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REPUBLIC OF CAMEROON

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STRATEGIC PLAN FOR THE MODERNIZATION OF THE CIVIL REGISTRATION AND VITAL STATISTICS SYSTEM 2025-2029

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ABBREVIATIONS, ACRONYMS AND ABBREVIATIONS

AFD:	French Development Agency
ANTIC:	National Agency for Information and Communication Technologies
APAI-CRVS:	African Programme for the Accelerated Improvement of Civil Registration and Vital Statistics Systems
APAI-CRVS:	African Programme for the Accelerated Improvement of Civil Registration and Production Statistics
ART:	Telecommunications Regulatory Agency
CSA:	Community Health Worker
BEEP:	Public investment budget
BUCREP:	Central Bureau of Censuses and Population Studies
BUNEC:	National Civil Registration Office
MTDC:	Medium-Term Expenditure Framework
CEC:	Civil Registry Centre
CPEC:	Main Civil registration Centre
CECS:	Secondary Civil registration Centre
CENADI :	National Centre for the Development of Informatics
ICD 11:	International Classification of Diseases, Eleventh Revision
CMCD:	Medical Certification of Causes of Death
CNI:	National Identity Card
NSIF:	National Social Insurance Fund
CNS:	National Statistical Council
CTD:	Decentralized local authorities
CVUC:	United Municipalities and Cities of Cameroon
DGI:	Directorate General of Taxes
DGNS:	General Delegation for National Security
DHIS2:	District Health Information Software 2
ESDC:	Cameroon Demographic and Health Survey
ELECAM:	Elections Cameroon
ENSAE:	National School of Statistics and Applied Economics
CRVS:	Civil Registration and Statistics
FOSA:	Health Centre

UNHCR:	United Nations High Commissioner for Refugees
IFORD:	Institute for Demographic Training and Research
INS:	National Institute of Statistics
ISSEA:	Sub-Regional Institute of Statistics and Applied Economics
MICS:	Cluster and Multiple Indicator Survey
MINAS:	Ministry of Social Affairs
MINDDEVEL:	Ministry of Decentralization and Local Development
MINEDUB:	Ministry of Basic Education
MINEPAT:	Ministry of the Economy, Planning and Regional Development
MINFI:	Ministry of Finance
MINJUSTICE:	ministry of Justice
MINPOSTEL:	Ministry of Posts and Telecommunications
MINPROFF:	Ministry for the Promotion of Women and the Family
MINREX :	Ministry of Foreign Affairs
MINSANTE:	Ministry of Public Health
NIPU:	Unique personal identification number
NIU:	Unique Identifier Number
NRC:	Norwegian Refugees Council
OBC:	Community-Based Organization
ODD:	Sustainable Development Goal
CSB:	Civil Registrar
OIF:	International Organization of La Francophonie
IOM:	International Organization for Migration
CSOs:	Civil Society Organization
PBF:	Performance-Based Financing
PNPS	National Social Protection Policy
UNDP:	United Nations Development Programme
PRE2C:	Cameroon Civil Status Rehabilitation Program
PSV:	Socially vulnerable people
TFP:	Technical and Financial Partners
RAP:	Annual Performance Report
RGPH:	General Population and Housing Census
NHR:	National Human Development Report

SANEC:	Digital Archiving System for Civil Status Records
SBC:	Social and Behavioural Change
SDIEC:	Master Plan for the Computerization of Civil Registry
DRY:	Civil Registry
SIEC:	Civil Registry Information System
SIGEC:	Integrated Civil Registration Management System
SND30:	National Development Strategy 2020-2030
SNDS:	National Strategy for the Development of Statistics
TWITCH:	Information and Communication Technologies
ASTRONOMICAL UNIT:	African Union
ITU:	International Telecommunication Union
UNICEF:	United Nations Children's Fund
GBV:	Gender-Based Violence

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PREFACE

The systematic registration of civil status and the production of vital statistics (vital statistics and statistics on causes of death) occupy an important place in the effective management of public policies. The State of Cameroon, faithful to its national and international commitments, and particularly concerned with the effective implementation of its vision of becoming an emerging country by 2035, has been engaged for nearly two decades, a major project of revitalization, redesign, rehabilitation and modernization of its Civil Registration and Statistics (CRVS) system.

This important project has led to a series of transformations and developments in the political, legislative and institutional fields that have had a decisive impact on the quality of civil registration services and the production of vital data. Law No. 2011/011 amending and supplementing certain provisions of Ordinance No. 81-02 of 29 June 1981 on the organization of civil status, and Cameroon's accession to the African Programme for the Accelerated Improvement of Civil Registration and Civil Statistics Production Systems (APAI-CRVS) were decisive phases.

These efforts have led to the development and implementation, with the support of Development Partners, of a strategic plan for the rehabilitation of civil status for the five-year period 2018-2022. The aim of the plan was to improve the performance of the civil registration system, as a means of ensuring the legal security of the citizen, the recognition of human rights and the production of comprehensive civil statistics. At the end of its implementation, and despite the significant efforts that can be seen, major bottlenecks remain in terms of governance and coordination of actions, demand for and supply of civil status services, digitalisation and interoperability, as well as funding.

This Strategic Plan has been developed to consolidate the gains made in the implementation of the previous plan and to effectively address the remaining challenges. It confirms the hypothesis that a poorly functioning civil registration system is an obstacle to education, identification, health, access to employment and development. In the SND30, the Government reaffirmed its commitment to put in place measures to promote the establishment of official documents such as civil status certificates, the national identity card, and other documents, to socially vulnerable populations and geographically distant from administrative centres. It is a question of making civil registration a useful tool for steering development policies at both the national and local levels. This ambition reflects the Government's desire to achieve the Sustainable Development Goals, in particular targets 16.6, 16.9, 17.18 and 17.19, by addressing the structural weaknesses that limit the performance of its CRVS system. Through this new strategic plan, the Government, the target administrations, the Development Partners, the Decentralized Local Authorities and the actors of Civil Society have a consensual framework of orientation and mobilization of energies to make Cameroon's CRVS system more efficient. The issues of strategic and

institutional coordination, digitalization and interoperability will have to be given particular attention, if we are to align ourselves with international standards and gain in efficiency and performance. The promulgation of Law No. 2024/016 of 23 December 2024 on the organization of the civil registration system in Cameroon is in line with this logic by setting a legal framework that is much more favorable to the implementation of the interventions selected in this strategic plan.

While expressing my satisfaction with the quality of the work presented here and the participatory methodology that has been favoured, I express my gratitude to all the actors involved in the process of modernizing civil status in Cameroon.

Georges ELANGA OBAM

Minister of Decentralization and Local Development

THANKS

The development of this plan was done in a participatory manner with the involvement of the administrations and organizations involved in the CRVS system, representatives of the Municipalities and Civil Society. The Government of the State of Cameroon would like to thank all these actors who have provided time, information, documents and various resources.

Our thanks go especially to Vital Strategies through the Bloomberg Philanthropies Data for Health Initiative for its ongoing technical and financial support in the development of this strategic plan. These thanks also go to UNICEF for supporting the mobilization of additional resources dedicated to the finalization of the document.

EXECUTIVE SUMMARY

Law No. 2011/011 of 6 May 2011 amending and supplementing Ordinance No. 81/02 of 29 June 1981 on the organization of civil status and various provisions relating to the status of natural persons was the basis for the reform of the civil status system and civil statistics. Despite the innovations introduced by this important text, the observation is that the current organization and functioning of the system face many shortcomings. The main challenges remain the completeness of registration and the systematic production of quality civil registration data, which can guide public policies.

The strategic plan for the rehabilitation of Cameroon's civil registration system 2018-2022 materialized the Government's desire to build a resilient civil registration system and to make it an effective governance tool. Despite the deadline for the first strategic plan, certain constraints identified and that led to its development remain and justify redoubling efforts in the reform process.

In this regard, the situational analysis and diagnosis identified several challenges at the legal, institutional, technological and financial levels, including: an outdated legal framework and weak institutional coordination; a low quality supply of civil registration services and insufficient demand for services; an ESEC system that is not well suited to the digital age with low interoperability; an unreliable system for the production of vital statistics; outdated archiving and insufficient funding. The development of a new strategic plan to frame the interventions of the various stakeholders is amply justified today. It reaffirms the State's desire to build an ESEC system useful for the realization of its vision in terms of development.

The CRVS 2025-2029 strategic plan therefore aims to provide Cameroon with a civil registration system that meets modern international norms and standards. It aligns with the global development agendas, including the SDGs, of which no less than 12 depend on the CRVS system. Internally, it is anchored in the national vision for development, and consequently, in the main public policy instrument relating to it, namely the National Development Strategy 2020-2030 (SND30). As such, this plan is an essential programmatic tool for public interventions in the areas of governance, assistance in reducing poverty and social inequalities, strengthening human capital, the well-being of populations, the rule of law and the protection of human rights in general.

This document is the result of a participatory process involving all the key actors of the CRVS system, including: sectoral administrations, municipalities, civil society, technical and financial partners, and finally the target groups and communities benefiting from interventions aimed at improving civil registration and the production of vital statistics.

The development of this strategic plan has gone through 03 major phases, namely:

- the evaluation of the implementation of the Strategic Plan for the Rehabilitation of the Civil Registry of Cameroon (2018-2022);
- the state of play and diagnosis of Cameroon's current CRVS system;
- the formulation of the new strategic vision accompanied by an action plan and a priority investment programme.

These three phases made it possible to develop the new strategic vision of the CRVS system as: **"a civil status system where every individual counts and is systematically registered"**. The intervention logic is built around five main strategic axes, namely:

AXIS I (GOV)	<i>CRVS System Governance</i>
AXIS 2 (OFDE)	<i>Supply and demand for CRVS services</i>
AXIS3 (INFOP)	<i>Computerization and interoperability of the CRVS system</i>
AXIS 4 (ARSTAT)	<i>Modernize archiving and produce vital statistics</i>
AXIS 5 (END)	<i>CRVS System Funding</i>

These strategic axes have been translated into five (05) strategic objectives and twelve (12) specific objectives to inspire major actions for the next five years as presented in the table below:

Strategic axes	Strategic Objectives	Specific objectives	Costs (in millions of CFA francs)
AXIS 1 (GOV) Governance of the CRVS system	By 2029, strengthen and improve the governance of the CRVS system in terms of legal framework and institutional coordination in order to align with international standards and norms	1.1. Consolidating the legal framework of the CRVS system	150
		1.2. Strengthening institutional coordination	695
		1.3. Strengthening the production and appropriation of civil status standards	830

		1.4. Generating evidence for fact-based decision-making	590
AXIS 2. (OFDE) Supply and demand for CRVS services	By 2029, significantly improve the quality, accessibility and acceptability of supply and demand for CRVS services	2.1. Improve the quality and quantity of the CRVS system's service offer	21 310
		2.2. Increasing the demand for civil registration services	10 700
AXIS 3. (INFOP) Computerization and interoperability of the CRVS system	By 2029, accelerate the digital transformation of the CRVS system and make it interoperable	3.1. Fully computerize the CRVS system	60 425
		3.2. Strengthening the technological and energy infrastructure of civil registration and identity ecosystem administrations	3 200
		3.3. Strengthening sectoral interoperability	386
AXIS 4. (ARSTAT) Modernization of archiving and production of CRVS statistics	By 2029, strengthen the accessibility, data management and production of CRVS statistics	4.1. Improving the archiving of civil and other related documents	105
		4.2 Improving the production, dissemination and use of vital statistics	2 942
AXIS 5. (END) CRVS System Funding	By 2029, have a sustainable financing mechanism for the CRVS system	5.1. Increasing and stabilizing domestic funding sources for the CRVS system	400
		5.2. Improving the allocative efficiency of external financing and the contribution of TFPs to the financing of the CRVS system	200

The overall cost of implementing this strategic plan amounts to **101 billion and 683 million CFA francs**. The computerization of the civil registration system and the interoperability of the CRVS system will require a greater allocation of resources, accounting for 63% of the overall funding. The axis relating to the improvement of the supply and the strengthening of the demand for civil status services represents 31% of the resources to be mobilized.

GENERAL INTRODUCTION

Since 2007, the Government has been committed to the rehabilitation of its CRVS system. This overhaul has led to important reforms of the legal and institutional framework of civil registration and its functional organization. Thanks to these reforms, the State has been able to improve its offer of civil status services, and to increase the demand for services from the population. Despite these efforts, Cameroon is still confronted with the incompleteness of the registration of civil status. For a population of about 27.6 million in 2023, it is estimated that 8 million people live without proof of legal identity (World Bank, 2023). In addition, only 62% of children under the age of 5 are registered in the civil registry (ESDC, 2018). The registration of deaths seems even more worrying. On the statistical side, the manual nature of recording and the poor interconnection of CRVS systems make it impossible to systematically make reliable and comprehensive vital statistics available.

Also, aware of the decisive role that an effective CRVS system could play in achieving its development objectives, the Government reaffirmed in the SND30 its commitment to put in place measures to promote the establishment of official documents such as civil status certificates, the national identity card, and other documents, to socially vulnerable populations and geographically distant from administrative Centres. With this in mind, the Government intends to make civil registration a useful tool for steering its development plans at both national and local levels. This ambition reflects the Government's desire to achieve the SDGs, in particular targets 16.6, 16.9 and 17. 18 and 17.19, addressing structural weaknesses that limit the performance of its CRVS system.

This strategic plan commits Cameroon to a modern CRVS system, i.e. accessible, integrated, inclusive, sustainable and secure based on sustainable public financing. Because of the multisectoral nature of the improvement actions that this plan identifies, all actors are invited to share its systemic vision and above all to favour synergies of actions to the detriment of isolated interventions as in the past. As a compass for civil registration interventions for the period 2025-2029, it sets out the priority areas of intervention likely to bring significant changes to the structural weaknesses of the Cameroonian CRVS system.

Its elaboration offers the Government the opportunity to:

- capitalize on the lessons and good practices learned from the implementation of the Cameroon Civil Registration Rehabilitation Plan (2018-2022);
- have an up-to-date inventory of your CRVS system;
- define strategic areas of intervention with a view to improving the performance of the CRVS system;
- improve the effectiveness and efficiency of public action in the field of civil status;

- strengthen accountability to all stakeholders as well as the mobilization of innovative financing for civil registration.

This strategic plan is therefore a management tool that will help administrations, decentralized local authorities, technical and financial partners, civil society and any other organization involved in the field of civil registration and vital statistics in Cameroon, to better orient their actions.

METHODOLOGICAL APPROACH

The process of developing this strategic plan is based on the guidelines of the framework for the improvement of CRVS systems formulated by the Economic Commission for Africa and contextualized in Cameroon, as well as on the orientations of the Methodological Guide for Strategic Planning in Cameroon. It is the culmination of a participatory process carried out in a mixed approach including the collection, processing and analysis of quantitative and qualitative data at the national level and in all ten regions of Cameroon. The approach was structured in four stages:

1. Establishment of the institutional framework for strategic planning

Through its missions, the Ministry of Decentralization and Local Development ensures the application of legislation and regulations on civil status. In this capacity, he is responsible for the technical supervision of the National Civil Registration Office (BUNEC), the technical arm of the Government in this field. In this regard, the Director General of BUNEC, by Decision No. 0023/D/BUNEC/DG/CT1/CAJC/ of 22 November 2023, set up a multisectoral working group in charge of monitoring the process of developing Cameroon's 2025-2029 CRVS strategic plan.

2. Evaluation of the implementation of the Strategic Plan for the Rehabilitation of Civil Registration 2018-2022

This assessment provided useful information to support the planning of the CRVS system in Cameroon for the period 2025-2029. She highlighted the progress made, the failures recorded, the obstacles to implementation, the lessons learned as well as the best practices to be capitalized on in the framework of the 2025-2029 strategic plan. Data collection was carried out through the use of available documentation, interviews with actors at the central level (Administrations, TFPs, Civil Society) identified as responsible for the implementation of the major actions of the 2018-2022 strategic plan, but also with actors at the operational level (municipalities, users of the civil registry service, etc.). The aim was to collect their perceptions of the changes in the quality of the civil registry service during the period of interest. Six (06) main evaluation criteria were selected with regard to the intervention logic of the plan, namely: coherence, relevance, effectiveness, efficiency,

measurability of results and tolerance to risks and innovations. The results of this evaluation have been technically validated by all stakeholders in the process.

3. State of play and diagnosis of the current CRVS system in Cameroon

The objective of this phase was to identify not only all the structural strengths and weaknesses of the current civil registration system, but also to analyse the CRVS value chain in order to identify the gaps between the civil registration processes as they are practiced on a daily basis and as they would be desired. As complete as possible an analysis of the components of the civil registration and vital statistics system in the light of the recommendations of the Framework for the Improvement of Civil Registration and Vital Statistics Systems, therefore, has been carried out. Focusing on 03 main facts, namely: births, deaths (and causes of death), and marriages, this phase made it possible to objectively analyze the components of the CRVS system. These components are: the legal and institutional framework, the supply and demand of civil registration services, computerization and the issue of interoperability, institutional coordination, archiving of civil status documents, the production and use of vital statistics and the financing of the civil registration system.

During this stage, the consultant organised data collection through interviews and focus groups with key stakeholders and analysed the gaps between improved and actual business processes. The aim was to identify problems and bottlenecks (cumbersome, slow, costly, remoteness of services, etc.) that affect the performance of the current CRVS system and to consider corrective actions (simplification of procedures, reduction of the number of actors in the chain, change in the legislative framework, etc.).

Three regional participatory workshops were also organized to present the results of the CRVS system diagnosis. It was a question of enriching the said diagnosis and collecting guidelines for the 2025-2029 plan from the implementation actors. These regional workshops took place in poles. Pole 1 brought together representatives of the North-West, West, South-West and Littoral regions. Pole 2 brought together the Centre, South and East regions and Pole 3 grouped the Adamawa, Far North and North regions.

4. Formulation of the strategic framework, the priority action plan and the priority investment programme

The work on this phase was carried out in a participatory manner. The workshops organized for this purpose allowed the Working Group to adopt the choices of vision, missions, strategic frameworks (axes, strategic objectives, specific objectives, actions, major activities, costing, steering system, etc.), but also to validate the various progress reports.

OUTLINE OF THE DOCUMENT

This 2025-2029 strategic plan is structured around 06 chapters:

The first chapter presents the general context for the development of the strategy. It emphasizes the factors determining the performance of the Cameroonian CRVS system.

The second chapter presents the current state of play and diagnosis of the current CRVS system.

The third chapter presents the country's strategic orientations and choices for the next 05 years with a view to improving its civil registration system.

The fourth chapter is reserved for the implementation plan of the strategy. It describes in detail the major interventions that will need to be carried out to achieve the planned results.

The fifth chapter is devoted to the question of the financing of the strategy. It presents the overall cost by strategic axis, as well as a priority investment programme for the period 2025-2027.

The sixth chapter deals with the issue of steering and monitoring and evaluation of the strategic plan.

CHAPTER 1. CONTEXT AND STATE OF PLAY

This chapter is devoted to the presentation of some contextual benchmarks acting as determinants of the performance of Cameroon's CRVS system. Indeed, a thorough understanding of these factors is essential for the development of an effective strategic plan that is adapted to the country's realities.

1.1. Geographical context

Located in Central Africa, Cameroon is bordered by Nigeria to the west, Lake Chad to the north, the Central African Republic to the east, Gabon, Equatorial Guinea and the Republic of Congo to the south, as well as the Atlantic Ocean. With an area of 475,442 km², the country has a great geographical diversity, ranging from densely populated urban areas to rural and remote areas. This diversity translates into significant regional disparities in terms of civil registration needs and challenges. For example, transport and communication infrastructures vary considerably from one region to another, affecting the population's access to the civil status service. Regional disparities and problems of geographical accessibility to civil registration centres are major challenges for the CRVS system. Rural and remote areas, in particular, suffer from a lack of adequate infrastructure, making it difficult to record vital events.

1.2. Socio-demographic context

According to demographic projections, the total population of Cameroon is estimated at about 28.7 million inhabitants in 2024 (INS, 2016), with an average density of 58 inhabitants per km². This population is unevenly distributed across the country: the two main cities, Douala and Yaoundé, are home to more than 20% of the total population. The urbanization rate was estimated at 48.8% in 2005 (RGPH, 2005).

Cameroon is experiencing rapid population growth, with an increase of 2.64% in 2021 compared to the previous year. The country is characterized by the extreme youth of its population, about 45% of whom are under 15 years old.

As for the occurrence of events related to birth, fertility and marriage, these are quite high in Cameroon. In 2018, the crude birth rate was estimated at 36.8‰, which means that, on average, 37 live births occurred annually in a total population of 1,000 people, regardless of age. The total fertility rate (TFR) was 4.8 children per woman. Among women and men aged 15 to 49, 57% and 42%, respectively, were in a union (ESDC 2018).

In terms of mortality, according to the 2018 ESDC, levels are still high: neonatal and post-neonatal mortality are 28 deaths and 20 deaths per 1,000 live births, respectively, and infant mortality is 48 deaths per 1,000 live births. Infant and child mortality is estimated at

80 deaths per 1,000 live births, and adult mortality between 15 and 50 years of age at 155‰ for women and 185‰ for men. The maternal mortality ratio is estimated at 406 maternal deaths per 100,000 live births. Internal and external migration remains an important phenomenon in the country, influencing demographic distribution and social dynamics.

These indicators show *a priori* a strong pressure on the civil registration system in terms of the need for registration, the issuance of civil status certificates and the production of vital statistics. The value of the crude birth rate indicates that the civil registration system should issue a little more than one million birth certificates annually.

1.3. Socio-economic context

With a growth rate of 2.6% over the period 2020-2023 (NSI, 2024), the Cameroonian economy is experiencing sustained and resilient growth, although below the forecasts of the National Development Strategy 2020-2030, which placed it at an annual average of 8% over the period 2020-2030. This performance is attributable to the double economic slowdown that the country experienced over the period 2014-2022, due to the drastic drop in world oil prices (2014-2018) on the one hand, and the occurrence in 2020 of the COVID-19 pandemic and the Russian-Ukrainian crisis on the other. This low economic growth has an impact on the reduction of poverty, social inequalities and the creation of decent jobs.

In 2022, about 10 million people were living below the poverty line, for a total population estimated at about 27 million inhabitants (INS, 2024). Poverty is more prevalent in rural areas, where 9 out of 10 poor people live. Multidimensional poverty affects 55.3% of the Cameroonian population while the poor suffer deprivation in education, health, and living conditions (RNDH, 2019). This economic situation tends to limit the State's ability to finance development policies in key sectors, such as civil registration, and limits the use of basic social services by the population.

1.4. Socio-cultural context

On the socio-cultural level, Cameroon is a mosaic of populations belonging to several ethnic groups, with specificities in the management of marriages, divorces, births and deaths. The socio-cultural systems specific to each ethnic group surround certain facts of civil status (birth, marriage, death, cause of death) with a set of beliefs, values, norms and practices that may or may not favour the demand for civil registration services of the population.

On the religious level, two major religions dominate practices and beliefs: Islam and Christianity, to which are added animist beliefs. Religious leaders play an important role in social recognition and the celebration of events in an individual's life. They are, in all

cultures, key players in the reporting of civil status events that occurred in a community context.

Access to education and schooling are key factors in civil registration. A better-educated population is likely to understand the importance of registering births, marriages, and deaths, and to use civil registration services. Cameroon's high literacy rate is a determining factor for the demand for civil registration services (81.3% of adult men and 70.1% of adult women, respectively, are literate, MINEBUB, 2021).

The statistics of the 2022/2023 school map show that the school-age population is estimated at about 5,758,7483 children under the age of 12. According to the Ministry of Basic Education, in the 2021/2022 school year, 1,486,686 students were enrolled without a birth certificate, among which 53.9% were boys and 46.1% girls. For the 2022-2023 school year, more than 1,600,000 children were enrolled in school without a birth certificate (MINEDUB, 2023). Education plays a key role in raising awareness and promoting civil registration. Schools can serve as points of contact to inform families and facilitate their access to civil registration services.

1.5. Security and humanitarian context

The modernization of civil status in Cameroon is taking place in a security and humanitarian context marked by the resurgence of risks related to floods, cholera epidemics and socio-security crises. With regard to these crises, Cameroon continues to be affected by the Lake Chad Basin conflict, violence in the North-West and South-West regions, and the impact of the crisis in the Central African Republic in the East, Adamawa and North regions.

Since 2014, the country has faced a persistent terrorist threat in the Far North region and socio-security crises in the North-West and South-West regions, leading to a large influx of refugees and internally displaced persons. In 2023, about 4.7 million people were in need of humanitarian assistance, or one in six people living in Cameroon.

The 2024 Humanitarian Response Plan (UNHCR, 2024) estimates that 3.4 million people will need humanitarian assistance and protection in 2024. Of these, US\$2.3 million will be targeted to receive life-saving assistance and protection services, requiring US\$371.4 million in funding. People affected by conflict, climate shocks and epidemics are particularly vulnerable.

Cameroon also hosts nearly half a million refugees and asylum seekers, mainly from the Central African Republic. Of these, nearly half are children. These refugees face problems in obtaining civil documentation.

In addition, more than one million people are internally displaced. The Far North, North-West and South-West regions are the most affected by the phenomenon. Most IDPs have

lost their civil status documents and are sometimes unable to replace them even years after displacement, undermining their enjoyment of rights and social inclusion.

This security and humanitarian situation affects the functionality of civil status centres in crisis areas, increasing the demand for civil status documents to grant legal identity to people in emergency situations. Vulnerabilities are exacerbated by structural development deficits, which weaken the resilience of crisis-affected populations.

1.6. Technological context

On the technological front, the development of telecommunications and information and communication technologies in Cameroon is a rapidly expanding field, supported by several strategic initiatives and projects aimed at strengthening its infrastructure as well as its legal and regulatory framework. Indeed, more than 18,000 km of optical fiber have been deployed in the country, four (04) submarine cables connect them directly to the rest of the world, and four (04) concessionary mobile phone operators provide 3G-4G mobile coverage on the national territory in accordance with the provisions of their respective specifications (ART, 2023). The country also has a Digital Cameroon 2020 strategic plan.

However, electronic communication services for very high-speed Internet access are still insufficiently developed and only available in the main urban areas. The availability of 4G services to the general public as well as broadband access services is still limited to the country's main cities due to a lack of adequate infrastructure. According to the International Telecommunication Union, about 10% of the population is still unserved, especially those in rural areas, where there is a significant digital divide, including on mobile (ITU, 2023). This digital divide is the cause of the delay in the digital transformation of decentralised or decentralised State services and represents a major challenge for the modernisation of these services, particularly with regard to civil registration and the production of vital statistics.

1.7. Legal and institutional framework of the Cameroonian CRVS system

1.7.1. Legal framework

The legal framework of the CRVS system is based on textual and jurisprudential norms. Custom also occupies an important place in the enactment of the legal rules governing this field. The framework is structured around a wide range of texts at the international, regional and national levels.

At the international level, Cameroon has acceded to numerous legal instruments, and has ratified multilateral conventions, including the Universal Declaration of Human Rights of 1948, the 1951 Convention relating to the Status of Refugees, the United Nations Declaration on the Rights of the Child of 1959, the United Nations Convention on the Reduction of Statelessness of 1961, the 1964 Convention on Consent to Marriage,

Minimum Age for Marriage and Registration of Marriages, the 1986 Declaration on Social and Legal Principles for the Protection and Welfare of Children, the 1989 International Convention on the Rights of the Child, the 1979 Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities of 2006, the Vienna Convention of 24 April 1963 on Consular Relations.

Among the regional texts, civil status is also based on the standards laid down by the African Charter on Human and Peoples' Rights, the African Charter on the Rights and Welfare of the Child of 1 July 1990, the African Charter on Democracy, Elections and Governance of 2012, and the African Union Convention on the Protection and Assistance of Displaced Persons in Africa of 2009.

In addition, Cameroon has signed judicial cooperation agreements with 14 countries, including 13 African countries and France. These agreements provide for the exchange of civil status information between the States concerned and Cameroon.

The principles and rules enacted by these international texts are internalized by an arsenal of legislative and regulatory texts in force, in particular: Ordinance No. 81/002 of 29 June 1981 on the organization of civil status and various provisions relating to the status of natural persons, amended and supplemented by Law No. 2011/011 of 6 May 2011 which enshrines: the universality, compulsory and free registration of civil status¹.

Other pieces of legislation include:

- the Civil Code;
- Law No. 62-OF-30 of 31 March 1962 on the Cameroonian Merchant Marine Code²;
- Law No. 1968-LF of 11 June 1968 on the Nationality Code;
- Law No. 69-LF-3 of 14 June 1969 regulating the use of surnames, first names and pseudonyms;
- Law No. 2005/06 of 27 July 2005 on the status of refugees in Cameroon;
- Law No. 2006/015 of 29 December 2006 on the organization of the judiciary;
- ;
- Law No. 2016/007 of 12 July 2016 on the Penal Code;
- Law No. 2019/024 of 24 December 2019 on the General Code of Decentralized Territorial Communities;
- Law No. 2024/001 of July 24, 2024 governing archives in Cameroon.

These texts are supplemented by numerous regulatory texts, in this case:

¹ A new law on the organization of the civil registration system in Cameroon was promulgated on December 23, 2024.

² The said law influences the registration of civil status events that occurred in maritime areas.

- Decree No. 1968-DF-478 of 16 December 1968, laying down the procedures for the application of the Nationality Code;
- Decree No. 69/DF/544 of 19 February 1969 amended by Decree No. 71/DF/607 of 3 December 1971 on the Organization of Traditional Jurisdictions of East Cameroon
- Decree No. 69-DF-419 of 20 October 1969 laying down the procedures for the application of Article 13 of Law No. 69-LF-3 of 14 June 1969;
- Decree No. 77-410 of 15 October 1977 on the revaluation of the allowance of officers and secretaries of special civil status centres;
- Decree No. 87/1115 of 17 August 1987 laying down the procedures for the creation and operation of special civil status centres.
- Decree No. 2013/031 of 13 February 2013 on the organization and functioning of BUNEC;
- Circular No. 007/CAB/PM of 13 August 2007 of the Prime Minister, Head of Government, on the ordering of administrative documents;
- Circular No. 0001942/C/MINATD/DAP/SDAA/SEC of 9 July 2012 on the application of Law No. 2011/011 of 6 May 2011 amending and supplementing certain provisions of Ordinance No. 81/002 of 29 June 1981 on the organization of civil status and various provisions relating to the status of natural persons;
- Circular No. 00000020/LC/MINATD/DAP of 3 January 2013 on the registration of civil status centres and the numbering of civil status certificates;
- the circular letter No. D36-56/MINSANTE/SG/DAJC of 5 November 2019 on the systematic declaration of births and deaths occurring in FOSAs;
- Circular Letter No. 2012/AS/51/00001/LC/MINAS/SG/DPSE/SDSE of 26 January 2012 on the registration of births of abandoned foundlings. In addition, case law also influences civil status. Indeed, the decisions of the courts and tribunals guide the administration of civil status.

Finally, civil status is based on customary rules, particularly with regard to the transcription of customary marriages in civil registers.

1.7.2. Institutional framework

In Cameroon, the organization of civil status is based on the provisions of the Ordinance of 29 June 1981 and its 2011 amendment. Indeed, the field of civil status is one of the sectors of public life where various actors intervene at both the strategic and operational levels. The cross-cutting nature of civil status issues and the multiplicity of stakeholders therefore require an increased need for institutional coordination.

1.7.2.1. Actors at the strategic level

The institutional actors of the CRVS system are the following:

The President of the Republic. Within the meaning of Law No. 96/06 of 18 January 1996 revising the Constitution of 2 June 1972, the President of the Republic defines the policy of the nation, ensures through his arbitration, the regular functioning of the institutions, he is the guarantor of compliance with international agreements and treaties, he promulgates laws, exercises regulatory power, creates and organizes the public services of the State. Through these functions, he ensures the organization and harmonious functioning of the civil registry system.

The Prime Minister, Head of Government. Pursuant to the provisions of article 12 of the Constitution, the Prime Minister is the Head of Government, directs the action of the Government, is responsible for the execution of laws, exercises regulatory power and appoints to civil posts subject to the prerogatives granted to the President of the Republic in these areas.

Parliament. Composed of the National Assembly and the Senate, it legislates and supervises the Government's action in matters falling within the scope of the law, in particular: the fundamental rights, guarantees and obligations of the citizen, the status of persons and the regime of property (nationality, status and capacity of persons, matrimonial regimes, inheritance and gifts, etc.) among others.

The Ministry of Decentralization and Local Development (MINDDEVEL). It is the Ministry in charge of the application of legislation and regulations on civil status. It is also responsible for examining the files for the creation of secondary civil status centres, drawing up the acts of appointment of the officers of the said centres and maintaining the file of civil status centres and civil status statistics in conjunction with the BUNEC.

The Ministry of Finance (MINFI). It is the financial supervision of BUNEC. It is responsible for the provision of domestic funding for the CRVS system.

The Ministry of Justice (MINJUSTICE) is responsible for drafting legislative and regulatory texts relating to the status of persons and property. In addition, according to the law, the courts issue supplementary judgments on civil status certificates and ensure that civil status registers are properly kept. They are also involved in civil registration procedures.

The Ministry of Public Health (MINSANTE). It is responsible for the development and implementation of the national health policy. In this capacity, it supervises the national network of public health facilities, which, in accordance with the regulations in force, are required to declare all births and deaths that have occurred within them. It also provides forensic expertise (certificates of apparent age). In addition, it has a health information system that contributes to the dissemination of vital statistics.

The Ministry of External Relations (MINREX): through the Diplomatic Missions and Consular Posts of Cameroon abroad, it ensures the registration or transcription of the civil status of Cameroonians that occurred abroad. It contributes to the production of statistics

The Ministry of Social Affairs (MINAS): it is responsible for the promotion and protection of the rights of vulnerable people. It is in this capacity that it carries out actions to promote the establishment of civil status records for the indigent and vulnerable groups.

The Ministry for the Promotion of Women and the Family (MINPROFF): it is responsible for the development, implementation and evaluation of measures relating to the respect of women's rights and the protection of the family. It is in this capacity that it contributes to the promotion and collective celebration of marriages.

The Ministry of Basic Education (MINEDUB). It participates in the identification of children without a birth certificate and facilitates their registration in the civil registry to ensure the transition from primary to secondary cycle.

The National Institute of Statistics (INS). It is responsible for coordinating the activities of the National Statistical Information System, making available the statistical data and indicators necessary for economic and social management.

The National Civil Registration Office (BUNEC). Its mission is to ensure the supervision, control, regulation and evaluation of the national civil registration system. It is also responsible for the constitution of a national civil status file and the production of civil status statistics.

The Central Bureau of Censuses and Population Studies (BUCREP)

Created by Decree No. 99/230 of 4 October 1999 and reorganized by Decree No. 2005/309 of 1 September 2005, the BUCREP provides its expertise to the public authorities and other development actors in taking into account demographic and population dynamics in the formulation and implementation of development strategies.

Technical and Financial Partners. They provide technical and financial support to the Government in the priority areas of intervention defined by the Government for the improvement of the identity ecosystem in general. The main TFPs involved in civil registration in Cameroon are: AFD, World Bank, GIZ, European Union, UNICEF, UNHCR, KOICA, NRC, OIF, IOM, UNDP, Vital Strategies.

Civil Society Organizations. In addition to public administrations, there are CSOs working to improve people's access to civil status documents, and providing their expertise in the development of policies in this area (*United Municipalities and Cities of Cameroon, Yaoundé Citizen and Political School*).

1.7.2.2. Actors at the operational level

The Communes. According to Law No. 2019/024 of 24 December 2019 on the General Code of Decentralized Territorial Collectivities, Municipalities are decentralized territorial collectivities that exercise competences transferred by the State, including civil status.

Civil status Centres: these are the main civil status Centres (the Communes, Diplomatic Missions and Consular Posts of Cameroon), and secondary civil status Centres that are attached to the main civil status Centres. As civil status is a competence transferred to the Municipalities within the meaning of the General Code of Decentralized Territorial Communities, the mayor and his deputies are civil registrars. They are assisted in this mission by civil status secretaries. These actors are responsible for the registration of civil status facts and the provision of data to be used in the production of vital statistics.

Health facilities: The heads of health facilities are required to declare births and deaths (including their causes) that occurred within them to the territorially competent civil status Centres, in accordance with Circular Letter No. D36-01/LC/MINSANTE/CAB of January 4, 2011, and consequently, they are important links in the chain of registration and production of vital statistics.

Courts: They ensure the judicial opening and closure of registers. They are also involved in the registration of births and deaths outside the legal deadlines, through the suppletive judgment procedure. The dissolution of unions is also their responsibility.

1.8. Context of interoperability and multisectorality

Interoperability between civil registration services and other development sectors is essential to boost civil registration and the production of vital statistics and reduce the cost of services. In the health and education sectors, several initiatives are underway, including: the sustainable integration of birth registration during public health campaigns with better national coverage; the establishment of civil registry offices in health facilities; the entry of harmonized birth and death declaration forms into the DHIS2 civil status page and their upload, through a gateway developed for this purpose in the Integrated Civil Management System (SIGEC) for the establishment of computerized civil status certificates; the facilitation of the establishment of the birth certificate on the occasion of the first registration at the school. Despite the deployment of some sectoral information systems, the level of interoperability of the Cameroonian CRVS system remains low overall. The sharing of information between the civil status system and certain target public structures, in particular the DGSN (CNI, Passports); Justice (Criminal Record, Certificate of Nationality); ELECAM (Electoral Register); Finance (Pay Management); CNPS (Social Security); MINEPAT (RGPH); DGI (NIU) therefore remains to be optimized.

CHAPTER 2: DIAGNOSIS OF THE ESEC SYSTEM

This chapter provides an updated diagnostic analysis of Cameroon's CRVS system. This analysis aims to identify the strengths and weaknesses of the civil registration system as well as the production chain of vital statistics. An analysis of the influence of the external environment on the Cameroonian civil registration system as well as the influence of stakeholders is summarized in the different matrices Strengths, Weaknesses, Opportunities and Threats. It concludes with a synthesis of the problems identified while proposing ways to improve the CRVS system, which have been translated into strategic orientations.

2.1. Current situation of the civil registration and vital statistics system in Cameroon

The snapshot of Cameroon's CRVS system shows that it faces many challenges in its legal, organizational, and technological components, in addition to weaknesses in the financing of this system.

2.1.1. An outdated legal framework³ and weak institutional coordination

Cameroon's CRVS system is governed by a wide range of laws and regulations. With regard specifically to civil status, Law No. 2011/011 of 6 May 2011 amending and supplementing certain provisions of Ordinance No. 81-02 of 29 June 1981 on the organization of civil status and various provisions relating to the status of natural persons constitutes the main legal basis. This law introduced major innovations in the organization and functioning of the civil registry, the main ones being: the attachment of secondary civil status Centres to the main civil status Centres, the creation of a central civil status body, in the form of a public administrative establishment, the National Civil Registration Office (BUNEC), the introduction of nationality in birth certificates, the extension of the deadlines for declaration, and the strengthening of the role of health facilities in the declaration of births and deaths.

Despite this range of texts, the legal framework of the CRVS system in Cameroon still has a number of weaknesses that substantially distance it from international standards in this area. Indeed, it does not cover the entire scope of CRVS intervention. In fact, the supervision of a certain number of processes or situations is necessary, in particular:

- The institutionalization and use of the processes of recording and production of vital statistics;

³ This observation predates the promulgation of Law No. 2024/016 of December 23, 2024 on the organization of the civil status registration system in Cameroon.

- the connection of the civil registration system to national identification systems, or to other sectoral systems such as the health system, social affairs, justice, education, etc. ;
- the use of Information and Communication Technologies for the collection, processing, transmission and storage of civil status data;
- the sustainable method of financing civil status despite the central importance of this issue.

However, a draft law on the modernization of the civil status system is being finalized, with the major innovation being the consecration of the computerization of the registration of civil status facts and the introduction of the protection of personal data⁴.

In terms of institutional coordination, Cameroon's CRVS landscape brings together many stakeholders whose actions are framed by suboptimal coordination mechanisms. This situation is reinforced by the lack of a long-term strategic body dedicated to the coordination of the CRVS system as a whole. Despite the significant results of the PRE2C committee that carried out this function, it was confronted, like the current bodies (central and regional coordination platforms), with insufficient resources to ensure its optimal functioning. In addition, there is the weak appropriation of the legal framework and major reforms by the actors of the CRVS system, in particular the OECs and SECs.

In sum, the main problems of the legal and institutional framework remain the partial conformity with international standards and good practices, the weakness of institutional coordination and the standardization of the CRVS system. These shortcomings contribute to reinforcing the weaknesses of the CRVS system in its other components, in particular by generating suboptimal, non-recommended and non-standardized registration processes.

2.1.2. A low-quality civil status service offer and a demand to be boosted

Bringing the civil registry service closer to the population has been a constant concern for the Government since the rehabilitation of the civil registry began in 2002. In the past, the efforts made by the public authorities have considerably increased the offer of civil status services, through the creation of several Secondary Civil registration Centres. Cameroon currently has 2886. While this approach by increasing the supply has made it possible to achieve a relatively satisfactory spatial coverage of civil status, with an average ratio of 9610 inhabitants for a civil status centre and an average coverage of 160 km² for a civil status centre, it now has many limitations.

Indeed, the current mapping of the CECs reveals significant regional disparities in the spatial distribution of the provision of civil registration services. The data in Table 1 outline

⁴ Laws No. 2024/016 on the organization of the civil registration system in Cameroon and No. 2024/017 on the protection of personal data in Cameroon were promulgated on December 23, 2024 and are therefore subsequent to these findings.

two regional profiles: a group of regions in which the civil registration offer is lower than the national average (South, West, Adamawa, Centre, East) and a group of regions in which the civil registration offer is well above the national average (Far North, Littoral, North, North-West, South-West). In addition to these disparities in the offer, there are disparities in the geographical accessibility of civil status centres. Thus, in the Centre, Far North, Littoral, North-West, and West Regions, a civil status centre covers an average of 78.2 km², compared to an average ratio of 358.6 km² for the other regions (Adamawa, East, North, South, Southwest). This means that in the latter group, people travel longer distances than in any other region of the country to reach the nearest civil registration centre.

In addition, as shown in Table 1, there are on the one hand so-called functional civil status centres, i.e. open to the public and run by a sworn SEC and an OEC, and on the other hand non-functional ones.

Table 1: Situation of Civil Status Centres in Cameroon by Region, by type and status

Regions	Number of CPECs	Number of CECS	TOTAL	Functional	Non-functional
ADAMAWA	22	110	132	97	35
CENTRE	71	702	773	669	104
EAST	34	167	201	150	51
FAR NORTH	48	287	335	262	73
LITTORAL	37	228	265	217	48
NORTH	22	129	151	104	47
NORTHWEST	35	142	177	84	93
WEST	41	375	416	351	65
SOUTH	31	228	259	210	49
SOUTHWEST	32	95	128	63	65
REPRESENTATION	49	-	49	49	-
TOTAL	423	2 463	2886	2256	630

Source: BUNEC, 2024

To understand the quality and level of civil registration services on offer, it is important to refer to the indicators. The table below presents the indicators of the civil status service offer by region.

Table 2: Indicators of the supply of civil registration services by region

Regions	Number of inhabitants/CEC	Number of inhabitants/functional CEC	Average area for a CEC (km ²)	Average surface area for a functional EQF (km ²)	Population density (inhabitant/km ²)
ADAMAWA	9611	11877	419	518	22,9
CENTRE	6476	7552	87	101	74,7
EAST	6103	7915	542	703	11,3
FAR NORTH	15099	19110	100	126	151,1
LITTORAL	15835	19330	75	91	211,9
NORTH	22444	38552	453	778	49,6
NORTH-WEST	13309	26034	97	190	136,9
WEST	5057	6224	32	40	157,3
SOUTH	3212	4332	177	238	18,2
SOUTHWEST	16007	31028	202	391	79,4
CAMEROON	9610	12467	160	207	60,1

Source: BUNEC, 2024

Under Law No. 96/03 of 4 January 1996 on the framework law in the field of health, particularly through the national health policy, the health sector plays an important role in the CRVS system. For example, the Government has undertaken to correct geographical inequalities in the provision of public health services. It has also promoted the establishment of civil registry offices in health facilities. To be more effective, this initiative comes up against the need to have a reliable tool for matching the extension of the coverage of civil status services with the Cameroon health card.

In addition, despite the multitude of existing secondary civil status centres, many do not have all the human, material and financial resources to enable them to provide a quality service to the population. The timely supply of vital statistics records remains a concern for the CABs, as well as the conditions for the retention of vital statistics documents within these centres.

From the point of view of demand, the proliferation of secondary civil registration centres has not always had a mechanical knock-on effect on the increase in demand for civil registration services among the population. The persistence of socio-cultural barriers (belief systems, religious practices, customs), economic barriers (informal, incurred, non-legal costs, corruption) and administrative barriers (cumbersome procedures) at the request of civil registry services, means that civil registration levels still remain low,

particularly for deaths, despite awareness-raising efforts and incentives put in place by the public authorities.

2.1.3. An ESEC system poorly adapted to the digital age, with low interoperability

In its current state, the CRVS system is essentially manual, delivering documents on paper, which are not secure and most often archived in poor conditions. Mechanisms for preventing identity fraud and document forgery are weak. Over the past few years, the Government, through the Strategic Plan for the Rehabilitation of Cameroon's Civil Status 2018-2022, has embarked on the path of dematerialization with the centralized computerization of civil status registration processes and the achievement of interoperability between all national information systems in the identity ecosystem.

Thus, the development and validation of the SDIEC in 2018 was a major step forward in the process of modernizing the civil registration system in Cameroon. The computerization pilots have already made it possible to computerize 44 CECs certified as SDIEC compliant by the acquisition, engineering and commissioning of the server, workstations and terminals infrastructure and the interconnection of the CECs. They have also made it possible to develop the two subsystems housed in the Civil Registry Centres, which are the resumption of prior art and the digitization of the civil status registration process. Together with the healthcare sector, they have made it possible to develop interoperability with DHIS2 which requires significant scalability. Even if encouraging results have been obtained in the context of the computerization pilots implemented in some municipalities of the country, the results remain of limited scope and do not yet have a significant impact on the technological and material ecosystem of the civil registry with a view to its successful digital transformation.

In addition, the civil status computerization strategy implemented between 2018 and 2022 did not fully integrate the finalization of the partner systems of Cameroon's civil status information system, as a sine qua non condition for interoperability. As a result, the other national information systems with which the civil registration system is supposed to communicate are at very disparate stages of development or are non-existent in some jurisdictions (Table 4). Overall, the computerization of the CRVS system faces significant difficulties related to the poor coordination of computerization actions, in particular the development of other computerization pilots that are not aligned with the SDIEC guidelines on the one hand, and the difficulties of access to trained human resources, material and technological resources necessary for the finalization of IT development and the deployment of systems on the other hand.

Table 3: National Information Systems

No.	Administrations	Systems	Interoperability status with civil status
1	MINSANTE	District Health Information Software (DHIS2)	partial
2	MINFI (DGI)	Taxpayer Management System (HARMONY)	Not interoperable
3	MINFI (CENADI)	Balance File Management System (ANTELOPE)	Not interoperable
4	MINJUSTICE	Criminal Records System (Justi@CAM)	Not interoperable
5	MINAS	Cameroon Unified Social Registry (RESUC)	Not interoperable
6	DGNSD	National Identity Card System	Not interoperable
7	DGNSD	Biometric passport system	Not interoperable
8	ELECAM	Voter Management System (IMAGO)	Not interoperable
9	BUNEC	Cameroon Civil Status Information System (SIEC)	partial
10	BUCREP	Census Management System (CSPRO WEB and Mobile)	Not interoperable
11	NSIF	Social Security Management System (SAPELLI ENERGIZER)	Not interoperable

Source: Consultant's compilation based on the study on interoperability between the civil registration system and other legal identity systems in Cameroon, 2022.

2.1.4. An unreliable system for the production of vital statistics and an archive that needs to be modernised

The production of vital statistics still has significant limitations in terms of their completeness, reliability and regularity. Its most important challenges are: the under-reporting of deaths to the CECs; manual data collection; the difficulty of providing exhaustive information due to the isolation of certain areas; the low use of harmonised data reporting forms; The main actors, such as civil registrars and secretaries, are not equipped to collect civil status data for the production of statistics, and ignorance of the roles and low involvement of all the actors involved in the data collection and reporting process. The main challenge remains to improve the production and quality of vital statistics and to make them a decision-making tool in all sectors of development. This involves modernizing the archiving of civil status documents through the acceleration of the process of dematerializing physical civil status archives in order to guarantee better storage, security and conservation conditions.

2.1.5. Insufficient funding for the CRVS system

The current financing of civil registration has three main structural weaknesses: (i) the inadequacy of public resources allocated to technical and operational structures in relation to their missions and the vision of a modern civil registration system; (ii) dependence on dispersed external financing; (iii) the unpredictability of the resources allocated to civil status. Funding for civil registration has so far been based on two main sources: domestic funding and external funding for TFPs. With regard to domestic financing, the main instruments⁵ are:

- the BUNEC budget: within the meaning of Decree No. 2013/031 of 13 February 2013 on the organisation and operation of BUNEC, it is financed by: the contribution of the Municipalities and Urban Communities, the contribution of the Special Fund for Equipment and Inter-municipal Intervention and any other similar body, subsidies and grants from the State, own resources from remunerated activities, and any resources that may come from international cooperation, or the management of which is entrusted to it in the light of its missions; the General Allocation of Decentralization: through the special operation of mass issuance of birth certificates;
- the budgets of the sectoral administrations: MINDDEVEL, MINJUSTICE, MINSANTE, MINPROFF, MINAS, MINREX;
- the budgets of the Commons.

It should also be noted that despite the fact that within the meaning of Law No. 2019/024 of December 24, 2019, on the General Code of Decentralized Territorial Communities, civil status is a transferred competence, the financing of CTDs to the civil registry, in addition to being difficult to quantify, still remains dependent on the State budget.

Moreover, the dependence of the BUNEC budget on the budgets of other public entities does not favour the effective deployment of this technical structure. In addition, despite the existence of financial planning and programming instruments (the PRE2C first, and then the Cameroon Civil Registry Resettlement Plan) which are essential for optimal financial programming and for an efficient use of resources, the traceability of the expenses of the actors of the CRVS system remains complex, due to the poor sharing of budgetary information between the compartmentalized stakeholders. This situation negatively affects budget advocacy, accountability within the CRVS system and, more generally, the capacity to mobilize the latter's financing. Controlling the financing of the

⁵ The law promulgated on December 23, 2024 establishes a window for the financing of the national civil status policy. The resources of this window are made up of the special contribution of the State set annually by the Finance Law, the fees resulting from the issuance of subsequent copies and extracts from the national civil status file, the contributions of Development Partners, and finally any other resource provided for by a text.

sector, improving the budgeting of CRVS activities within administrations, strengthening the coordination of TFP interventions, and diversifying the sources of financing of the CRVS system are therefore a challenge for the future.

2.2. CRVS System Strengths, Weaknesses, Opportunities and Threats Analysis

Overall, the diagnosis of the current CRVS system carried out during the first phase of the development of the strategic plan for the modernization of civil status in Cameroon 2025-2029 identified 07 components that comprehensively describe the problem of civil registration. The following table gives the quintessence of this.

COMPONENT 1. LEGAL AND INSTITUTIONAL FRAMEWORK AND COORDINATION OF INTERVENTIONS	
Forces <ul style="list-style-type: none"> → Existence of legal texts that govern the registration of civil status and vital statistics ; → Legal-institutional eligibility of all Cameroonians and residents to benefit from civil status services; → Legal existence of the principle of free preparation of civil status documents; → Presence of BUNEC agencies at the regional level; → Existence of a formal collaboration between BUNEC and certain institutions such as MINSANTE, INS and ANTIC; → Existence of consultation frameworks with other stakeholder administrations. 	Weaknesses <ul style="list-style-type: none"> → No legal framework for the digitalization of the CRVS system⁶ → Poor compliance with the legal provisions governing the procedural costs of suppletive judgments; → Lack of knowledge of the procedures by the various actors, especially the population; → Low dissemination and appropriation of CRVS strategic instruments (strategic plans in particular) among stakeholders; → Lack of a harmonized and inclusive framework for actors; → Weak application of the penalties provided for in terms of late registration of civil status facts; → Absence of support for officers and secretaries of secondary civil status Centres in the texts and non-collection of

⁶ The law on the organization of the civil registration system in Cameroon promulgated on December 23, 2024 enshrines the digitization of the national civil status system.

	allowances provided.
<p>Opportunities</p> <ul style="list-style-type: none"> → Political will for the reform of the civil registration system; → Preliminary draft law on the modernization of the civil status system being finalized → Civil registration and identity systems modernization project under preparation → Possibility of strengthening the capacities of the institutions involved to improve the quality and coverage of civil registration events; → Conducive framework for an extension of the computerization of the civil status system; → International partnerships: pooling of efforts that result in the interaction of services → Effectiveness of Decentralization 	<p>Threats</p> <ul style="list-style-type: none"> → Resistance to change in the context of legal and institutional reform; → Lack of a specific legal framework for the protection of personal data ; → Low compliance with the principle of free registration of civil status; → Political, administrative and financial delays in the envisaged reforms;

COMPONENT 2. CIVIL REGISTRATION PROCESS

<p>Forces</p> <ul style="list-style-type: none"> →Existence of civil registration processes; → Existence of pilot experiences of civil registry offices housed in health facilities that can be capitalized on in a scale-up at the national level; →Integration of civil status in public health campaigns; →Reasonable registration period (12 months upon return) for Cameroonians residing in countries without a Cameroonian diplomatic mission; →Institutionalization of harmonized birth and death declaration forms; → Functioning of civil registry offices in some FOSAs; →Existence of pilot experiments in digitization and the configuration of birth and death declaration forms in DHIS2 and their transmission to the territorially competent CECs. 	<p>Weaknesses</p> <ul style="list-style-type: none"> → Low knowledge by the population of the importance of civil status records; →Low awareness of the population on the importance of civil registration; →Low accessibility of the CECs in rural areas; →Administrative and judicial delays (especially in the procedures for opening and closing civil status registers, issuance and regularization of civil status certificates); →Difficulty in supplying and supplying registers; → Poor maintenance of civil status registers (poor filling, not keeping triplicate, etc.); →Financial constraints, often due to legal and illegal costs applied by certain actors; →Geographical inaccessibility of certain civil status centres (isolated locality, distance from the CCCs from the population, etc.) → Socio-cultural barriers (birth, marriage and death); → Lack of knowledge of the usefulness of the death certificate but also of the lack of interest of the population in the procedure of declaring death; → Insufficient financial, material and human resources to ensure adequate registration of civil status events; →Non-updating of the strategy for strengthening the capacities of civil registry actors;
<p>Opportunities</p>	<p>Threats</p>

<ul style="list-style-type: none"> → Integration of civil registration into the activities of health sectors; → Multiplication of civil registry offices in FOSAs, and the strengthening of mobile campaign organizations; → Existence of media and digital platforms as a vector of awareness; → Requirement of the birth certificate before the celebration of baptisms and the marriage certificate for religious marriages; → Existence of a national framework for strengthening mortality surveillance. 	<ul style="list-style-type: none"> → Socio-cultural burdens (birth, marriage and death); → Threat of corruption and fraudulent practices that can compromise the integrity of the civil registration process and the reliability of data.
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COMPONENT 3. VITAL STATISTICS PRODUCTION SYSTEM

Forces	Weaknesses
<ul style="list-style-type: none"> → Existence of the law governing statistical activity in Cameroon, a National Statistics Council (CNS) and a National Strategy for the Development of Statistics (SNSD) as a reference framework for the production of statistics at the national level; → Existence of several sources of vital statistics data (MICS and ESDC (2004, 2011 and 2014); → Existence of a national strategy for civil registration statistics which has made it possible to analyse a system for collecting and reporting statistical data; → Existence of a master plan for the computerization of civil status that integrates civil status statistics; 	<ul style="list-style-type: none"> → Failure to send the copy of the register intended for BUNEC; → Lack of prioritization of vital statistics in the NSDS; → Lack of a framework for sharing data with other sectors with the exception of MINSANTE; → Lack of a code of ethics concerning the actors in charge of the management of civil status data; → Insufficient qualified human resources and capacity for statistical collection and analysis at BUNEC and its branches; → Lack of obvious interest of mayors, officers and secretaries of civil status in the collection of statistics on civil status;

<ul style="list-style-type: none"> → Collection, sharing and exploitation of data between MINSANTE and BUNEC; → Consideration of statistical variables in harmonized birth and death declaration forms. 	<ul style="list-style-type: none"> → Underfunding of activities necessary for the production of vital statistics; → Low capacity in equipment and logistics necessary for the production of vital statistics; → Absence of key variables in the monthly vital statistics collection form used to allow for in-depth demographic analyses.
<p>Opportunities</p> <ul style="list-style-type: none"> → Capitalization of previous and ongoing pilot experiences on collection, reporting and dissemination (the PBF project, the UNICEF project); → Readiness of the TFPs to support initiatives in the context of the reform and modernization of the civil registry; → Evident enthusiasm at the level of the African Union (AU) on issues relating to civil status through the APAI-CRVS program; → Existence of a potential in national human resources, made up of statisticians and demographers trained in the schools of statistics and demography (ISSEA, IFORD, ENSAE, etc.), and able to support the activities of analysis, exploitation and dissemination of vital statistics; → Implementation of decentralization leading to a demand for statistics at the local level. 	<p>Threats</p> <ul style="list-style-type: none"> → Socio-political conflicts and the prevailing insecurity currently in Cameroon → International economic situation (economic and financial crisis); → Concerns around civil status in Cameroon are mainly oriented towards the administrative aspect, the security of acts/documents, the limitation of fraud, etc. ; → Under-declaration of all civil status facts by the population; → Weakness of the State's material and financial resources; → Absence of recent data from the general population and housing census (last census 2005).

COMPONENT 4. COMPUTERIZATION AND ARCHIVING OF THE ESEC SYSTEM

<p>Forces</p> <ul style="list-style-type: none"> → Existence of a master plan for the computerization of the National Civil Registry System; → Manual archiving efforts of civil status documents; → Start of computerization activities with a view to setting up a digitized national file of civil status. 	<p>Weaknesses</p> <ul style="list-style-type: none"> → Non-compliance with the requirements contained in the computerization master plan in certain existing computerization experiments; → Insufficient funding dedicated to the computerization of civil status; → Lack of secure and standard-compliant archive storage space in the majority of dedicated services; → Lack of technical infrastructure and insufficient IT equipment may limit the effective implementation of the computerization of the civil registration system, thus delaying progress; → Insufficient qualified human resources for the scaling up of computerization in the CECs; → Lack of an archiving system and an archiving procedure manual at BUNEC; → Low qualification of the staff dedicated to the management of archives; → Systematic non-transmission of civil status registers by Diplomatic Missions and Consular Posts for archiving purposes.
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Opportunities <ul style="list-style-type: none"> → Efforts to implement the resumption of the anteriority of civil status archives; → Existence of successful computerization pilot projects; → environment conducive to the implementation of interoperability mechanisms (MINSANTE-BUNEC gateway); → Convergence of interests between the public authorities and the TFPs on the importance of the computerization of the civil status system; 	Threats <ul style="list-style-type: none"> → The vulnerability of computer systems to cyberattacks threatens the security and integrity of civil status data. → Poor coverage in the electricity and telecom network → Low level of computerization of other national information systems <p>Lack of a framework for the protection of personal data</p>
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COMPONENT 5.INTEROPERABILITY OF SYSTEMS

Forces <ul style="list-style-type: none"> → Existence of experiences with computerized systems in certain sectors such as national security identification or health data (DHIS 2); →Development of application and operating systems based on Open Source tools; →Existence of identification numbers in certain key sectors such as national security or taxes, which can facilitate synchronization for the implementation of the NIPU in the civil registry sector; →Effective interoperability between DHIS2 and SIGEC. 	Weaknesses <ul style="list-style-type: none"> →Lack of digitalization of the services of certain stakeholder administrations; →Lack of a complete national civil status file; →Lack of a legal framework governing digital interoperability;
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<p>Opportunities</p> <ul style="list-style-type: none"> → Functional interdependence between administrations; → Government willingness to dematerialize administrative procedures; → Political will to fight corruption; → The pooling of resources in a context of search for efficiency and effectiveness; 	<p>Threats</p> <ul style="list-style-type: none"> → Lack of a data exchange protocol between institutions; → Incompatibility of systems: Technical disparities and differences in the IT systems used by the actors (BUNEC, DGSN, TAXES, MINREX, INS, etc.) can constitute a major obstacle to interoperability and complicate the implementation of harmonized solutions; → Setting up equipment and infrastructure for the interoperability of services is very expensive; → Reluctance of some actors to share their data or adopt new practices and technologies to ensure interoperability, which can slow down the integration process.
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COMPONENT 6.HUMAN RESOURCES MANAGEMENT

<p>Forces</p> <ul style="list-style-type: none"> → Existence of a strategic plan for the comprehensive training of civil registry actors; → Existence of training modules for civil status staff; → Organization of capacity building activities for physicians on the medical certification of causes of death based on ICD11; → Existence of trained staff in certain areas, including standards, production of statistics, archiving, fraud detection, 	<p>Weaknesses</p> <ul style="list-style-type: none"> → Disparities observed in the level of education of civil registrars; → Qualitative and quantitative inadequacy of the human resources of Cameroon's CRVS system (deficit of civil registrars and secretaries in some rural localities); → Ageing civil registry staff ; → Civil registry staff serving in diplomatic missions and consular posts are not sufficiently trained for civil status tasks; → Absence of a statute for the staff of the CECS involved in the registration of civil
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<p>awareness, authentication, control, etc.;</p> <p>→Continuous training of civil registrars and other stakeholders in the system;</p> <p>→Possibility of recourse to expertise from outside the BUNEC;</p>	<p>status facts;</p> <p>→Deficiencies in human resources planning, supervision and management. This is a source of internal conflicts, delays in the processing of applications and errors in the registration of civil status facts;</p>
<p>Opportunities</p> <p>→Capitalization of the PBF's experience for the motivation and reward of performance in the field of civil status;</p> <p>→Availability of online training modules on civil status;</p> <p>→Involvement of Multi-Purpose Community Health Workers in civil registration activities;</p> <p>→Updating the training strategy for actors;</p> <p>→Possibility of the municipalities taking over the civil status staff of the CECS;</p> <p>→Interest of TFPs in building the capacities of civil registry staff.</p>	<p>Threats</p> <p>→ Weakness of the mechanisms for retaining and encouraging the work of certain human resources in the CRVS system;</p> <p>→Resistance of operational actors to changes due to new practices and technologies.</p> <p>→Resistance of operational actors to changes due to new practices and technologies.</p>

COMPONENT 7. FINANCING THE ESEC SYSTEM

<p>Forces</p> <p>→ The willingness of the public authorities to sustainably finance civil status;</p> <p>→Contribution of Development Partners to the financing of Cameroon's CRVS system;</p> <p>→ Budgeting of activities related to civil</p>	<p>Weaknesses</p> <p>→ Low allocation of budgetary resources allocated to civil status within the municipalities;</p> <p>→ Weak structuring of the civil status financing system;</p> <p>→ Insufficient resources allocated to BUNEC;</p> <p>→ Weakness of the financing of civil status</p>
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<p>registration within sectoral administrations;</p> <p>→ Existence of Decree No. 2013/031 of 13 February 2013 on the organization and functioning of BUNEC and specifying the sources of funding for this technical body;</p> <p>→ Transfer of civil status responsibilities to effective DTCs;</p>	<p>activities by the State and the Municipalities;</p> <p>→ Insufficient allocation of resources to operational activities within the framework of externally financed projects;</p> <p>→ Difficulty in optimizing public and private financing due to the lack of coordination of institutional actors;</p> <p>→ Lack of an economic model for the self-financing of the CRVS system.</p>
<p>Opportunities</p> <p>→ Existence of the public investment budget (PIB) for the improvement of infrastructure;</p> <p>→ Existence of the general allocation for decentralization;</p> <p>→ Pooling of resources mobilized by other stakeholders in the delivery of an integrated service package to their target;</p> <p>→ Existence of a special allocation or special windows for the financing of TFPs;</p> <p>→ Monitoring of public expenditure on civil registration at the central level and in UNICEF's priority intervention regions in Cameroon 2015-2018.</p>	<p>Threats</p> <p>→ Insufficient financial resources;</p> <p>→ Strong dependence of the civil status system on external funding;</p> <p>→ Lack of a self-financing model for the civil status system;</p> <p>→ Lack of transparency, accountability and accountability in the use of funds allocated to the civil registration system;</p> <p>→ Persistent exogenous shocks to the Cameroonian economy.</p>

The diagnosis of the problems identified above is made through the analysis of strengths, weaknesses, opportunities and threats has highlighted 06 major problems:

- the partial adaptation of the current legal framework for CRVS in relation to international standards and current technological developments;
- the low level of computerization of civil registration processes and sectoral interoperability;
- the quantitative and qualitative inadequacy of the supply and demand for civil registration services;

- the lack of modernization of archiving and the production of vital statistics of low quality and underused in the development and monitoring of public policies;
- the inadequacy and inefficiency of the financial resources of the CRVS system;
- the weak coordination and monitoring of the interventions of the actors of the CRVS system.

2.3. Prospects for improving the CRVS system

The SWOT analysis identified some opportunities for improvement of the current CRVS system by component.

Legal and institutional framework

- To complete the draft law on the modernization of the civil status system ⁷;
- strengthen the capacities of system actors on the legal framework for CRVS
- to apply the penalties provided for in the registration of civil status facts;
- to advocate for the simplification of the procedures for the registration of civil status facts after the deadline, in particular that of the suppletive judgment and that relating to the reconstruction of lost or destroyed civil status acts;
- revise the regulatory provisions governing the care of the staff of the Secondary Civil registration Centres;
- reactivate non-functional civil status centres by updating their codes;
- share information between the different actors in the intervention chain.
- strengthen the legal framework for the computerization of civil status and interoperability with other national information systems;
- develop a regulatory framework for the systematic reporting of data and the production of vital statistics;
- revise the criteria for access to the functions of officers and secretaries of secondary civil status centres;

Capacity building of key actors and improvement of the quality of human resources

- Implement a continuous capacity-building programme for the various actors in the civil registration system, including mastery of the legal and normative framework of civil status, harmonized processes for the registration and establishment of civil status documents, the production of quality vital statistics including causes of death and the mastery of ICTs;
- increase the allowances of the CABs and SECs of secondary civil status centres;
- set up e-learning platforms on capacity building for CABs and SECs;

⁷ The law on the organization of the civil registration system in Cameroon was promulgated on December 23, 2024.

Civil Registration and Cause of Death Registration Process

- optimize the geographical distribution of the CECS;
- open up public procurement in civil status registers to other local suppliers while strengthening the capacities of the national printing office;
- continue the policy of creating civil status offices in health facilities, particularly in areas where civil status centres are geographically difficult to access;
- digitize the process of issuing civil status certificates;
- to raise awareness among users about the withdrawal of civil status documents;
- Innovate for home birth registration, including by involving community health workers and midwives.

Governance and coordination of stakeholders

- Ensure the effective functioning of the existing coordination mechanisms of the Cameroonian CRVS system, including the central platform, the regional platforms and set up the local coordination platforms;
- Strengthen the ownership of sector reforms by actors at all levels;
- Promote an integrated approach to civil status, health, education, social affairs, etc. including in the projects carried out by the TFPs.

Computerization, interoperability and production of vital statistics

- align computerization interventions with the SDIEC's strategic orientations;
- create a collaborative framework between BUNEC, the Directorate General of Taxes, the General Delegation for National Security, the National Institute of Statistics, the Central Bureau of Censuses and Population Studies (BUCREP) and the Ministry of Public Health for the creation, validation and institutionalization of a Unique Personal Identification Number;
- strengthen the capacity of BUNEC in the production of vital statistics;
- Establish a collaborative framework between the various stakeholders for the effective implementation of an effective interoperability system;

CRVS System Funding

- Establish an endo-centric financing model for the CRVS system, financed largely by the State of Cameroon;
- improve the budgeting of civil registration activities within sectoral administrations;
- study and capitalize on innovative financing opportunities for the CRVS system.

2.4. Summary of the CRVS issue in Cameroon and desired changes

The efforts made by the Government since 2007 in the context of the implementation of the Cameroon Civil Registration Rehabilitation Programme (PRE2C) on the one hand, and Cameroon's accession to the African Programme for the Accelerated Improvement of the Registration and Production of Civil Registration and Statistics (APAI-CRVS) in 2013 on the other hand, have made it possible to make significant progress in the registration of civil status facts and the production of civil status statistics. However, due to many persistent constraints, the contribution of Cameroonian civil status to the control of the population, health and development issues set by the SND30 remains very little perceptible. The completeness and completeness of civil registration is still low, as shown by the indicators in the following table.

Table 4: Summary of CRVS indicators in Cameroon	
Population	28.7 million ⁸
Number of persons without legal identity	8 million ⁹
Children under 5 years of age registered in the civil registry	69% (2018) ¹⁰
Births	
Crude Birth Rate (‰)	37(2018)
Total Fertility Rate	4,8 (2018)
Completeness of birth registration	54% (BUNEC, 2023)
Proportion of births that occurred in a FOSA	61,9% (2018)
Proportion of births that occurred at home	33% (2018)
Proportion of births attended by a trained professional	69% (2018)
Ideal number of desired children	5,4 (2018)
Immunization coverage (children 12 to 23 months of age)	52% (2018)
Births that occurred in FOSA registered to the civil registry	61,9% (2018)

⁸ Estimated projection in 2024 (INS, 2016)

⁹ World Bank Estimate 2023

¹⁰ Statistical collection carried out by BUNEC in 2020

Marriages, Divorces	
Civil marriages under polygamy regime	
Civil marriages under monogamous regime	
Proportion of men in unions	42%
Proportion of women in unions	57%
Proportion of divorced men	3%
Proportion of divorced women	4%
Death	
Infant and child mortality(‰)	80 (2018)
Infant mortality(‰)	48(2018)
Perinatal Mortality Quotient(‰)	36(2018)
Adult mortality (‰)	155 (women) (2018) 185 (men) (2018)
Maternal mortality (per 100,000 live births)	406 maternal deaths (2018)
Completeness of death registration	9.71% (BUNEC, 2023)
Vital statistics and causes of death	
Medically certified causes of death	-
Proportion of FOSAs with WDCD-trained staff	3,1%
The 05 main causes of death in 2022	1-Malaria 2-Childbirth 3-Infectious intestinal diseases 4-Acute Upper Respiratory Tract Infections 5-Traumatic injuries

Source: Consultant's compilation from ESDC V, Vital Statistics Report, BUNEC 2023.

In view of the constraints identified, a change in strategic orientations is necessary to improve the performance of the civil registration system and enable it to contribute effectively to the improvement of living conditions, the fight against poverty and social exclusion and to be an effective tool for decision-making.

2.5. Stakeholder analysis

An analysis of stakeholders is crucial to help determine their involvement. These are the individuals, groups and institutions that will be positively or negatively affected by the CRVS system, on the one hand, or that will have an impact on the system's outcomes, on the other. In both cases, stakeholders will have an influence on the success of the system. Stakeholder analysis helps determine which stakeholder is involved, in what order, and at what stage of system development with the aim of assessing the system environment.

Table 5: Stakeholder Analysis Matrix

<p>Low Importance/Strong Influence</p> <p>Ministry of Communication Media and social networks</p>	<p>High Importance/Influence</p> <p>Presidency of the Republic Prime Minister's Office Parliament Ministry of Decentralization and Local Development Ministry of Public Health Ministry of Justice Ministries of Posts and Telecommunications Ministry of Foreign Affairs Ministry of Finance Ministry of the Economy, Planning and Regional Development National Civil Registration Office Central Bureau of Census and Population Studies National Institute of Statistics National Agency for Information and Communication Technology General Delegation for National Security Technical and Financial Partners Traditional Authorities and Community Leaders</p>
<p>Low importance/low influence</p> <p>Elections Cameroon Banking institutions Insurance companies</p>	<p>High importance/Low influence</p> <p>Ministry of Basic Education Ministry of Secondary Education Non-Governmental Organizations</p>

CHAPTER 3. ORIENTATIONS AND STRATEGIC CHOICES

The strategic direction set out in this chapter makes it possible to visualize the CRVS system as desired by the Government for the next five years and beyond. It also presents the coherence and interdependence sought by the public authorities between the modernization of the civil registration system and other sectoral development policies, particularly in the areas of governance, health, education, social protection and the reduction of poverty and social inequalities.

3.1. Strategic Change

The Strategic Plan for the Rehabilitation of Civil Registration 2018-2022 placed particular emphasis on the modernization of civil registration by omitting vital statistical and multisectoral aspects, desired by international standards for the construction of CRVS systems. This intrinsic limitation has not made it possible to consider CRVS systems as an essential support for governance and public policy programming.

Through this new plan, the Government is committed to building a modern CRVS system, which will be an essential component of good governance and strategic management of the State. This system will strengthen evidence-based decision-making in the formulation, implementation, and monitoring of development policies at the national, regional, and local levels, ensuring that everyone has a legal identity that is present throughout the life cycle of the individual, from birth to death. It will also contribute to the improvement of human capital and the well-being of populations, which are particularly vulnerable. As an instrument for reducing poverty and social inequalities, Cameroon's modern CRVS system will facilitate access to basic social facilities for the most vulnerable groups, including access to education, health and nutrition, social protection and humanitarian assistance.

3.2. Vision

In the National Development Strategy 2020-2030, the State of Cameroon is committed to working for structural transformation and inclusive development. Thus, in the area of civil status, the Government has taken as a strategic option the implementation of measures to promote the establishment of official documents (civil status certificates, national identity cards, etc.) for socially vulnerable populations or those who are geographically distant from administrative services.

The translation of this orientation of the SND30 makes it possible to decline the vision of the CRVS system as **"a civil registration system where each individual counts and is systematically registered"**.

Vision characterization

The vision of the Cameroonian CRVS system is characterized by its systemic approach to civil status, the non-discrimination and universality of access to civil status that it intends to guarantee, and the systematic registration of civil status facts and the production of vital statistics.

"A civil status system where every individual counts"

Cameroon understands the systemic dimension of civil registration, recognizing the complexity of its system of civil registration and the production of civil status statistics, which involves a wide range of actors (individuals, communities, administrations, organizations, etc.). In addition, the Government is aware of the need to strengthen interactions and interdependencies between the CRVS system and other systems in order to improve the well-being of the population. No single actor or stakeholder acting in isolation could significantly improve the system. The systemic approach is therefore the basis of the vision of the CRVS strategic plan and is the foundation of the synergistic actions to be carried out. Moreover, this vision is anchored in the principles of the Universal Declaration of Human Rights. It guarantees universal access to civil registration services for all, without discrimination as to race, colour, sex, language, religion, political or other opinion, ethnic or social origin, property, birth or any other status.

"A civil status system where each individual is systematically registered"

Cameroon's vision for the CRVS system also enunciates a systematic registration of individuals. The problems of late registrations, people without civil status documents, and therefore without legal existence will be minimized. Such a system ensures the production of reliable population data that can be used for decision-making.

3.3. Mission

The mission of Cameroon's CRVS system for the period 2025-2029 is to systematize the registration of all civil status facts and produce reliable vital statistics for decision-making.

3.4. Core values

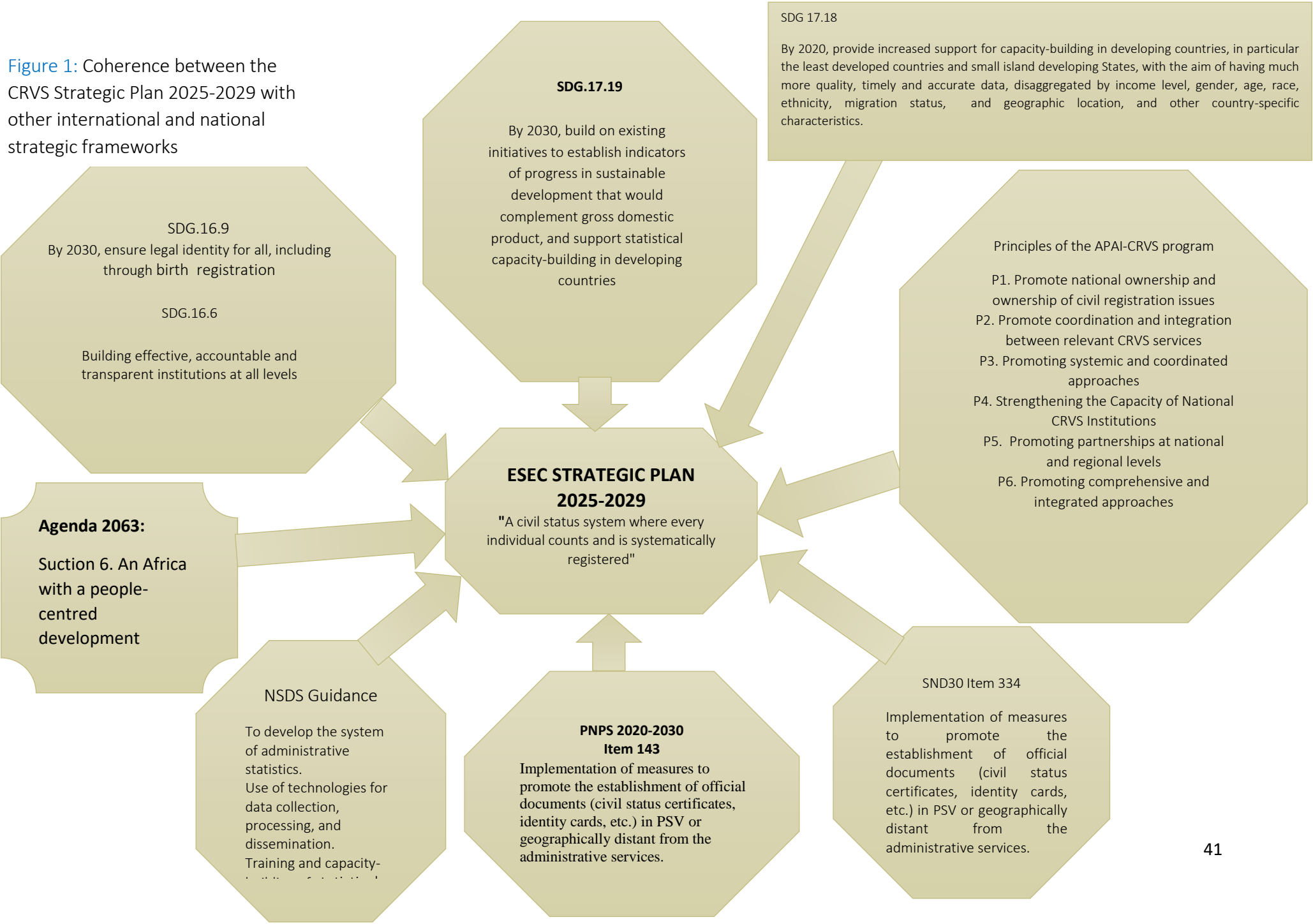
To produce the strategic changes described above and to achieve the vision of Cameroon's CRVS system for the next five years, it is essential that all stakeholders involved in the implementation develop an organizational culture that is conducive to frank collaboration, working in synergy and sharing its values. The success of the strategic plan will therefore depend on the following values:

- **the culture of results:** essential to ensure that the actions implemented bring about significant, sustainable, measurable, and verifiable changes on the initial condition of the beneficiaries and in a satisfactory manner;
- **Accountability:** the successful implementation of the strategic plan requires all stakeholders to be aware of the need for accountability;
- **Innovation:** being flexible in implementation and adapting interventions to changing contexts;
- **Integration:** Integrated stakeholder actions have more lasting effects than isolated interventions. They make it possible to rationalize the allocation and use of resources (efficiency);
- **participation:** communities must be at the heart of the change process;
- **Sustainability:** the coordination of civil registration in Cameroon must be based on rigorous governance and its financing must be based more on a strategic lever endo- Centreed on interventions by external partners for sustainable systemic stabilization;
- **subsidiarity:** interventions produce more effects when they are implemented by the actors closest to the targets.

3.5. Foundations of the Strategic Plan

Cameroon's CRVS 2025-2029 strategic plan is consistent with the major global and regional agendas, including the Sustainable Development Goals, the APAI-CRVS Programme, as well as with other national development strategic frameworks including the National Development Strategy 2020-2030 (SND30), the National Social Protection Policy (PNPS 2020-2030), the National Strategy for the Development of Statistics (SNDS).

Figure 1: Coherence between the CRVS Strategic Plan 2025-2029 with other international and national strategic frameworks



3.6. Strategic axes, intentions and objectives

In line with the results of the diagnostic phase, 05 main priority areas of intervention have been identified by the stakeholders in the process of developing the strategic plan. These areas are the pillars on which the strategic plan is based. Each of them has a goal to be achieved by 2029. This is an important aspect of the system on which actors should focus actions in order to achieve the projected CRVS vision. This strategic plan is based on the following strategic axes:

3.6.1. Axis 1 (GOV). CRVS System Governance

With a view to achieving its vision of an effective and modern CRVS system, the Government intends to continue to establish a legal framework that is in line with international norms and standards as well as the country's socio-cultural environment. This legal framework will allow for better governance of the CRVS system, through better clarification of roles and enhanced multisectoral coordination.

Strategic objective 1: By 2029, improve the governance of the CRVS system through a legal and institutional framework in line with international standards and good practices, effective multisectoral coordination, and better ownership of civil registration standards by all stakeholders.

Short-term expected results

- *a new law on civil status is in force;*
- *a strategic coordination committee for the CRVS system is set up in accordance with international recommendations;*
- *a legal framework guaranteeing the security of personal data is put in place;*
- *the central, regional and municipal platforms are functional;*
- *the interoperability of systems is legally regulated and functional;*
- *The financing of the civil status system is governed by the Finance Act.*

Expected medium-term results

- *the governance of Cameroon's CRVS system is improved;*
- *multisectoral coordination is strengthened;*
- *The legal framework for CRVS is fully in line with international norms and standards.*

3.6.2. Axis 2 (OFDE). Supply and demand for CRVS services

As part of this strategic plan, the Government undertakes to revise its strategy to improve the supply of and demand for civil registration services. Particular emphasis will be placed on improving the quality of services of functional civil registration centres, optimising the spatial distribution of civil registration centres, interoperability and multisectorality, and finally

implementing a transformative policy on social, cultural and behavioural barriers to civil registration, with a view to increasing the demand for services. Thus, in order to achieve high levels of registration, in particular for births, deaths and marriages, the public authorities intend to combine the fixed civil status (ordinary CEC), the territorialization of which will have been previously optimized, and the mobile and local civil registry capable of collecting the flow of events at the grassroots. This will increase access to civil registration services for certain categories of populations living in rural areas, in areas of difficult access, and for PSVs and gradually reduce geographical disparities in the provision of civil registration services. It is hoped that there will be a net decrease in the population/EQF ratio, as well as in the average area covered by an EQF. The success of this approach is based on synergies of multisectoral actions and on strengthened multisectoral coordination between civil registration and health, justice, social protection, identification, etc.

Strategic Objective 2: By 2029, significantly improve the quality, accessibility and acceptability of supply and demand for CRVS services

Short-term expected results

- *the organizational capacities of 100% functional CECs are strengthened;*
- *local civil registry services are being developed;*
- *the number of civil registry offices in health facilities is increased;*
- *an adequacy has been achieved between the programmatic health card and the extension of the civil registry service;*
- *an awareness-raising strategy for behavioural and social change in favour of civil registration is being put in place;*
- *Health facilities systematically report all births and deaths that occur there.*

Expected medium-term results

- *geographical disparities in the supply of civil status services are significantly reduced; at the national level, the ratio of population to civil status centre has increased from 9610 to 3212 at most, and the average ratio of surface area to civil status centre has increased from 160 km² to a maximum of 78 km²;*
- *the construction of secondary civil status centres has been carried out;*
- *The quality of service in functional civil status centres has been improved: at least 90% of users say they are satisfied.*

3.6.3. Axis 3 (INFOP). Computerization and interoperability of the CRVS system

For the 2025-2029 five-year period, the Government will work proactively to accelerate the digitisation of its civil registration system. With this in mind, it will be a question of significantly increasing registration rates, facilitating the production of statistics, allowing the

certification of the conformity and authenticity of civil status documents, and ensuring the effective resumption of prior art. It is also envisaged to set up interoperability with other national information systems, to ensure the standardization and rationalization of registration procedures, the secure and large-scale centralization of civil status data, and to secure access to Cameroonian nationality. In concrete terms, it will be a question of finalizing the computerization of the central system housed at BUNEC and capitalizing on the health information collection system and other systems. In terms of infrastructure and applications, the priority will be to (i) scale up computerization in all CPECs, (ii) generalize the implementation of interoperability with all national CRVS systems. Ultimately, it is expected that the computerization of the CRVS system will contribute to giving all residents a legal identity, as well as the possibility of enjoying the rights related to this identity, while allowing the State to have complete information on the evolution of the population, in order to improve the management of public policies.

Strategic Objective 3: By 2029, accelerate the digital transformation of the CRVS system and make it interoperable.

Expected short-term results :

- *the BUNEC Data Centre and its backup are set up and functional;*
- *the certification of the conformity and authenticity of civil status documents is more reliable, reducing the risk of fraud or identity theft;*
- *Operational processes for registration are standardized and institutionalized;*
- *The procedures for registering and issuing civil status documents are significantly simplified.*

Expected Medium-Term Results :

- *432 main civil status centres are computerised;*
- *all the CECs, the Health Facilities, the courts, the identification posts are interconnected;*
- *100% of the national digital CRVS information systems interact with Cameroon's civil status information and management system;*
- *About 300 Health Facilities from the first to the fourth category are computerized and interact with the Civil Registry System;*
- *the centralization of civil status documents and data in a national civil status file is done on a large scale and in a secure manner;*
- *the certification of the conformity and authenticity of civil status documents is more reliable, reducing the risk of fraud or identity theft;*
- *longitudinal monitoring of populations is effective thanks to the implementation of the NIPU and its interoperability with other national information systems;*

- *Access to Cameroonian nationality is secure.*

3.6.4. Axis 4 (ARSTAT). Modernization of archiving and improvement of the production of vital statistics

With a view to the implementation of this strategic plan, archiving will have to play an important complementary role not only in simplifying the procedures for reconstructing lost or destroyed records, but also in improving the quality of vital statistics. The public authorities are thus committed to modernising the archiving of civil status documents by accelerating the process of dematerialising physical civil status archives in order to guarantee better storage, security and conservation conditions.

Strategic Objective 4: By 2029, strengthen the accessibility, data management and production of CRVS statistics

Expected short-term results :

- *100% of the main computerized civil status Centres digitize their stock of civil status records in paper format;*
- *100% of the main civil registration centres implement good archival practices;*
- *the capacities of actors in the production chain of vital statistics are strengthened for the collection and reporting of data;*
- *Vital statistics reports and bulletins are published regularly and in a timely manner.*

Expected Medium-Term Results:

- *The development, monitoring of implementation and evaluation of public policies are based on vital quality statistics.*

3.6.5. Axis 5 (FIN). CRVS System Funding

This axis aims to ensure that the civil registration system has sufficient, stable and predictable funding, based mainly on internal resources on the one hand, and to strengthen the impact of development partners' interventions on the other. In particular, through the search for innovative financing methods, it will be a question of gradually filling the funding gaps that civil status is currently facing through the establishment of a budgetary space dedicated to civil status. The objective will be to gradually increase the share of public expenditure on civil registration in the overall financing of the CRVS system. This financing model requires upstream studies on the identification of innovative financing of civil status, the development of a regulatory framework adapted to this financing and an institutional framework free of all administrative burdens.

Strategic Objective 5: By 2029, have a CRVS self-financing mechanism

Expected short-term results:

- *national vital statistics accounts are available;*
- *innovative sources of financing for civil registration are identified;*
- *revenue from value-added civil registration services is instituted;*
- *A fund to support civil status has been set up.*

Expected Medium-Term Results:

- *the CRVS system has a sustainable self-financing mechanism and a budget space dedicated to the CRVS system is set up;*
- *the capacity of the CRVS system to mobilise innovative financing is significantly improved and the volume of expenditure on CRVS is increasing and represents at least 1% of the State budget.*

In perspective, these intermediate results should contribute to the improvement of the overall performance of the Cameroonian CRVS system, which will then result in:

- *at least 90% of births, 60% of deaths (community and FOA), 60% of customary marriages are registered in the civil registry and 50% of divorces are registered in the civil registry;*
- *100% of births in health facilities and 60% of births in communities are declared and registered in the civil registry;*
- *100% of deaths occurring in health facilities and 40% of deaths occurring in communities are registered in the civil registry;*
- *100% of the causes of death in health facilities are duly certified and registered; Statistically representative data on the causes of death that occurred in the community are produced.*

CHAPTER 4. IMPLEMENTATION PLAN

The overall objective of the strategic plan is to improve the performance of the civil registration and vital statistics system, and to strengthen its contribution to the formulation, implementation and monitoring of ongoing development policies. It is based on 05 pillars: (i) governance of the CRVS system, (ii) supply and demand for CRVS services, (iii) computerization and interoperability, (iv) archiving and production of vital statistics and finally, (v) financing of the CRVS system. Twelve (13) specific objectives have been assigned

for these pillars and are translated into action plans (Table 6). This action plan, which calls on all stakeholders, provides precise guidance on how priority actions should be implemented so that they address the structural weaknesses of the Cameroonian CRVS system, and contribute effectively to achieving the desired strategic change. For each action, the specific objectives and the major activities are presented.

4.1. Summary of specific objectives

The table below provides a summary of the specific objectives of the 2025-2029 Strategic Plan.

Table 6: Specific objectives of the CRVS 2025-2029 strategic plan.

Strategic axes	Strategic Objectives	Specific objectives
AXIS 1. (GOV) CRVS System Governance	By 2029, strengthen and improve the governance of the CRVS system in terms of legal framework and institutional coordination in order to align with international standards and norms	1.1. Consolidating the legal framework of the CRVS system
		1.2. Strengthening institutional coordination
		1.3. Strengthening the production and appropriation of civil status standards
		1.4. Generating evidence for fact-based decision-making
AXIS 2. (OFDE) Supply and demand for CRVS services	By 2029, significantly improve the quality, accessibility and acceptability of supply and demand for CRVS services	2.1. Improve the quality and quantity of the CRVS system's service offer
		2.2. Increasing the demand for civil registration services
AXIS 3. (INFOP) Computerization and interoperability of the CRVS system	By 2029, accelerate the digital transformation of the CRVS system and make it interoperable	3.1. Fully computerize the CRVS system
		3.2. Strengthening the technological and energy infrastructure of civil registration and identity ecosystem administrations
		3.3. Strengthening sectoral interoperability

AXIS 4. (ARSTAT) Modernization of archiving and production of CRVS statistics	By 2029, strengthen the accessibility, data management and production of CRVS statistics	4.1. Improving the archiving of civil and other related documents
		4.2 Improving the production, dissemination and use of vital statistics
AXIS 5. (END) CRVS System Funding	By 2029, have a sustainable financing mechanism for the CRVS system	5.1. Increasing and stabilizing domestic funding sources for the CRVS system
		5.2. Improving the allocative efficiency of external financing and the contribution of TFPs to the financing of the CRVS system

Schematically, this strategic plan is presented as shown in Figure 2. This diagram shows that the achievement of intermediate outcomes and strategic change aims to:

- build a modern CRVS system, guaranteeing a legal identity for all, essential for good governance and the strategic management of the State;
- Strengthen evidence-based decision-making in the formulation, implementation, and monitoring of development policies at the national, regional, and local levels;
- work to improve human capital and reduce poverty and social inequalities.

To achieve this, three preliminary actions should be considered:

- Investing in the human capital of the CRVS system through continuous capacity building;
- strengthen the organizational capacities of the CECs;
- strengthen institutional coordination and interoperability.



**Social
impact**

Figure 2: CRVS 2025-2029 Strategic Diagram

A civil status system where every individual counts and is systematically registered

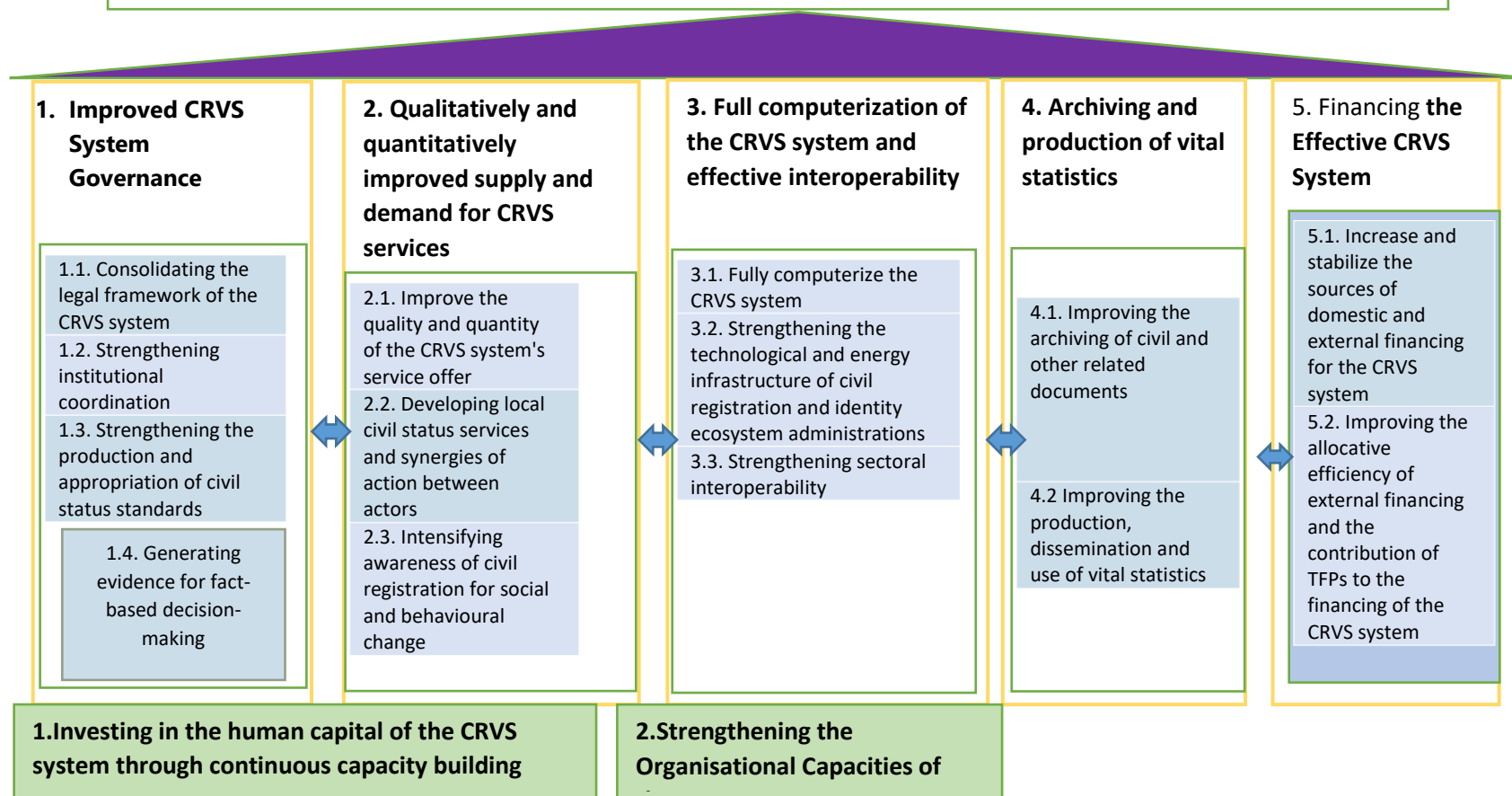
Build a modern CRVS system, guaranteeing a legal identity for all, essential to good governance and strategic management of the State; Strengthen evidence-based decision-making in the formulation, implementation, and monitoring of development policies at the national, regional, and local levels, and work to improve human capital and reduce poverty and social inequalities



**From the
Stakeholders'**



**From the point of view
of internal processes
(specific objectives)**



From a learning and
growth perspective

FOUNDATIONS OF THE STRATEGIC PLAN

3.Strengthening institutional
coordination



4.2. Risks and mitigation strategies

The following matrix identifies risks (and mitigation measures to be implemented) that may slow the achievement of strategic objectives. These risks are due both to the internal weaknesses of the civil status system and to the constraints of **the environment outside it**.

Table 7: Risk Analysis Matrix and Mitigation Measures

Risks	Level of Risk	Mitigation measures
Weakening of the political will to continue the reform of the CRVS system.	High	Advocacy for the maintenance and intensification of political will.
Low buy-in from stakeholders and populations to the measures to modernize the CRVS system.	High	Implementation of behaviour and social change activities.
Low mobilization of resources for the implementation of the strategic plan.	High	Advocacy by sector actors with public authorities and donors for synergy in resource mobilization.
Resistance to change of CRVS actors.	Medium	Targeted training after determining the root causes of resistance to change.
Security situation in the North-West, South-West and Far North Regions.	Medium	Willingness of the Stakeholders to peacefully resolve the crisis.
Political instability and humanitarian and climate crises in some African countries.	Medium	UNHCR support for the registration and identification of refugees and asylum-seekers.

4.3. Key success factors

Critical success factors are key and necessary elements for the successful implementation of a strategic plan. These factors include leadership, resources, alignment of the strategic plan with national development frameworks, participatory management and performance management system, and motivation.

Leadership : The entire strategy, planning, and implementation of CRVS system activities requires coordinated political leadership and strong administrative leadership with clear responsibilities. Several administrations are responsible for the implementation of various strategic initiatives, but BUNEC is the body that will lead the execution of strategies and action plans by guiding, coordinating and monitoring progress.

Resource mobilization: The successful implementation of the strategy requires the adequate budgeting of the strategic plan by the administrations involved in the implementation of the

strategic plan, as well as the coordination of the interventions of the TFPs involved in the CRVS system for a good rationalization of resources.

Alignment of the strategic plan with national development frameworks : The strategy is aligned with national development frameworks. The strategy and action plan should be implemented taking into account the priorities and timelines associated with the identified actions to foster greater involvement of stakeholders and development partners by minimizing the risks of delays in any phase of implementation or postponement of certain activities. The follow-up to this document must continually take into account the changes and assumptions that may arise throughout the implementation phase.

Alignment of stakeholders' operational plans with the CRVS 2025-2029 strategic plan: This alignment will promote better budgeting of CRVS activities within sectoral administrations and TFPs.

Integrated project management: strategic objectives are achieved through appropriate management of all strategic objectives. Good project management requires knowledge of project management best practices, methods, tools, and techniques.

Establishment of a performance management system : The performance management cycle, including measurement, evaluation, *reporting*, improvement, and learning, must be institutionalized.

Stakeholder motivation and risk management : All key stakeholders, from senior management to lower levels of staff, need to be motivated to energize and maintain staff engagement at all levels through regular dialogue throughout the strategy execution journey. Risk identification, assessment and management should be formalised, including regular assessment and updating of drivers of change.

Stakeholder management : good collaboration and synergy between stakeholders must be maintained.

4.4. Priority Action Plan

During the workshops with all stakeholders, the twelve (12) specific objectives formulated in this strategic plan were broken down into fifty-three (53) activities and interventions. Prioritization was carried out on the basis of several criteria, including: realism, financial and institutional feasibility, taking into account the lessons learned from the evaluation of the strategic plan for the rehabilitation of civil status in Cameroon 2018-2022, the effect of the intervention on the achievement of results and finally the opportunities and threats of the environment external to the CRVS system. Table 9 below summarizes the major activities identified for each strategic axis.

Table 8: Summary of major activities by strategic axis

STRATEGIC AXES	
AXIS 1 (GOV). GOVERNANCE OF THE ESEC SYSTEM	
PRIORITY ACTIONS	MAJOR ACTIVITIES
1.1. Consolidation of the legal framework of the CRVS system	1.1.1. Drafting/revision of regulatory texts related to the CRVS system
	1.1.2. Popularization of legal texts on civil status
1.2. Strengthening institutional coordination	1.2.1. Establishment and operation of an CRVS System Coordinating Committee
	1.2.2. Establishment and functioning of central, regional and local coordination platforms
	1.2.3. Strengthening the integrated approach to CRVS interventions
	1.2.4. Strengthening partnerships
	1.2.5. Promotion of institutional agreements and partnerships on the exchange of information
1.3. Strengthening the production and appropriation of civil status standards	1.3.1. Development of reference systems for the declaration and registration of civil status events that occurred in hospitals and communities
	1.3.2. Development of standards relating to the security and authentication of civil status records
	1.3.3. Popularization of civil status registration repositories among all stakeholders
	1.3.4. Strengthening the supervision of CRVS activities with the CECs, Fosa, courts and other actors
1.4. Monitoring and evaluation of the strategic plan	1.4.1. Development of the scoreboard of indicators for monitoring the strategic plan
	1.4.2. Study on the baseline of the indicators of the strategic plan
	1.4.3. Preparation of regional monitoring reports on the implementation of the strategic plan
	1.4.4. Preparation of the annual national monitoring report on the implementation of the strategic plan
	1.4.5. Annual reviews of the implementation of the strategic plan

	1.4.6.Regional reviews of the implementation of the strategic plan
	1.4.7.Mid-term evaluation of the Strategic Plan
	1.4.8. Final evaluation of the strategic plan
AXIS 2. (OFDE). SUPPLY AND DEMAND FOR ESEC SERVICES	
2.1. Qualitative and quantitative improvement of the provision of CRVS services	2.1.1. Qualitative and quantitative evaluation of the CRVS service offer
	2.1.2. Strengthening the functional and technical capacities of the CECs as well as those of FOSAs, courts and other actors related to CRVS services
	2.1. 3. Advocating for the management of CABs and ECS in secondary civil status centres
	2.1.4. Construction of the BUNEC headquarters building
	2.1.5. Optimisation of the supply chain of ECCs in registers and other equipment
	2.1.6. Optimisation of the spatial coverage of the CECs in remote and hard-to-reach areas and coherence of administrative and health divisions
	2.1.7. Institutionalization of CRVS processes
2.2. Increasing demand for civil registration services	2.2.1. Mass issuance of civil status documents to the population, in particular for Socially Vulnerable Persons
	2.2.2. Organisation of a National Campaign to Fill in the Registration Gaps
	2.2.3. Strengthening local civil registration services
	2.2.4. Strengthening the involvement of community leaders, CSOs, CBOs, and community health workers in civil registration,
	2.2.5. Updating and popularising the government's communication strategy on civil status
	2.2.6. Scaling up social and behaviour change activities
AXIS 3 COMPUTERIZATION AND INTEROPERABILITY	
3.1. Complete computerization of the CRVS system	3.1.1. Development and scalability of the SIEC subsystems
	3.1.2. Scaling of the computerized system on the first

	registration perimeter (main CECs, hospitals, courts)
	3.1.3. Development and deployment of other national information systems
3.2. Strengthening the technological and energy infrastructure of civil registration and identity ecosystem administrations	3.2.1. Advocacy for energy empowerment of SIEC and other national systems
	3.2.2. Setting up a maintenance program
	3.2.3 Strengthening the Interconnection Infrastructure between CRVS System Actors
	3.2.4 Establishment of the CRVS System Core Infrastructure
3.3. Strengthening sectoral interoperability	3.3.1. Harmonisation of exchange protocols between CRVS platforms
	3.3.2. Continuous capacity building of users of the BUNEC target system and other national systems
AXIS 4. MODERNIZATION OF ARCHIVING AND PRODUCTION OF VITAL STATISTICS	
4.1. Improvement of the archiving of civil status and other related documents	4.1.1. Capacity building of the actors in charge of archiving civil status registers
	4.1.2. Strengthening the framework and equipment for archiving registers
	4.1.3. Development of a manual for archiving civil registers
	4.1.4. Collection and archiving of civil registers and other documents
4.2. Digitization of the stock of civil status records on paper	4.2.1. Popularization of the strategy for digitizing prior art among the CECs
	4.2.2. Capacity building of CEC staff on the mastery of SANEC.
	4.2.3. Scaling of archive digitization and indexing pilots.
4.3. Improvement of the production, dissemination and use of vital statistics (vital registration and causes of death)	4.3.1. National Civil Status Survey.
	4.3.2. Systematization of the entry and declaration of births and deaths in DHIS2 with transmission to the territorially competent CECs.

	4.3.3. Preparation, production and distribution of registers for the collection of disaggregated civil status data until the system is fully digitised.
	4.3.4. Production and distribution of vital statistical bulletins and reports.
	4.3.5. Training of sectoral and DTCs in the use of vital statistics for development planning and decision-making.
	4.3.6. Extension of the data collection, entry and reporting protocol to all the CECs.
	4.3.7. Continuous capacity building of BUNEC and CEC staff on the methodology for collecting, processing and exploiting data for the production of vital statistics.
	4.3.8. Introduction of the practice of verbal autopsy.
	4.3.9. Deployment of ICD11 and MCCD in public and private OFAs.
	4.3.10. Establishment of a mechanism for collecting and reporting data on GBV and VHP.
	4.3.11. Institutionalization of the enhanced process maps of the CRVS system.
	AXIS 5. FINANCING OF THE ESEC SYSTEM
5.1. Increasing and stabilizing domestic funding sources for the CRVS system	5.1.1. Preparation of public expenditure reviews based on the national vital statistics accounts.
	5.1.2. Study on an economic model for self-financing the civil registration system.
	5.1.3-Budget advocacy for the establishment of a support mechanism for free / cost-recovery of civil status services.
5.2. Improving the allocative efficiency of external financing and the contribution of TFPs to the financing of the CRVS system	5.2.1. Strengthening advocacy with TFPs to mobilise funding for civil registration (broadening the spectrum of partners, in the context of round tables, forums, etc.).
	5.2.2. Establishment of a platform of TFPs on civil status.

CHAPTER 5. INVESTMENT PLAN AND PRIORITY INVESTMENT PROGRAMME 2025-2027

This chapter is devoted to the costing of the CRVS 2025-2029 strategic plan. The quantified presentation of the plan thus made is intended to serve as an advocacy instrument for the mobilization of financing from stakeholders. The different implementation costs presented here were obtained using the simple unit cost method. It consisted of 04 main steps, namely: (i) the inventory of the activities and tasks to be implemented for the realization of each action, (ii) the identification of the means necessary for the execution of the tasks; (iii) the quantitative evaluation of the means using the 2024 price market; (iv) the summary of the cost of the activity by nature of the expenditure. The cost estimate is therefore based on the multiplication of unit costs by the target population. However, there is already an updated costing of the SDIEC that we have renewed as part of this estimate.

5.1. Overall cost of implementation

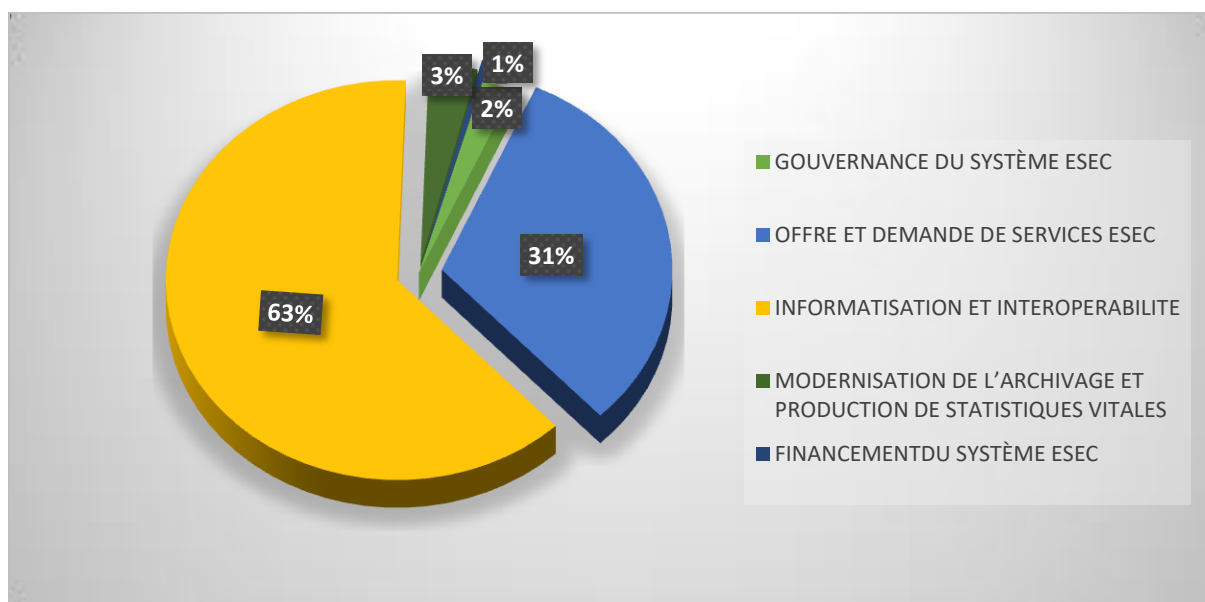
The overall cost of implementing this strategic plan amounts to **101 billion and 683 million CFA francs**. Compared to the population, this cost represents an investment of about 3600 FCFA per inhabitant. In large numbers, the computerization and interoperability of the CRVS system is the strategic axis that will require a greater allocation of resources, certainly because of the

high cost of the technological infrastructure that makes up this axis of intervention. It represents 63% of the financing required, or about 64 billion CFA francs (Table 10). This is followed by the improvement of supply and strengthening of demand. It will require 31% of the resources to be mobilized, i.e. an envelope of about 32 billion CFA francs. The remaining three strategic axes, including the coordination and monitoring of the strategic plan, represent 5% of the financing to be mobilized (Figure 1).

Table 9: CRVS 2025-2029 Strategic Plan Implementation Costs by Strategic Focus

STRATEGIC AXES	Costs (in millions of CFA francs)
GOVERNANCE	2265
SERVICE SUPPLY AND DEMAND	31860
COMPUTERIZATION AND INTEROPERABILITY	63625
ARCHIVING MODERNIZATION AND PRODUCTION OF VITAL STATISTICS	3433
FINANCING	500
Total	101683

Chart 1: Relative costs of implementing the CRVS Strategic Plan 2025-2029



5.2. 2025-2027 Priority Investment Program

This programme reflects the cost of implementing the major activities of the priority action plan that will be implemented between 2025 and 2027. Thus, for this three-year period, the volume of funding required to carry out the selected actions amounts to **65 billion and 102 million CFA francs**, i.e. about 64% of the overall cost of implementing the strategic plan (Table 11). The volume of projected investments changes increasingly for the first two years, reflecting greater financial needs as actions are implemented. However, it is gradually decreasing from 2027.

Figure 2: Evolution of the costs of implementing the Priority Investment Programme 2025-2027

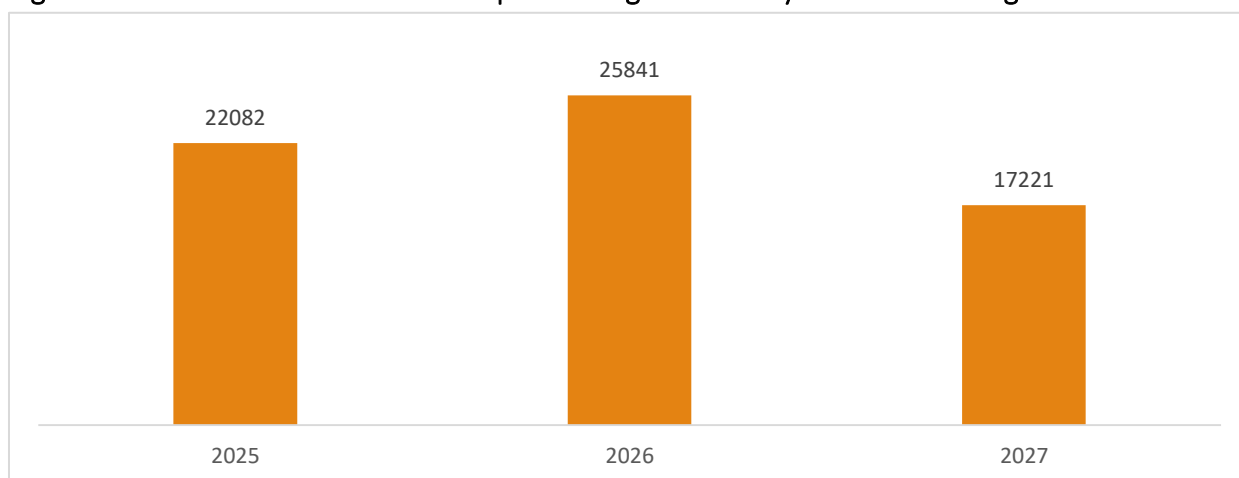


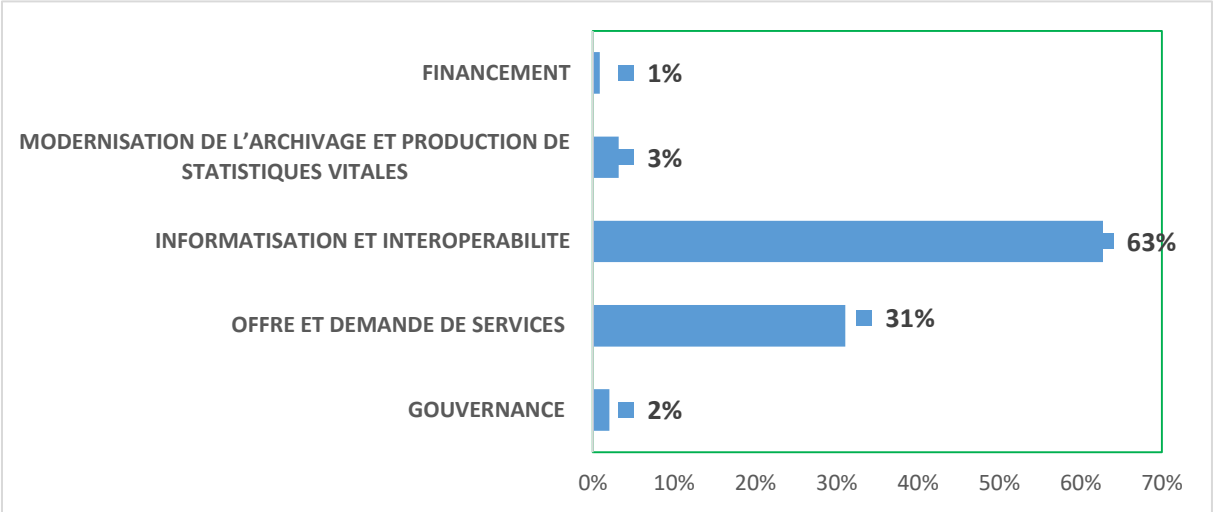
Table 10: Implementation costs of the 2025-2027 Priority Investment Plan by strategic axis

STRATEGIC AXES	Costs (in millions of CFA francs)
CRVS System Governance	1345
Supply and demand for CRVS services	20 235
Computerization and interoperability of the CRVS system	40 877
Modernize archiving and produce vital statistics	2 089
CRVS System Funding	555
Total	65102

As in the overall investment plan, the strategic axes, axes relating to the computerization and interoperability of the information systems of the CRVS ecosystem as well as the supply and

demand of services, represent a significant weight in the 2025-2027 priority investment plan. These areas of intervention alone represent 64% and 31% respectively of the financing to be mobilized for the period 2025-2027 (Figure 3).

Chart 3: Relative Implementation Costs of the 2025-2027 CRVS Strategic Plan Priority Investment Program 2025-2029



5.3. Sources of funding for the strategic plan

The resources needed to implement this strategic plan will come from three sources: public resources through the State budget, funding from the Municipalities, external financing from bilateral and multilateral cooperation and finally, innovative financing. In view of the Government's greater commitment to making civil registration one of the priorities of its governance, and the need to diversify the sources of funding for the CRVS system, a much larger share of domestic public resources is expected than in the past. This share is estimated at at least 60%, or about 61 billion CFA francs. Regarding international cooperation, a contribution of 40% of the overall envelope is expected, i.e. about 41 billion CFA francs.

Three hypotheses underlie the mobilization of this funding: *(i)* Better budgeting of CRVS activities within sectoral administrations through the strengthening of the integration of these activities in the PPBS chain, *(ii)* the institution of revenues from value-added civil registry services and the establishment of a civil registration support fund, The volume of domestic resources mobilized could gradually increase, thus approaching the desired scenario, and *(iii)* better multisectoral governance and the broadening of the spectrum of

development partners involved in civil registration and more generally in the identity ecosystem.

5.4. Costing of the strategic plan

The following table details the costs of implementing the strategic plan by major activity.

Table 11: Annualized Costs of Implementing the 2025-2029 Strategic Plan by Major Activity

STRATEGIC AXES	MAJOR ACTIVITIES	COSTS (in millions of CFA francs)	IMPLEMENTATION PERIOD				
			2025	2026	2027	2028	2029
AXIS 1. (GOV). CRVS System Governance	1.1.1. Drafting/revision of regulatory texts related to the CRVS system	50	50	0	0	0	0
	1.1.2. Popularization of legal texts on the UE	100	20	20	20	20	20
	1.2.1. Establishment and operation of a CRVS system coordination committee	100	20	20	20	20	20
	1.2.2. Establishment and functioning of central, regional and local coordination platforms	550	110	110	110	110	110
	1.2.3. Strengthening the integrated approach to CRVS interventions	20	10	2	2	2	2
	1.2.4. Strengthening partnerships	PM	PM	PM	PM	PM	PM
	1.2.5. Promotion of institutional agreements and partnerships on the exchange of information	25	5	5	5	5	5
	1.3.1. Development of reference systems for the registration of civil status events occurring in hospital and community settings	50	10	10	10	10	10
	1.3.2. Development of standards relating to the security and authentication of civil status records	30	6	6	6	6	6
	1.3.3. Popularisation of EC's fact-recording repositories among all stakeholders	50	10	10	10	10	10

	1.3.4. Strengthening the supervision of CRVS activities with the CECs, Fosa, courts and other actors	700	140	140	140	140	140
	1.4.1. Development of the scoreboard of indicators for monitoring the strategic plan	10	10	0	0	0	0
	1.4.2. Study on the baseline of the indicators of the strategic plan	40	40	0	0	0	0
	1.4.3. Preparation of regional monitoring reports on the implementation of the strategic plan	250	50	50	50	50	50
	1.4.4. Preparation of the annual national monitoring report on the implementation of the strategic plan	50	10	10	10	10	10
	1.4.5. Annual reviews of the implementation of the strategic plan	50	10	10	10	10	10
	1.4.6. Regional reviews of the implementation of the strategic plan	150	30	30	30	30	30
	1.4.7. Mid-term evaluation of the Strategic Plan	20	0	0	20		
	1.4.8. Final evaluation of the strategic plan	20	0	0	0	0	20
	TOTAL AXIS1	2265	521	423	443	423	443
AXIS 2 (OFDE). Supply and demand for CRVS services	2.1.1. Qualitative and quantitative assessment of the supply of CRVS services	150	0	0	0	0	0
	2.1.2. Strengthening the functional and technical capacities of the CECs as well as those of FOSAs, courts and other actors related to CRVS services	2000	900	700	600	500	500
	2.1.3. Advocacy for the management of CABs and ECS in secondary civil registration centres	10	0	0	0	0	0
	2.1.4. Construction of the BUNEC headquarters building	4000	800	800	800	800	800
	2.1.5. Optimisation of the BUNEC supply chain of CE registers and work materials	15000	3000	3000	3000	3000	3000

	2.1.6. Optimisation of the spatial coverage of the CECs in remote and hard-to-reach areas and coherence of administrative and health divisions	150	150	0	0	0	0
	2.1.7. Institutionalization of CRVS processes	PM	PM	PM	PM	PM	PM
	2.2.1. Mass issuance of civil status documents to the population, in particular for Socially Vulnerable Persons	PM	PM	PM	PM	PM	PM
	2.2.2. Organisation of a National Campaign to Fill in the Registration Gaps	10000	2000	2000	2000	2000	2000
	2.2.3. Strengthening of local civil registration services in FOSAs (Preliminary activities)	50	10	10	10	10	10
	2.2.4. Strengthening the involvement of community leaders, CSOs, CBOs, and community health workers in civil registration,	200	75	31,5	31,5	31,5	31,5
	2.2.5. Updating and popularising the government's communication strategy on civil status	150	60	30	20	20	20
	2.2.6. Scaling up social and behaviour change activities	300	80	80	47	47	47
	TOTAL AXIS2	31860	7075	6652	6509	6409	6409
AXIS 3 (INFOP). Computerization and Interoperability	3.1.1. Computerization of the main centres of the region and the Regional Agencies	25426	4000	5357	5357	5357	5357
	Computerization of diplomatic representations	6789	1500	1500	1263	1263	1263
	Advanced Civil Registry Office	3273	800	1200	425	425	425
	Exploitation	15535	5000	7500	1012	1012	1012
	BUNEC Headquarters + BACKUP	4577	915,4	915,4	915,4	915,4	915,4

	Unexpected	2780	556	556	556	556	556
	3.1.3. Development and deployment of other national information systems	PM	PM	PM	PM	PM	PM
	3.3.2. Continuous capacity building of users of the BUNEC target system and other national systems (change management)	2000	600	700	233	233	233
	3.3.1. Harmonisation of data exchange protocols between the JV and other national information systems	25	5	5	5	5	5
	3.2.1. Advocacy for energy empowerment of SIEC and other national systems	10	2	2	2	2	2
	3.2.2. Setting up a maintenance program	10	0	0	0	0	0
	3.2.3 Strengthening the Interconnection Infrastructure between CRVS System Actors	3200	1200	500	500	500	500
	TOTAL AXIS3	63625	13378	17733	9766	9766	9766
AXIS 4 (ARSTAT). Modernize archiving and produce vital statistics	4.1.1. Capacity building of the actors in charge of archiving civil status registers	130	26	26	26	26	26
	4.1.2. Strengthening the framework and equipment for archiving registers	206	100	26,5	26,5	26,5	26,5
	4.1.3. Development of a manual for archiving civil registers	20	0	0	0	0	0
	4.1.4. Collection and archiving of civil registers and other documents	30	6	6	6	6	6
	4.2.1. Popularization of the strategy for digitizing prior art among the CECs	11	11	0	0	0	0
	4.2.2. Capacity building of CEC staff on the mastery of the National System for the Resumption of Prior Art	94	18,8	18,8	18,8	18,8	18,8
	4.2.3. Scaling Archive Digitization and Indexing Drivers	PM	PM	PM	PM	PM	PM
	4.3.1. National Civil Status Survey	1500	300	500	0	0	700
	4.3.2. Systematization of the Recording and Reporting of Births and Deaths in DHIS2	317	40	70	90	58,5	58,5

	4.3.3. Preparation, production and distribution of registers for the collection of disaggregated civil status data	50	10	10	10	10	10
	4.3.4. Production and Dissemination of Vital Statistics Bulletins and Reports	120	24	24	24	24	24
	4.3.5. Training of sectoral and DTCs in the use of vital statistics for development planning and decision-making	220	50	70	40	20	20
	4.3.6. Extension of the data collection, entry and reporting protocol to all CECs	35	7	7	7	7	7
	4.3.7. Continuous capacity building of BUNEC and CEC staff on the methodology for collecting, processing and exploiting data for the production of vital statistics	150	30	30	30	30	30
	4.3.8. Introduction of the Practice of Verbal Autopsy	250	50	50	50	50	50
	4.3.9. Deployment of ICD11 and CMCD in public and private FOSAs	250	80	70	50	25	25
	4.3.10. Establishment of a mechanism for collecting and reporting data on GBV and VHP	50	50	0	0	0	0
	TOTAL AXIS 4	3433	802,8	908,3	378,3	301,8	1002
AXIS 5 (END). CRVS System Funding	5.1.1. Preparation of public expenditure reviews based on the national vital statistics accounts	150	30	30	30	30	30
	5.1.2. Study on an economic model for the self-financing of the civil registration system	150	150	0	0	0	0
	5.1.3. Budget advocacy for the establishment of a mechanism to support free civil registration services/cost recovery	100	25	25	25	25	25
	5.2.1. Strengthening advocacy with TFPs for the mobilisation of funding for civil registration	100	100	100	100	100	100
	5.2.2. Establishment of a platform of TFPs on civil status	PM	PM	PM	PM	PM	PM
	TOTAL AXIS 5	500	305	125	125	125	125
	GRAND TOTAL	101683	22082	25841	17221	17024	17744

CHAPTER 6. IMPLEMENTATION AND MONITORING MECHANISMS - EVALUATION

This chapter presents the mechanisms for the implementation and monitoring and evaluation of this strategic plan. The latter have a twofold objective: (i) to ensure that all stakeholder interventions converge towards the same objective and achieve the vision of a modern CRVS system as desired by the public authorities; (ii) review the progress made in the implementation of the strategy as well as the bottlenecks encountered, with a view to identifying corrective measures to ensure that the planned objectives are achieved.

6.1. Coordination of the implementation of the strategic plan

The coordination mechanism takes into account the new orientations of the decentralization process and the institutional dynamics with a view to accelerating it, in particular the creation of a ministry in charge of CTDs and the definition of civil status policy. The planned coordination is intended to steer the strategic plan for the next five years, but also to continue and address the major strategic issues of the CRVS system as a whole. It will be carried out by a Coordination Committee, assisted by a Technical Secretariat. He is in charge of:

- coordinate the implementation of the actions set out in the Strategic Plan;
- seek solutions for sustainable financing of the civil status system in consultation with Technical and Financial Partners;
- develop proposals for the allocation of resources from the Fund for the Modernization of Civil Status;
- develop proposals on computerisation and interoperability;
- ensuring the production of quality vital statistics;
- validate studies, progress reports and assessment reports;
- Organize annual reviews of the implementation of the strategic plan;
- reflect on the synergies to be created between sectoral administrations;
- implement the resolutions resulting from international meetings concerning civil status and to which Cameroon has subscribed.

Placed under the authority of the Prime Minister Head of Government, the Committee is composed of two (02) vice-presidents, namely: the Minister of Decentralization and Local Development and the Minister of Finance. It also brings together the administrations and organizations involved in civil status, namely the General Secretariat of the Presidency of the Republic, the Prime Minister's Office, the Ministry of Territorial Administration, the Ministry of Justice, the Ministry of External Relations, the Ministry of Public Health, the Ministry of Economy, Planning and Regional Development, the Ministry of Posts and Telecommunications, the Ministry of Social Affairs, the Ministry of Basic Education, the Ministry for the Promotion of Women and the Family, the Secretary of State for Defense in

charge of the National Gendarmerie, the General Delegation for National Security, and the Directors General of the National Civil Registration Office, the Special Fund for Equipment and Intercommunal Intervention, the National Institute of Statistics, the Central Bureau of Population Census and Studies, and finally, the President of the United Municipalities and Cities of Cameroon and a representative of Civil Society.

The technical implementing body of the Coordination Committee is the Technical Secretariat. It carries out the basic technical work of the Committee, as well as the technical work for the follow-up of the strategic plan. Placed under the coordination of the Director General of BUNEC, it is responsible for:

- develop the CRVS Strategic Plan Monitoring Indicator Dashboard and the monitoring of international indicators
- prepare the meetings of the Steering Committee;
- prepare the annual national monitoring report on the implementation of the CRVS strategic plan;
- ensure that TFP interventions are aligned with the orientations of the CRVS strategic plan;
- identify and monitor the issues, reforms and flagship projects of the CRVS system;
- prepare the technical tools necessary to carry out the Steering Committee's missions;
- to carry out any other mission entrusted to it by the Steering Committee;
- set up a strategic monitoring system on the issues of the CRVS system;
- to monitor the technical and financial aspects of the strategic plan, through the review of public expenditure in the CRVS system.

The technical secretariat is composed of a representative of MINDDEVEL, a representative of MINFI, a representative of MINSANTE, a representative of MINJUSTICE, a representative of MINPROFF, a representative of MINAS, a representative of MINREX, a representative of MINEPAT, a representative of MINEDUB, a representative of MINPOSTEL, 05 representatives of BUNEC, a representative of DGSN, a representative of INS, a representative of the BUCREP, a representative of the Civil Society and a representative of the CVUC.

At the central and operational level, the coordinating bodies of the CRVS system are the central, regional and local platforms. They are responsible, each according to its territorial jurisdiction, for:

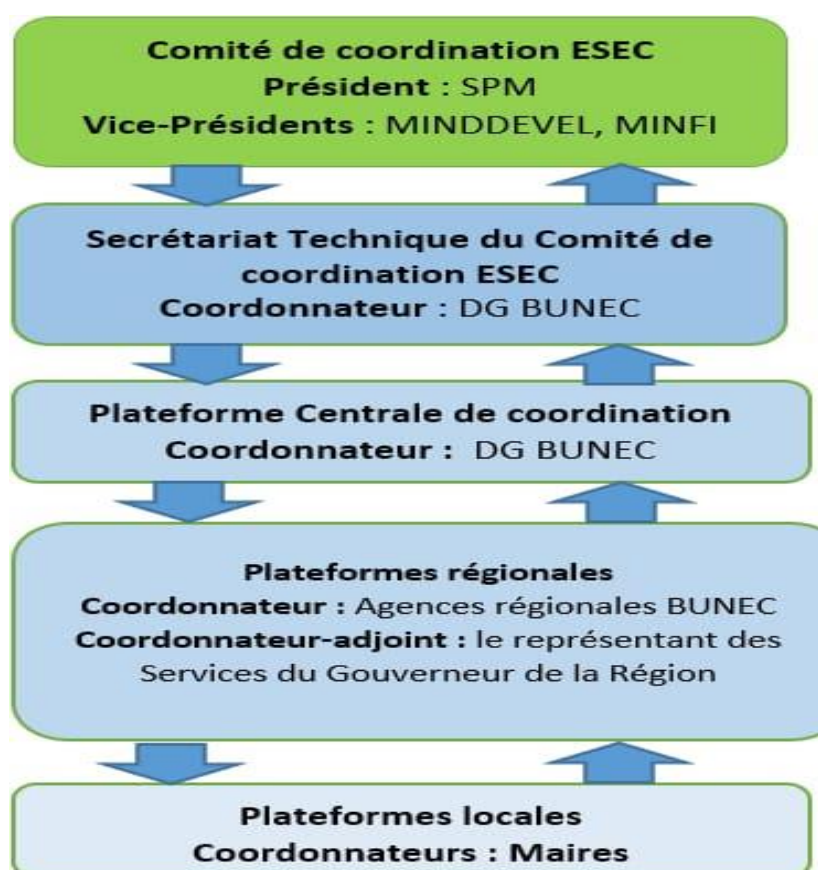
- to promote and facilitate the registration of civil status;
- facilitate interoperability between the stakeholders in the civil registration system;
- facilitate the implementation of the actions included in the Strategic Plan for the Rehabilitation of Civil Status;
- monitor and evaluate the implementation of the actions of the strategic plan for the

rehabilitation of civil status;

- to work to improve the demand for the civil registry service;
- work to improve the civil status service offer;
- work to reduce document fraud in the field of civil status;
- to set up a regional strategy for managing the flow of civil registers;
- to set up a regional strategy for the collection and processing of vital statistics data;
- to promote synergy of action between the actors of the civil registration system;
- propose any other action that will allow the proper functioning of the civil status system.

As the strengthening of multisectoral coordination is one of the foundations for the implementation of this strategic plan, strong collaboration between these bodies will have to be put in place to ensure effective information sharing, better decision-making and effective implementation of top-down orientations. The following graph schematizes the organization and operation of this system.

Chart 4: CRVS System Coordination Chain



6.2. Monitoring and evaluation

It documents the performance of the CRVS system with the aim of informing policymakers, civil society and development partners. The permanent animation of this system makes it possible more specifically to:

- to feed regional and annual reviews;
- Evaluate annual progress to influence operational planning for future years.
- submit the implementation report prepared for this purpose;
- present and discuss concrete themes related to the CRVS system;
- Collect feedback from the various stakeholders for better implementation of the strategic plan;
- formulate recommendations and adjustments to be implemented for the future;
- Analyze the system of public resource allocations and draw elements for advocacy.

From a technical point of view, this system is based on the official statistical production of administrative structures and TFPs, which it consolidates and makes a report for decision-making.

6.2.1. Reporting

Three (03) levels of reporting are identified:

- reporting on the baseline situation of the indicators: carried out at the beginning of the period;
- Semi-annual reporting: carried out at the regional level in preparation for the holding of regional reviews;
- Annual reporting: carried out annually with a view to holding an annual implementation review chaired by the Steering Committee. This report compares the status of the indicators in a given year with the base year.

6.2.2. Monitoring of performance and operational implementation

Progress towards achieving the objectives of the CRVS 2025-2029 strategic plan is assessed using clearly defined performance indicators in the results framework backed by this strategic plan. Additional or thematic analyses may be carried out depending on the available data and changes in the environment internal or external to the CRVS system.

The monitoring of operational implementation is carried out through the examination of the level of implementation of the activities included in the work plans of public administrations, TFPs, CTDs, and civil society. The internal monitoring units are responsible for this task.

The Technical Secretariat conducts an annual review of public expenditure for the CRVS system. This review also highlights the financial efforts made by the Government and its partners to set up a modern and reliable CRVS system. It makes it possible, on an annual basis, to analyse the level of allocation of public resources allocated to civil registration and to improve their allocative efficiency.

Two external evaluations are planned as part of this strategic plan. A mid-term evaluation in 2027, and a final evaluation in 2029.

6.3. Communication and dissemination of the strategic plan

To improve the ownership of the reforms proposed in this strategic plan by stakeholders, especially those at the decentralised level, and to ensure their better involvement, awareness-raising actions must be carried out. The mobilization of the media for training and information, as well as of civil society, will be essential to the success of this action. At the national, regional and local levels, the targets of this communication are: public administrations involved in the CRVS system, TFPs, DTCs, Civil Society, CSOs, CBOs, etc. Coordination platforms will play a key role.

6.4. Results Framework

The Results Framework distinguishes between outcome indicators and output and output indicators. For each of them, it is presented, the reference value if available, the target, and the source of information.

6.4.1. Strategic Outcomes

This subsection presents the medium-term effects contributing to the implementation of the actions contained in the strategic plan.

Table 12: CRVS Strategic Plan Strategic Outcome Tracking Matrix 2025-2029

Objectives	Results	Indicators	Baseline	Target 2029	Disaggregated by	SPRING
General objective: To improve the performance of the CRVS system and its contribution to good governance, the reduction of poverty and inequality, and the improvement of human capital	All births that occur in health facilities and 60% of births that occur in communities are declared and registered in the civil registry	Births in health facilities declared and registered in the civil registry	67,3% (2018)	100%	Regions, place of residence, sex	BUNEC, MINSANTE (DHIS2,RMA), National Civil Registration Survey
		Births that occurred in the community declared and registered in the civil registry	-	60%	Regions, place of residence, sex	BUNEC, MINSANTE (DHIS2,RMA), National Civil Registration Survey
	All deaths occurring in health facilities and 40% of deaths occurring in the community are registered in the civil registry	Deaths in health facilities declared and registered in the civil registry	-	100%	Regions, place of residence, sex	BUNEC, MINSANTE (DHIS2,RMA), National Civil Registration Survey
		Deaths occurring in the community declared and registered in the civil registry	-	40%	Regions, place of residence, gender	BUNEC, MINSANTE (DHIS2,RMA), National Civil Registration Survey
	At least 50% of the causes of death in health facilities are duly certified and registered	Causes of death in duly certified and registered health facilities	Less than 1%	At least 50%	Regions, place of residence, gender	BUNEC, MINSANTE (DHIS2,RMA), National Civil Registration Survey

	At least 30% of the causes of death occurring in the community are determined by autopsy performed according to international standards	Causes of death in the community determined by verbal autopsy	-	At least 30%	Regions, place of residence, gender	BUNEC (Report on Vital Statistics), MINSANTE (DHIS2,RMA, National Vital Statistics Survey)
	60% of marriages are registered in the civil registry	Civil marriages (town hall)	-	60%	Regions, place of residence, matrimonial regime	BUNEC (Report on Vital Statistics) RAP MINPROFF, National Vital Statistics Survey
	50% of divorces are registered in the civil registry	Civil Divorces (Court)	-	50%	Regions, place of residence, matrimonial regime	BUNEC (Report on Vital Statistics) MINJUSTICE, National Civil Status Survey
STRATEGIC AXIS 1. (GOV). CRVS System Governance						
Objectives	Results	Indicators	Baseline	Target 2029	Interpretation/calculation	SPRING
Strategic Objective 1. By 2029, improve the governance of the CRVS system through a legal and institutional	1.1. The legal and institutional framework of the Cameroonian CRVS system is in line with international norms and standards	Level of compliance of the national legal and institutional framework with international standards	partial	total	-	Monitoring report on the implementation of the strategic plan 25/29

framework in line with international norms and standards, effective multisectoral coordination, and better ownership of civil status standards by stakeholders.	1.2. The multi-sectoral coordination of the CRVS system is strengthened and effective	Establishment of functional coordination bodies at both strategic and operational levels	partial	complete	-	Annual performance report of BUNEC, Activity report of the coordination mechanisms
	1.3. Appropriation of CRVS System Standards	At least 80% of CRVS actors are trained in mastering the legal framework and standards of the CRVS system	-	At least 80%	OEC, SEC, justice, health, external relations, civil society, civil society, etc.	RAP MINDDEVEL, BUNEC,
STRATEGIC AXIS 2 (OFDE). Supply and demand for CRVS services						
Objectives	Results	Indicators	Baseline	Target 2029	Disaggregated by	SPRING
Strategic Objective 2. By 2029, significantly improve the quality, accessibility and acceptability of supply and demand for CRVS services	2.1. Quality civil registration services are closer to the population	Average population covered by a civil status centre	9610 (2024)	Less than or equal to 3212 inhabitants for 1 CEC	Regions, place of residence	BUNEC
	2.2. At least 90% of users of civil registry services say they are satisfied with the service provided	Average area for a CEC	160 km2 (2024)	Less than or equal to 78 Km ²	Region	BUNEC, Mapping of Civil registration Centres
		Percentage of users of the civil registry service who say they are	-	At least 90%	Regions, place of residence	National Civil Registration Survey, Satisfaction Survey

		satisfied with the quality of the service provided				
		Percentage of users of vital statistics who are satisfied with their quality	-	At least 90%	Regions, place of residence	National Civil Registration Survey, Satisfaction Survey
		Rate of computerization of the registration and issuance of civil status documents	-	100%	Region	RAP BUNEC, Strategic Plan 25/29 Implementation Review Report
	2.3. The illegal costs of registration and issuance of civil status documents are completely reduced		-	Fully reduced	Regions, place of residence	National Civil Registration Survey, Satisfaction Survey
STRATEGIC AXIS 3 (INFOP). Computerization and interoperability of the CRVS system						
Objectives	Results	Indicators	Baseline	Target 2029	Disaggregated by	SPRING
Strategic Objective 3. By 2029, accelerate the digital transformation of the CRVS system and	3.1 Certification of the conformity and authenticity of civil status documents is more reliable, reducing the risk of fraud or identity theft	Existence of reliable protocols for securing digitally produced civil status documents	Not available	Available	-	BUNEC (Annual Performance Report)

make it interoperable with other national information systems		(electronic signature, NIPU, QR codes, etc.)				
	3.2. Longitudinal monitoring of populations is effective	Existence of the PIN	Nonexistent	Implementation	-	BUNEC (Annual Performance Report)
		PIN brought into line with the Identification Numbers of other national information systems	Reform not implemented	Reform implemented	By sector: health, identity, social protection, pay, etc.	PCR of sectoral administrations, monitoring reports on the implementation of the strategic plan
	3.3. The centralisation of civil status documents is done on a large scale and in a secure manner	At least 5% of the Cameroonian population is registered in the national civil status file	-	At least 5%	Regions, gender,	Annual Performance Report, BUNEC, MINDDEVEL
STRATEGIC AXIS 4 (ARSTAT). Modernization of archiving and production of CRVS statistics						
Objectives	Results	Indicators	Baseline	Target 2029	Disaggregated by	SPRING

Strategic Objective 4. By 2029: By 2029, strengthen the accessibility, data management and production of CRVS statistics	Monitoring the implementation and evaluation of public policies relies on vital quality statistics	Number of monitoring and evaluation reports on national and sectoral development strategies using vital statistics	-	40	Sector (health, education, rural, social protection, governance, industries and services, infrastructure and national monitoring report on the implementation of the SND30, etc.)	(SND30 Annual Implementation Monitoring Reports and Sector Strategies)
	100% of the main computerized civil status Centres digitize their stock of civil status records on paper	Proportion of computerized CPECs digitizing their stock of paper-based civil status records	-	100%	Region, place of residence	BUNEC, Annual Performance Report
	100% of CECS implement good archival practices	Proportion of CECS implementing good archival practices	-	100%	Region, Region, place of residence	RAP BUNEC , Monitoring report on the implementation of the strategic plan
STRATEGIC AXIS 5 (END) . Funding of the civil registration system						
Objectives	Results	Indicators	Baseline	Target 2029	Disaggregated by	SPRING
Strategic Objective 5. By 2029, have a	5.1. The CRVS system has a sustainable self-financing mechanism	Existence of a fund to support civil status	Nonexistent	Existing	-	BUNEC MINFI

sustainable financing mechanism for the CRVS system	5.2. The capacity of the CRVS system to mobilise innovative financing is significantly improved	Volume of expenditure on CRVS is increasing and represents at least	-	minus 1% of the State budget	-	Civil Registration Public Expenditure Review Reports
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6.4.2. Operational results

This subsection presents the expected outputs from the implementation of the activities of the strategic plan.

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix												
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers	
						25	26	27	28	29		
AXIS 1. CRVS System Governance												
	1.1.1. Drafting of the implementing texts of the new law on civil status	Implementing texts of the new Civil Status Act drafted	Nonexistent	Texts on the protection of personal data, use of mobile technologies, finance law taking into account the financing of civil status, etc. Available	Official journal						MINSANTE MINDDEVEL BUNEC, MINPOSTEL MINFI, MINEPAT, ANTIC	
	1.1.3. Popularization of legal texts on civil status	Number of actors in the CRVS system sensitized and trained in the mastery of the legal framework of civil registration		-	9000 civil status CABs and SECs sensitized and trained	RAP BUNEC						MINDDEVEL, BUNEC, BUNEC
					3000 health personnel, justice, civil society, traditional	RAP MINDDEVEL						

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
				authorities, etc. Trained							
1.2. Strengthening institutional coordination	1.2.1. Establishment and operation of a CRVS system coordination committee	CRVS System Coordinating Committee Established	Nonexistent	Set up	RAP MINDDEVEL RAP BUNEC						Premenstrua l tension MINDDEVEL BUNEC BUNEC, Sector Administrati ons, TFPs, CPCs
	1.2.2. Establishment and functioning of central, regional and local coordination platforms	01 Central Platform, 10 Regional Platforms and 360 Local Coordination Platforms set up and functional	Non-functional	Fully functional	RAP BUNEC						
	1.2.3. Strengthening the integrated approach to civil registration interventions/projects/activities	Proportion of actors implementing the recommendations of the central coordination platform	-	100%	RAP BUNEC						
	1.2.5.Strengthening partnerships	Existence of sectoral partnerships	-	Existing sector partnerships	Sector Government						All sector government

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
					HBP						s
	1.2.6. Promotion of institutional agreements and partnerships on the exchange of information	100% of CRVS administrations have institutional agreements or partnerships on information exchange	-	100%	CRVS Sector Government HBP						MINDDEVEL MINJUSTICE MINREX MINSANTE BUNEC INS MINAS MINPROFF
1.3. Strengthening the production and appropriation of civil status standards	1.3.1. Development of reference systems for the registration of civil status events occurring in hospitals and communities	Elaborate standards	Not elaborate	Developed	RAP BUNEC						BUNEC BUNEC, MINDDEVEL
	1.3.2. Development of standards relating to the security and authentication of civil status records	Standards developed	Not elaborate	Developed	RAP BUNEC						
	1.3.4. Popularization of civil status registration repositories among all stakeholders	Layman's standards	Not elaborate	Developed	RAP BUNEC						

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
1.4. Monitoring and Evaluation of the Strategic Plan	1.4.1. Develop the dashboard of indicators for monitoring the strategic plan	Dashboard of indicators for monitoring the strategic plan developed	0	1	Activity reports						CRVS Coordinating Committee
	1.4.2. Conduct a study on the baseline of the indicators in the strategic plan	Baseline situation of the indicators of the strategic plan developed	0	1	Study Report						CRVS Coordinating Committee
	1.4.3. Prepare regional monitoring reports on the implementation of the strategic plan	Regional monitoring reports on the implementation of the strategic plan available	0	50	Regional reports on the implementation of the strategic plan						CRVS Coordinating Committee
	1.4.4. Prepare the annual national monitoring report on the implementation of the strategic plan	National monitoring report on the implementation of the strategic plan available	0	5	National monitoring report on the implementation of the strategic plan						CRVS Coordinating Committee
	1.4.5. Organise regional reviews for the implementation of the strategic plan	Regional Strategic Plan Implementation Reviews Organized	0	50	Reports of Regional Strategic Plan						BUNEC, CRVS Coordinating

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
					Implementatio n Reviews						Committee
	1.4.6. Organise annual reviews of the implementation of the strategic plan	Annual Strategic Plan Implementation Reviews Held	0	5	Annual Public Expenditure Reviews Reports						CRVS Coordinating Committee
	1.4.7. Organise an annual review of public expenditure on civil registration	Annual reviews of public civil registration expenditure available	0	5	Annual Public Expenditure Reviews Reports						CRVS Coordinating Committee
	1.4.8.Mid-term evaluation	Mid-term evaluation report available	0	1	Mid-term evaluation report						External Consultant
	1.4.9. Final evaluation	Final evaluation report available	0	1	Final Evaluation Report						External Consultant
AXIS 2. Supply and demand for civil registration services											

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
	2.1.1.Qualitative and quantitative assessment of the provision of CRVS services	Qualitative and quantitative evaluation of the CRVS service offer carried out	Not Completed	Carried out	RAP BUNEC						MINDDEVEL MINJUSTICE MINREX MINSANTE BUNEC INS MINAS MINPROFF
2.1. Improving the quantity and quality of CRVS services	2.1.2 Strengthening the functional and technical capacities of the CECs as well as those of FOSAs, courts and other actors related to CRVS services	CEC feature rate	78% (2024)	100%	RAP BUNEC						BUNEC
		Average time it takes to issue a civil status document to a client	-	Less than 20 minutes	RAP BUNEC Review of the implementation of the strategic plan						MINDDEVEL, BUNEC, CEC
	2.1.3. Advocacy for the management of CABs and ECS in secondary civil status centres	A new text setting the revaluation of the allowances of the OECs and SECs of the CECS available	Order fixing the amount of the allowances of the CABs and SECs of the CECS	A new text setting the revaluation of the allowances of the OECs	Official journal						MINDDEVEL BUNEC MINFI

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
				and SECs of the CECS available							
	2.1.4. Construction of the BUNEC headquarters building	Physical-financial execution rate of the contract	-	100%	RAP du BUNEC						BUNEC
	2.1.5. Optimisation of the BUNEC supply chain in civil registers and work materials	Decentralised public procurement of civil status registers and materials open to other suppliers	Exclusive to the Imprimerie Nationale	BUNEC has several suppliers and places orders with the regional branches of the Imprimerie Nationale	BUNEC supplier files, RAP du BUNEC						MINDDEVEL, BUNEC NATIONAL PRINTING
	2.1.6. Optimisation of the spatial coverage of the CECs in remote and hard-to-reach areas and coherence of administrative and health divisions	Cross-mapping of civil status and health system carried out	Not Completed	Carried out	Mapping Report						MINDDEVEL, BUNEC, MINSANTE
		Adequacy between the administrative organization of the civil status Centres and the programmatic health	Not Completed	Carried out	Decree on the creation/closu re of the CEC						MINDDEVEL, BUNEC, MINSANTE

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
		map produced									
		updated CEC identification codes	Not Updated	Updated	RAP du MINDDEVEL						MINDDEVEL, BUNEC
		New secondary civil registration centres built In remote and hard-to- reach areas	-	New secondary civil registration centres built In remote and hard-to-reach areas	RAP BUNEC RAP MINDDEVEL						MINDDEVEL, BUNEC
	2.1.7. Institutionalization of CRVS processes	institutionalized CRVS processes	Non- institutionalized	Institutionalized	Monitoring report on the implementatio n of the strategic plan						MINDDEVEL, BUNEC MINSANTE MINJUSTICE MINREX
2.2. Increasing the demand for civil registration services	2.2.1. Mass issuance of civil status documents to the population, in particular for Socially Vulnerable Persons	At least 90% of refugees born in Cameroon have a birth certificate or an identification document	-	At least 90%	Sector Government HBP, National Vital Statistics						MINDDEVEL, BUNEC, MINAS MINPROFF MINSANTE

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
					Survey						MINAT DGNSD UNHCR
		At least 90% of IDPs have a birth certificate or identification document	-	At least 90%	Sector Government HBP, National Vital Statistics Survey						
		At least 90% of indigenous people have a birth certificate or an identification document	-	At least 90%	Sector Government HBP, National Vital Statistics Survey						

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
	2.2.2. Organisation of a National Campaign to Fill in the Registration Gaps	National campaign to close the registration gap carried out	-	Carried out	Activity reports, RAP BUNEC, RAP MINDDEVEL						BUNEC, MINDDEVEL MINSANTE MINEDUB MINAS MINPROFF
	2.2.3. Strengthening local civil registration services	Number of civil registry offices established in FOSAs	147 (2024)	864	RAP BUNEC RAP MINDDEVEL HOME IMPROVEMENT						MINSANTE BUNEC MINDDEVEL
	2.2.4. Strengthening the involvement of community leaders, CSOs, CBOs, and community health workers in civil registration,	Establishment of a network of community leaders, CSOs, CBOs, and Community Health Workers for civil registration	-	network of a network of community leaders, CSOs, CBOs, and Community Health Workers for civil registration I set up	RAP BUNEC RAP MINDDEVEL						MINDDEVEL, BUNEC

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
		At least 50% of community health workers are involved in civil registration	-	At least 50%	HOME IMPROVEMENT RAP MINDDEVEL, BUNEC						MINSANTE, MINDDEVEL, BUNEC
	2.2.5. Updating and popularising the government's communication strategy on civil status	Government communication strategy on civil status updated and popularized	Government communication strategy on civil status	updated and popularized	Updated Strategy Paper						MINCOM BUNEC MINDDEVEL MINSANTE MINJUSTICE MINREX MINAS MINPROFF MINAT MINPOSTEL DGNSD

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
	2.2.6. Raising awareness for social and behaviour change	CRVS SBC Network Implemented	nonexistent	Set up	Decision on the establishment, activity reports						MINDDEVEL, BUNEC, MINJUSTICE, MINREX, MINPROFF, MINAS, MINFI, MINEPAT, MINSANTE
		National communication and awareness-raising programme on civil registration set up	nonexistent	Set up	Programme Activity Reports, BUNEC RAP						MINDDEVEL, BUNEC, MINCOMM, CTD, OBC, OSC
		At least 80% of births are on time	16,5% (2018)	At least 80%	Vital Statistics Report						BUNEC CEC, MINSANTE, Communities
		At least 90% of birth certificates are collected	-	At least 90%	Vital Statistics Report						BUNEC, CEC, Communities

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix

Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementation Managers
						25	26	27	28	29	
		by users									s
		Number of births registered by suppletive judgment decreases by at least 50%	71 298 (2018)	Not more than 35649	Vital Statistics Report						MINJUSTICE, CTD, CEC
		Proportion of death certificates not withdrawn decreases significantly	20,3% (2018)	Less than 5%	Vital Statistics Report						
		Number of collective celebration of marriages is increasing	478 (2019)	pm	Annual Performance Report						MINPROFF
		Number of mobile courts held	-	pm	Annual Performance Report						MINJUSTICE, CTD
AXIS 3. Computerization and interoperability of the CRVS system											

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
3.1. Fully computerize the CRVS system	3.1.1. Development and scalability of the SIEC subsystems	Development of the E-services subsystem and the Data warehouse module finalized	3 out of 5 systems are developed	100% of the SIEC subsystems are developed and effective	RAP BUNEC						BUNEC
	3.1.2. Scaling of the computerized system on the first registration perimeter (main CECs, hospitals, courts)	Proportion of computerized CPECs	Less than 1%	100%	RAP BUNEC						BUNEC, MINDDEVEL
	3.1.3. Development and deployment of other national information systems	Proportion of national information systems fully developed and ready for interoperability	-	100%	RAP BUNEC, MINJUSTICE, MINFI, ELECCEM, BUCREP, DGSN, CNPS, MINREX,MINS ANTE, MINAS						BUNEC, MINJUSTICE, MINFI, ELECCEM, BUCREP, DGSN, CNPS, MINREX; MINSANTE, MINAS
3.2. Strengthening the technological and energy	3.2.1. Advocacy for energy empowerment of SIEC and other national systems	100% of the systems of the SIEC and other national systems have an	-	100%	RAP BUNEC Sector Government						BUNEC Other sector government

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
infrastructure of civil registration and identity ecosystem administrations		energy autonomy system			HBP						s
	3.2.2. Setting up a maintenance program	Maintenance program in place and in place	nonexistent	Set up	RAP BUNEC, MINJUSTICE, MINFI, ELECEM, BUCREP, DGSN, CNPS, MINREX, MINSANTE						BUNEC, MINJUSTICE, MINFI, ELECEM, BUCREP, DGSN, CNPS, MINREX; MINSANTE
3.3. Strengthening sectoral interoperability	3.3.1. Harmonisation of exchange protocols between CRVS platforms	At least 90% of national information systems have harmonized data exchange protocols with civil registration	-	At least 90%	RAP of: MINJUSTICE, MINFI, ELECEM, BUCREP, DGSN, CNPS, MINREX, MINSANTE						MINJUSTICE, MINFI, ELECEM, BUCREP, DGSN, CNPS, MINREX, MINSANTE

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
	3.3.2. Continuous capacity building of users of the BUNEC target system and other national information systems	Number of users trained in ECMS in the CPEC	-	3000	RAP BUNEC						BUNEC
		Number of trained users other national information systems	-	3000	Activity reports, sector government PCR's						BUNEC, MINJUSTICE, MINFI, ELECEN, BUCREP, DGSN, CNPS, MINREX; MINSANTE
AXIS 4. Modernize archiving and produce vital statistics											
4.1. Improving the archiving of civil and other related documents	4.1.1. Capacity building of the actors in charge of archiving civil status registers	Number of staff trained on archival standards and good practices for civil status documents	-	1000	Activity reports RAP BUNEC						BUNEC, MINJUSTICE, CECF, MINREX
	4.1.2. Strengthening the framework and equipment for archiving registers	Proportion of CPECs with appropriate archival equipment	-	100%	RAP BUNEC						BUNEC

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
	4.1.3. Development of a manual for archiving civil registers	Manual for archiving civil registers developed	Not available	available	RAP BUNEC						BUNEC
4.2. Digitising the stock of civil status records on paper	4.2.1. Popularization of the strategy for digitizing prior art among the CECPs	Workshops to popularise the digitisation strategy organised at central and regional level	-	11	RAP BUNEC						MINDDEVEL, BUNEC, CECp,
	4.2.2. Capacity building of CECp staff on the mastery of the National System for the Resumption of Prior Art	Regional Capacity Building Workshops for CPEC Staff on the National Prior Art Recovery System	-	50	RAP BUNEC						BUNEC
	4.2.3. Scaling Archive Digitization and Indexing Drivers	Proportion of CPECs with a system for digitizing and indexing archives	-	100%	RAP BUNEC						BUNEC
	4.3.2. Systematization of the Recording and Reporting of Births, Deaths and Causes of Death in DHIS2	100% of FOSA enter birth, death and cause of death declarations into DHIS2	-	100%							
	4.3.3. Establishment of a mechanism for reporting vital	Vital statistical data reporting mechanism	Nonexistent	existing	Annual Report on Vital						BUNEC MINSANTE

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix

Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
	statistical data	available and functional			Statistics						
	4.3.4. Production and dissemination of vital statistics bulletins and reports	Annual reports on vital statistics available and disseminated	01 (2018)	05	Annual Report on Vital Statistics						BUNEC MINSANTE MINDEVEL
		Quarterly bulletins of vital statistics produced and disseminated	-	20	Quarterly Vital Statistics Bulletins						
	4.3.5. Training of sectoral and DTCs in the use of vital statistics for development planning and decision-making	Number of capacity-building workshops on the integration of vital statistics into development planning by DTCs	-	11	RAP BUNEC						BUNEC INS Sectoral Civil society CTD
	4.3.6. Continuous capacity building of BUNEC and CEC staff on the methodology for collecting, processing and exploiting data for the production of vital statistics	Number of capacity-building workshops by BUNEC and CEC staff on the methodology for collecting, processing and exploiting data for the production of vital statistics	-	10	RAP BUNEC						BUNEC INS

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
	4.3.7. Introduction of the Practice of Verbal Autopsy	Number of training courses organized on the practice of verbal autopsy	-	50	RAP BUNEC, Annual Report on Vital Statistics						MINSANTE BUNEC
	4.3.8. Deployment of ICD11 and CMCD in public and private FOSAs	Number of health professionals trained in ICD and MCCD	186	1000	Annual Report on Vital Statistics						MINSANTE, BUNEC
	4.3.9. Establishment of a mechanism for collecting and reporting data on GBV and VHP	mechanism for collecting and reporting data on GBV and VHP set up	nonexistent	Set up	Annual Report on Vital Statistics						BUNEC MINSANTE MINPROFF MINAS
AXIS 5. Funding of the civil registration system											
5.1. Increasing the sources of financing for the CRVS system, including local	5.1. Preparation of public expenditure reviews based on the national vital statistics accounts	National vital statistics accounts available	Not available	Available	National vital statistics accounts						MINDDEVEL, BUNEC, MINEPAT MINFI
		Level of public	-	At least 60%	National vital						MINDDEVEL,

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
financing		expenditure on civil registration			statistics accounts						BUNEC, MINEPAT MINFI
		Weight of civil status expenditure borne by users of the civil status service	-	Discounted by at least 10%	National vital statistics accounts						MINDDEVEL, BUNEC, MINEPAT MINFI
	5.1.2. Study on an economic model for the self-financing of the civil registration system	Feasibility study available	Not available	Available	Study Report						MINDDEVEL, BUNEC, MINEPAT, MINFI
	5.1.3. Budget advocacy for the establishment of a support mechanism for free civil registration services/cost recovery	Support mechanism for free civil registration services / cost recovery established and functional	Nonexistent	Set up and functional	Activity reports						MINDDEVEL, BUNEC, MINFI
5.2. Improving the efficiency of allocative external financing of TFPs to the	5.2.1.Strengthening advocacy with TFPs to mobilize funding for civil registration	Number of new TFPs committed to CRVS financing	-	Clearly increasing	Monitoring report on the implementation of the strategic plan						

Table 13: Strategic Plan 2025-2029 Operational Results Tracking Matrix											
Specific objectives	Major activities	Indicators/Outputs	Baseline	Target 2029	Spring	Execution period					Implementat ion Managers
						25	26	27	28	29	
financing of the CRVS system	5.2.2.Establishment of a TFP platform on civil registration	Weight of external financing in the financing of the CRVS system	-	Significantly reduced	National vital statistics accounts						MINDDEVEL, BUNEC, MINEPAT MINFI
		TFP platform on civil status set up	Nonexistent	Set-up and functional	RAP BUNEC						BUNEC MINDDEVEL

OVERALL CONCLUSION

The development of this strategic plan for the period 2025-2029 reflects the Government's desire to set up a modern CRVS system, which ensures a legal identity for all, contributes to the reduction of poverty and social exclusion, and strengthens the State's strategic management and good governance. At the end of its implementation, it is expected that there will be a significant increase in the registration rates of births, marriages, deaths and causes of death. This plan is based on 05 pillars: (i) the governance of the CRVS system, (ii) the supply and demand of CRVS services, (iii) the computerization and interoperability of the CRVS system, (iv) the modernization of the archiving and the production of vital statistics, and finally, (v) the financing of the CRVS system.

A total of 12 specific objectives with 53 flagship activities have been identified for its implementation, in order to produce the strategic changes described above and achieve the vision of Cameroon's CRVS system for the next five years. In this regard, it is essential that the stakeholders involved in the implementation develop an organizational culture conducive to frank collaboration, to work in synergy and that they share values oriented towards the culture of results, accountability, innovation, synergy of actions. A significant investment in human and infrastructural capital and in the strengthening of institutional coordination is one of the important accelerators for the achievement of the objectives set.

On the organizational level, this new plan insists on:

- the revitalization and effective functioning of the coordination mechanisms at all levels of the CRVS system;
- the effective strengthening of the organizational capacities (functional and technical) of the technical and operational structures in charge of the CRVS system;
- increasing demand for and supply of CRVS services;
- bringing the civil registry service closer to the population (including those living in crisis situations) through a strategy for mobilizing the CRVS system and strengthening sectoral synergies between civil status and education, health, social programs, etc.
- greater involvement of DTCs;
- the construction of synergies of action between the actors of the CRVS system.

On the technological level, it places particular emphasis on accelerating the digital transformation of civil registration processes as well as on the need to complete the computerization of other national information systems for successful interoperability.

On the legal level, he calls on the actors to have a legal and regulatory framework that simplifies procedures, while strengthening the security and reliability of the documents issued. Finally, in terms of financing, this strategic plan paves the way for a financing framework that ensures that the CRVS system receives a significant volume of innovative financing, directed towards high-impact interventions.

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ANNEXES

Appendix 1. Glossary of concepts

These definitions are taken from the United Nations Principles and Recommendations for a System of Civil Registration, 3rd Revision, 2015 edition.

Civil status certificate: A legal document entered in the civil registry attesting to the authenticity and characteristics of a civil status event.

Quality assurance of civil registration and vital statistics systems: Measures taken at all stages of civil registration and vital statistics to ensure that all civil registration events occurring in the country are recorded without duplication, that all related information is properly recorded and that the compilation and processing of registered vital statistics leads to the adequate and timely production of vital statistics.

Causes of death: All diseases, illnesses or injuries that have either resulted in or contributed to death, as well as the circumstances of the accident or acts of violence that caused the injuries. For statistical purposes, symptoms or modes of death, such as heart attack or asthenia, are not considered causes of death.

Certifier (of cause of death): A person authorized by law to issue a certificate, using the prescribed form, specifying what is known to be the underlying cause and contributing causes of death and other facts related to the event, for communication to the registrar or other authorized persons. The certifier is usually the doctor who treated the person who died during their last illness, or the forensic pathologist for people who were not treated by a doctor during their last illness or for unnatural deaths due to an act of violence or accident.

Completeness of civil registration: Registration is complete when each civil registration event that occurs among the population of a given country (or region) during a specified period of time is recorded in the civil registration system, after which each civil registration event is authenticated by a civil registration certificate and the system has reached 100% coverage. Any deviation from full coverage is considered a "coverage error."

Death: Death is the permanent disappearance of all signs of life at any time after the birth alive (cessation of vital functions without the possibility of resuscitation). This definition does not include fetal death.

Deaths of children under one year of age: Deaths of children born alive and died before reaching the age of one.

Maternal death: The death of a pregnant woman or within 42 days of the term of pregnancy, regardless of the duration and place of gestation, of causes related to or aggravated by the pregnancy or the care it has caused, except for accidental or fortuitous causes.

Neonatal death: Death occurring within the first 28 days of life.

Civil registration: Continuous, permanent, compulsory and universal registration of the occurrence and characteristics of events related to the civil status of the population, in accordance with the procedures provided for by decree or regulation in accordance with the legislation of each country. This process draws up and delivers legal acts of these events, which it establishes as proof. In addition, civil registration is the best source of vital statistics.

Late registration: Registration of a civil status event after the time limits prescribed by existing laws, rules or regulations (including any grace period that may have been specified). On the other hand, a late registration occurs after the expiry of the prescribed period, but before the expiry of the grace period. Since this is generally one year after the event, late registration is therefore considered to be the registration of a civil status event one year or more after the date on which it occurred.

Civil status: A live birth, a death, a fetal death, a marriage, a divorce, an adoption, a legitimization, a recognition of parentage, the annulment of a marriage or a legal separation.

Infant mortality: The death of a child born alive who has not yet reached his or her first birthday.

Infant mortality: The death of a child born alive who has not yet reached their first birthday.

Maternal mortality: Death of a pregnant woman or within 42 days of the term of pregnancy, regardless of the duration and place of gestation, causes related to or aggravated by the pregnancy or its treatment, but not accidental or accidental causes.

Maternal mortality: Death of a pregnant woman or within 42 days of the term of pregnancy, regardless of the duration and place of gestation, causes related to or aggravated by the pregnancy or its treatment, but not accidental or accidental causes.

Data quality: In the case of vital registration or vital statistics, the quality of the data is assessed in terms of their completeness, accuracy, timeliness and availability.

Vital statistics represent the collection of data on civil status events that occurred during an individual's lifetime, as well as the characteristics of these events themselves and of the persons concerned. These statistics provide crucial information on the population of the country under consideration.

Vital statistics: these include statistics on civil status events (live birth, death, foetal death, marriage, divorce, adoption, legitimization, recognition of parentage, annulment of a marriage or legal separation) and statistics on causes of death.

Crude Mortality Rate: The number of deaths that occurred among the population of a given geographic area during a given period of time, usually a calendar year, for every thousand individuals in the average population of that area during that year.

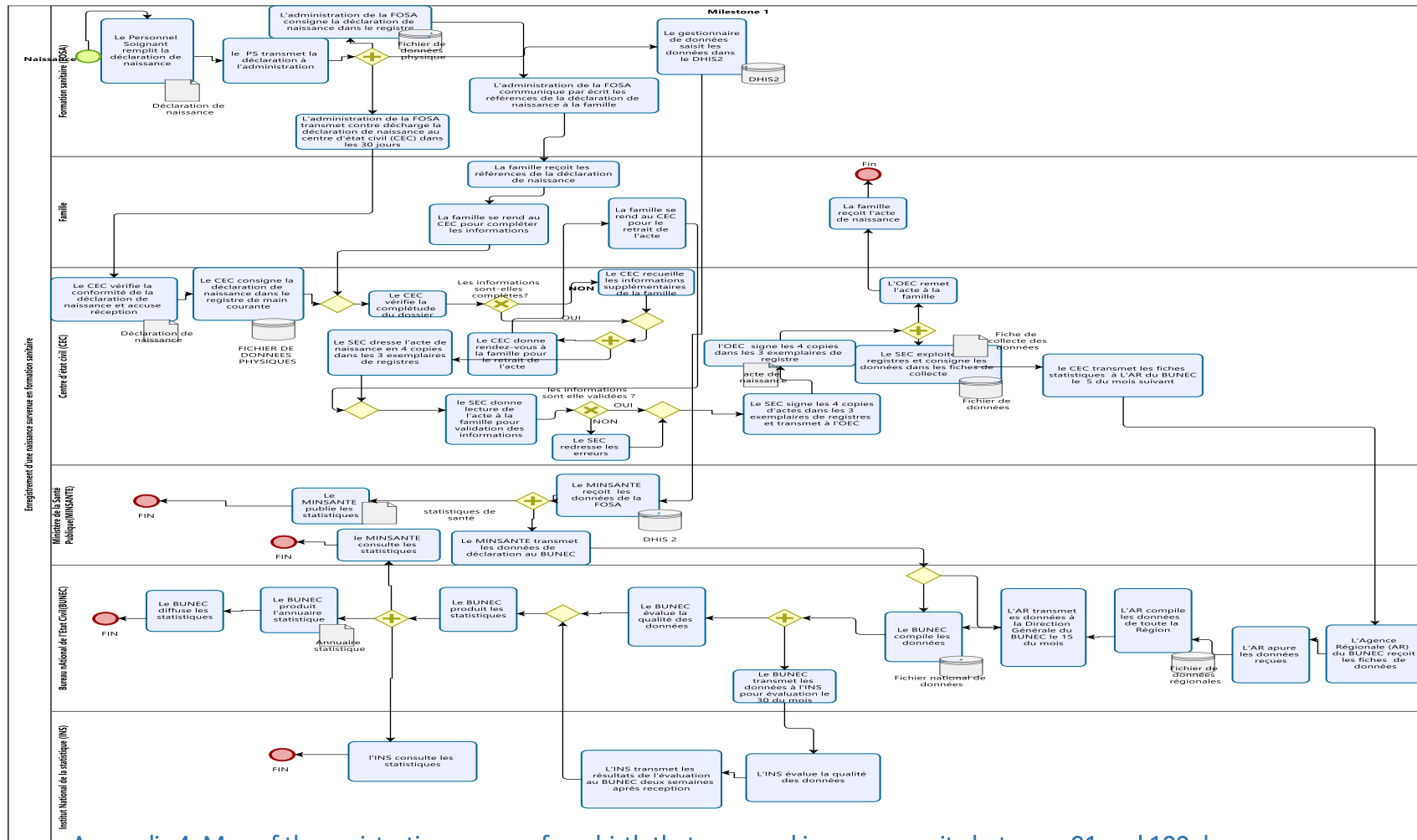
Crude birth rate: The number of live births that occurred among the population of a given geographic area during a given period, usually a calendar year, for every thousand individuals in the average population of that area during that year.

Appendix 2. Dictionary of Strategic Plan Impact Indicators

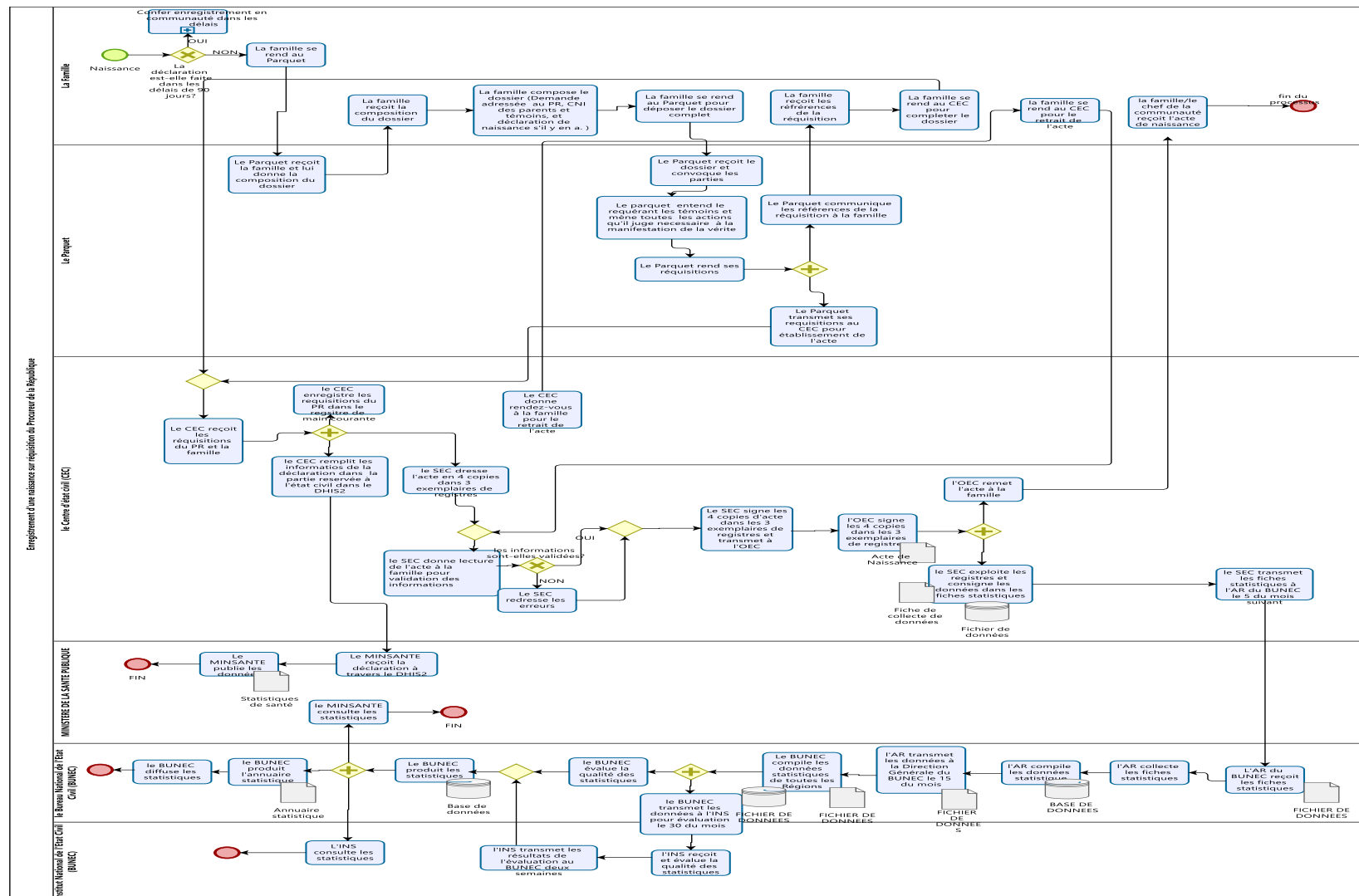
Indicators	Calculation method	Interpretation	periodicity
Births in health facilities declared and registered in the civil registry	Number of live births in health facilities declared and registered in the civil registry, compared to the estimated births of the year, multiplied by 100	The increase in this rate shows that the civil registration system is making progress in completing birth registration.	Annual

Births that occurred in the community declared and registered in the civil registry	Number of live births that occurred outside health facilities declared and registered in the civil registry, compared to the estimated births of the year, multiplied by 100	The increase in this rate shows that the civil registration system is making progress in completing birth registration in non-hospital settings	Annual
Deaths in health facilities declared and registered in the civil registry	Number of deaths in health facilities reported and registered in the civil registry, in relation to the estimated deaths of the year, multiplied by 100	The increase in this rate shows that the civil registration system is making progress in the completeness of the registration of deaths in hospitals and ensures more reliable vital statistics	Annual
Deaths occurring in the community declared and registered in the civil registry	Number of deaths that occurred outside health facilities declared and registered in the civil registry, compared to the estimated deaths of the year, multiplied by 100	The increase in this rate shows that the civil registration system is making progress in the completeness of the registration of deaths in non-hospital settings and ensures more reliable vital statistics	Annual
Average population covered by a civil status centre	Population size of a given geographical area (region, all of Cameroon) and for a given year, in relation to the number of CECs present in that place	This ratio reflects the level of civil registration services on offer in a given geographic location. The decrease in this ratio therefore reflects a quantitative increase in the supply of services, while conversely, its increase reflects a decrease in the supply of services.	Annual
Average area for a CEC	Area expressed in km ² of a given geographical place (region, all of Cameroon), in relation to the number of CECs present in this place	This ratio reflects the geographic accessibility of civil registration services in a given geographic location. Its increase then means that populations residing in a given geographic location travel greater distances to reach the most proximal vital statistics centre, compared to those residing in a place where this ratio is lower.	Annual
Volume of Expenditures for CRVS System	Total amount of expenditure made by the State, TFPs, CTDs, CSOs, etc. to carry out activities relating to civil status or the production of vital statistics. It is obtained either by the national civil status accounts when they exist, or by a review of the sector's expenditure, by	This indicator gives a good assessment of the capacity of the CRVS system to mobilise financing. Compared to the State budget, it shows the level of investment that a country makes in civil registration.	Annual

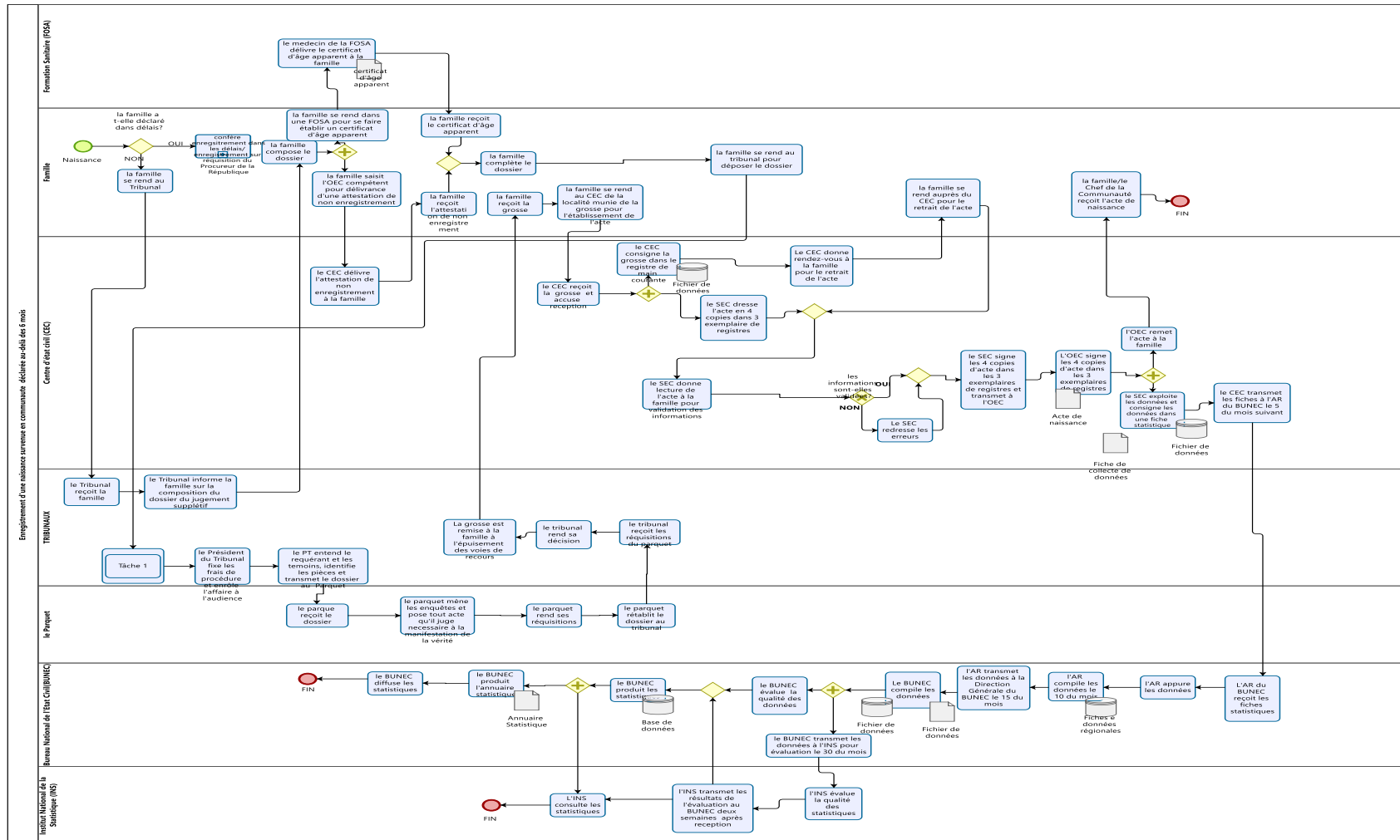
	adding either the budgets allocated to civil status activities and included in the financial programming documents of the administrations (CDMT, PTA, etc.) or, when the information is available, the expenditure ordered by these administrations.		
Level of public expenditure on civil registration	Total amount of expenditure by the State (only administrations and other public entities) on civil registration and the production of vital statistics, compared to the overall volume of expenditure on the civil registration system, multiplied by 100	This proportion reflects the dynamics of the State's investment in its civil registration system	Annual
Weight of civil status expenditure borne by users of the civil status service	Total amount of expenditure incurred by users of the civil registry service in relation to the overall volume of expenditure for the civil registration system, multiplied by 100. This indicator is easy to obtain if national vital statistics are compiled.	This indicator assesses equity in access to civil registration services. It is essential to envisage fairer financing policies for the CRVS system towards vulnerable sections of the population	Annual
Weight of external financing in the financing of the CRVS system	Total amount of expenditure incurred by TFPs for civil registration and the production of vital statistics, in relation to the overall volume of expenditure for the civil registration system, and multiplied by 100	This proportion reflects the dynamics of TFP investment in its civil registration system	Annual

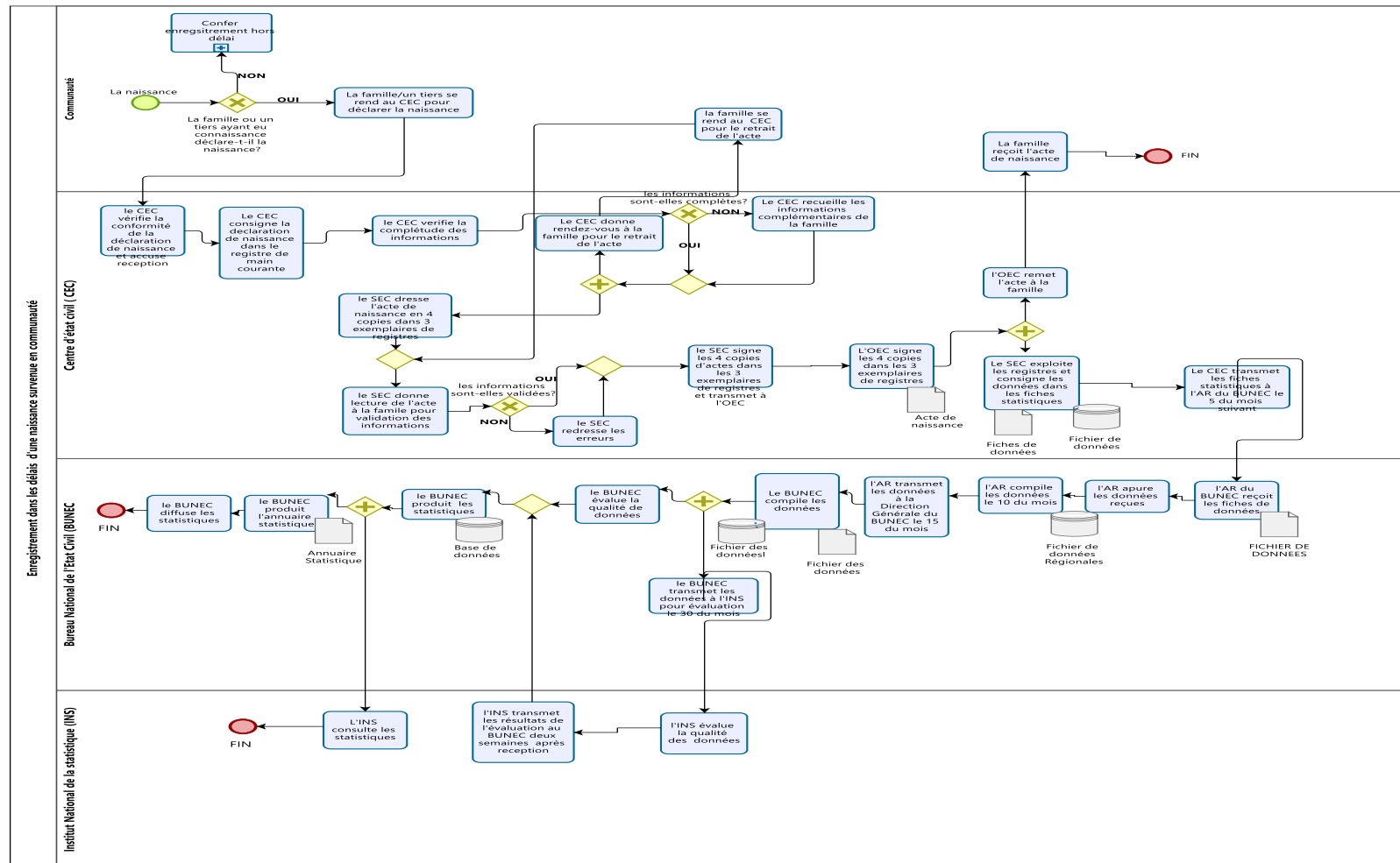


Appendix 4. Map of the registration process for a birth that occurred in a community between 91 and 180 days



Appendix 6: Business Process Map for the Timely Registration of a Community Birth





Appendix 7: Business Process Map for the Registration of Natural Death in a Health Facility

