à améliorer la qualité des apprentissages, le taux d'achèvement du premier cycle de 71,15% en 2016 est porté à 75% en 2018. A mi-parcours du triennat, ce taux d'achèvement est de 72%.

10 Through the implementation of Action 6 "Internal Audit and Control", the Ministry of Secondary Education intends to systematically evaluate the quality of the functioning and output of the central and external services and those under supervision. To achieve this, seven (7) activities will be carried out: the follow-up of the implementation of the National Governance Programme within the Ministry of Secondary Education, the fight against corruption, the follow-up and evaluation of secondary schools and Teacher Training Colleges. The follow-up and evaluation of external funding projects, the internal audit of central, external services and those under supervision, the internal control and evaluation of the functioning of central and external services and in-service training in internal audit and control.

Concretely,

- At least five (05) regional delegations are audited yearly. In 2016, they were Adamaoua, Centre, Far-North, Littoral and North-West;
- External services of 10 divisional delegations were also audited: Djerem and Vina in Adamaoua; Mfoundi and Mefou and Afamba in the Centre; Diamaré and Mayo-Kani in the Far North region; Sanaga Maritime and Wouri in the Littoral; Mezam and Momo in the Northwest region);
- Control of the management of private secondary school carried out nationwide which led to the closure of 75 illegal private schools.

10 Through the implementation of Action 7 "Monitoring and Legal Advice", the Ministry of Secondary Education intends to develop the legal culture, preserve the interests of the State and ensure compliance with legal standards and procedures. To this end, the following three (03) activities are carried out: the follow-up compliance with legal norms and procedures, the popularisation of legal culture and the advocacy of the interests of the State in courts.

For this purpose,

- The interests of the State are advocated in court whenever necessary;
- The protection of public school land sites is being done.

STRATEGIC BALANCE SHEET

Concerning the programme 331 "Increasing Access to Secondary Education", it aims at increasing access to secondary education, with the transition rate from primary to secondary as an indicator. This rate was 69.62% in 2016. It is expected to rise to 72% in 2018. This rate rose 71% at the end of the 2016/2017 school year.

The programme 332 "Improving the quality of Education and Life in Schools" which aims at improving the quality of learning, the completion rate for the first cycle rose from 71.15% in 2016 to 75% in 2018. Midway into the triennium, this completion rate is 72%.

The operational programme 333, "Intensification of professionalisation and optimization of training" aims at adapting training to the socio-economic environment. At the end of the triennium, it is expected that the percentage of learners in Technical and Vocational Secondary Education will reach 23%, compared to the 21.15% in 2016. This rate is currently at 21.62%.

Le programme opérationnel 333, « Intensification de la professionnalisation et optimisation de la formation » a pour objectif d'adapter les formations à l'environnement socioéconomique. A la fin du triennat, il est attendu que le pourcentage d'apprenants dans l'Enseignement Secondaire Technique et Professionnel atteigne 25%, par rapport aux 21,15% de 2016. Ce taux est actuellement de 21,62% 17

Enfin, en ce qui concerne le programme 334 de Gouvernance et d'appui institutionnel, L'objectif est d'assurer une gestion rationnelle et optimale des ressources, avec pour indicateur le taux de réalisation des activités programmées au MINESEC. En 2016, ce taux était de 98%. Il est attendu qu'il atteigne 100% en 2018. 4

MINESEC

Finally, with regard to Governance and Institutional Support Programme 334, the objective is to ensure a rational and optimum management of resources, with the achievement rate of the activities programmed in MINESEC as an indicator. This rate was 98% in 2016. It is expected to reach 100% in 2018.

MINESEC

Appendix 3: Researcher's Translation of Excerpts of 2016 and 2017

A1.Excerpt of the Performance Report of MINPOSTEL

One year after the concerns were raised, you can now rest assured that MINPOSTEL was able to address your concerns with the budget you kindly allocated to it. Hence, going by what MINPOSTEL has, so far, achieved, I can unequivocally say that the fundamentals in the sector of post, telecommunications and ICT are now in place. Henceforth, all that needs to be done is to upgrade, consolidate and improve on them. Besides, the strategic plan for the development of digital economy was formulated and approved by the Prime Minister, Head of Government. The projects provided for in the Plan would be implemented during the 2017 financial year with the budget that you would kindly allocate to MINPOSTEL.

The Committee Chair,

Honourable Members of the National Assembly,

In concrete terms, the sum of CFAF 44, 156, 000, 000 (forty-four billion one hundred and fifty-six million) that was allocated to MINPOSTEL during the 2016 financial year was judiciously and rationally managed. So the budget allocated to Programme 586, Upgrading Network and Increasing the Number of Postal Services in Cameroon, was used to:

- construct the Bafoussam 3 Post Office;
- construct the Kon-Yambetta Post Office;
- standardise postal services;
- lend support to work on addressing system location in Ebolowa;
- renovate the Maroua, Mindif and Ngaoundere Post Office buildings;
- purchase servers and have e-banking software applications installed;
- purchase software applications for the management of files and hybrid mail.

The budget allocated to Programme 587, Popularising and Optimising Telecommunications and ICT Networks and Services, was used to:

- secure Cameroon's membership of the ACE consortium;
- oversee the implementation of the NBN Project;
- extend the national optical loop backbone (Phase III) to 3 950 km;
- commence work on connecting public services to high speed Internet through optical fibre;
- press on with the programme to deploy optical loop networks in the chief towns of Regions. In this respect, the percentage of work already done is as follows:

-95% in Bafoussam, that is a distance of 16.367 km;

-95% in Ebolowa, that is a distance of 16.367 km;

-30% in Bamenda, that is a distance of 26.156 km;

-65% in Bertoua, that is a distance of 13.495 km;

-70% in Garoua, that is a distance of 17.3465 km; and

-25% in Ngaoundere, that is a distance of 25.1948 km

- construct 2 (two) Internet Exchange Points (IXP) in Douala and Yaounde;
- pursue the implementation of the project on the optical loop national broadband network also known as NBN;

- secure new online software applications through Cameroon's Public Key Infrastructure (PKI);
- lend support to measures to combat cyber-threats;
- upgrade the PKI Centre;
- organise two seminars to raise the awareness of stakeholders in the sector of networks and information systems security;
- draw up a digital plan for Cameroon by 2020.

A2- Excerpt of the Performance Report of MINSEP

Report on the Execution of the Budget of MINSEP

The budget of the Ministry of Sports and Physical Education for the 2016 financial year was CFAF 177 667 000 000, distributed as follows:

- recurrent budget: CFAF 13 267 000 000;
- public investment budget: CFAF 164 400 000 000 including CFAF 74 billion from externally sourced funds, CFAF 100 million from remittances (omitted) CFAF 300 000 000 from MINSEP's funds and CFAF 90 billion for preparations to host the 2016 and 2019 AFCONs.

The 2016 budget of MINSEP was executed in accordance with the performance requirement of performance budgeting. Hence, the three programmes that, in fact, are components of national policy in the domain of sports and physical education were allocated appropriations as follows:

- coordination of the sports movement: CFAF 6 231 000 000;
- development of sports facilities: CFAF 164 872 000 000;
- good governance and institutional support to the sports and physical education sub-sector: CFAF 6 564 000 000.

1. Coordination of the Sports Movement

The objective of implementing this programme is to promote, in collaboration with institutional stakeholders, sports and physical education activities (SPEAs). The Programme was implemented by carrying out actions such as:

A. Promotion of Sports and Physical Education

The promotion of sports and physical education mainly focused on:

- supervising the teaching of SPE as academic disciplines;
- supervising pedagogic activities in institutions that train professionals of SPE;
- field trips to schools.

B. Development of Cooperation ties in the Domain of Sports and Physical Education

The actions that were carried out to popularise and promote sports and physical education are as follows:

-implementation of SPE curricula by deploying of different groups of MINSEP staff to the 10 (ten) regional headquarters in July 2016. The deployment of MINSEP staff was designed to enhance the use of the curricula, effectively evaluate the effective use of the latter and how practicals are conducted during official examinations in SPE.

-production and distribution of curricula and a handbook for teachers. In this connection, printed copies of SPE curricula were distributed to central and devolved services of MINSEP. There are plans to still print and distribute copies of the curricula to all the teachers of SPE who are about 3000 (three thousand).

-As for the revision of the handbook for teachers which has now been completed, the revised handbook will be approved by partner ministries without undue delay;

-commencement of the process of adapting physical education to the specifications of schools even though the bid to actually carry out the process is still subject to the provision of requisite funds;

-follow up progress made in implementing regulatory instruments on SPE during in-service training and official examinations. In this regard, there was an interministerial meeting with officials of different cycles of lay private and denominational educational establishments in September this year. The meeting that was held on the instructions of the Prime Minister, Head of Government, sought to bring lay private schools in step with educational standards of SPE.

A3- Excerpt of the Performance Report of MINESUP

Programme 1: Developing Technology and Professionalising Higher Education

The overall objective of this programme is to increase, quantitatively and qualitatively, the number of students trained in professional schools and institutes of technology.

The performance indicator of the Programme is the number of students trained in professional schools and institutes of technology in the sub-sector of high education.

The target to be met is to have 24 % of the students enrolled in technological and professional disciplines by 2018 as against the 22 % enrolled so far.

This will, therefore, mean modernising academic infrastructure, improving the administrative set up, the management strategy and, ultimately, extending the institutional framework.

The budget allocated to the Programme was CFAF 9 632 654 000.

To date, the rate of expenditure on this programme is CFAF 9 455 651 000 in absolute terms.

The implementation of the Programme led MINESUP to:

- pursue construction work on academic infrastructure, create social amenities and equip all of them. For example, the number of new seats provided to students in lecture halls, amphitheatres and blocks of lecture halls was 42 000. At the same time, university hostels were endowed with close to 1000 (one thousand) new beds;
- review and produce educational curricula with the involvement of stakeholders in the education sector in order to take the dynamics of socioprofessional circles into account.

Programme 2: Modernising and Professionalising Conventional University Faculties

The objective of this programme is to tailor the training offered in conventional university faculties to the needs of socioprofessional circles.

The performance indicator of the Programme is the number of students who obtained a professional degree from such faculties.

The target to be met is to have the number of students who have been awarded a professional degree in 2018 increased to 12 680 from the current 2 640.

In order to roll back under-employment that is affecting graduates from conventional faculties, MINESUP's objective in higher education is to enable every graduating student to acquire skills that are necessary for his/her socioprofessional insertion or self-employment.

To attain this goal, MINESUP adopted a four-pronged agenda as follows:

- offer new professional courses culminating in the award of diplomas;
- offer specialised short courses for certification;
- mainstream professional courses in the curricula of conventional faculties;
- adopt professional disciplines

These different dimensions of professionalising university education will necessitate revision of the curricula, bolstering up of faculty facilities and infrastructure, adoption of new pedagogical, management and good governance approaches, strengthening of partnership ties between training centres and socioprofessional circles and, above all, development of digital technology in universities.

The budget allocated to this programme was CFAF 1 268 545 000. To date, expenditure on this programme is CFAF 1 143 463 000 in absolute terms, that is 90.14 % in relative terms.

The following actions were carried out in order to:

- harmonise the curricula for official examinations certified by the Ministry of Higher Education (BTS, HND,...) with the curricula for conventional faculties (FALSS, FLPS, FEMS) by tailoring such curricula to the real needs of the labour market;
- render the Annex of FLPS of Bertoua, Ebolowa, and Garoua operational;
- construct a block of lecture halls with a ground floor + 3 storeys at the University of Douala ;
- enable MINESUP to regularly hold consultation meetings with the different members of the university community.

Programme 3: Promoting University Research and Technological Innovation

The objective of this programme is to bolster systematic university research, technological innovation and technology transfer to sustain and stimulate industrial production.

A4- Excerpt of the Performance Report of MINCOMMERCE

Government's objectives to enhance trade are defined in the GESP and according to the latter its objective "at the level of domestic trade is to ensure steady supplies in the domestic market through fair competition while the objectives of government at the level of international trade are to enhance, promote and contribute in diversifying trade with foreign partners in value added goods and services".

It is, therefore, in pursuit of such objectives that I wish to begin by giving an account of activities that were carried out during the year now ending and to proceed with activities earmarked for the 2017 financial year.

1. Report on Activities Carried out During the 2016 Financial Year

The Committee Chair,

Honourable Members of the National Assembly,

The main activities that were carried out by MINCOMMERCE during the financial year now ending can be summarised as follows:

1.1. At the Level of External Trade

The main activities were carried out under the following three conventional headings: regional integration, North-South cooperation and emerging markets' penetration.

A- Regional Integration

More actions were accomplished through the following activities:

-participation in the International Trade Fair in Lagos (Nigeria) from 4-13 November 2016 as stipulated in the trade agreement between Cameroon and Nigeria. As part of mutual acceptance of certificates of conformity between the two agencies in Nigeria which regulate product standards (National Agency for Food and Drug Administration and Control (NAFDAC) and Standards Organisation of Nigeria (SON)) and Cameroon's Standard and Quality Agency (SAQA), I decided to take advantage of my stay in Lagos to hold discussions with Nigerian authorities and with the Director General of NAFDAC, in particular. It is worthy to note that food and pharmaceutical products and cosmetics fall within the ambit of NAFDAC while SON is in charge of textile, leather, soap and handicraft products. As for negotiations with SON, they began in 2011 and culminated in a Memorandum of Understanding (MoU) that SAQA signed with SON in June 2014. In its bid to implement the MoU, SAQA has, to date, adopted 400 (four hundred) of SON's standards.

Negotiations with NAFDAC also began in 2011.

However, the negotiations continued to stall even after SAQA proposed a draft MoU to NAFDAC at the end of the 6th Session of the Enlarged Joint Commission on Cooperation between the two countries which was followed by numerous correspondence and reminders. The last reminder was sent on 16 December 2015.

When I led our country's delegation that participated recently in the International Trade Fair in Lagos (Nigeria) from 4-13 November 2016, I was able to break the deadlock. At the end of a working session with the Director General of NAFDAC on 9 November 2016, we reached an agreement on SAQA's proposal through a formal correspondence by the Nigerian Party.

The breakthrough for our products on the Nigerian market is now subject to going through the compliance process as follows:

A5- Excerpt of the Performance Report of MINAC

- The task of safeguarding and protecting our cultural and artistic heritage by protecting our cultural goods and services. MINAC has drafted and submitted the enabling instrument of Law No. 2013/3 of 18 April 2013 to Regulate Cultural Heritage in Cameroon, in particular, to the highest authority and, inter alia:

- drafted a decree to institute a national day in commemoration of historic or iconic figures;
 - drafted the enabling instrument of Law No. 2013/3 of 18 April 2013 to Regulate Cultural Heritage in Cameroon;
 - drafted an Order to create and organise the Interministerial Committee on the National Commission for the Management of Cultural Heritage; and
- drafted a decree to lay down conditions for the management of the Special Fund for the Protection and Promotion of Cultural Heritage.

- The task of restoring and improving on our artistic and cultural heritage by rehabilitating cultural sites and enabling them to generate income caused MINAC to embark on implementing the Decree of 8 June 2015 to lay down conditions for the exercise of certain powers devolved to councils, transfer assigned funds to councils with territorial jurisdictions for the rehabilitation of several cultural sites and to deploy manpower to the National Museum, the National Orchestra and the National Archives by appointing officials to man these three devolved entities for their proper functioning. That is why the National Museum can now take the initiative to organise fairs and events that project the beauty and magnitude of our cultural diversity.

As for the Programme on Capacity Building for the Production of More Cultural Goods and Services, the activities earmarked and carried out in 2016 are as follows:

- organisation of a cultural jamboree, in January 2016, which brought together men of science and men of culture. It was an opportunity to brainstorm on conditions and modalities of appropriating our culture as the basis of our country's development;
- the 2nd cultural consortium organised in Yaounde in April 2016 and financed with C2D funds under the auspices of the Paul ANGO ELA Foundation sought to formulate and implement a policy on incentives to cultural groups and the creative industry in Cameroon in accordance with standard practice and conventions;
- organisation of the Yaounde International Book Fair (YIBFA) in June 2016 and which was attended by more than 15,000 visitors and 150 exhibitors (booksellers, publishers, librarians) and during which eight round table conferences and fifteen book signing ceremonies were organised.

Besides, the documentary stock of MINAC was also enriched, on the sidelines of the Fair, with about 6,000 books donated to the mobile library and the Yaounde Public Reading Centre.

A6-Excerpt of Performance Report of MINADER

produce more cassava stems (from cassava farms) for the production of cassava cuttings that will make it possible to produce cassava on a large scale in order to obtain high quality starch and flour in cassava processing units.

MINADER's support mechanism made it possible to control pests in cocoa and coffee farms with a surface area of 15 000 hectares.

MINADER's support mechanism also made it possible to control bugs that destroy crops, grain eating birds and grasshoppers.

Activities that were actually carried out to grow agricultural crops in 2016 are, but not limited to:

-Activities carried out in the Plantain Sector

-1 650 000 plantain suckers were produced and distributed to 900 plantain farmers who planted the plantain suckers on a surface area of 1380 hectares;

-plantain suckers procured from 15 plantain sucker growers were planted on a surface area of 15 hectares and are expected to produce 100 000 bunches of plantain;

40 tonnes of fertiliser were acquired and distributed to 70 plantain farmers;

-3 tonnes of pesticide were acquired and distributed to 50 plantain farmers.

-Activities carried out in the Irish Potato Sector

-200 tonnes of seed potatoes were acquired and distributed to farmers in the North-West, West and Centre Regions who produce seed potatoes and have signed a contract with MINADER. Seed potatoes were planted on a surface area of 67 hectares and are expected to produce 1100 tonnes of seed potatoes;

-225 tonnes of quality seed potatoes were produced in the Santa Seed Potato Farm and distributed to 1 744 farmers in the Centre, South, East, North-West and South-West Regions;

-Irish potato crops were grown for domestic consumption on a surface area of 100 hectares and about 1 500 tonnes were harvested;

-114 tonnes of fertiliser were acquired and distributed to Irish potato farmers;

-541 kg of fungicide and 180 litres of insecticide were acquired and distributed to Irish potato farmers;

-12 Irish potato warehouses were constructed.

-Activities carried out in the Sector of Roots and Tubers

MINADER supervised and closely followed up farmers of roots and tubers to ensure that they were using planting techniques correctly. Hence:

A7- Excerpt of the Performance Report of MINATD

rendering the National Civil Status Registration Office (NACSRO), operational by deploying administrative staff to NACSRO's head office and recruiting personnel.

It should be noted that work on processing the files of traditional rulers in order to put them on the payroll continued in accordance with Decree No. 2013/332 of 13 September 2016. To date, of the 13 536 files expected, 9 726 files have been processed and transmitted to the Ministry of Finance and traditional rulers are put on the payroll accordingly.

With respect to border management, the Nigerian Minister of Interior was received during his official visit to Cameroon from 22-23 February 2016. His visit afforded MINATD the opportunity to strengthen cooperation ties with our Nigerian neighbour. An observation mission on the Cameroon-Gabon border was conducted in the months of July and August 2016. Several diplomatic contacts were made in order to hold sessions of the joint permanent committees on security and sessions of the ad hoc committees on borders with neighbouring countries in future.

Programme 93: Enhancement of Decentralisation

Activities of the Programme which were carried out with satisfactory results in 2016 are:

- consideration of draft instruments on devolution of powers and transfer of funds to councils and city councils during the 2017 financial year by the Interministerial Committee on Devolved Services.

- a general investment appropriation earmarked for 292 projects to be effectively financed in 198 councils in 2016 and those financed by SCOFMA;

- training of 2,500 (two thousand five hundred) stakeholders in decentralisation at grassroots level during regional seminars organised in May and June 2016;

- redistribution of the sum of 58 035 774 284 CFA francs procured from equalisation taxes during the 1st, 2nd and 3rd quarters of 2016 to councils and city councils.

However, one important project that was carried out in the domain of decentralisation in 2016 is the project to process the files of municipal administrators and put them on the payroll in accordance with the provisions of Decree No. 2015/405 of 16 September 2015 to determine the remuneration of mayors, government delegates and their deputies. To this end, the Minister of Finance and I signed a joint order to determine the methods of calculation, authorisation and payment of the basic salary of municipal administrators on 17 May 2016.

As a follow up to this joint order, a committee comprising representatives of MINATD, MINFI and SCOFMA was set up to scrutinise the files of municipal administrators without undue delay.

The Committee will soon round off its deliberations and it is evident that municipal administrators who have submitted complete files will receive their salaries very soon.

A8- Excerpt of the Performance Report of MINDCAF

Talking about MINDCAF's programmes, the sphere of competence of the Ministry of State Property, Surveys and Land Tenure is, as earlier indicated, in the infrastructure sector and the overall objective set for the sector in Cameroon's development vision by 2035 and in the Growth and Employment Strategy Paper is "to build infrastructure that is adapted to our country's socioeconomic needs".

To be able to rationally play its role of facilitating the development of infrastructure, industries, agriculture, low-cost housing and improve on the business climate, MINDCAF's actions feature under 3 (three) operational programmes and one support programme as follows:

- creation of land reserves and government layouts;

- modernisation of land registration;

- protection and development of State property;

- good governance and institutional support to the sub-sector of State property, surveys and land tenure.

Programme on the Constitution of Land Reserves and Creation of Government Layouts

The objective of this programme is to create land reserves in order to develop the agro-industry, infrastructure and low cost housing.

Performance Indicators: number of hectares safeguarded, number of plots carved out.

Performance Target: 46.25% of hectares safeguarded and plots carved out

Presentation of the Programme

The implementation of major infrastructure projects as the basis for Cameroon's objective to become an emerging economy by 2035 revolves around land-the cornerstone of production, especially as potential investors need to be assured that land is actually available.

This programme, therefore, revolves around the following actions:

- constitution of land reserves;

- public domain allotments;

- modernisation of the management of land tenure.

Programme on Modernisation of Land Registration

The objective of this programme is to have a mastery of the national territory in order to improve on management of State land and the business climate.

Performance Indicator: percentage of land registration modernised

Performance Target: 5.5% of land registration modernised

Presentation of the Programme

The use of arbitrary coordinates engenders double demarcation and, therefore, undermines the authenticity of a land certificate that serves as the sole justification of land ownership in Cameroon. To redress the situation, a single national geodetic reference network was developed and concretised by planting 25 pillars of the aforementioned geodetic network points and 510 pillars of the basic network. By 2015, the 1530 geodetic network points that had been planted were visible, calculated and connected to the general levelling of Africa and large plans had also been drawn for 3 (three) cities. 30 (thirty) survey plans had also been drawn up. However, the areas that are covered by the geodetic network are still few and so it is necessary to further extend the network by planting 18 495 new geodetic network points to cover the national territory in the coming years while continuing to upgrade the technical capacity of survey services and pursuing land registration across the national territory.

A9- Excerpt of the Performance Report of MINEDUB

Girl Child Education Support Initiatives

As for girl child education support initiatives, MINEDUB was able to:

- complete the study on constraints on girl child education in education priority areas (EPAs);
- formulate a communication strategy and a plan of action for the promotion of girl child education;
- continue campaigns to raise awareness on girl child education;
- liaise with UNICEF to step up incentives to promote the education of the girl child and vulnerable children of the Baka, Bororo and refugees by providing learning and hygiene kits, in particular, to them;
- continue the distribution of dry rations and ensure that school canteens properly function in the North and Far North Regions with the assistance of the World Food Programme (WFP) and Nascent Solution in the North-West Region, precisely in Bui Division;
- promote parents' education at community level;
- provide education on hygiene, cleanliness and sanitation to teachers and PTAs;
- improve on the early warning system in EPAs to combat early marriages.

Better Education in Primary Schools

With respect to providing better education in primary schools, the main concern of MINEDUB was to:

- distribute 1 million 300 school textbooks, precisely readers (English and French) and mathematics for SIL/Class 1 and CP/Class 2, to increase the school textbook possession ratio from 1/12 to 1/3 or to 1/1;
- train 1224 pedagogic inspectors to use school textbooks in the development of reading and mathematics skills in primary school. The first phase of the training will ultimately benefit over 50 000 primary school teachers in service;
- donate 60 000 civics textbooks and citizenship education textbooks to school libraries;
- provide the minimum didactic package to all government primary schools at the cost of CFAF 2 085 553 000;
- allocate overheads amounting to CFAF 4 835 204 000 to government primary schools;
- support private education by giving grants amounting to CFAF 1 852 990 000 to 6896 private schools and initiating contracts with private primary schools in 40 pilot schools including 20 primary schools. The pre-validation workshop thereof, initially slated for October, will take place at the end of November while the validation workshop on cooperation feedback will take place at the end of December 2016;

A10- Excerpt of the Performance Report of MINEFOP

PROGRAMME 452: Promotion of Decent Work

Of the 400 000 jobs projected in 2016, about 286 368 jobs had, through the implementation of the Programme on the Promotion of Decent Work, been created as of 31 October 2016 after carrying out (five) activities as follows:

Formulation of Policy Instruments on the Promotion of Employment

Many studies are afoot. For example, a study to update and evaluate the National Employment Policy, a study to update techniques for taking stock of jobs created with PIB, a study to formulate the "employment and vocational training" strategy of the Special Three-Year Youth Plan. Meanwhile, instruments to lay down the organisation and functioning of the National Observatory of Employment and Vocational Training (NOEVOT) have been updated and published.

Promotion of Self-Employment

As for the promotion of self-employment, the Integrated Support Programme for Informal Sector Stakeholders (ISPISS) was only able to finance a hundred micro projects of stakeholders organised in groups and associations because of financial constraints and managed to create 400 direct and indirect jobs in the process. Besides, the National Employment Fund (NEF) lent its support to the implementation of 24 micro projects and enabled 36 job seekers to be self-employed.

Promotion of Professional Insertion

To promote professional insertion, opportunities were sought for placement in enterprises and in infrastructure development projects. However, getting reliable information on job opportunities in the country is often difficult because of the unwillingness by enterprises to disclose information on their labour force and on newly recruited

workers as stipulated by law and, above all, due to inadequate rolling stock to enable the devolved services of MINEFOP to better scout for information on placements. Furthermore, as part of activities to streamline the use of expatriate staff to promote placements, temporary employment and scale up the professional insertion of Cameroonians in infrastructure development or public investment projects, 63 temporary employment agencies and 9 placement offices were approved. At the same time, the activities of 13 temporary employment agencies and 9 placement offices were suspended. In this wise, the National Employment Fund (NEF) received and created contacts for 25 811 job seekers and, in spite of the current economic difficulties, enabled 34 313 persons to be self-employed as of 30 October 2016.

Partnership and Job Promotion

To promote employment through partnership, meetings were organised to raise the awareness of managers of enterprises in Douala from 14 to 15 June 2016 in the premises of the following enterprises: PROMETAL, NEXTELL, PMUC, DANGOTE, ASCOMA, SOGEA-SATOM, SEFECCAM-SIENCAM. Meetings were held with the following enterprises in the Centre Region in September 2016: FABRICATION CAMEROUNAISE DES PARQUETS (FIPCAM), ECAM PLACAGES, SN-COCAM, SOCIETE DE FABRICATION DES METAUX DE CONSTRUCTION (SOFAMAC), GROUPE NOUBRU HOLDING, DINO & FILS and CHINA

COMMUNICATIONS CONSTRUCTION COMPANY LIMITED (CCCC). Meetings were also held with the following enterprises in the North Region from 3 to 4 November 2016: SODECOTON, CICAM, CIMENCAM and SABC. Partnership agreements were also signed with the following: SUDHEVEA, MIPROMALO, NSIF, the Agricultural Institute of Obala, the Biguela School of Agriculture and with MINJEC on the development of business incubators in multipurpose youth empowerment centres

A11- Excerpt of the Performance Report of MINFI

In these respects, some tax procedures were simplified for the benefit of the taxpayer. Hitherto exclusive to big companies, electronic tax filing has been extended to small and medium-sized enterprises and the electronic tax filing rate is 97 % for big companies and 60 % for medium-sized enterprises. The pre-filled tax-return form which is being used for the first time in our country is now facilitating both the filing of tax returns and the payment of taxes such as property tax.

I would also like to mention electronic bidding for public procurement and conveyancing, the creation of a new taxpayer registration system dubbed “ITN” which seeks to render the taxpayers’ database secure through a biometric taxpayers’ card and sustain the use of the “mobile tax”-a facility that enables individuals and SME managers to use their mobile phones to pay taxes.

All these innovations have reduced the average time used by taxpayers to pay taxes by about 30 %. It is also worthy to note the important decision the Government has taken to grant a tax amnesty to any property taxpayer who files or pays his/her property tax return for the 2016 financial year before the end of the latter.

MINFI also updated and rendered Cameroon’s taxpayers’ database secure. The ongoing reform process in this respect has, so far, made it possible to have only those who actually pay taxes in the country’s taxpayers’ database, nay those who regularly file their tax returns and pay them. The country’s taxpayers’ database can also be consulted free of charge on the website of the Directorate General of Taxation (DGT). As a result, taxpayers are increasingly paying their taxes promptly. For administrative services, public enterprises and some big private companies to collaborate with other taxpayers, they now insist the latter should be incorporated in Cameroon’s DGT taxpayers’ database. The above requirement has come to stay because measures have been taken to render the database secure, many big private companies will continue to use the same requirement in the coming years.

With regard to import duty, MINFI was authorised by parliament to start levying normal taxes on certain basic commodities, especially clinker and rice that had, since 2008, benefited from a reduction in their import duties. MINFI has also taken special measures to clear TYEP and AFCON 2016 and 2019 equipment. The clearance time of such equipment through customs has been reduced from 16 days to 24 hours.

A12- Excerpt of the Performance Report of MINEPAT

MINEPAT started to implement the Plan to Modernise the Economy of Cameroon. The Plan was drawn up in 2013 to upgrade about 60% of Cameroonian enterprises and improve on their management systems. A national strategy on exports and reports on the localisation of enterprises specialised in chemical products and agribusiness were adopted in order to reorganise our country’s economy and increase our capacity to export.

Activities carried out to enhance the competitiveness of our country’s production base focused, in particular, on:

- organisation of two meetings with the private sector on specific themes in order to take countervailing measures against diverse risks and external shocks our economy is currently facing;
- direct grants for the creation of food processing industries;
- the process of upgrading enterprises continued. In this respect, of the 60 enterprises earmarked, reports on 46 enterprises identified, so far, have been produced, 23 partnership agreements for provision of the requisite assistance to enterprises and 9 partnership agreements for the implementation of plans to upgrade them have been signed;
- acquisition of wood processing and drying equipment for organised groups of craftsmen, 1751 of whom have already been trained to use such equipment.

Action 3: Promotion of Labour-Intensive Approaches (LIA) in public investment

For better labour-intensive approaches to be adopted, especially by LRAs, MINEPAT carried out simulations in 9 LRAs and organised training sessions for SME and consultancies on the proper mastery of labour-intensive techniques in 2016 as follows:

- continuation of simulations of labour intensive approaches for the creation of 241 jobs in Banwa, 250 jobs in Sangmelima and 100 jobs in Okola;
- partnership agreements on simulations were signed with 9 LRAs on 21 April 2016.

Action 4: Setting the pace in Implementing GESP

In a bid to follow up the implementation of our country's development strategy, the following reports on implementation of GESP were produced in 2016.

By the end of the first 10 (ten) months of the 2016 financial year, MINEPAT had:

- produced and validated the mid-term report on the implementation of GESP for the 2010-2015 period;
- adopted a batch of structural measures with priority actions to be carried out from 2017-2019 in order to fast-track the process of achieving GESP objectives;
- prepared a report on implementation of GESP as of 30 June 2016;
- completed the labour market survey report on Resolution 1 of the ILO.

A13- Excerpt of Performance Report of MINEPIA

Some of the Activities carried out in Dairy Production are:

- organisation of the first national forum on milk under the theme "Problems and Challenges in the Dairy Sector" in June 2016;
- construction of 18 (eighteen) milk collection systems in the main milk producing areas in 2016;
- provision of equipment to 4 (four) small dairies at Meiganga, Ngoundere, Garoua and Maroua through the Project to Increase Agricultural Production, precisely under the Project's component on "Support to Dairy Sector Development" (PIAP/SDSD). With the capacity of producing 2000 litres of milk daily, these small dairies will make it possible to process raw milk into pasteurised milk, yogurt and other dairy products such as cheese.

Activities carried out to produce animal feed were:

- provision of fodder production equipment to the Wakwa and Lougguere animal feed plants (ploughs, Giro Mowers and balers) for increased feed production;
- development of improved fodder species on a surface area of 40 hectares at the Wakwa animal feed plant;
- a partnership agreement on the project dubbed "Evaluation and Efficient Management of National Feed Resources for Better Livestock Production" ("TCP/CMR/3601") was signed with FAO. The aim of the Project is to increase livestock production through efficient management of national feed resources. In this regard, an evaluation of the available national feed resources was carried out in 2016.

Activities carried out to provide advisory services and to build the capacity of farmer groups are:

- in bee keeping, about 80 bee farmers were trained on modern honey production techniques and on the certification control system of Oku White Honey;
- setting up consultative committees in 40 villages identified through the Support Programme for Integrated Management and for Safeguarding Agro-pastoral Resources (SPIMSAR) in the northern part of the country.

□ Activities carried out to improve intervention capacity by acquiring rolling stock are:

- 83 (eighty-three) motorcycles and 6 (six) vehicles were acquired through the North-West Livestock and Fish Resources Development Project (LIFIDEP);
- 35 (thirty-five) pick-up four-wheel drive vehicles and 530 (five hundred and thirty) motorcycles were acquired through the Programme to Improve the Competitiveness of Agro-pastoral Smallholdings (ACEFA) for officials across the national territory;
- 6 (six) vehicles were acquired for officials in the northern part of the country through SPIMSAR.

Improving Veterinary Care and Zoonoses Control

The objective of this Programme is to reduce the propagation of animal diseases and to improve on the quality of animal and fish feed.

A14- Excerpt of Performance Report of MINPROFF

Programme 2: Promotion of the Family and Protection of Children's Rights

Objective of the Programme: to promote and increase the stability of families.

Performance Indicator: percentage of families rendered stable

Reference Rate: 70% in 2014

Target Rate: 87.5% in 2017

Presentation of the Programme. As the basic unit in society, the family is an important focal point of governmental action. Unfortunately, the family is beset by problems that threaten its stability, notably:

- poverty;
- moral decadence and obnoxious sociocultural practices;
- limited facilities to provide guidance to families and children;
- persistence of obnoxious sociocultural practices that are based on fixed gender roles;

- growing number of emerging types of families;
- trafficking in persons;
- influx of refugees in some Regions which swelled the number of internally displaced persons and the number of disadvantaged families.

The influence of the social media and other media outlets also reduces communication within family circles and increases exposure to violence and conflicts.

The strategies adopted to implement the Programme are:

- education, information, training of families and communities;
- mobilisation of key stakeholders to promote involvement of communities in development;
- psycho-social support to persons and families that are grappling with diverse forms of violence;
- assistance to poor and needy persons and families;
- holistic support to families and communities affected by a humanitarian crisis.

Presentation of Actions of the Programme. The Programme was implemented by carrying out the following actions:

- promotion and protection of the family;
- community mobilisation for the promotion of health and basic family values;
- promotion and protection of children's rights.

Responsibility for the Programme's Implementation. The Programme was, in collaboration with other ministries, regional and local authorities, technical and financial partners and civil society organisations, implemented by the Department for the Promotion and Protection of the Family and Children's Rights.

Programme supervisor: the Director for the Promotion and Protection of the Family and Children's Rights

PROGRAMME 3: Institutional Support and Good Governance

Objective of the Programme: improve governance and increase institutional capacity building

Performance Indicator: rate at which activities financed with the budget were carried out.

Reference Rate: 89% in 2015

Target Rate: 95% in 2017

Presentation of the Programme. Although government is keen to create a modern and an operational framework for women's advancement and protection of the family, it is however confronted by difficulties such as:

- limited office space in the premises of MINPROFF;
- inadequate and old equipment;
- inconsistent strategies and programmes

A15- Excerpt of the Performance Report of MINMIDT

In its bid to encourage different stakeholders to respect standards and quality, MINMIDT enlisted the participation of several enterprises and public institutions in the second edition of Quality Masters which was organised in October 2016. The aim of the second edition was to encourage enterprises to adopt quality standards in the management, production and marketing of products in order to improve on the competitiveness of their products on the market for the satisfaction and welfare of consumers.

Furthermore, the Special Programme to ensure that products comply with quality standards before transportation (SPECT) that was instituted on 31 August 2016 will give a boost to the bid by enterprises to render their products competitive and to mitigate negative effects resulting from the implementation of some provisions of the Economic Partnership Agreement between Cameroon and the European Union.

At the regional level, on 23 November 2016, I chaired the 55th Session of the Council of the African Organisation for Standardisation (ARSO) on the theme, "improvement of human rights, in general, and those of women, in particular, through standardisation". The meeting afforded participants the opportunity to explore possibilities of realising the African vision of a dynamic, diversified and competitive economic zone where human rights are respected.

Promotion and Development of Technological Innovations

The terms of reference on the provenance of red cocoa have been prepared. A draft decree to inspect, map out and protect reserved areas in Cameroon has been also prepared. These two instruments will enhance the marketing of local products such as the White Pepper of Penja and Oku White Honey.

Furthermore, the community and environmental impact assessment for the creation of reference technological pools (TECHNOPOLES) has been carried out while the construction of the agro-industrial technological pool under the auspices of UNIDO is ongoing. The findings of the international consultant contracted to carry out the assessment would be submitted to Government without undue delay.

With regard to the promotion of technologies and support to prototyping, two agreements have been signed and the reference equipment acquired for the installation of two new annex tele-centres in the Universities of Dschang and Ngaoundere would give a boost to technological innovation in the university community.

A16- Excerpt of the Performance Report of MINT

REPORT ON ACTIVITIES CARRIED OUT IN 2016

Activities carried out by the Ministry of Transport during the 2016 financial year revolved, inter alia, around restructuring CAMAIR-Co. in accordance with the instructions of the President of the Republic. Cameroon's preparations for hosting Africa Cups of Nations in 2016 and 2019 also revolved, inter alia, around providing a public commuter system in Yaounde, in collaboration with the Yaounde City Council, making allowance for safety measures in the various modes of transport against the backdrop of security concerns on the borders of our country and providing weather forecasts.

Our 2016 road map has 5 (five) actions that fall within the ambit of the Ministry of Transport and 7 (seven) actions that fall within the ambit of corporate bodies that are under the supervisory authority of MINT and which enable the latter to achieve its objectives in their respective jurisdictions. MINT decided to make actions which are exclusive to the air transport sub-sector and the follow-up of concessionary agreements imperative by making them part and parcel of its road map and by taking cognisance of their prime importance to government policy.

The implementation rate of the actions in MINT's road map, to date, is about 85%.

Before delving into activities carried out by the Ministry of Transport in 2016, I would like to stress that activities carried out by MINT in 2016 show how the concerns you raised on CAMAIR-Co.'s service quality and the dilapidated state of railway infrastructure when the budget of the Ministry of Transport was being scrutinised in 2015 were given due consideration.

Honourable Committee Chair,

Honourable Members of the National Assembly, Members of the Committee on the Finance and the Budget,

I would now like to proceed with an account of the execution of the 2016 budget of the Ministry of Transport and implementation of MINT's programmes per subsector.

Programme 607: Development and Rehabilitation of Transport Infrastructure

The activities of the Programme were carried out per subsector as follows:

In the Air Transport Subsector

In cognisance of the President of the Republic's resolve to do all in his power to sustainably restructure CAMAIR-Co., the Ministry of Transport took decisive action to restructure CAMAIR-Co. under the auspices of the Head of Government.

It was to this end that a contract was signed on 16 December 2015 with BOEING Company to conduct an audit and draw up a plan to restructure CAMAIR-Co. The American Company, BOEING submitted the findings of an audit. Government approved results of a preliminary audit on 14 June 2016.

The Plan was approved by the Head of State on 26 July 2016 and it provides for:

- a CAMAIR-Co. debt restructuring mechanism;

- injection of 60 billion CFA francs in CAMAIR-Co.'s stabilisation fund by the State;

- BOEING's assistance to CAMAIR-Co.'s implementation of its restructuring plan for a period of 18 (eighteen) months, renewable.

A17- Excerpt of the Performance Report of MINSANTE

- The technical capacity of some health facilities located along some highways where accidents occur frequently were upgraded to provide healthcare to those injured in road accidents while the riparian population was trained on the provision of first aid care to the injured.

- Cameroon was endowed with three referral hospitals : the Douala Gynaeco-Obstetric and Pediatric Hospital, the Yaounde National Emergency Centre and the Sangmelima Referral Hospital;

- 202 IHCs/SHCs and 90 boreholes were constructed while 131 health facilities were rehabilitated from 2013 to 2015. 526 health facilities were also endowed with medical equipment, 16 health facilities had solar energy equipment installed while 10 training schools were either constructed or rehabilitated.

- a loan agreement on the project to construct and equip the Garoua Referral Hospital was signed and the recruitment process of the engineering firm that will supervise the project has also been completed;

- 144 of the 189 health districts had more than 50% of the required staff;

- a Human Resource Development Plan (HRDP) was formulated and it has made it possible to identify service needs and quantify them as follows: 1 000 midwives, 850 general medical practitioners and 450 specialists. The plan, therefore, makes MINSANTE's recruitment drive public;

- a programme to incentivise 229 MINSANTE staff serving in remote areas effectively started under the auspices of C2D and thus made it possible to improve the health personnel ratio vis-à-vis the population;

- 3 013 health workers were recruited from 2013 to 2015 while 2 841 health workers were retired during the same period. This represents an increase of over 6% in the staff strength.

Implementation of the Programme on Good Governance and Better Working Conditions

The objective of the Programme is to better coordinate services, properly implement programmes and ipso facto improve the user satisfaction index. The overall budget allocated to this programme from 2013 to 2015 was CFAF 82 603 080 580 and the main activities carried out to achieve its objective are as follows:

- the value of stocks of street drugs that were confiscated and destroyed from 2013 to 2015 increased from CFAF 229 632 004 to CFAF 707 222 736;
- under the auspices of the World Bank and CONAC (omitted), MINSANTE adopted, from 2013 to 2015, two approaches: Performance-Based Financing (PBF) and Rapid Result Initiatives (RRIs) in combating corruption. As a result, management was stringent and participatory in earmarked hospitals, revenue and hospital attendance rate increased while the quality of healthcare was improved. The two management approaches adopted in the health sector earned our country the Award of Excellence of the World Bank's Vice President, Africa Region. The Award, received by the health sector, for the second time in less than four years, is one of the best prizes awarded by the World Bank, after a very rigorous vetting process, to a limited number of projects or programmes it sponsors;
- construction work on the LANACOME building and on the building to house the National Public Health Laboratory has started in view of improving the working environment and of consolidating Cameroon's good performance in the health sector;

B1- Excerpt of the Performance Report of MINMAP

With specific reference to public contracts awarded under the Three-Year Emergency Plan for the Acceleration of Economic Growth, their overall performance rate as of 30 October 2017 is 60% for the 107 projects whose implementation started in the first term of 2017.

As concerns the Action, "Improvement of the Process of Tracking the Execution of Public Contracts" MINMAP followed up almost all the contracts performed under the Action in 2016.

To such contracts should be added the multi-year contracts on infrastructure development projects such as Mekin, Memve'ele and Lom Pangar hydroelectric dams for which the reception of works has already taken place. The East and West access roads to Douala, the Yaounde-Douala, Yaounde-Nsimalen motorways and the Bridge over River Wouri equally feature on the list of completed projects.

Hence, during the first two years of the three-year budgeting period (2016-2018), more than 6,000 down payment invoices were examined and the necessary financial adjustments made to the tune of CFAF 21 billion. As for the 2017 financial year, 3,099 down payments have, so far, been processed.

Finally, as part of the implementation of Programme 717, "Good Governance and Institutional Support to the Subsector of Public Contracts", MINMAP's actions focused, in particular, on:

- stepping up measures to combat fraud and corruption in public procurement by intensifying the activities of the Anti-Corruption Unit which has systematically investigated cases of fraud and corruption in response to written or oral complaints against bad practices in the award or performance of public contracts;
- meting out sanctions to those who indulge in bad practices in the sector of public contracts. Statistics in this regard show that sanctions meted out to 3 (three) natural persons and 88 (eighty-eight) companies ranged from suspension to expulsion from the public contract procurement process.

Warnings were also issued to about 300 companies in 2017 in order to compel them to complete work on project sites for which they are liable.

-pursuing the popularisation of online contract award system by training stakeholders in using the online contract award system. So far, stakeholders in the online contract award system have already been trained in the Centre, Littoral, South, West, East and Adamawa Regions. The training of stakeholders in the other Regions will be pursued in accordance with the training schedule;

-publishing online tender notices from the Central Tender Boards systematically with the possibility of downloading tender files (TF) from the following websites: www.marchespublics.cm and www.publiccontracts.cm;

-finalising the terms of reference for online award of public contracts;

-coordinating and following up activities of services with the resulting increase in the number of tender boards and creation of 24 (twenty-four) more internal tender boards;

-pursuing capacity building for stakeholders by organising training and information seminars;

-improving on the quality of deliberations of the Appeals and Dispute Review Committee (ADRC) through improved traceability of appeals received, a fairer hearing to reduce the chances of having its decisions challenged and to also reduce the number of appeals and disputes;

-continuing to improve on the working environment of staff by starting the second phase of construction work on buildings to host some devolved services in the Littoral, Adamawa, South, North and North-West Regions.

B2- Excerpt of the Performance Report of MINTSS

2-1 Background to Implementation of Programmes

During the first two years of the three-year budgeting period (2016-2018), MINTSS implemented its programmes against a background characterised by : (i) downsizing the workforce of enterprises; (ii) an extended credit facility agreement with the International Monetary Fund (IMF); (iii) infrastructure development projects and modernisation of the means of production; (iv) continuation of implementation of major industrial and mining development projects; (v) the signing of important legal instruments to enhance the social security of workers; (vi) creation of an interministerial committee to translate the objective of universal healthcare delivery (UHD) into

reality; (vii) continuation of the registration process of voluntarily insured persons; (viii) creation of a new labour inspectorate and the intensification of inspection visits to companies; (ix) commencement of reorganisation of the data on labour unions; (x) signing of Decision No. 4/.MINTSS/SG/DRP of 13 January 2016 to fix the date for the election of staff representatives and for the organisation of electoral campaigns thereof.

2-2 Performance Report on the first two Years of the ongoing Three-Year Budgeting Period (2016-2018) and Prospective Activities

The Ministry of Labour and Social Security is fully committed to implement its 3 (three) programmes.

In 2016, MINTSS was allocated a budget of CFAF 4 billion 427 million, that is CFAF 4 billion 27 million as the recurrent budget and CFAF 400 million as the public investment budget, which was used to finance activities earmarked for each programme as follows:

Under Programme 1, Promotion of Social Security for the Greatest Majority, MINTSS: (i) organised the first International Forum on Retirement under the auspices of the Inter-African Conference on Social Security, better known in French as CIPRES, in Yaounde which made it possible to reflect on the sustainability of the pension scheme; (ii) completed the first phase of evaluation of regional commissions for social insurance litigations by evaluating the regional commissions of the Far-North, Centre, North, South and South-West with a view to assessing the functioning of such commissions;

(iii) ensured insurance cover was provided by NSIF, thereby leading to the provision of insurance cover to 36 177 (thirty-six thousand one hundred and seventy-seven) new voluntarily insured persons. As a result, the total number of voluntarily insured persons rose to 127 653 (one hundred and twenty-seven thousand six hundred and fifty-three). Meanwhile, a total of 57 616 (fifty-seven thousand six hundred and sixteen) employees were newly insured while 43 460 (forty-three thousand four hundred and sixty) employers were also insured for the first time.

B3- Excerpt of the Performance Report of MINTOUL

As concerns the Special Appropriation Account, activities carried out by MINTOUL were: promotion of staycation, promotion of inbound tourism by participating in trade shows and fairs organised abroad and through (omitted) the promotion of healthy and educative recreational activities.

Performance Report and Prospective Activities

Problems associated with the legal and regulatory framework and that have negatively impacted the implementation of programmes.

During the 2016 and 2017 financial years, the tourism sector was hard hit by the terrorist activities of the Boko Haram sect in the Far North Region.

It is important to reiterate that in order to fully achieve the objectives of MINTOUL and develop our country's enormous tourism potentials, it is imperative for MINTOUL to be endowed with the requisite institutional framework and adequate funds, particularly:

-a National Tourism Board for the promotion of destination-Cameroon;

-a public investment budget which is commensurate with MINTOUL's vision in the sector of tourism and recreational activities- a competitive and pro growth sector.

Besides, as indicated earlier, the failure to procure the sum of CFAF ten thousand million to finance AFCON 2019 projects with externally sourced funds (abbreviated as FINEX in French) affected MINTOUL's performance negatively.

Expected outcome of implementation of programmes and results actually obtained from the implementation of programmes

According to GESF, by the end of the 2010-2020 period or the first ten year period (omitted), the sector of tourism and recreational activities is expected to have:

- ☐ doubled the number of inbound tourists per annum (omitted);
- ☐ improved the institutional framework for the promotion of tourism (omitted);
- ☐ identified tourist sites with high development potentials and created the requisite tourist facilities for such sites (omitted);
- ☐ stimulated investment in tourism by giving appropriate incentives (omitted);
- ☐ allocated adequate financial resources to MINTOUL (omitted).

By pursuing the above objectives, MINTOUL was able to obtain the following results (omitted):

- During the first two years of the three-year budgeting period (2016-2018), our country received 900 000 international visitors per annum, representing 9/10 in terms of results expected by 2020 (omitted);

- the institutional framework was improved by operationalising tourist information offices abroad, promulgating Law No. 2016/6 of 18 April 2016 Governing Tourist and Recreational Activities in Cameroon and creating some communal tourism boards. However, the desired national tourism board is still to be created (omitted);

- in 2013, our country was endowed with Law No. 2013/4 of 18 April 2013 to lay down Private Investment Incentives. The 2013 Law needs to be supplemented with special incentives as provided for in Section 27 of the Law Governing Tourism and Recreational Activities in Cameroon. Supplementing the 2013 Law in that regard

will certainly increase the interest and involvement of the private sector in the development of tourist and hotel infrastructure and all that will bode well for the organisation of AFCON 2019 in our country (omitted)

B4- Excerpt of the Performance Report of MINFOPRA

All this can only be possible if adequate funds are allocated to the Support Programme.

In order to attain the set goal, three programmes are being implemented as follows:

- two operational programmes, “Improving the Management of Human Resources of the State” and “Implementing More Administrative Reforms”; and
- one support programme, “Good Governance and Institutional Support”.

A budget is allocated to each of the programmes as can be seen from MINFOPRA’s performance agenda (MPA) for 2018.

Programme 616, “Improving the Management of Human Resources of the State” aims to optimise the use of human resources of the State. Its performance indicator is the number of ministries having and using human resources management tools. The Programme was implemented by carrying out four actions as follows: streamlining the management of State employees; recruiting and building the capacity of the staff of ministries, modernising career management and improving the handling of disciplinary matters.

The objective of Programme 617 “Implementing More Administrative Reforms”, is to improve the performance of the public service and its performance indicator is progress made in carrying out administrative reform. The Programme has 3 (three) actions as follows: reorganising the public service and its modus operandi, reforming Cameroon’s public service and facilitating familiarisation with administrative reform instruments and implementation of its projects.

As for the Support Programme, “Good Governance and Institutional Support”, its objective is to better coordinate services and implement MINFOPRA’s programmes. Its performance indicator is the rate at which earmarked activities are carried out and it was implemented by carrying out 11 (eleven) actions as follows: coordinating and overseeing the activities of services; carrying out sectoral strategy and planning studies; financial and fiscal management; developing a statistical information system; improving the working environment; developing human resources; popularising ICTs; ensuring oversight and in-house audit; providing legal advice; communicating and improving public relations; and managing documentary resources.

These programmes were then carved out into actions and activities and presented to you last year as the basis for the budget allocated to MINFOPRA for the financial year now ending and MINFOPRA’s overall budget in 2017 was CFAF 11,732,000,000 that is CFAF 10,725,000,000 for the recurrent budget and CFAF 1,007,000,000 for the public investment budget.

The Committee Chair (omitted),

Honourable Members of the Committee on Finance and Budget (omitted),

The results obtained from implementing programmes and from carrying out actions earmarked for each programme show that the performance of MINFOPRA in 2016 and 2017 revolved around one goal-to achieve MINFOPRA’s strategic objective. Since the prospective activities of MINFOPRA were carved out after drawing lessons from the execution of the budget during these last two years (2016 and 2017), such lessons would lead to a marked improvement in MINFOPRA’s performance in future.

B5- Excerpt of the Performance Report of MINEE

1. Implementing the Energy Supply Programme

Under the Energy Supply Programme, the objectives of budgeted projects in 2017 were to:

- ensure that our country supplies electricity at low cost in the short, medium and long terms;
- improve the urban and semi-urban population’s access to energy services;
- improve MINEE’s institutional and regulatory framework and build the capacity of stakeholders in the electricity sector;
- promote the interconnection of our country’s electricity grid and that of neighbouring countries for energy distribution purposes.

Thus, in the electricity sector, particularly in line with the objective of ensuring that the country supplies electricity at low cost to the population in the short, medium and long terms, the following activities were carried out.

Several infrastructural projects on electricity generation and transmission in MINEE’s current energy supply programme or in its previous programme are now afoot or in the preparation phase. The Lom Pangar Hydroelectric Dam is a classic example. The water collected in it is already being used to regulate the generation of electricity in the Southern Interconnected Grid (SIG). Besides, the Memve’ele and Mekin hydroelectric power projects are under construction while extension work on the Kribi Gas Plant is afoot in order to increase its capacity of generating electricity from 216 to 330 megawatts. On their part, the Nachtigal Upstream Hydroelectric Power Plant (420 megawatts), the Menchum Hydroelectric Power Plant (72 megawatts), the Warak Hydroelectric Power Plant across River Bini (75 megawatts), etc. are all in the preparation phase.

To carry out these projects and, in particular, to transmit the electricity that is generated to the end-user, the government of Cameroon has deemed it necessary to embark on an extensive programme to upgrade the national grid in order to increase its capacity and get rid of all existing bottlenecks thereto. Some examples of projects

earmarked are projects to increase electric power transmission lines to the cities of Douala and Yaounde and other large urban centres. A memorandum of understanding was signed with technical partners on these projects. On their part, the preliminary project outlines have been completed while business agreements have been negotiated, signed and duly transmitted to the Ministry for Economic Affairs, Planning and Regional Development so that it can source the necessary funds (omitted).

With respect to first generation infrastructural projects, MINEE (omitted):

i pursued construction work on the Lom Pangar Storage Dam with a throughput of 6 (six) billion cubic metres of water.

As projected, construction work on the storage dam is, to date, roughly 100% complete and after the reception of the works on 30 June 2017, the exploitation of the dam has also started.

Meanwhile, after laying the foundation stone for the construction of a saddle dam and the commencement of construction work on the dam's spillway by CHINA CAMC ENGINEERING CO. LIMITED on 9 July 2017, construction work has, so far, been carried out at the rate of 20%.

B6- Excerpt of the Performance Report of MINEPDED

- Programme 362: Sustainable Biodiversity Management

The aim of the Programme is to restore mangrove ecosystems and degraded water bodies. Its performance indicators are the surface area of restored mangrove ecosystems and the surface area of water hyacinth cleared from water bodies (River Wouri, Lagdo and Nyong reservoirs) respectively. The target set for the first performance indicator in 2015 was 8 (eight) hectares of mangrove nurseries and the target set for 2018 is 11 (eleven) hectares of transplanted mangrove nurseries. The performance rate, so far, is 9 (nine) hectares of transplanted mangrove nurseries. The target set for the second performance indicator in 2015 was clearance of water hyacinth from 80 (eighty) hectares of water bodies while the target set for 2018 was clearance of water hyacinth from 110 (one hundred and ten) hectares of water bodies. The performance rate, so far, is clearance of water hyacinth from 90 (ninety) hectares of water bodies.

The following activities were carried out under the Programme:

-adoption of the national sustainable development strategy;

-better environmental assessments (EAs);

- organisation of meetings of the Interministerial Committee on the Environment (ICE) on a regular basis and support to major infrastructure projects by conducting environmental and community-based impact assessments and participation in multi-sector working groups.

The ICE has, inter alia, looked at one hundred and thirty-one (131) terms of reference, one hundred and twenty-three (123) environmental assessment reports (ESIA and ESAs). The ICE has organised twenty-five (25) public hearings and issued 81 (eighty-one) environmental compliance certificates.

As regards the order to create divisional committees in charge of follow-up of implementation of the ESMPs, (DCF/ESMP), the process to render them operational is afoot.

The implementation of the national strategy on access to genetic resources with fair, equitable benefit sharing (ABS) and contribution to compliance with the Legality Verification System of Voluntary Partnership Agreement (VPA)/FLEGT was pursued by issuing environmental compliance certificates to loggers.

Efforts were also made to restore earmarked mangrove ecosystems in coastal areas in 2017. About 1 (one) hectare of mangrove ecosystem was reforested with about 10 000 mangrove nurseries (*Rhizophora* spp.) grown and transplanted in Mouanko.

As for the preservation of rivers and water bodies from pollution, MINEPDED continued to get rid of water hyacinth and other invasive aquatic plant species by devolving such powers to councils.

Activities carried out in 2017 had to do with landscape restoration, development of water bodies by getting rid of water hyacinth and other invasive aquatic plant species in the following council areas: Douala IV and V councils (the Wouri Division, Littoral Region), Fiko (the Mungo Division, Littoral Region), Lagdo (the Benue Division, North Region).

Twenty hectares of water bodies were developed by getting rid of invasive aquatic plant species such as water hyacinth.

Programme 363: Control of Pollution, Nuisances, Harmful and/or Dangerous Substances

The aim of the Programme is to reduce environmental pollution and nuisances. Its performance indicator is the number of installations inspected. The target set for 2015 was the inspection of 1956 installations. The projected number of installations to be inspected in 2018 is 4043 while the performance rate, so far, is 3708 installations inspected.

B7- Excerpt of the Performance Report of MINJUSTICE

Programme 107: Good Governance and Institutional Support to the Justice Subsector

This programme was implemented by carrying out 11 (eleven) actions, 7 (seven) of which are presented below:
Improving the Working Environment

- MINJUSTICE continued construction work to extend the new building of the Ministry of Justice that started in 2013. The extension project is now at a standstill because the evaluation of the cost of the extension project is pending at the Ministry of Public Contacts;
- MINJUSTICE endowed services with office furniture and computer equipment by:
 - acquiring 81 desktop computers for central services and ordinary courts;
 - providing 15 generators to the Courts of Mfou, Ngoumou, Mbalmayo, Bafia, Abong-Mbang, Edea, Ambam, Kribi, Foumbot and to the prisons of Mbalmayo, Bafia, Kribi, Ambam and Mbanga;
 - equipping the services of MINJUSTICE with 167 arm- chairs, 70 office desks, 20 filing cabinets and 28 air conditioning systems;
 - 2500 copies of the Penal Code, 2000 OHADA Uniform Act booklets in English, 400 guidebooks on nationality and change of name and 400 manuals on administrative procedures were provided to the judicial staff and other Court officials.
- Bringing Ordinary Courts Closer to the Population
 People in rural areas live far away from courts of law since the latter are mostly located in the chief-towns of Divisions and Sub-Divisions. As a result, rural folks incur additional travelling costs to seek justice in court. To spare rural folks of such additional travelling cost, MINJUSTICE is exploring ways and means of bringing the courts closer to litigants by increasing the number of courts of law and ensuring that prisons are located side by side with courts of law. Consequently action was taken in 2017 to identify sites for the construction of Courts of First Instance and prisons in some localities in view of reducing the cost of access to the Courts, reducing judicial delays and averting prospects for overcrowded prisons.
 The criteria used to choose localities are as follows: holding of roving courts on a regular basis, population density, a viable economic activity or very long distances covered to reach existing courts in the area.
 The following localities have been earmarked for the search of sites:
 - Adamawa Region: Ngaoundal and Belel ;
 - Centre Region: Obala, Saa, Ayos, Makak, Botmakak, Dzeng, Esse and Yoko;
 - East Region: Messamena, NgueleMendouka, Garoua-Boulai, Lomie, Betare-Oya and Mbang;
 - Littoral Region : Ngambe and Ndom;
 - North-West Region : Bafut, Nwa, Oku, Jakiri, Misaje, Menchum-Valley, Babessi and Njinikom;
 - West Region: Penka-Michel;
 - South Region : Mvengue, Mvangane, Ngoulemakong, Zoetele, Lolodorf and Mezesse (for customary courts);
 - South-West Region: Ekondo Titi, Eyumojock, Mbonge and Fontem.
 The visits on the field, so far, have made it possible to secure:
 - 20 hectares of land for the prison and 2 hectares for court premises in Mvengue;
 35 hectares of land for the prison and court premises in Ngambe.

B8- Excerpt of the Performance Report of MINJEC

In this connection, I would like to mention, in particular, the successful organisation of the Youth Village and the Unity and National Integration Village in all the administrative units of the country during official ceremonies to mark celebrations of the 51st Edition of the Youth Day and the 45th National Day.

Other important results were also obtained in the bid to effectively provide guidance to youths as follows:

- -revision and validation of legal instruments on the renewal of the steering organs of the Cameroon National Youth Council as MINJEC continued to provide guidance to the Council through its central and devolved services in 2016 and in 2017;
- -organisation of the first edition of Youth Parliament in the build up to the celebration of the Youth Day on 11 February.

In addition to the activities it earmarked, MINJEC created Popular Animation Groups in Urban and Rural Communities, abbreviated in French as EMAPUR, which were actually deployed to all the subdivisions of the country. The EMAPUR are operational as they have civic educators in their ranks, including 2,300 new peer educators on civic responsibility who were selected, trained and deployed to the entire national territory during the 2017 financial year. The civic educators are actually peer educators on civic responsibility. They carry out outreach and mass education activities in villages and neighbourhoods.

The task accomplished by EMAPUR and civic educators has revitalised the already existing and sustained task of civic education and national integration clubs which, so far, are 27,763 in number and are operational throughout the national territory.

With regard to the creation of a more appropriate framework for the socioeconomic insertion of youths, the main thrust hinges on specialisation and measures taken to step up the implementation of programmes and projects to promote the socioeconomic insertion of youths and ipso facto translate the second Priority Action of the Three Year “Special Youth” Plan into reality.

As you all know, a Follow-up Committee for the implementation of the Three-Year “Special Youth” Plan (TYSYP) was set up by Decree No. 2017/465/PM of 8 February 2017 by the Prime Minister, Head of Government and is chaired by the Permanent Secretary of the Prime Minister’s Office.

In this regard, the actions carried out by MINJEC as per the three components of TYSYP are as follows:

- installation of the digital platform of the National Youth Observatory (NYO) that is accessible at: www.onjcameroun.cm;
- registration of 305 000 youths with the National Youth Observatory as of 21st November 2017, including 2 687 youths of the Diaspora. This represents 61% of the target set for every year. Meanwhile, 54.45% of the youths actually solicit funding for their projects, 22.6% seek employment while 20.7% hanker after vocational training opportunities;
- a total of 4,150 youths were oriented to support and funding bodies by the National Youth Observatory (NYO) ;
- development of a moral and civic rearmament toolkit for youths who are duly registered with the NYO and the moral rearmament of 3,500 of them was completed by the National Civic Service Agency for Participation in Development;
- operationalisation of the Mass Civic Education and National Integration Project (MACENIP) by creating Popular Animation Groups in Urban and Rural Communities (EMAPUR), having 200 youths trained in citizenship and national integration, having 537,305 relay educators drilled on citizenship and national integration, having 230 religious leaders of various denominations involved in the mass education initiative;

B9- Excerpt of the Performance Report of MINH DU

As regards the first two years of the three-year budgeting period (2016-2018), it is important to reiterate that, on the whole, projects on preparations for the 2016 Women AFCON and the 2019 Men AFCON were implemented during the first two years just as housing and road projects under TYEP including construction work on non-built areas of the Yaounde-Nsimalen Motorway. The implementation of government’s plan to construct 10 000 low-cost houses also started during the first two years.

Regarding the 2017 financial year now ending, in particular, MINH DU’s budget was executed under difficult circumstances characterised by scarcity of funds which ipso facto led to belated down payments and Cameroon’s mobilisation of counterpart funds for jointly funded projects. All this delayed the work schedule on the field and since the scarcity of funds was mainly due to the fall in crude oil prices and the prices of other commodities, it was, therefore, necessary to have recourse to an extended credit facility with the International Monetary Fund.

As for the main results obtained during the first two years of the three-year budgeting period (2016-2018), it should be noted that the 2017 financial year has not yet ended and so results from some of the programmes implemented would only be obtained at the end of the year. With the 177 579 000 000 CFA francs and 138 453 706 000 CFA francs allocated to MINH DU as its 2016 and 2017 budget respectively, MINH DU was however able to obtain results from implemented programmes as follows:

The implementation of Programme 496 during the 2016 and 2017 financial years made it possible to succeed in: drafting 3 (three) planning blueprints, developing 72 hectares of building plots in Nkolbikok, constructing 1,520 low-cost houses in Yaounde, Douala, Limbe, Sangmelima, Bamenda and Bafoussam. MINH DU satisfactorily continued, in line with the Three-Year Emergency Plan (TYEP) for the Acceleration of Economic Growth, the construction of 100 low-cost houses as well in each regional headquarter (excluding Yaounde and Douala) with a construction rate of 74% in Ebolowa, 25% in Bertoua, 20% in Buea, 20% in Bafoussam, 30% in Ngaoundere, 27% in Garoua, 25% in Maroua and 6.1% in Bamenda.

- As concerns Programme 497, the main activities carried out are: construction of a drainage system covering 7.5 km, training of 900 youths in petty urban trades, carrying out proximity social projects for the benefit of 673 households. The Programme was underpinned by two major projects designed to improve run offs and waste water drainage. Meanwhile, drains covering 14 km were constructed in Yaounde under the second phase of Keep Yaounde Clean Project (KYCP 2) at the rate of 76% for Lot 1 and 60.2% for Lot 2.

B10- Excerpt of the Performance Report of MINREX

As you all know, increasing the number of diplomatic services is critical in harnessing resources and experiences that are necessary to achieve our country’s development objectives. It is, therefore, necessary to reorganise our diplomatic activities and look beyond our traditional partners by establishing diplomatic relations with other countries.

To this end, negotiations are afoot to strengthen diplomatic ties with Vietnam and to open resident diplomatic missions in South Korea and Argentina, for example. Similar negotiations are ongoing with countries such as Burma, Sri Lanka, Colombia, Bolivia and Chile that have formally sought to establish diplomatic ties with Cameroon.

Similarly, the appointment of Consuls to consulates in Nairobi (Kenya), Ouessou (Republic of Congo) and Dubai (United Arab Emirates) not only rendered these consulates operational-it will make it possible for the consulates to strengthen our country’s cooperation ties with the host countries.

Talking about consolidating traditional cooperation ties and overseeing bilateral cooperation activities, various activities were carried out in different geographical areas, especially in Africa, Europe, Asia, the Americas and the Caribbean.

□ Bilateral Relations with African Countries

The bilateral activities carried out were as follows:

Joint Commissions

- a high-level mixed commission meeting on Cameroon-Tunisia cooperation and an economic forum were held on the sidelines of the Joint Commission meetings in Yaounde from 28-29 June 2017;
- negotiations for the Cameroon-Chad Joint Commission and the Permanent Joint Security and Ad Hoc Border Commission were held and progress made in setting up joint commissions with CAR and Gabon was evaluated.

Agreements

- the Tripartite Agreement for the Voluntary Repatriation of Nigerian refugees living in Cameroon was signed on 2 March 2017 while negotiations on a bilateral agreement with Congo on freight transport were finalised;
- drawing up agreements during the Follow-up Committee of the 10th Session of the Cameroon-Tunisia High-level Mixed Commission Meeting from 28 to 29 June 2017 in Yaounde. These agreements which were signed on the sidelines of the 72nd Session of the United Nations General Assembly in 2017 specifically deal with vocational training and advancement of women and the family;
- the inaugural meeting of the Tripartite Commission was held on 10 August 2017 in Abuja, Nigeria, after the Tripartite Agreement for the Voluntary Repatriation of Central African Refugees was signed.

Security and Cross-Border Issues

- commencement of a study on the risks of conflicts occasioned by transhumance on Cameroon's border with CAR;
- programme work on the integrated development of the Three Frontiers Zone effectively started;
- a study on partnership agreements for the construction of a bridge over River Ntem and the Yaounde-Brazzaville corridor management unit was finalised;
- MINREX supervised work on electrical interconnection and formulated the terms of reference for the COPAX reform process;

B11- Excerpt of the Performance Report of MINDEF

To discharge such a task, national security and defence realities were given due consideration in the preparation of the performance report of the Ministry of Defence, the most salient points of which are, but not limited to:

- continuing the crusade against the obscurantism of the Boko Haram terrorist group that is taking a heavy toll on the entire national community;
 - continuing our unreserved contribution in rebuilding the institutions of the Central African Republic by involving our forces law and order in the United Nations Peace Keeping Mission in Central African Republic, MINUSCA;
 - improving measures to maintain or restore law and order, increase our capacity to address, in accordance with the laws of the Republic and ethics of the profession, all security threats that loom over the safety of persons and property, our common sense of living together in our nation, the need to maintain public order and, above all, safeguard Cameroon's territorial integrity.
 - keeping our national borders continuously secure and protecting our natural resources, especially by resolutely combatting maritime piracy and trafficking in the Gulf of Guinea;
 - constantly adapting our operational strategy in combating social ills such as abductions, illicit exploitation of our natural resources in the East, Adamawa and North Regions;
- combatting cybercrime and other new forms of crime, highway robbery, road accidents and organised crime;
- continuing to deploy personnel with the attendant means to check fire outbreaks and to rescue victims in urban centres in Cameroon.

To address these issues,, MINDEF overhauled its military strategy and stepped up defence mechanisms with a shrewd medley of security measures through which military operations like "Emergence" and "Alpha" military operations are carried out regularly. MINDEF sees to it that its staff take part in collective security initiatives such as the United Nations Multidimensional Integrated Stabilisation Mission in the CAR and the Multinational Joint Task Force of the Lake Chad Basin Commission.

Such a defence mechanism can only be rendered operational by effectively providing logistic support which, of course, requires an important financial outlay. In fact, it is primordial to effectively provide, in compliance with established norms in the domain, the necessary logistic services to our military staff and ensure proper maintenance of the sophisticated equipment used.

B12- Excerpt of the Performance Report of MINRESI

Performance Report and Prospective Activities

I would now like to proceed with the major projects that were carried out in 2017 as earmarked in the performance budget of MINRESI that was scrutinised during the November Session in 2016. During the 2017 financial year,

MINRESI proceeded with the implementation of its two programmes-one operational programme and one support programme. An overall budget of 8,584,000,000 (eight billion five hundred and eighty-four million) CFA francs was allocated to MINRESI to enable it to carry out activities in 2017. When compared to the 2016 budget of MINRESI, the 2017 budget of MINRESI witnessed a decrease of 4,253,000,000 (four billion two hundred and fifty-three million) CFA francs in absolute terms and 33.13% in relative terms. The 2017 budget of MINRESI was distributed as follows:

- public investment budget: 2,825,000,000 (two billion eight hundred and twenty-five million) CFA francs;
- recurrent budget: 4,759,000,000 (five billion seven hundred and fifty-nine million) CFA francs, including:
 - 3,094,000,000 (three billion and ninety-four million) CFA francs for personnel emolument (salaries);
 - 305, 000,000 (three hundred and five million) CFA francs for utilities: water, electricity and telephone, the costs of which were deducted at source;
 - 295,000,000 (two hundred and ninety-five million) CFA francs for other personnel emoluments (excluding gross salaries);
 - 66,000,000 (sixty-six million) CFA francs for scholarship and refresher courses; and
 - 1,999,000,000 (one billion nine hundred and ninety-nine million) CFA francs for other goods and services.

As of 30 November 2017, the execution rate of the public investment budget was 93.64% and that of the recurrent budget was 90.54%.

The main activities carried out under the two programmes were as follows:

Operational Programme 260: Stepping up Research, Development and Innovation Activities

Placed under the responsibility of the Permanent Secretary of MINRESI, Programme 260 seeks to increase our country's scientific production and innovation. An overall budget of 4,633,918,000 (four billion six hundred and thirty-three million nine hundred and eighty thousand) CFA francs in commitment appropriations and payment authorisations was allocated to Programme 260 in 2017. The sum of 2,814,974,000 (two billion eight hundred and fourteen million nine hundred and seventy-four thousand) was spent from that amount on gross salaries of project staff while the remainder was used to finance research work per action as summarised below:

ACTION 1: Stepping up Research Activities to Modernise the Production Base:

Action 1 covers all the activities that were carried out by the following:

- the Institute of Agricultural Research for Development (IRAD);
- the African Research Centre on Banana and Plantain (CARBAP);
- the Development Fund for the Cocoa and Coffee Sectors (FODECC); and
- Funds' Sourcing Programme on Debt Reduction-Development Contract (C2D)/Research Support Programme (C2D/RSP).

B13- Excerpt of the Performance Report of MINTP

Construction Work on Bypasses and Other Road Projects

Construction Work on Bypasses

The road construction projects that were carried out in 2017 are summarised below:

- a second bridge over River Wouri (107 billion 58 million CFA francs) and other road construction projects on the Deido and Bonaberi sides of the bridge plus a railway viaduct (747 m long) and a road viaduct (752 m long) were constructed and commissioned in July and October respectively;
- the access road on the Bonaberi side of the bridge is due to be completed in December 2017;
- construction work on an access road to Douala West (13 km) will cost 55.5 billion CFA francs. This 8-(eight) km long access road will, when completed, have five lanes (2×3) with an overpass in Sodiko;
- construction work on an access road to Douala East (19 km) has been completed at the cost of 60 billion 901 million CFA francs and reception of the works has already taken place. Project work on the road consisted in widening the road to a 2×1 central lane with a dual carriageway to the lateral direction covering 10 (ten) km with 1 (one) interchange and 1 (one) new bridge over Dinde Stream.

Rehabilitation Work on State Road No.3

The auscultation and inspection of the hydrological installations highlighted in feasibility studies led to the progressive replacement of 28 metal culverts with box culverts. The contracts for the 2 (two) Lots of the Project, estimated to cost 10.7 billion CFA francs, were awarded as follows: the Yaounde-Ndoupe road stretch (106 km); 18 box culverts will be constructed and they will cost 5.4 billion CFA francs; the Ndoupe-Dibamba road stretch (109 km): 8 (eight) box culverts will be constructed and will cost 5.3 billion CFA francs.

In this way, prior to rehabilitation work, MINTP proceeded with maintenance work in 2016 as follows:

- maintenance work on the Yaounde-Ndoupe road stretch (106 km) has been completed at the cost 7.5 billion CFA francs;
- repairs on the Bekoko-Idenau road stretch (93 km) have been completed at the cost of 5 billion 165 million CFA francs. Reception of the works has already taken place;

- 16% of maintenance work on the Ndoupe-Dibamba road stretch (109 km) has been done. Maintenance work on the road is estimated to cost 8.2 billion CFA francs and the contract has been terminated. The new contract that would be awarded will make it possible to construct two box culverts in replacement of the metal ones.

Design/Construction of 55 Modular Steel Bridges Nationwide by ACROW

Work on this Project has to do with the design, manufacture, delivery and installation of 55 precast modular steel pontoon structures of floating bridges (2 200 m long) with the technical and financial support of the United States of America and France. The Project will cost 45.9 billion CFA francs and will be implemented in two phases:

- The first phase has to do with feasibility studies and environmental impact assessment of the construction of the 55 modular steel bridges;

- The second phase has to do with the installation of the bridges and, based on results of studies conducted in the first phase, access roads to the bridges will be constructed;

The 2 200 m long bridges will be built across the national territory as follows: Adamawa Region (5 bridges), Centre Region (5 bridges), East Region (11 bridges), Far North Region (2 bridges), Littoral Region (3 bridges), North Region (2 bridges), North-West Region (9 bridges), West Region (7 bridges), South Region (7 bridges), South West Region (4 bridges).

Construction work on the first 15 bridges has started in the Adamawa, East, North, South and North-West Regions.

B14- Excerpt of the Performance Report of MINAS

Reformulation of the Strategic Objective of the Ministry of Social Affairs

Honourable Chair of the Committee on Finance and the Budget of the National Assembly,

Honourable Members of the National Assembly, Members of the Committee on Finance and the Budget,

It should be recalled that according to the provisions of Decree No. 2011/408 of 9 December 2011 to organise the Government, the Ministry of Social Affairs (MINAS) is responsible for formulating and implementing government policy on the prevention of reversible causes of disability, assistance and the protection of underprivileged social groups.

These responsibilities are in line with the social policy of the Head of State, His Excellency Paul BIYA, that places the human being at the centre of all development initiatives. The responsibilities of MINAS also form the basis of the national solidarity component of GESP enunciated as follows: “The government will continue to create specialised institutions for the physically challenged and other underprivileged social groups. Through the approach adopted to the problems of underprivileged social groups, government seeks to increase their access to training in all sectors of activity and to facilitate their employability in order to reduce their dependence. Special emphasis will be placed on making special adjustments to enable them to have access to public buildings and to receive financial support for self-employment”.

It is on the basis of the foregoing that the strategic objective of the Ministry of Social Affairs has been formulated as follows: “to promote social inclusion of underprivileged social groups.”

Hence, all activities carried out as part of actions earmarked for the three programmes of MINAS (two operational programmes, namely Programme 557: Social Security of Underprivileged Social Groups, Programme 559: National Solidarity and Social Equity and Programme 570: Good Governance and Institutional Support to the Social Affairs Subsector which is a support programme) are, in line with the main thrusts of the development strategy of social services, as follows:

- developing leadership and empowering women, youths and underprivileged social groups;
- bolstering solidarity mechanisms for the benefit of internally displaced persons, refugees and socially dependent groups;
- stepping up of social security and civil protection measures;
- improving coordination and governance of social services.

Background and Progress made in Implementing Programmes during the first two years of the ongoing 2016-2018 Three-Year Budgeting Period, Performance Report and Activities Earmarked for 2018.

Honourable Chair of the Committee on Finance and the Budget of the National Assembly,

Honourable Members of the National Assembly, Members of the Committee on Finance and the Budget,

During the first two years of the ongoing three-year budgeting period (2016-2018), the programmes of MINAS were implemented in a socioeconomic environment characterised by:

- Cameroon’s quest to achieve the objective of becoming an emerging economy and to pursue implementation of GESP;
- efforts to combat the Boko Haram sect in the Far North Region;
- fresh demands for social protection due to the massive influx of internally displaced persons and refugees in the East and Far North Regions;
- the need for more activities to promote and protect the rights of underprivileged social groups;
- incorporation of measures to check exclusion and precariousness in the irreversible process of decentralisation that the Government has embarked on;
- continuation of performance-based management by effectively ensuring management oversight, in particular;

- budget deficit resulting from the fall in oil prices.

B15- Excerpt of the Performance Report of MINCOM

As for SOPECAM, in spite of the slowdown in economic activity at the national and subregional levels, the 2017 financial year was hectic in SOPECAM (information, advertising, printing, equipment and infrastructural development, publications and marketing of SOPECAM products).

In terms of information and pursuant to Article 3 of Decree No. 2016/217 of 28 April 2016 on the Statute of Cameroon News and Publishing Corporation, the primary responsibility of SOPECAM is to provide information. Its responsibility of providing information is discharged through publications such as:

-Cameroon Tribune: It is the national bilingual “daily” and SOPECAM’s flagship publication. Its publications on national news continued unabated in 2017. It reported comprehensively on the activities of the Head of State, those of the two houses of parliament and government action. Cameroon Tribune has increased and diversified the content of its publications to make them more informative and educative to its numerous readers.

Special reports on development projects (the Kribi Deep Sea Port, the 2019 AFCON facilities, road projects, etc.) reports on security measures to combat the Boko Haram sect and on the crisis in the North-West and South-West Regions were, inter alia, published.

A supplement of Cameroon Tribune on the Paris Climate Agreement was published “daily” to provide in-depth analysis on climate information.

The Column on Regions also offered to all readers the opportunity to discover the marvels of our country through the facets of localities showcased on a weekly basis.

Such a significant improvement in the content of its publications was evidently due to the marked improvement in the print quality of Cameroon Tribune. In actual fact, SOPECAM has, for two years now, been using a new rotating printing machine. This sophisticated and exceptionally productive machine was acquired with the assistance of Government and the financial support of His Excellency the President of the Republic.

Cameroon Business Today: In response to the pressing need for a specialised economic publication, SOPECAM published the maiden edition of a weekly specialised on economic activities in April 2017. After the first six months of its publication, it is clear that Cameroon Business Today has been well received by the target readership (the reference public services, academics, investors, job seekers, advertisers, etc.)

-Nyanga: This monthly magazine has, for the past ten years, continued to showcase the beauty of Cameroon and the successes of its sons and daughters to the whole world. Studies are afoot to improve the content and layout of the magazine.

-Weekend Sports and Leisure: This weekly magazine’s objective of providing the right information on how its readers should spend the weekend by way of relaxation, discovery and through its useful tips has been achieved.

As for publication, SOPECAM now has the requisite printing machine for the publication of textbooks. Its high-capacity printing machine can print more than five thousand impressions per hour.

In order to lend its support to government policy in the school textbook sector, SOPECAM started publishing the Emergence Collection in 2016 with the contribution of Cameroonian teachers. The Emergence Collection provides students and teachers with educational materials adapted to our cultural environment at very affordable prices. In 2017, almost one hundred thousand textbooks were produced for pupils from class one to class six.

B16- Excerpt of the Performance Report of MINPMEESA

The budget allocated to Programme 511 on Promoting Private Initiative and Increasing the Competitiveness of SMEs was four billion seventeen million one hundred and eighty thousand (4 017 180 000) CFA francs in CA and PA and represented 35.11% of MINPMEESA’s budget.

Programme 511 sought to increase and enhance the competitiveness of Cameroonian SMEs. The budget allocated to the Programme was used to finance activities earmarked for the Programme and the most important of such activities are:

- rendering the enterprise creation procedure centres operational, creating the National SME Directory; lending assistance to SMEs via subcontracting and partnership exchange; providing advisory services to budding Cameroonian entrepreneurs under the EMPRETEC Programme; rendering the KAIZEN Project operational in Cameroon and popularising approved management centres; pursuing implementation of the Support Programme on the Creation and Development of SMEs to process and conserve local products of mass consumption (SPCD/SME); implementing the Support Programme for Agriculture and Agribusiness SMEs (AASME); creating the Edea business incubation and implementing the policy of corporate social responsibility (CSR) and entrepreneurship in Cameroon.

As for rendering the enterprise creation procedure centres (ECPCs) operational, statistics show that more than 11,786 enterprises were created in 2017, resulting in the creation of more than 20,000 direct jobs.

Moreover, in order to computerise procedures and reduce delays in the creation of enterprises in those centres, an online enterprise creation platform “MyBusiness.cm” is already operational in the Yaounde, Douala and Garoua ECPCs. It is important to note that by giving business promoters the opportunity to create businesses online through this platform, Cameroon won a United Nations’ award by the Secretary General of UNCTAD and the US Under-Secretary of State in charge of Economic Affairs in Nairobi (Kenya) in 2016.

Regarding the production of a national directory of SMEs, it is worthy to note that after the production of the directory, MINPMEESA concentrated its efforts on drafting a procedure manual and acquiring IT equipment (computers, scanners, servers, etc.) for the operational unit in 2017.

Concerning assistance to SMEs by Cameroon's Subcontracting and Partnership Exchange (SCPE-CMR), one hundred and seventy-three (173) SMEs were benchmarked in the Centre, Littoral, West and South-West Regions, two hundred and sixty-four (264) SMEs were put in touch with some contractors while sixty-nine (69) partnership contracts were signed. In terms of job creation, 2965 jobs were created (2000 men and 965 women) and five hundred and seventy-seven (577) of them signed specified term contracts while two thousand three hundred and eighty-eight (2388) of them signed unspecified term contracts.

In order to implement the EMPRETEC Project with the objective of promoting entrepreneurship through innovation and partnership, four (4) training sessions were organised from 16 October 2017 for economic operators of the Far North, North, South-West and North-West Regions. The training sessions that made it possible to train more than fifty (50) budding entrepreneurs sought to increase the competitiveness of businesses through workable strategies for acquiring the competence and professional skills of a good entrepreneur.

B17-Excerpt of the Performance Report of MINESEC

By carrying out Action 6, "audit and inspection of MINESEC services", the Ministry of Secondary Education was able to really evaluate the performance and functioning of central and devolved services and services over which it has supervisory authority. To this end, MINESEC was, through the following 7 (seven) activities, able to follow up implementation of the National Programme on Good Governance and to carry out an anti-corruption campaign in its services, follow up and evaluate the management of secondary schools and teacher training colleges, follow up and evaluate externally funded projects, conduct an audit of its central and devolved services and services over which it has supervisory authority, carry out an audit and evaluate the functioning of its central and devolved services and provide in-service training on auditing and inspecting services.

By carrying out Action 6, MINESEC was, in concrete terms, able to:

- audit at least 5 (five) regional delegations every year. In 2016, for example, the Adamawa, Centre, Far North, Littoral and North-West regional delegations were audited;
- audit the devolved services of 10 (ten) divisional delegations, to wit ; Djerem and Vina in the Adamawa Region, Mfoundi and Mefou and Afamba in the Centre Region, Diamare and Mayo-Kani in the Far North Region, Sanaga Maritime and Wouri in the Littoral Region, Mezam and Momo in the North-West Region;
- conduct an audit of the management of privately owned secondary schools nationwide which led to the closure of 75 clandestinely owned secondary schools.
- By carrying out Action 7, "compliance and legal advice", the Ministry of Secondary Education was able to create awareness on legal issues, protect the interests of the State and see to it that legal norms and procedures are respected. To this end, the 3 (three) activities carried out were to ensure oversight in the respect of legal norms and procedures, popularisation of legal values and protection of the interests of the State before the courts.

To this end, MINESEC:

- defended the interest of the State when necessary before the courts;
- the process of rendering land or sites reserved for building government secondary schools secure is underway.

Performance Report

With regard to Programme 331, "Increasing Access to Secondary Schools", MINESEC sought to increase access to secondary schools and the performance indicator is the transition rate from primary school to secondary school. The access rate to secondary schools was 69.62% in 2016 and that rate is expected to increase to 72% in 2018. It was 71% at the end of the 2016\2017 school year.

Programme 332, "Improving the Quality of Education and School Life in the Secondary School Milieu", sought to improve the quality of learning. The completion rate for the first cycle was expected to increase from 71.3% in 2016 to 75% in 2018. So far, the completion rate during this second year of the ongoing three-year budgeting period is 72%.

Programme 333, "Intensifying, professionalising and Increasing Training Opportunities", sought to adapt training to the socioeconomic environment. The percentage of learners in technical and vocational secondary schools is expected to increase to 23% by the end of the ongoing three-year budgeting period as against 21.5% in 2016 while the rate is now 21.62%.

Finally, under Programme 334 on Good Governance and Institutional Support, MINESEC sought to ensure that resources are rationally and properly managed. The performance indicator of the Programme is the percentage of earmarked activities it carried out by MINESEC. The percentage of earmarked activities carried in 2016 was 8% and that percentage is expected to increase to 100% in 2018.

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