

REPUBLIQUE DU CAMEROUN

Paix – Travail – Patrie



REPUBLIC OF CAMEROON

Peace – Work – Fatherland

STATE BUDGET EXECUTION REPORT FOR THE 2020 FINANCIAL YEAR



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ACRONYMS AND ABBREVIATIONS

CA:	Commitment Authorisation
AFD:	French Development Agency
AMBACAM:	Cameroon's embassy
ANI:	Attestation of non-indebtedness
EPA:	Economic Partnership Agreement
TBAL:	Trial Balance
OB:	Opening Balance
BEAC :	Bank of Central African States
PIB:	Public Investment Budget
FTB:	Fungible Treasury Bonds
BTP:	Building construction and Public works
C2D:	Debt relief and Developmment Contract
BT:	Business turnover
CAA:	Autonomous Sinking Fund
AFCON:	African Cup of Nations
CEMAC:	Econommic and Monetary Community of Central African States
CIME:	Medium-size Enterprises Tax Centre
COCAN:	AFCON Organizing Committee
COPPE:	Physical Count of State Personnel
PA:	Payment Appropriation
CSPH:	Hydrocarbons Price Stabilization Fund
RLA:	Regional and Local Authorities
STA:	Single Treasury Account
DGD:	Directorate General of Customs
DGI :	Directorate General of Taxation
DGTCFM :	Directorate General of the Treasury, Financial and Monetary Cooperation
DIT:	Douala International Terminal
SDR:	Special Drawing Rights

PE:	Public Establishments
EVP:	Twenty-Foot Equivalent
FINEX:	External Financing
IMF:	International Monetary Fund
HALCOMI:	Stop Illicit Trade
DI:	Direct Interventions
IISF:	Tax Inspector without Borders Initiative
NIS:	National Institute of Statistics
PIT:	Personal Income Tax
CT:	Company Tax
FL:	Finance Law
MAG:	Losses
TB:	Treasury Bonds
FTB:	Fungible Treasury Bonds
PEC:	Takeover
PEF:	Economic and Financial Programme
GDP:	Gross Domestic Product
PLANUT:	Three-Year Contingency Plan
SME:	Small and Medium size Enterprises
RAP:	Outstanding Payments
DR:	Domestic Resources
SGS:	Société Générale de Surveillance
SNH:	National Hydrocarbons Corporation
SONARA:	National Oil Refinery
TEC:	Common External Tariff
WAIR:	Weighted Average Interest Rate
STPP:	Special Tax on Petroleum Products
VAT:	Value-Added Tax

EXECUTIVE SUMMARY

The 2020 budget was executed in a context marked by the Covid-19 pandemic which had an adverse effect on the economic situation of our country. This context justified the adoption in June 2020 of an amending finance law which dropped the budget amount and opened the Special Fund for National Solidarity for the Fight against the coronavirus as well as its economic and social repercussions (SAA COVID).

Budget execution was characterised by a satisfactory level of resource mobilisation given the situation, with a relatively good performance recorded in terms of internal revenue compared to the revised forecasts, as well as control of overall expenditure, which was contained within the forecast limit.

At the end of December 2020, the budget execution is as follows

An **overall budget deficit** of 815.2 billion below the revised forecast of 986.6 billion. In fact, initially projected at 2.1% of GDP in the Finance Law and revised to 4.5% in the AFL, the budget deficit was finally established at 3.6% of GDP.

- **Budget execution in resources**

Budgetary resources mobilised at the end of December 2020 amounted to 4 500.2 billion for a revised forecast of 4 409.0 billion, i.e. an achievement rate of 102.1%. They include domestic revenue (oil and non-oil revenue) and cash flow resources. However, compared to 2019, budgetary resources fell by 605.6 billion, due to the slowdown in economic activity.

Domestic revenue was realised to the tune of 3 177.5 billion for a revised forecast of 2 848.5 billion, i.e. a realisation rate of 111.5%. This result is due to the fact that both oil and non-oil revenue exceeded forecasts. Indeed, for a revised target of 269.7 billion, **oil revenues** were collected to the tune of 428.2 billion, representing an execution rate of 158.8%. **Non-oil revenue** was mobilised to the tune of 2 749.3 billion out of the forecast 2 578.8 billion, i.e. an execution rate of 106.6% due to good tax revenue collection.

Tax revenue was collected to the tune of 2 560.6 billion at the end of December 2020, exceeding the revised target of 2 374.8 billion by 185.8 billion.

This result is mainly linked to the performance in collection:

- **non-oil CT**, which was collected to the tune of 352.3 billion against 330.1 billion forecast, i.e. a positive difference of 22.2 billion
- **excise duties**, which amounted to 283.9 billion, i.e. a difference of 60.1 billion compared with the revised forecast of 223.8 billion;

- **STPP**, which was collected to the tune of 135.7 billion, against a revised forecast of 112.8 billion.

Compared with the same period in 2019, tax revenue fell by 207.7 billion as a result of the low collection of VAT revenue (-194.4 billion) and import duties (-44.2 billion).

Non-tax revenues were collected to the tune of 188.7 billion, down by 15.3 billion compared with the 204 billion forecast in the amending finance law. Compared to 2019, non-tax revenue is up by 24.2 billion.

Cash flow resources stood at 1 475.5 billion against a revised forecast of 1 697.5 billion, i.e. an achievement rate of 86.9%. They include loans and grants.

Borrowings amounted to 1 440.6 billion against a forecast of 1 595.5 billion in the AFL, i.e. a realisation rate of 90.3%. They include drawings on project loans (449.5 billion), IMF loans (268.3 billion), budgetary support (110.3 billion), bank loans (181.0 billion), other external loans (45.4 billion) and public securities issues. Public securities issues on the money and financial markets raised EUR 386.1 billion, compared with the planned EUR 420 billion, as a result of the reorganisation of the issuance schedule following the impact of Covid-19 on the mobilisation of budgetary support and the behaviour of the markets.

Grants were mobilised to the tune of 34.9 billion against a forecast of 102 billion.

- **Execution of the budget in expenditure**

At the end of December 2020, overall expenditure was executed to the tune of 4 363.6 billion for a revised forecast of 4 409 billion, i.e. an execution rate of 99.0%. They are broken down as follows:

Current expenditure (excluding debt interest) amounted to 2 536.1 billion against a forecast of 2 241.0 billion, i.e. an execution rate of 113.2%. It is made up of **personnel expenditure**, which amounted to 1 052.0 billion against a forecast of 1 040.1 billion, i.e. an execution rate of 101.1%; **expenditure on goods and services**, which amounted to 876.0 billion against a revised allocation of 666.7 billion, i.e. an execution rate of 131.4%; and finally, **transfers and subsidies**, which amounted to 608.1 billion against a forecast of 534.2 billion, i.e. an execution rate of 113.8%. Compared to 2019, current expenditure decreased by 96.5 billion, due to the drop in subsidies.

Capital expenditure was executed to the tune of 1 061.9 billion for a forecast of 1 254.3 billion, i.e. an execution rate of 84.7%. Compared to 2019, capital expenditure fell by 424.6 billion. This decrease is explained by the emergence

of the health crisis, which caused supply disruptions and slowed down several infrastructure projects. **Investment expenditure from own resources** amounted to 566.3 billion out of an allocation of 542.2 billion, i.e. an execution rate of 104.4%. **Investment expenditure from external financing** amounted to 470.0 billion out of an allocation of 684.0 billion, i.e. an execution rate of 68.7%.

Public debt service was executed at 765.6 billion on a revised forecast of 913.7 billion, thus and execution rate of 83.8%. Compared to 2019, it dropped by 271.1 billion.

Domestic public debt service stood at 412.2 billion, on a forecast of 539.7 billion, thus an execution rate of 76.4%. This includes notably the repayment of VAT credits of 79.0 billion and payment of domestic arrears worth 259.5 billion. Compared to 2019, it dropped by 124.0 billion (-23.1%).

External public debt service stood at 353.4 billion on a forecast of 374 billion, representing an execution rate of 94.5%. It is divided into 217.9 billion for the principal and 135.5 billion for interest. Compared to 2019, it is down by 147.1 billion (-29.4%).

In particular, **social spending** was 731.9 billion out of a revised forecast of 739.5 billion, an execution rate of 99%. Including social safety net expenditure, social expenditure amounted to 756.9 billion. However, this level is 15.1 billion below the minimum threshold (772 billion) expected in 2020 under the IMF-supported Economic and Financial Programme.

INTRODUCTION

The purpose of this report is to give an account of the execution of the State budget for the year 2020, authorised by Finance Law N°2019/023 of 24 December 2019, amended and supplemented by Ordinance N°2020/001 of 03 June 2020. It is intended for public information and participates in budget transparency in accordance with Law N°2018/011 of 11 July 2018 on the Code of transparency and good governance in public finance management. It describes the execution level of revenues and expenditures of the State budget and returns in a specific way on certain problems faced in budget management during the year.

In 2020, the State budget was executed in a context marked by the coronavirus pandemic, which had a negative impact on the economic and financial situation of our country.

At the international level, we note:

- Economic growth was down in most countries. According to IMF estimates, GDP contracted by 3.3% as a result of the recession observed in the group of advanced countries (-4.7%) and in the group of emerging and developing countries (-2.2%). In 2020, depending on the country, growth was -3.5% in the US, -4.9% in Germany, -8.2% in France, and 2.3% in China;
- a contraction in growth of 2.6% in sub-Saharan Africa, linked to the results recorded in Nigeria (-3.2%) and South Africa (-7.5%). Both of these export-led economies were severely affected by the restrictions on economic activity brought about by the Covid-19 pandemic;
- a fall in growth of 4.2 points in the CEMAC to -2.1%;
- a contraction in world trade of 8.5%, due to weak demand for commodities and supply disruptions
- a decline in the production of services, consumption and a reduction in investment in the face of strong uncertainties;
- lower inflation as declines in aggregate demand and fuel prices were more than offset by rising costs due to supply disruptions;
- rising deficits and public debt in many countries.

At the national level, we note:

- a GDP growth rate of 0.7% in 2020 out of an initial forecast of 4.1%;
- the fall in oil prices below the level of the initial finance law assumptions, which set them at USD 57.9

- the persistence of socio-political and security crises in the Far North, North West and South West
- the organisation of the first regional elections and the combined legislative and municipal elections
- the emergence of Covid-19, which has obviously reduced the budgetary room for manoeuvre.

To address this, Cameroon joined the G20 countries' initiative on the temporary suspension of debt servicing. In addition, an amending finance law integrating the budgetary and financial implications of Covid-19 was adopted in June 2020 with, in particular, the creation of a special allocation account called the *Special National Solidarity Fund for the fight against the Coronavirus and its economic and social repercussions (SAA COVID-19)*.

The budget execution report for the 2020 financial year comprises four (04) parts: the first is devoted to the execution of the budget in terms of revenue, where domestic revenue collected and external resources collected are analysed; the second part is interested in the execution of the budget in terms of expenditure and presents the expenditure executed, i.e. that which was actually authorised; the third part deals with the budget balance and cash flow operations; the fourth part returns to the problems related to the execution of the budget.

Box 1: Changes induced by Ordinance N°2020/001 of 03 June 2020 on the main budget headings

▪ Resources

Taking into account the Covid-19 pandemic, the resources of the State's general budget were revised downwards by 768.7 billion (-20.7%) compared to the initial 2020 Finance Law, resulting from:

- **a 587.4 billion drop in tax revenue:** 2 374.8 billion against 2 962.2 billion in the LFI under the assumption of an economic recession combined with the implementation of proactive fiscal support measures for economic actors.
- **173.3 billion drop in oil revenues:** 269.7 billion against 443 billion in the initial budget under the assumption of a drop in the world price of a barrel of oil and a 14.3% drop in oil production
- **drop of 8 billion in non-tax revenue:** 204 billion compared to 212 billion in the initial budget.

▪ Expenditure

Expenditure was revised downwards by 542.7 billion and a reallocation was made in order to free up budgetary margins for the response to the pandemic. Thus, the following were recorded:

- **a 30 billion decrease in personnel expenditure:** 1 036.2 billion compared to 1 066.2 billion in the initial budget law, based on the partial freeze on the payment of salary arrears for the last six months of the 2020 fiscal year;
- **103 billion drop in spending on goods and services:** 677 billion compared with \$780 billion in the initial budget law, linked to the reduction in appropriations for the administrative costs of ministries and institutions;
- **decrease of 69.5 billion in transfers and subsidies:** 527.9 billion compared to 597.4 billion in the initial budget, which is entirely reflected in the envelope set up to compensate SONARA and the markers for loss of earnings;
- **drop of 130 billion in investment expenditure on own resources:** 570.3 billion compared to 700.3 billion in the initial budget, due to the cancellation of new projects deemed to be of lower priority;
- **112 billion decrease in investment expenditure on external financing:** 684 billion against 796 billion in the initial budget, assuming a projected reduction in Official Development Assistance (ODA) contributions from bilateral partners;

The **budget of CAS** rose from 43.7 billion in the initial finance law to 223.7 billion due to the opening of the Special Appropriation Account called "Special National Solidarity Fund for the Fight against the Coronavirus and its economic and social repercussions" for an amount of 180 billion.

▪ Financing budget deficit

The budget deficit resulting from the revision of State revenues and expenditure, including the expenditure of the Special National Solidarity Fund for the fight against the coronavirus and its economic and social repercussions, amounts to 986.6 billion against 512.5 billion in the initial finance law, an increase of 474.1 billion.

PART ONE: BUDGET RESOURCES

Budgetary resources include internal revenues, loans and grants. At the end of December 2020, the budgetary resources mobilised amounted to 4 500.2 billion, i.e. an execution rate of 102.1% compared to the rectifying finance law. Compared to 2019, they are down by 605.6 billion (-11.9%). This situation is mainly explained by the low mobilisation of internal revenue, due to the consequences of the health crisis.

Table 1: Budgetary resources for the 2020 financial year

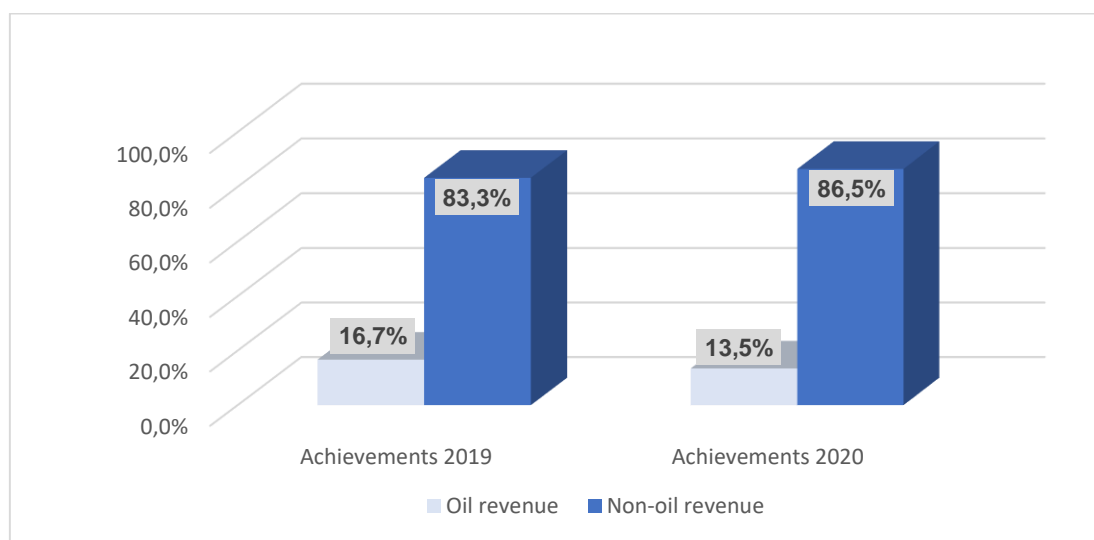
HEADINGS	I.F.L. 2020 (a)	A.F.L. 2020 (b)	Jan-Dec 19 Execution (c)	Jan-Dec 20 Execution (d)	Exe. gap 2020-2019 (d) - (c)	Execution rate (%) (d) / (b)
A- DOESTIC REVENUE	3 617,2	2 848,5	3 517,3	3 177,5	-339,8	111,5
I-Oil revenue	443,0	269,7	584,5	428,2	-156,3	158,8
1- SNH royalties	341,5	169,7	471,5	321,4	-150,1	189,4
2- CT oil	101,5	100,0	113,0	106,8	-6,2	106,8
II- Non-oil revenue	3 174,2	2 578,8	2 932,8	2 749,3	-183,5	106,6
1- Tax revenue	2 962,2	2 374,8	2 768,3	2 560,6	-207,7	107,8
a- Revenue from taxes and levies	2 103,0	1 724,8	1 947,2	1 852,8	-94,4	107,4
Of which - VAT	808,1	621,6	739,6	616,4	-123,2	99,2
- non-oil CT	370,0	330,1	345,5	352,3	6,8	106,7
- Excise duties	220,0	186,7	207,3	245,5	38,2	131,5
- Reg. and stamp duty	126,2	91,3	122,6	105,3	-17,3	115,3
- STPP	135,0	112,8	128,7	135,7	7,0	120,3
b- Customs revenue	859,2	650,0	821,1	707,8	-113,3	108,9
Of which – Customs duty/import.	359,4	276,8	345,2	301,0	-44,2	108,7
- VAT import	402,8	295,3	394,1	319,9	-74,2	108,3
- Excise duties /import.	49,9	37,1	33,8	38,4	4,6	103,6
- Exit duties	36,7	26,4	31,7	32,7	1,0	123,9
2- Non-tax revenue	212,0	204,0	164,5	188,7	24,2	92,5
B- BORROWINGS AND GRANTS	1 334,5	1 697,5	1 588,5	1 475,5	-113,0	86,9
Borrowings	1 232,5	1 595,5	1 455,2	1 440,6	-14,6	90,3
- Project loans	767,0	655,0	772,2	449,5	-322,7	68,6
- IMF loans	44,0	225,6	44,7	268,3	223,6	118,9
- Budget support	71,5	214,9	183,3	110,3	-73,0	51,3
- Issuance of public securities	320,0	420,0	334,2	386,1	51,9	91,9
- Bank borrowings	30,0	80,0	70,0	181,0	111,0	226,3
- Other external borrowings			50,8	45,4	-5,4	
Grants	102,0	102,0	133,3	34,9	-98,4	34,2
TOTAL RESOURCES OF THE GENERAL BUDGET	4 951,7	4 409,0	5 105,8	4 500,2	-605,6	102,1

Source: MINFI/DP

1.1. Domestic resources

Domestic revenue is made up of oil and non-oil revenue mobilised on the national territory. Domestic revenue collected during the 2020 fiscal year amounted to 3 177.5 billion against forecasts of 2 848.5 billion, i.e. an achievement rate of 111.5%. This represents a decrease of 339.8 billion (-9.7%) compared to 2019 due to the impact of covid-19.

Figure 1: Structure of domestic revenue



Source: MINFI/DGB

1.1.1. Oil revenue

In 2020, oil revenues collected amounted to 428.2 billion against a revised annual target of 269.7 billion, i.e. an achievement rate of 158.8%. This good mobilisation is attributable to effective average crude oil prices (USD 41.3/barrel) that are relatively higher than those used in the amending finance law (USD 35.6/barrel). Compared to 2019, oil revenue falls by 156.3 billion (-26.7%). They are broken down into 321.4 billion in SNH royalties and 106.8 billion in oil company tax (IS). The weight of oil revenue in domestic revenue is 13.5% in 2020 compared with 16.7% in 2019.

1.1.2. Non-oil revenue

Non-oil revenues are composed of tax and non-tax revenues. Non-oil revenue was collected at 2 749.3 billion, down by 183.5 billion (-6.3%) compared to 2019. The revised annual target of 2 578.8 billion was achieved, with a realisation rate of 106.6%.

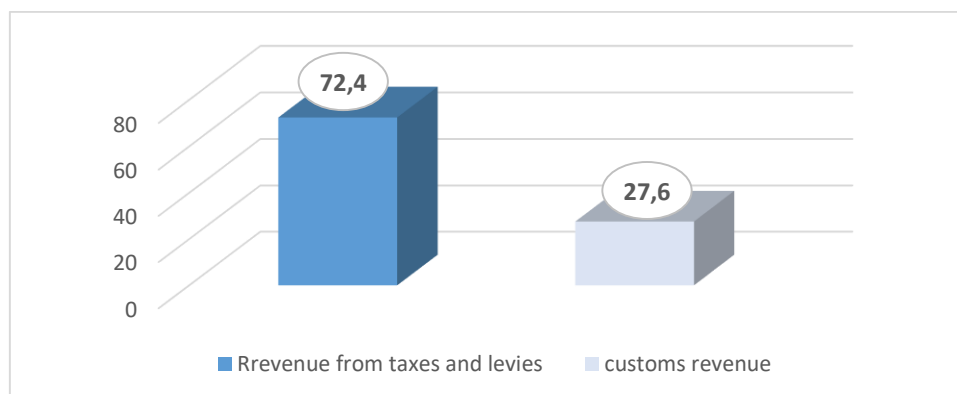
1.1.2.1. Tax revenue

For the 2020 financial year, tax revenue was mobilised to the tune of 2 560.6 billion against an annual forecast of 2 374.8 billion, i.e. an achievement rate of

107.8%. This performance can be observed in two components, namely taxes and customs revenue. Compared to 2019, tax revenue is down by 207.7 billion (-7.5%).

Tax revenue accounts for 72.4% and customs revenue for 27.6% of tax revenue.

Figure 2: Structure of tax revenue (in %)



Source: MINFI/DGB

1.1.2.1.1. Revenue from taxes and levies

Out of a revised target of 1 724.8 billion, the DGI raised tax revenues of 1 852.8 billion in 2020, an achievement rate of 107.4%. This performance is explained by the good performance of the annual balances paid in March 2020 for 2019 activities, the increase in the yield of spontaneous payments for the first three months of 2020 and the significant contribution of new measures.

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

- **excise duties:** out of a target of 186.7 billion, an amount of 245.5 billion was mobilised, i.e. an achievement rate of 131.4% (+58.8 billion). This performance is due to the full implementation of the reform adopted by the 2019 Financial Law from the beginning of the 2020 fiscal year and relating to the extension of the scope of application of these rights to digital audiovisual content and programme packages with a contribution of 3.2 billion;
- **Taxes on Movable Capital Revenue (TMCR Co):** 54.2 billion mobilised against a target of 42.6 billion, i.e. an achievement rate of 127.3%, due to higher than expected IRCM payments on dividends;
- **Non-oil CT:** 352.3 billion mobilised with a realisation rate of 106.7%, due to the good performance of annual balances paid in March 2020;
- **STPP:** out of a target of 112.8 billion, the tax administration mobilised 135.7 billion, which represents a realisation rate of 120.3%, due in

particular to the increase in the volume of petroleum products consumed and the settlement of the debt of certain marketers;

- **Registration fees and levies:** out of a target of 54.8 billion, an amount of 66.1 billion was mobilised, which represents a realisation rate of 120.6%, due to the upward revision of market registration fees.

Compared to 2019, revenue from taxes and duties fell by 94.9 billion (-4.9%) due to the Covid-19 pandemic, which disrupted economic activity and restricted control and collection activities for tax arrears. This situation had a negative impact on the mobilisation of VAT (-16.7%), stamp duties (-30.9%), SIT (-6.9%) and forestry royalties (-6.2%).

Table 2: Execution of major taxes by the DGI (in billions)

Taxes and levies	Objectives as of 31/12/2020	Execution		Exe. Rate (%)	Variation (%)
		2020	2019		2020/2019
Tax/Non-oil companies	330,1	352,3	344,4	106,7	+2,3
Wages and Salaries	167,4	164,3	164,4	98,1	-0,1
Revenue from movable capital	42,6	54,2	47,6	127,3	+13,9
Special Levy (TSR)	81,6	85,5	91,9	104,8	-6,9
VAT	621,7	616,4	739,7	99,1	-16,7
Special Tax/Petroleum Products	112,8	135,7	128,8	120,3	+5,3
Excise Duty	186,7	245,5	207,3	131,5	+18,4
Forestry royalties	20,9	17,3	18,5	83,0	-6,2
Registration fees and levies	54,8	65,4	64,2	119,3	+1,9
Stamp duties	36,5	39,2	56,7	107,3	-30,9
Other tax revenues	69,6	77,6	84,2	111,5	-7,8

Source: DGI & Trial Balance

1.1.2.1.2. Customs revenue

The initial customs revenue target set for the DGD for the year 2020 was 859.2 billion. It was reduced to 650.0 billion to take into account the effects of the COVID 19 health crisis. In this context, an amount of 707.8 billion was mobilised, which represents a realisation rate of 108.9%.

This execution rate was possible owing to a number of factors, including:

- expansion of activity at the Port of Kribi, which enabled customs revenue to be mobilised at 67.6 billion in 2020 compared with 23.4 billion in 2019, an increase of 188.9%;
- new measures of the 2020 Financial Law, particularly those related to forestry taxation, which increased exit duties by 1.0 billion;
- recovery of clearances from years prior to 2020, which generated additional revenue of 16.0 billion excluding marketeers;
- State debt was cleared to 21.2 billion in 2020 from 18.2 billion in 2019;

- Compromised fees were 9.9 billion in 2020 compared to 8.8 billion in 2019 and fines increased to 12.5 billion compared to CFAF 9.4 billion in 2019. Compared to the 821.1 billion collected in 2019, customs revenue is down by 113.3 billion (-13.8%). This decline is attributable to customs import duties (-12.8%) and import VAT (-18.8%).
- factual elements that explain these developments are, among others
- fire incident at SONARA's facilities in May 2019, which led the company not to honour its commitments relating to the payment of duties and taxes for both past operations and those carried out during the year 2020. However, during 2019, SONARA had cleared its debt to the tune of 95.8 billion;
- decline in marketers' debt payments of 42.5 billion in 2020;
- amount of shortfalls related to the EPAs in 2020 is 8.8 billion compared to 7.8 billion in 2019;
- 18.7% reduction in the value of foreign trade, driven by a 16.3% decrease in imports and a 22.4% decrease in exports.

Table 3: Customs revenue execution (in billion)

Description	2019	2020			Variations	
	Execution	AFL	Execution	Execution rate (%)	abs	(%)
Customs revenue	821,1	650,0	707,8	108,9%	-113,3	-13,8%
Customs import duties	345,2	276,8	301,0	108,8%	-44,2	-12,8%
Import VAT	394,1	295,3	319,9	108,3%	-74,2	-18,8%
Import excise duties	33,8	37,1	38,4	103,5%	4,6	13,6%
Exit duties	31,7	26,4	32,7	123,9%	1,0	3,2%
Computer tax	7,4	5,9	6,8	115,3%	-0,6	-8,1%
Other customs revenue	8,9	8,5	8,9	104,7%	0,0	0,0%

Source: DGD and DP

1.1.2.2. Non-tax revenue

They are made up of revenues from State property (royalties and rents for the use of the State property, disposal of State immovable property); service revenues (proceeds from the sale of goods and services); pension contributions; oil transit fees and other non-tax revenues (dividends paid by companies in which the State is a shareholder etc.).

In 2020, non-tax revenues were mobilised to the tune of 188.7 billion, representing an execution rate of 92.5%. Compared to 2019, non-tax revenues are up by 24.2 billion. This trend can be observed in all its components, in

particular, service revenues (+7.4 billion), other non-tax revenues (+7.2 billion) and social contributions (+6.8 billion).

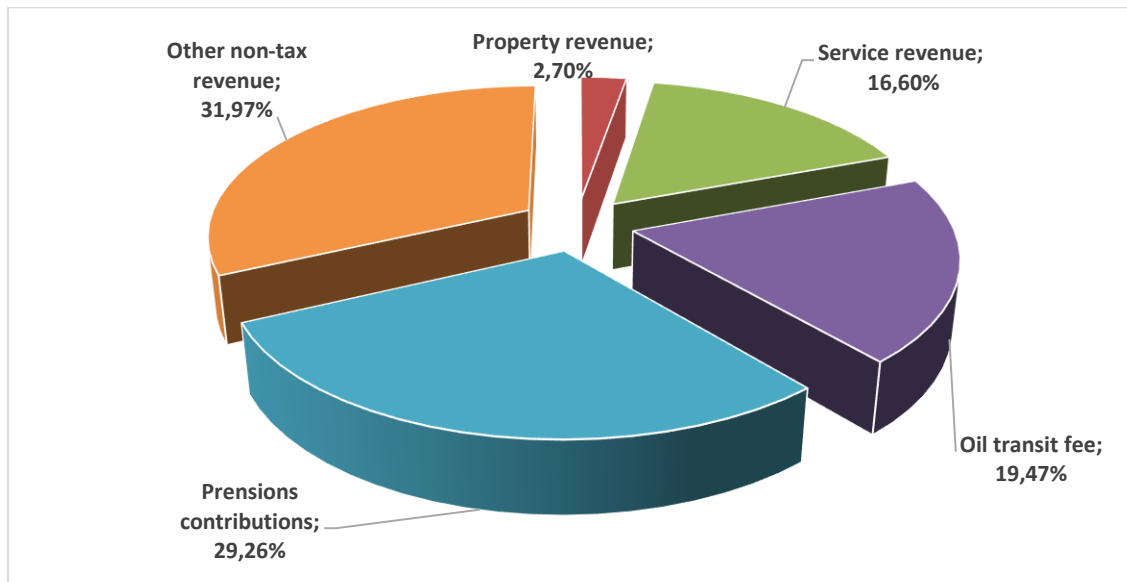
These results follow the holding of the first-ever special conference on the budgeting of non-tax revenues, which aimed to improve the forecast and collection of this category of revenue. They are also the result of transport revenue control operations carried out by the DGB and a joint MINFI/MINDCAF action for the collection of the Outstanding Payments of property revenue.

Table 4: Execution of non-oil revenue (in billion)

Description	2019 Réalisation	2020 LFR	Réalisation	Variation (%) 2020/2019	Gap 2020/2019	Execution rate (%) 2019
Property revenue	4,1	4,2	5,1	24,6	1	121,7
Service revenue	23,8	81,9	31,2	31,1	7,4	38,1
Pension contributions	48,5	60,0	55,3	14,0	6,8	92,2
Oil transit fee	35,0	25,0	36,8	5,1	1,8	147,2
Other non-tax revenue	53,1	32,9	60,3	13,6	7,2	183,3
Total non-tax revenue	164,5	204,0	188,7	14,7	24,2	92,5

Source: MINFI/DGB-DGTCCFM

Figure 3: Weight of non-tax revenue components in 2020



Source: MINFI/DGB-DGTCCFM

1.2. Borrowings and grants

The 2020 Finance Law provided for loans and grants of 1 697.5 billion. At the end of the fiscal year, their mobilisation was 1 475.5 billion, i.e. an execution rate of 86.9%, down by 113.0 billion compared to fiscal year 2019 (-7.1%).

1.2.1. Borrowings

Borrowing consists of loans, government securities issuance and bank borrowing. In 2020, borrowings were raised to the tune of 1 440.6 billion out of a revised forecast of 1 595.5 billion, an execution rate of 90.3%.

1.2.1.1. Loans

Loans include project loans and programme loans (IMF loans and other budget support). Drawdowns on project loans amounted to 449.5 billion, corresponding to an execution rate of 68.6%. Compared to the 2019 fiscal year, they decreased by 322.7 billion (-41.8%).

As regards IMF loans, they amount to 268.3 billion out of a forecast of 225.6 billion. This overrun is explained by disbursements under the Rapid Credit Facility (RCF) amounting to 223 billion, to help Cameroon cope with the constraints resulting from the Covid-19 pandemic.

Other budgetary support was mobilised to the tune of 110.3 billion, mainly by the AfDB. Their execution rate is 51.3% compared to the revised forecasts of 214.9 billion.

1.2.1.2. Issuance of public securities

Initially planned at 320.0 billion in the finance law, the amount of public securities issuance was revised to 420 billion by Ordinance No. 2020/001 of 03 June 2020 amending and supplementing certain provisions of Law No. 2019/023 of 24 December 2019 to lay down the finance law of the Republic of Cameroon for the 2020 financial year.

The amount of financing for the 2020 budget made up of Treasury bond issues and the additional outstanding amount of Treasury bills amounts to 386.1 billion and corresponds to an execution rate of 91.9% of public securities issues.

1.2.1.3. Bank borrowings

Out of a revised forecast of 80 billion, bank borrowings were raised to the tune of 181.0 billion, an execution rate of 226.3%. Compared to 2019 financial year, this is an increase of 111.0 billion.

Table 5: Borrowings (in billion)

Description	2019 Execution	2020			Variation 2020/2019	Variation 2020/2019	Execution rate
		IFL	AFL	Execution	abs	(%)	(%)
Project loans	772,2	767	655	449,5	-322,7	-41,8	68,6
Programme loans	228	115,5	440,5	378,6	150,6	66,1	85,9
<i>IMF loans</i>	44,7	44	225,6	268,3	223,6	500,2	118,9
<i>Other budget support</i>	183,3	71,5	214,9	110,3	-73	-39,8	51,3
Government securities issuance	334,2	320	420	386,1	51,9	15,5	91,9
Bank loans	70	30	80	181	111	158,6	226,3
Other external borrowing	50,8			45,4	-5,4	-10,6	
TOTAL FINANCING (GROSS)	1 455,2	1 232,5	1 595,5	1 440,6	-14,6	-1,0	90,3

Source: MINFI/DGTCFM-CAA

1.2.2. Grants

Grants include project grants, and programme grants from cooperation with development partners. In 2020, grant drawdowns are estimated at 34.9 billion against an annual forecast of 102.0 billion, representing an execution rate of 34.2%.

PART TWO: BUDGETARY CHARGES

The initial forecasts for the 2020 financial year were amended by Ordinance N°2020/001 of 3 June 2020 amending and supplementing certain provisions of Law N°2019/023 of 24 December 2019 to enact the Finance Law of the Republic of Cameroon for the 2020 financial year. It is on the basis of the forecasts of this ordinance that the budget execution rate was calculated.

In accordance with these modifications, the overall expenditure envelope for the 2020 financial year was reduced from 4 951.7 billion to 4 409.0 billion. The executed expenditure amounts to 4,363.6 billion, which corresponds to an execution rate of 99.0%.

2.1. Expenditure per economic type

State expenditure includes recurrent expenditure (excluding interest on the debt), capital expenditure and public debt servicing. Their execution is presented on the basis of ordinances.

Table 6: Overall budget execution in expenditure (in billion)

Description	IFL 2020 (a)	AFL 2020 (b)	Authoriz ation 2019 (c)	Authorizatio n 2020 (d)	Execution rate (%) (d/b)	Variatio n (%) (d/c)
A-RECURRENT EXPENDITURE	2 443,5	2 241,0	2 632,6	2 536,1	113,2	-3,7
I - Staff costs	1 070,2	1 040,1	1 013,4	1 052,0	101,1	3,8
Salaries (Wages)	1 010,3	980,2	959,5	978,6	99,8	2,0
Other staff costs	59,9	59,9	53,9	73,4	122,5	36,2
II - Goods and services	759,4	666,7	894,5	876,0	131,4	-2,1
III - Transfers and grants	613,9	534,2	724,7	608,1	113,8	-16,1
Grants and subsidies	391,2	311,5	503,7	374,2	120,1	-25,7
Transfers (including pensions)	222,7	222,7	221,0	233,9	105,0	5,8
B-CAPITAL EXPENDITURE	1 496,3	1 254,3	1 486,5	1 061,9	84,7	-28,6
I - Capital expenditure from internal resources	654,4	542,2	650,7	566,3	104,4	-13,0
RI Administrations	543,7	435,4	506,7	419,4	96,3	-17,2
Intervention expenditure	110,7	106,8	144,0	146,9	137,5	2,0
II - Participation	30,0	19,3	36,1	16,8	86,9	-53,5
III - Rehabilitation / Restructuring	15,9	8,8	7,2	8,8	100,2	22,5
IV - External financing	796,0	684,0	792,5	470,0	68,7	-40,7
C - PUBLIC DEBT	1 011,9	913,7	1 036,7	765,6	83,8	-26,2
I - Domestic public debt	539,7	539,7	536,2	412,2	76,4	-23,1
Principal	417,8	417,8	415,5	259,5	62,1	-37,5
Interest	49,9	49,9	54,7	73,7	147,7	34,7
Reimbursement VAT credits	72,0	72,0	66,0	79,0	109,7	19,7
II - External public debt	472,2	374,0	500,5	353,4	94,5	-29,4
Principal	302,2	204,0	327,9	217,9	106,8	-33,5
Interest	170,0	170,0	172,6	135,5	79,7	-21,5
TOTAL (A+B+C)	4 951,7	4 409,0	5 155,8	4 363,6	99,0	-15,4

Source: MINFI/DGB

2.1.1. Recurrent expenditure (excluding interests on debts)

Recurrent expenditure includes personnel expenditure, purchases of goods and services, and transfers and subsidies. In 2020, it amounts to 2 536.1 billion against a forecast of 2 241.0 billion, an execution rate of 113.2%. Compared to 2019, it decreases by 96.5 billion as a result of lower grants and subsidies.

2.1.1.1. Personnel expenditure

Staff costs include wages and salaries (93.5% of the total) and other staff costs (6.5%). For fiscal year 2020, it was implemented at 1 052.0 billion against a forecast of 1 040.1 billion, an overrun of 11.9 billion.

Compared with 2019, personnel expenditure increased by 38.6 billion (+3.8%) due to: i) the 3.14% increase in 2020 in the number of staff in 2019, mainly as a result of the recruitment of former temporary staff in certain administrations and teachers in higher education; ii) continued settlement of the debt of MINESEC teachers; iii) takeover of traditional leaders. However, this increase in the wage bill was mitigated by i) the pre-payment control of arrears, which made it possible to detect more than 2.3 billion unjustified arrears; ii) audit of the accounts of deceased civil servants and retirees, which made it possible to return 12.2 billion to the coffers of the Public Treasury in 2020 out of the 19.9 billion traced to banks and microfinance in 2019; iii) control of the file of beneficiaries and recipients of disability pensions, which resulted in an annual gain of 11.5 billion; iv) consolidation and updating of the consular salary file, which led to the cessation of undue payments of 14 billion.

Other personnel expenditure was executed at 73.4 billion in 2020 against a forecast of 59.9 billion, an execution rate of 122.5%. Compared to 2019 when it was 53.9 billion, this expenditure increases by 19.5 billion (+36.2%).

2.1.1.2. Goods and services

Expenditure on goods and services refers to the procurement of goods and services for the operation of the government. The execution level for this expenditure is 876.0 billion out of a revised allocation of 666.7 billion, an overrun of 209.3 billion. Compared to fiscal year 2019, spending on goods and services is down by 18.5 billion (-2.1%).

2.1.1.3. Transfers and subventions

Expenditure on transfers and subsidies is made up of grants and subsidies and pensions. At the end of the 2020 fiscal year, this expenditure amounts to 608.1 billion against a forecast of 534.2 billion, i.e. an execution rate of 113.8%. Compared to the 2019 fiscal year, it is down by 116.6 billion (-16.1%). The reduction in transfers and subsidies is mainly attributable to the 25.7% drop in grants and subsidies.

Grants and subsidies consist of grants payable, scholarships and internships and contributions. They were executed at 374.2 billion out of an allocation of 311.5 billion, an execution rate of 120.1%. Compared to 2019, grants and subsidies are down by 129.5 billion.

Authorisations for transfers (including pensions) in 2020 amount to 233.9 billion on an allocation of 222.7 billion, an execution rate of 105.0%. Compared to 2019, transfers increase by 12.9 billion.

2.1.2. Capital expenditure

Capital expenditure is that which contributes to gross fixed capital formation. It includes investment expenditure from internal resources and investment expenditure from external financing. In 2020, capital expenditure was executed at 1 061.9 billion against an allocation of 1 254.3 billion, representing an execution rate of 84.7%. Compared to 2019, capital expenditure is down by \$424.6 billion. This change is explained by the emergence of the health crisis, which caused supply disruptions and slowed down several infrastructure projects.

2.1.2.1. Capital expenditure on domestic resources

Capital expenditure from own resources executed in 2020 amounts to 566.3 billion out of an allocation of 542.2 billion, representing an execution rate of 104.4%. Compared to 2019, it is down by 84.4 billion (-13.0%).

In terms of implementation, centrally managed appropriations stood at 480.0 billion against a forecast of 455.3 billion, i.e. an execution rate of 105.4%. Delegated appropriations and resources transferred to the communes amounted to 104.3 billion against a forecast of 115.0 billion, i.e. an execution rate of 90.7%.

Centrally managed appropriations have, among other things, made it possible to:

- finance: (1) AFCON projects for 43.7 billion out of a provision of 50.0 billion. These are: (i) the rehabilitation of some training stadiums; (ii) the construction and rehabilitation of hotel infrastructure and roads; (iii) the upgrading of technical facilities in some hospitals; (2) PLANUT projects for 34.8 billion out of an allocation of 47.3 billion, i.e. an execution rate of 73.6%.
- mobilise counterpart funds for jointly financed projects for an amount of 60.6 billion out of an allocation of 60.3 billion, i.e. an execution rate of 100.5%;

2.1.2.2. Capital expenditure on external financing

At the end of the 2020 financial year, externally financed capital expenditure amounts to 470.0 billion against a forecast of 684 billion, an execution rate of 68.7%. Compared to 2019, it is down by 322.5 billion (-40.7%).

The drop in the level of FINEX disbursements compared to 2019 is explained by:

- slowdown of some major infrastructure projects in the context of the health crisis
- completion of the majority of AFCON projects;
- extension of disbursement timeframes for some donors.

2.1.3. Public debt servicing

Public debt service comprises external public debt service and domestic public debt service. For fiscal year 2020, public debt service was executed at 765.6 billion out of a revised forecast of 913.7 billion, representing an execution rate of 83.8%. Compared to 2019, it is down by 271.1 billion.

The debt service ratio falls from 4.6% of GDP in 2019 to 3.3% in 2020. The decrease in this ratio is justified by Cameroon's admission to the G20 initiative on the temporary suspension of debt service to deal with the Covid-19 pandemic.

2.1.3.1. Domestic public debt servicing

Domestic public debt service for fiscal year 2020 stood at 412.2 billion, against a forecast of 539.7 billion, representing an execution rate of 76.4%. This includes VAT credit refunds of 79.0 billion and the payment of domestic arrears of 259.5 billion. Compared with 2019, it is down by 124.0 billion (-23.1%).

2.1.3.2. External public debt servicing

For fiscal year 2020, external public debt service amounts to 353.4 billion out of an allocation of 374 billion, representing an execution rate of 94.5%. This is broken down into 217.9 billion in principal and 135.5 billion in interest. Compared to 2019, it is down by 147.1 billion (-29.4%).

2.2. Specific case of social expenditure

Social expenditure¹ are made up of public expenditure relating to the execution of social development objectives. In 2020, they are made up of: (i) the total expenditure of the Ministries of Basic Education, Secondary Education and Employment and Vocational Training; (ii) the current expenditure of the

¹ According to the IMF Technical Protocol Agreement.

Ministries of Public Health, Labour and Social Security, Youth and Civic Education, Social Affairs, and Women and Family Promotion.

At the end of December 2020, social spending on the basis of Authorization stands at 731.9 billion out of a revised forecast of 739.5 billion, i.e. an execution rate of 99%. Including social safety net spending, social spending stands at 756.9 billion. However, this level is 15.1 billion below the minimum threshold (772 billion) set by the economic and financial programme with the IMF in the year 2020.

Table 7: Social expenditure execution in 2020 (in billion)

	CP initial (a)	CP révisé (b)	Ordonnan- cement global	TX ORDO. (f)/(b) (en %)
A - RECURRENT EXPENDITURE	728,6	709,1	705,8	99,5
Staff expenditure	559,9	559,2	558,3	99,9
Salaries (Wages)	547	545,7	545,4	99,9
Other staff expenditure	12,9	13,5	12,9	95,9
Goods and services	124,3	121,5	119,3	98,2
Goods and services Administration	124,3	121,5	119,3	98,2
Of which C2D B & Sces Adm.	0,4	0,8	0,8	92,9
Transfers and grants	44,5	28,5	28,2	98,8
Grants and subventions	44,5	28,5	28,2	98,8
Of which : - Grants payable	44,2	28,4	28,1	98,8
- Fellowships and internships	0,31	0,13	0,13	100
-Contributions	0	0	0	
Pensions	0	0	0	
B - CAPITAL EXPENDITURE	48,4	30,4	26,1	85,9
Capital expenditure from internal resources	25,8	27,8	24,1	86,5
RI Administrations	25,8	27,8	24,1	86,5
Of which C2D Inv	1,4	3	2,9	98,7
External financing	22,6	2,5	2	79,4
TOTAL	777,0	739,5	731,9	99,0
Social nets projects			25,0	
GRAND TOTAL SOCIAL EXPENDITURE			756,9	

Source: MINFI/DGB

PART THREE: BUDGET RESULTS

The economic crisis linked to the coronavirus has led to widening budget deficits in several countries. This deterioration in public finances has resulted in: i) an increase in public expenditure to support the economy and deal with the consequences of the health crisis, and ii) a drop in budgetary revenue.

In Cameroon, on the other hand, the rectifying finance law revised downwards the amount of expenditure and revenue. At the end of the year, the budget deficit was lower than that set in the amending finance law, i.e. 3.6% of GDP against a forecast of 4.5%. This result can be explained by an effort to control expenditure (down 45.5 billion compared to the AFL) as well as tax measures introduced by the AFL, which enabled better mobilisation of domestic revenue (+329 billion).

3.1. Fiscal balances

The table below summarises the budgetary resources and expenditure in the strict sense of the term and shows the various balances.

Table 8 : Summary of budgetary execution (*in billion*)

REVENUE	AMOUNT	EXPENDITURE	AMOUNT
I. GENERAL BUDGET			
DOMESTIC REVENUE	3 212,3	RECURRENT EXPENSES	2 706,5
Gross tax revenue	2 560,5	Interest and commissions	209,2
Of which refund of VAT credits	79,0	Interest relief on external debt	
Net tax revenue	2 481,5	Personnel expenses	1 050,2
Oil revenue	428,2	Goods and services	821,9
Non-tax revenues	188,7	Current transfers	625,2
Total net internal revenue	3 098,5	Of which grants to SAA	
GRANTS	34,8	CAPITAL EXPENDITURE	1 047,3
Programme grants	14,4	External financing	470,0
Project grants	20,4	Own resources	552,3
EXCEPTIONAL REVENUES	0,0	Participation/Restructuring	25,0
Privatisation revenue		OTHER EXPENDITURE	41,8
<i>Deductions from revenue for the National Solidarity Fund for the fight against the Coronavirus</i>	152,8	Net loans	41,8
NET REVENUE GENERAL BUDGET	2 980,4	GENERAL BUDGET EXPENDITURE	3 795,6
II – SPECIAL TREASURY ACCOUNTS			
Special Appropriations Accounts (SAA)	161,9	Special Appropriations Accounts (SAA)	161,9
Of which Special Solidarity Fund for the fight against the coronavirus and its economic and social repercussions	161,9	Of which Special Solidarity Fund for the fight against the coronavirus and its economic and social impact	161,9
Support fund Covid-19 (Grants)	9,1	Covid-19 competition fund	9,1
<i>Other Special Appropriation Accounts</i>		<i>Other Special Appropriation Accounts</i>	0,0
TOTAL NET STATE BUDGETARY REVENUE	3 142,3	TOTAL STATE BUDGET EXPENDITURE	3 957,5
III - BALANCES			
	Amount		% GDP
FINANCING CAPACITY/REQUIREMENT	-773.4		-3.4
OVERALL BALANCE	-815.2		-3.6
NON-OIL PRIMARY BALANCE	-1 034.2		-4.5
CEMAC REFERENCE BALANCE	-831.3		-3.1

Source: DGB

3.1.1. Overall budget balance

The overall budget balance is the difference between total revenue and expenditure. A negative balance (when expenditure exceeds revenue) is said to be in deficit. In 2020, the overall balance is in deficit by 815.2 billion. The deterioration of the public finance situation has been less pronounced despite the predicted fiscal impact of the coronavirus pandemic shock.

Indeed, initially projected at 2.1% of GDP in the budget law and revised to 4.5% in the AFL, the overall budget deficit was finally established against all expectations at 3.6% of GDP. This situation is essentially explained by the less pronounced decline in the level of internal revenue mobilisation, given the relative economic resilience observed, as well as the low execution rate of externally financed investment expenditure (FINEX) forecast in the finance law. These factors have mitigated the budgetary impact of the increase in expenditure linked to the fight against the pandemic and its consequences.

3.1.2. Primary balance

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

In 2020, the primary balance is in deficit by 606.0 billion out of a revised forecast of 901.4 billion. This deficit is 2.6% of GDP compared to 2.5% in 2019.

3.1.3. Non-oil primary balance

The non-oil primary balance is the difference between the primary balance and oil revenues. It is in deficit by 1 034.2 billion in 2020 compared to 1143.9 billion in 2019. This deficit is 19.8 billion below the level set in the AFL.

Table 9: Trend in budget balances from 2019 to 2020 (in billion)

Type of balance	Amount AFL 2020	Execution 2019	Execution 2020	Variation 2020/2019
Primary balance	-784,3	-559,4	-606,0	-46,6
% GDP	-3,4	-2,5	-2,6	
Primary balance non-oil	-1 054,0	-1 143,9	-1 034,2	109,7
% GDP	-4,6	-5,1	-4,5	
Overall balance	-986,6	-786,8	-815,2	-28,4
% GDP	-4,3	-3,5	-3,6	

Source: MINFI/DGB

3.2. Other budget management indicators

Generally, the state of public finances can be analysed by a battery of indicators, each tailored to an issue, with the shortcomings of one being compensated for by the characteristics of the other. The indicators allow for a comparison of the budgetary execution results with the objectives of multilateral surveillance or the economic and financial programme. These include the:

➤ **Reference budget balance (in % GDP)**

It corresponds to the overall non-oil balance plus 80% of the average ratio of oil revenues to GDP over the last three years. In 2020, it was established at -3.2%. It should be recalled that for the last 5 years, this balance has been below the minimum threshold of -1.5%.

➤ **Rate of tax pressure (in % GDP)**

It defines the relative importance of compulsory levies in the national economy and reflects the effort to collect the State's resources to meet its expenses. The tax pressure rate excluding oil revenues has been on a downward trend since 2018. In 2020, it will be 11.6%, below the 17% threshold.

➤ **Wage bill/tax revenue (in %)**

This indicator measures the capacity of a State to support its wage bill from the tax revenues mobilised. It must always be strictly below 35%. In 2020, the wage bill to tax revenue ratio is 45%. This situation can be explained in part by the trend in the number of civil servants and career effects.

Table 10: Some budget management indicators

Indicators	Threshold	2016	2017	2018	2019	2020
Reference budget balance (in % GDP)	> -1,5%	-5,3	-3,3	-2,9	-4,1	-3,2
Tax pressure rate (in % GDP)	> 17%	11,9	12,3	12,6	12,5	11,6
Wage bill/tax revenue (in %)	<35%	41	38	41	36	45

Source: MINFI/DP

3.3. Financing

3.3.1. Charges

In addition to the 815.2 billion financing requirement arising from budgetary operations, the government faced other financing and cash flow expenses of 704.6 billion in 2020, including debt amortisation of 468.9 billion, reduction in the stock of arrears of 92.6 billion, and payments to Treasury correspondents of 19.4 billion.

3.3.2. Resources

To cover these needs, the government mobilised 1 519.7 billion in financing in 2020, including 449.6 billion in project loans, 386.1 billion in public securities issues, 378.6 billion in budgetary support, 260 billion in bank financing (excluding public securities, including drawings on the VAT escrow account of 79 billion) and 45.4 billion in external loans retroceded to certain public enterprises, including SONARA.

Table 11: Presentation of uses and resources of financing (in billion)

FINANCING AND LIQUIDITY NEEDS	AMOUNT	FINANCING AND CASH RESOURCES	AMOUNT
Overall budget deficit	815,2	Project loans	449,6
Amortisation Structured debt	468,9	Issuance of public securities	386,1
(excluding correspondents)	217,9	Budgetary support	378,6
External debt	251,0	Bank financing	260,0
Domestic debt	92,6	VAT escrow account	79,0
Outstanding Payment/unstructured debt CAA	79,0	Other borrowings	45,4
Repayment of VAT credits	19,4		
Net cash outflow to correspondents	44,7		
FINANCING AND LIQUIDITY NEEDS	AMOUNT	FINANCING AND CASH RESOURCES	AMOUNT

Source: DGB

3.4. Cash management

Cash flow management consists of adjusting the State's financial resources to its commitments during the year, taking into account the time lag between the collection of resources and the payment of expenses, in order to avoid shortfalls in payments, but also to minimise financing costs and make an investment or avoid idle cash.

3.4.1. Clearing arrears

In 2020, the government continued to clear its arrears. Out of a stock of 547.70 billion, payments of 413.07 billion were made, of which 376.85 billion were for 2019 arrears and 36.22 billion for 2018 and prior years. As at 31 December 2020, the stock of arrears amounts to 466.79 billion, a decrease of 80.91 billion.

Table 12: State arrears clearance situation at the end of 2020 (in billion)

Type of expenditure	Stock as of 1 January 2020	Clearances			Stock as at 31 December 2020
		2018 and previous	2019	Total	
Other staff costs	15,43	0,56	13,49	Other staff costs	15,43
Goods and services	170,66	6,74	129,34	Goods and services	170,66
Capital expenditure	284,49	26,56	202,34	Capital expenditure	284,49
<i>of which counterpart funds</i>	<i>46,18</i>	<i>3,31</i>	<i>38,07</i>	<i>of which counterpart funds</i>	<i>46,18</i>
Transfers and grants	58,93	1,52	24,01	Transfers and grants	58,93
Floating debt	18,19	0,83	7,67	Floating debt	18,19
Total	547,70	36,22	376,85	Total	547,70

Source: MINFI/DGTFCM

3.4.2. Recourse to the money market

The State's recourse to the money market is motivated mainly by two reasons: (i) the financing of development projects through Fungible Treasury Bonds (FTB), and (ii) covering the cash flow gap through Fungible Treasury Bonds (FTB). As at 31 December 2020, the Treasury had mobilised a total of 774.6 billion, of which 413.9 billion for FTBills and 360.7 billion for FTB.

Redemptions of FTBills amount to 382.7 billion, of which 196.0 billion for FTBills issued in 2019 and 186.7 billion for those issued in 2020. This corresponds to net issuance of 31.2 billion that effectively contributed to the financing of the 2020 budget.

With regard to FTB, the government chose to increase its presence on the auction market in fiscal year 2020. This resulted in the issuance of ten (10) lines of fungible Treasury bonds for maturities of 2, 3, 5, 6, 7 and 10 years. It should be noted that the 5-year maturity was the most successful.

The overall volume of FTB raised was 360.7 billion, up 120.5 billion from the amount raised in FY 2019. The breakdown of resources raised through FTB is presented in the following table:

Table 13: Distribution of resources obtained from FTB per maturity.

Maturity (year)	Number of sessions	Amount raised (in billion)	Output rate (%)
2	2	61,3	4,26
3	2	65,0	4,77
5	3	136,6	6,02
6	1	35,0	6,41
7	1	17,2	6,76
10	2	45	7,08

Source: MINFI/DGTFCM

In addition, FTB repayments amounted to 91.3 billion and related interest was 15.7 billion. At the same time, Eurobond interest was settled for 37.9 billion.

3.4.3. Situation of the Single Treasury Account

The Single Treasury Account (STA) is a unified system of accounts that provides a global view of the State's cash holdings, thus minimising transaction costs and idle cash flow. The objectives of this account include:

- provide complete information in real time on the State's liquid assets in the banking system
- ease the processing of expenditure and revenue transactions in the Treasury circuit;
- smooth budget execution through optimal cash flow management that avoids the accumulation of arrears.

In 2020, to improve budget execution, the reform of the STA continued, notably by (i) updating the information system and (ii) returning and closing the accounts of public entities in secondary banks.

PART FOUR: SPECIFIC THEMES LINKED TO BUDGET EXECUTION

This part highlights current issues or problems that could adversely affect budget execution. These include the execution of SAA COVID-19, implementation of decentralisation, award and execution of public contracts, derogatory procedures as well as terms and conditions for the execution of expenditure on external financing.

4.1. Specific budget management

4.1.1. Implementation of the Special National Solidarity Fund for the Fight against Coronavirus and its Economic and Social Consequences (SAA COVID-19)

4.1.1.1. Background to the opening of the SAA COVID

The urgency of containing the spread of the COVID-19 pandemic and mitigating its disastrous socio-economic consequences led the Government to put in place a strategy comprising five pillars (i) health response to prevent the spread of the pandemic and care for infected persons; (ii) mitigation of the economic and financial impact of the pandemic through support measures for affected sectors and industries; (iii) supply of essential products; (iv) research and innovation for the development of endogenous solutions to the crisis; and (v) social resilience to mitigate the impact on vulnerable individuals and households. As part of the financing of the said strategy, a trust account of 180 billion, entitled "Special National Solidarity Fund for the fight against the coronavirus and its economic and social repercussions" (SAA COVID) was set up in Ordinance N°2020/001 of 03 June 2020.

The said Fund covers:

In revenue:

- payments from the general budget ;
- non-tax payments from natural persons or corporate bodies for the fight against Covid-19 ;
- contributions from technical and financial partners in the form of grants or loans.

In expenditure:

- Health expenses related to the fight against the COVID-19 pandemic, in particular those related to the active search for cases, the care of the sick and the administrative measures of social regulation;
- financial aid from the State to companies operating in the sectors affected by the health crisis, through, among other things, the continued settlement of the domestic debt and the settlement of the stock of VAT credits;

- acquisition of inputs for agricultural, food and pastoral production, particularly products likely to reduce food dependency;
- expenditure related to the financing of research and innovation in the context of the fight against COVID, more specifically the development of research and local production of essential pharmaceutical products;
- expenditure in favour of vulnerable people affected by the COVID-19 health crisis, namely: the granting of support to street children, the extension to all regions and other target groups of the social safety net programme, the development of distance learning, the distribution of educational tools and materials in rural areas.

By decree n°2020/3221/PM of 22 July 2020, amended and supplemented by that n°2020/5706/PM of 12 October 2020, the Prime Minister, Head of Government, proceeded with the distribution of the SAA COVID 19 funds, including 132.4 billion in operating expenses and 47.6 billion in investment expenses.

With regard to the specific management rules applicable to the SAA COVID, the circular n°00000220/MINFI of 22 July 2020 of the Minister of Finance specified the organisational and operational modalities as well as the circuit for the execution of related expenditures, financial reporting and monitoring-evaluation mechanisms.

4.1.1.2. Execution SAA COVID resources

As at end-December 2020, out of an expected 180 billion in SAA COVID resources, 161.9 billion had been mobilised, representing an execution rate of 89.9%. Resources from the general budget were mobilised to the tune of 153.3 billion, i.e. a surplus of 16.3 billion compared to the forecasts. Payments from natural persons and corporate bodies amounted to 3.3 billion out of the 3.5 billion expected. Funds from other sources amounted to 8.59 billion out of a forecast of 43 billion.

Table 14: Distribution of SAA COVID's financial resources per source of funding

HEADINGS	Forecast	Execution	
		Amount	Rate (in %)
Deductions from the general Budget	137	153,3	111.5
Support fund	43	8,59	20.0
<i>World Bank</i>	<i>22</i>	<i>0</i>	<i>0.0</i>
<i>European Union</i>	<i>2</i>	<i>0</i>	<i>0.0</i>
<i>French Development Agency</i>	<i>6,5</i>	<i>5,3</i>	<i>81.4</i>
<i>Global Partnership for Education</i>	<i>9</i>	<i>0</i>	<i>0.0</i>
<i>Others (natural person and corporate bodies)</i>	<i>3,5</i>	<i>3,3</i>	<i>94.3</i>
TOTAL	180,0	161,9	89.9

Source: MINFI/DGB

4.1.1.3. Execution of SAA COVID expenditure

It should be recalled that the SAA COVID 19 funds had been divided into four programmes arising from the three-year response strategy and distributed among 25 administrations.

At the end of December 2020, the expenditure of the National Solidarity Fund for the fight against the coronavirus had been executed to the tune of 161.9 billion, i.e. an execution rate of 89.9%. They are made up of 116.7 billion ordered in the SAA COVID-19 budgetary and accounting management system; and 45.2 billion in cash flow advances exclusively for the benefit of MINSANTE before the signing of the decree on the distribution of the Covid-19 Fund and the setting up of the SAA COVID-19 system.

Table 15: Breakdown of expenditure per major categories

HEADINGS	FORECASTS (*)	EXECUTIONS	
		AMOUNT (*)	TAUX
Recurrent expenditure	81,9	96,7	118,1%
<i>Goods and services</i>	<i>52,1</i>	<i>73,0</i>	<i>140,1%</i>
<i>Transfers and subventions</i>	<i>29,8</i>	<i>23,6</i>	<i>79,5%</i>
Capital expenditure	48,0	15,2	31,7%
Domestic debt	50,0	50,0	100,0%
Repayment of principal	25,0	25,0	100,0%
Repayment of VAT credits	25,0	25,0	100,0%
TOTAL	180,0	161,9	89,9%

Source: MINFI/DGB

4.1.1.3.1. Execution of expenditure per Government department

At the end of December 2020, the expenditure authorised under the SAA COVID-19 mechanism was initiated by nine (09) ministries out of the 25 government departments concerned.

Four (04) ministries have achieved an execution rate higher than 95%, namely MINFI, MINSANTE, MINDDEVEL and MINPMEESA. MINFI, out of an amount of 50.4 billion, consumed 50.04 billion. This made it possible to reduce the stock of domestic public debt (25 billion with 100% execution) and VAT credits (25 billion with 100% execution). At MINSANTE, out of a forecast of 45.63 billion, 43.4 billion were ordered to implement the health component of the crisis. Out of a forecast of 2.5 billion, MINDDEVEL has made 2.4 billion available to the communes for the management of hygiene and sanitation activities in areas open to the public. MINPMEESA, for its part, has totally consumed the 2 billion allocated to it for the establishment of an economic recovery fund for the productive sector.

As for the other ministries, MINEPAT consumed 61.5% of its allocation of 26 billion, i.e. 16 billion to assist vulnerable households during the pandemic; MINADER's consumption was 41.4%, while MINJEC, MINESEC and MINMIDT consumed 14.0%, 5.04% and 0.1% of their allocations respectively.

Table 16: Execution of SAA COVID expenditure by Government department (in million)

Government department	Initial allocation	Revised allocation	Authorization	
			Amount	Rate (%)
SUPREME STATE AUDIT OFFICE	700	700		0
SUPREME COURT	1 000	300		0
GENERAL DELEGATION FOR NATIONAL SECURITY	3 000	3 000		0
MINISTRY OF COMMUNICATION	420	445		0
MINISTRY OF DEFENCE	3 600	3 600		0
MINISTRY OF YOUTH AFFAIRS AND CIVIC EDUCATION	750	750	104,7	14.0
MINISTRY OF WOMEN'S EMPOWERMENT AND THE FAMILY	1 500	1 500		0
MINISTRY OF SCIENTIFIC RESEARCH AND INNOVATION	6 100	6 100		0
MINISTRY OF PUBLIC HEALTH	45 630	45 630	43 356,2	95
MINISTRY OF TERRITORIAL ADMINISTRATION	1 400	1 400	0	0
MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT	6 000	6 000	2 484,3	41.4

Government department	Initial allocation	Revised allocation	Authorization	
			Amount	Rate (%)
MINISTRY OF ECONOMY, PLANNING AND REGIONAL DEVELOPMENT	26 000	26 000	16 000	61.5
MINISTRY OF BASIC EDUCATION	6 500	6 500	0	0
MINISTRY OF LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES	2 000	2 000	0	0
MINISTRY OF HIGHER EDUCATION	6 000	6 000	0	0
MINISTRY OF SOCIAL AFFAIRS	2 500	2 500	0	0
MINISTRY OF SECONDARY EDUCATION	7 000	7 000	353,1	5.0
MINISTRY OF FINANCE	50 400	50 400	50 039,9	99.3
OF WHICH: DOMESTIC PUBLIC DEBT	25 000	25 000	25 000	100
REFUNDS OF VAT CREDITS	25 000	25 000	25 000	100
MINISTRY OF MINES, INDUSTRY AND TECHNOLOGICAL DEVELOPMENT	1 000	1 000	0,8	0.1
MINISTRY OF SMALL AND MEDIUM ENTERPRISES, SOCIAL ECONOMY AND HANDICRAFTS	2 000	2 000	2 000	100
MINISTRY OF TRANSPORT	1 000	1 000	0	0
MINISTRY OF TRADE	1 000	1 000	0	0
MINISTRY OF TOURISM AND LEISURE	1 700	1 700	0	0
MINISTRY OF LABOUR AND SOCIAL SECURITY	1 000	1 000	0	0
MINISTER OF DECENTRALISATION AND LOCAL DEVELOPMENT	2 500	2 500	2 400	96
GRAND TOTAL	180 000	180 025	116 739	64.7

Source: MINFI/DGB

4.1.1.3.2. Execution of expenditure per programmes

The National Solidarity Fund for the fight against the coronavirus was structured into four programmes derived from the three-year response strategy, namely: (i) Strengthening the health system, (ii) Economic and financial resilience, (iii) Strengthening research and innovation, (iv) Social resilience. By the end of December 2020, the total amount of expenditure ordered in the SAA COVID-19 facility is 116.7 billion against an allocation of 180 billion.

Specifically for each programme, the following observations can be made:

♦ *Strengthening the health system*

The actions of this programme were aimed at active case finding, management of confirmed cases and social regulation. At the end of the 2020 financial year, 45.9 billion (78.1%) of the 58.7 billion allocation for the health system

strengthening programme had been authorised. Three (03) of the eight (08) government departments involved in this programme have committed their expenditure, namely MINSANTE (95%), MINDDEVEL (96%), MINJEC (14%).

With regard to MINSANTE, 43.4 billion of the 45.6 billion allocated to the programme have been authorised for expenditure. This envelope made it possible to carry out the following actions:

- active case finding, particularly through the acquisition of rapid screening tests, the conduct of COVID 19 screening campaigns in the ten (10) Regions, community surveillance in the districts;
- management of confirmed cases, through the acquisition of medical equipment, drugs, the fitting out and equipping of specialised centres, the construction, rehabilitation, extension and fitting out of isolation units;
- management of hygiene in hospitals;
- social regulation through the coordination of the response action at central level/ watch and support to the Operational Coordination Centre for Public Health Emergencies (**CCOUSP**), to the Regional Public Health Delegations (**RDPH**) and to the Investigation and Rapid Response Teams (**EIIR**).

It should be recalled that as part of the response to Covid-19, the government resorted to the mechanism of cash flow advance in favour of the Ministry of Health to deal with the emergency. Expenditure made under these cash flow advances was to be regularised after the event.

These cash advance expenditures by MINSANTE amount to 45.2 billion, broken down as follows (i) 34.5 billion paid to the specialised pay office of MINSANTE for services provided before the operationalisation of the PROBMIS SAA COVID-19 system; (ii) 3.3 billion in the form of donations from natural and legal persons housed in commercial banks (BGFI and UBA), and managed by MINSANTE; (iii) 7.4 billion in cash flow advances granted by the specialised paymaster's office SAA COVID-19.

MINDDEVEL ordered 2.4 billion out of a revised allocation of 2.5 billion for the management of hygiene and sanitation of environments open to the public.

Out of a revised allocation of 0.8 billion, MINJEC ordered 0.1 billion to support youth associations and movements in sensitising the population.

♦ ***Economic and financial resilience***

The economic and financial resilience programme was allocated a revised amount of 73.7 billion. By the end of December 2020, 54.3 billion had been allocated (73.7%).

Of the eight (08) government departments and institutions concerned by this programme, only four (04) have authorised expenditure, namely MINPMEESA (100%), MINFI (99.3%), MINADER (41.4%), MINMIDT (0.1%).

MINPMEESSA, through the economic recovery fund of 2.0 billion, provided direct support to SMEs with high disaster potential, craftsmen and actors in cooperative societies making artisanal masks and hydroalcoholic gels.

Out of an allocation of 50.4 billion, MINFI approved 50.0 billion to continue clearing the domestic debt (25.0 billion), to reimburse VAT credits for an amount of 25.0 billion and to ensure coordination, monitoring and auditing of the funds (0.04 billion).

With an ordered amount of 2.5 billion out of an allocation of 6.0 billion, MINADER has: (i) acquired, distributed and monitored the use of seeds of cereals, legumes, roots and tubers, and market garden crops for 1,000 producers' organisations; (ii) constituted security stocks of rice, maize and millet for the benefit of vulnerable regions; (iii) rehabilitated seed farms and produced organic fertilisers in the areas most impacted by covid 19.

♦ **Strengthening research and innovation**

An allocation of 6.1 billion has been made to strengthen research and innovation. At the end of December 2020, no expenditure had been incurred by the lone ministry (MINRESI) in charge of this programme.

♦ **Social resilience**

At the end of the 2020 financial year, an amount of 16.4 billion was authorised for an allocation of 41.5 billion, i.e. an execution rate of 39.4%. Out of eight (08) administrations concerned by this programme, only two of them have authorised expenditure, namely MINEPAT (100%) and MINESEC (5.0%).

Table 17: Execution of SAA COVID per programme (in thousands)

Programme	Gov't dept./institution	Allocation	Authorization	Execution rate (%)
Renforcement du système sanitaire (RSS)	MINSANTE	45 630 000	43 356 195	95
	MINDDEVEL	2 500 000	2 400 000	96
	MINJEC	750 000	104 698	14
	MINAT	1 400 000	0	0
	MINCOM	420 000	0	0
	MINDEF	3 600 000	0	0
	MINT	1 000 000	0	0
	Cour Supreme	400 000	0	0
	DGSN	3 000 000	0	0
	Total RSS	58 700 000	45 860 893	78,1

Programme	Gov't dept./institution	Allocation	Authorization	Execution rate (%)
Résilience économique et financière (REF)	MINFI	50 400 000	50 039 863	99,3
	MINEPAT	10 000 000	0	0
	MINADER	6 000 000	2 484 294	41,4
	MINPMEESA	2 000 000	2 000 000	100
	MINMIDT	1 000 000	800	0,1
	MINTOUL	1 700 000	0	0
	MINEPIA	2 000 000	0	0
	Cour Supreme	600 000	0	0
	Total REF	73 700 000	54 524 957	73,98
Renforcement de la recherche et de l'innovation (RRI)	MINRESI	6 100 000	0	0
	Total RRI	6 100 000	0	0
Résilience sociale (RS)	MINEPAT	16 000 000	16 000 000	100
	MINESEC	7 000 000	353 079	5
	MINEDUB	6 500 000	0	0
	MINESUP	6 000 000	0	0
	MINCOMMERCE	1 000 000	0	0
	MINTSS	1 000 000	0	0
	MINAS	2 500 000	0	0
	MINPROFF	1 500 000	0	0
	Total RS	41 500 000	16 353 079	39,4
Total		180 000 000	116 723 406	64,9

Source: MINFI/DGB

4.1.2. Implementation of decentralisation

In its irreversible march towards local development through the Regional and Local Authorities, the Government provides each year in the finance law for an allocation dedicated to the support of decentralisation.

For the 2020 financial year and in accordance with Decree 2020/1730/PM of 14 May 2020, the overall amount of resources allocated to the General Decentralisation Allocation is 49.9 billion divided into a general operating allocation of 13.9 billion and a general investment allocation of 36.0 billion.

In addition, the allocation of resources transferred to the municipalities by the sector government departments as part of the transfer of competences for investment amounts to 60.9 billion.

At the end of the fiscal year, the expenditure ordered for all the resources transferred to the communes was estimated at 92.4 billion for a Forecast of 110.8 billion, i.e. an execution rate of 83.4%.

Table 18: Execution of expenditure on resources transferred to councils (in billion)

	Allocation AFL	Authorization	% Auth.
General Decentralisation Allocation	49,9	37,0	74.2
<i>Of which Operating</i>	13,9	6,3	45.2
<i>Investment</i>	36,0	30,7	85.4
Resources transferred by sector gov't departments for investment	60,9	53,8	88.3
One-off transfers for investment intervention		1,1	
Other staff costs		0,6	
Total Resources transferred to councils	110,8	92,4	83,4

Source: DGTCFM, DGEPIP

4.2. Situation of award and execution of public contracts as at 31 December 2020

It is based on three (3) points: the level of implementation of public contract award and execution operations, major facts noted in public contracting and measures taken to improve the efficiency of public contracting.

4.2.1. Implementation level of public contract award and execution operations

The award and execution of public contracts was the subject of an initial programme of 6,935 contracts, of which the update during the financial year amounted to 6,594 contracts, corresponding to 5,344 tender documents.

In this regard:

- 4 815 tenders were launched out of the 5 344 planned, i.e. a launch rate of 90.1%. This rate was 93.1% in 2019;
- 5 833 contracts were awarded out of the 6 593 expected, i.e. an award rate of 88.5%. This rate increased by 1.8% compared to 2019;
- 5 663 contracts were contracted out of the 6 591 expected, i.e. a signature rate of 85.9% compared with 82.7% in 2019;
- reception rate of services rose from 50.7% in 2019 to 62.7%.

Overall, there has been an improvement in performance in the process of contracting and receiving projects compared to the 2019 financial year. This situation is explained by a better appropriation of the instruments and regulatory procedures of the Public Contracts Code, in particular by Ministries and Projects/Programmes.

The situation is contrasted per category of Project Owners and Delegated Project Owners (PO/DPO). In this light:

Concerning ministries: 664 invitations to tender were launched, 856 contracts awarded, 821 contracts signed and 283 contracts received. At the end of the year, the launch rate was 95.8%, the award rate was 92.8%, the contracting rate was 89.0% and the acceptance rate was 33.3%;

With regard to Projects/Programmes: 262 invitations to tender were issued, 253 contracts awarded, 238 contracts signed and 107 contracts received. The rate of launching is 89.7%, the rate of awards is 74.0%, the rate of contracting is 69.8% and the rate of reception of services is 62.2%;

At the level of public institutions: 592 invitations to tender were issued, 625 contracts awarded, 601 contracts signed, and 351 contracts received with respective rates of 78.6%, 77.4%, 74.5% and 50.6% compared to the forecasts;

Concerning the Devolved Services of the State: 352 invitations to tender were launched, 393 contracts awarded, 382 contracts signed and 297 contracts received with respective rates of 87.8%, 87.9%, 85.5% and 66.6%;

Finally, at the Regional and Local Authorities level: 2,945 tenders were launched, 3,706 contracts awarded, 3,621 contracts signed and 2,823 contracts received with respective rates of 91.9%, 91.0%, 88.9% and 70.5%.

Table 19: Overall performance of public procurement and contract execution as at 31 December 2020.

CATEGORY OF PO/DPO	Initial Programming		Updated programming		Launch Tender				Award of contracts				Signing of contracts				Kick-off of services				Reception of services			
	Number of projects programmed	Number of corresponding Tender files	Number of projects	Number of corresponding Tender files	Number of expected tender files (1)	Number of tenders actually launched (2)	Number of corresponding projects (3)	Rate (%) of launch of tender [(2)/(1)]	Number of expected contracts (4)	Number of contracts effectively awarded (5)	Rate (%) of award of contracts compared		Number of contracts prévus (6)	Number of contracts effectivement signés (7)	Rate (%) of signing of contracts compared		Number of marchés prévus (8)	Number of marchés effectivement démarrés (9)	Rate (%) Kick-off of services compared		Number of prestations prévues (10)	Number of prestations effectivement	Rate (%) of reception of services compared	
											Planned L/L/L/L/L	Launched L/L/L/L/L			Prévus L/L/L/L/L	Attribués L/L/L/L/L			Prévus L/L/L/L/L	Marchés signés L/L/L/L/L			Prévus L/L/L/L/L	Prestations démarrées L/L/L/L/L
MINISTRIY	737	650	922	693	693	664	893	95,8	922	856	92,8	95,9	922	821	89,0	95,9	922	756	82,0	92,1	849	283	33,3	37,4
PROJECTS/ PROGRAMMES	389	322	343	292	292	262	299	89,7	342	253	74,0	84,6	341	238	69,8	94,1	339	210	61,9	88,2	172	107	62,2	51,0
PUBLIC ESTABLISHMENTS	783	749	808	753	753	592	637	78,6	808	625	77,4	98,1	807	601	74,5	96,2	806	573	71,1	95,3	693	351	50,6	61,3
REGIONS	502 6	3911	452 1	3606	360 6	329 7	414 7	91,4	452 1	409 9	90,7	98,8	452 1	400 3	88,5	97,7	452 1	393 7	87,1	98,4	444 8	312 0	70,1	79,2
SDE	483	428	447	401	401	352	396	87,8	447	393	87,9	99,2	447	382	85,5	97,2	447	379	84,8	99,2	446	297	66,6	78,4

CTD	454 3	3483	407 4	3205	320 5	294 5	375 1	91,9	407 4	370 6	91,0	98,8	407 4	362 1	88,9	97,7	407 4	355 8	87,3	98,3	400 2	282 3	70,5	79,3
GRAND TOTAL	693 5	5632	659 4	5344	534 4	481 5	597 6	90,1	659 3	583 3	88,5	97,6	659 1	566 3	85,9	97,1	658 8	547 6	83,1	96,7	616 2	386 1	62,7	70,5

Source: MINMAP

DSS: Devolved Services of the State

RLA: Regional and Local Authorities

Specifically, as regards exceptional and derogatory procedures, 779 mutual agreement authorisations were granted out of 995 requests submitted by the PO/DPO. Similarly, out of 161 requests for authorisations to carry out services on a fee-for-service basis, 136 were granted and notified to the various applicants.

At the end of the 2020 financial year, the exceptional direct contracting procedures remained below the 10% threshold, at 8.3%.

4.2.2. Key facts about the award of public contracts

The health crisis linked to the Covid-19 pandemic influenced the award and execution of public contracts, with the corollary of the extension of contracting timeframes and the cancellation of 567 projects, including 184 in the Ministries and certain Projects/Programmes following Presidential Ordinance No. 2020/001 of 3 June 2020 adjusting the Initial Finance Law of 2020. As a result, three (03) Government Departments (MINEFOP, MINFI, MINJUSTICE) no longer had any projects for the 2020 financial year, and for all the PO/DPO, 132 projects were postponed to 2021.

However, an improvement was observed in the third quarter of 2020 due to the diligent awarding of contracts for new projects financed by the Special National Solidarity Fund for the Fight against the Coronavirus and its economic and social repercussions, from which 23 ministries benefited during the said period.

4.2.3. Measures to improve the efficiency of public orders

The governance of the public contract system has been strengthened through:

- the continuation of the dematerialisation of public procurement procedures. Indeed, since 2016, the programming of public contracts is done exclusively "online" on the COLEPS platform (Cameroon OnLine E-Procurement System). Thus, following the support of 50 project owners with the objective of awarding 35% of their contract portfolio "online", 200 tender notices were published and 25 contracts awarded "online" on COLEPS;
- training of 330 actors in the public contract system in the use of the COLEPS platform;
- start of the pilot phase for the implementation of the performance-based remuneration and payment mechanism (PBF) for certain actors in the

public v system, and the dissemination of the Procedures Manual to these actors. To this end, following the support of the 08 pilot project owners, corresponding to 22 actors in total, 02 invoices were validated for the 2020 financial year.

4.3. Specific issues

4.3.1. Derogatory procedures

Derogation procedures relate to expenditure paid without having followed all the prior procedural steps of budget execution and which therefore has to be regularised after the event. These include imprest accounts, provisional commitments and cash flow advances.

Circular N°00008349/MINFI of 30 December 2019, on Instructions relating to the Execution of Finance Laws, Monitoring and Control of the Execution of the State Budget and Other Public Entities for the year 2020 prescribed the limitation of the use of derogatory procedures. However, the volume of expenditure executed through this channel remains high.

At the end of the 2020 financial year, expenditure executed through the derogatory procedure amounted to 348.1 billion, or 11.1% of total expenditure (excluding FINEX and debt service), compared with 8.2% in 2019. Compared to the 5% ceiling set under the Economic and Financial Programme with the IMF, this expenditure is 6.1 points higher.

The increase in this ratio is essentially attributable to cash flow advances due to the urgent nature of certain expenditure, in particular that linked to the response to the health pandemic crisis and security challenges.

Table 20: Situation of expenditure through the exceptional procedures in 2020

HEADINGS	2020	
	<i>Amount</i>	<i>Weight</i>
IMPREST ACCOUNTS	56,3	1,8%
PROVISIONAL COMMITMENT	0	0,0%
CASH ADVANCES	291,8	9,3%
AMOUNT of DEROGATION PROCEDURES	348,1	11,1%
TOTAL EXPENDITURE (excluding FINEX and debt servicing)	3 128,0	

Source: MINFI/DGB

4.2.1.1. Cash advances

Cash flow advances correspond to disbursements made without prior commitment to deal with urgent or exceptional situations. These advances are subject to an ex-post budgetary adjustment.

In 2020, cash flow advance disbursements amount to 291.8 billion, of which 286.7 billion is operating expenditure and 5.1 billion is capital expenditure. Compared to 2019, these disbursements increase by 118.0 billion (+68.9%).

Table 21: Cash advances

TYPE OF EXPENDITURE	AMOUNTS (in billion)		
	Disbursed	Regularized	To be regularized
Investment	5,1	5,1	0,0
Operating	286,7	286,6	0,1
Total cash advances	291,8	291,7	0,1

Source: DGTCFM

4.2.1.2. Imprest accounts

Imprest accounts are a method of budget execution set up to allow credit managers to pay urgent expenditure that cannot be accommodated by the normal execution procedure. The limitation of the use of imprest accounts, although constantly reaffirmed in the various Budget Implementation Circulars, is slow to take shape in the field of expenditure execution.

For fiscal year 2020, the gross amount of expenditure executed through this procedure is estimated at 55.6 billion compared to 51.6 billion in 2019, an increase of 4.0 billion.

This is due to: (i) regulatory exemptions and the transfer of new categories of expenditure into the sphere of imprest accounts; (ii) the existence of special accounts and certificates of expenditure; (iii) large urgent expenditure such as the organisation of examinations and competitions, rehabilitation of roads in the South West, the response to disasters and natural calamities as well as MINDEF's operational logistics.

Table 22 : Situation des régies en 2019 et 2020 in billion

Description	Number of imprest accounts		Annual volume	
	2019	2020	2019	2020
Imprests set up	22	22	2,8	6,5
Imprests reopened	412	398	48,8	49,8
Total	434	420	51,6	56,3

Source: MINFI/DGB

4.3.2. Floating debt

The floating debt refers to the unpaid debts of the State resulting from, among other things, the contractual commitments of public administrations, current consumption, rents, compensated tax debts, as well as SONARA's and Marketeurs' shortfalls in relation to the support of fuel prices at the pump. Although efforts are being made to reduce the stock of this debt, it poses a problem of accounting accuracy and efficiency in cash flow management. In 2020, the amount of floating debt is 72.3 billion.

4.3.3. Terms and conditions of execution of external financings

The execution of expenditure on external financing is faced with the non-respect of budget execution procedures, which leads to the ceilings defined by the finance law being exceeded. This situation is caused by, among other things (i) the poor reporting of budgetary data and (ii) the financial execution of jointly financed projects outside the computer applications for managing the State's budgetary and accounting operations, which limits the control of project disbursements.

Indeed, a call for funds issued to the donor during the year and not executed before the end of the financial year will not be cancelled as in the case of an expenditure from internal resources whose accounting entry has not been validated. This call for funds will be carried over to the following year and will be added to the projected disbursements.

At the end of fiscal year 2020, the cumulative amount of unexecuted calls for funds since 2017 that has been carried forward to fiscal year 2021 is 264.5 billion. This compares to 183.8 billion at the end of fiscal 2019.

To address this, the government has set up a platform for regulating fund calls and reconciling statistical and accounting data. This platform, which brings together all stakeholders (MINFI, MINEPAT, CAA, certain FINEX project owners), makes it possible to monitor disbursements and to have exhaustive and consistent data available on a monthly basis.

Within the framework of the regulation of the calls for funds, priorities were defined for projects in the following order:

- African Cup of Nations 2021 projects;
- projects programmed in the Finance Law
- projects with a high socio-economic impact and almost certain repayment capacity
- first generation major projects in the process of being completed;
- projects with an imminent closing date in order to reduce the portfolio of externally financed projects;

- projects with a disbursement plan for available resources.

By the end of 2020, externally financed capital expenditure amounts to 469.9 billion against a forecast of 684 billion, an execution rate of 68.7%.

4.3.4. Difficulties

4.3.4.1. Financial reporting

At the level of the computer system, the network infrastructure does not cover the entire scope of budget execution. This situation does not favour the real-time transmission of budgetary information from the devolved areas to the central government, whereas the quality of the information is likely to influence budgetary execution. Moreover, regular updates cause certain functionalities to malfunction. In addition to these limitations, power supply problems at the central level, and especially in the devolved areas, disrupt budget execution. In addition, there is a lack of interconnection between the various information systems related to public finance management. Moreover, the current system does not function optimally due to the absence of a budgetary internal control system responsible for guaranteeing the quality of budgetary accounting data.

Furthermore, the departmental financial controls, despite computerisation, are not interconnected with the regional financial controls due to the lack of a network infrastructure. As a result, data on budget execution in the devolved areas only reaches the central office at the end of each month, which does not facilitate the generation of budget execution statements in real time.

To remedy this, the Directorate General of the Budget set up a reporting system in 2020 to improve the collection, consolidation and production of budget execution statements. This platform, called LE DECISIONNEL, presents the execution statements according to predefined formats. Further work on LE DECISIONNEL includes the automatic integration of debt and salary data. It will also optimise the production of reports by taking into account the needs of all users.

CONCLUSION

The implementation of the 2020 budget took place in a difficult context, marked by a recession in global economic activity, following the Covid-19 pandemic, and on the national level, by the persistence of the socio-political and security crisis. This justified the adoption of a rectifying finance law which reduced the budget amount and created a Special Solidarity Fund for the Fight against the Coronavirus and its Economic and Social Repercussions (SAA COVID) with an amount of 180 billion.

At the end of the year 2020, the execution of the State budget shows an Overall balance deficit of 815.2 billion (3.6% GDP). This deficit increased by 28.4 billion compared to fiscal year 2019.

Revenues were realised at 102.1% and expenditures were executed at 99.0%. The Rate shows, compared to FY 2019, an increase in the levels of revenue execution (+7.5 points) and expenditure (+3.7 points).

With regard to budgetary revenue, oil and non-oil revenue show an Execution Rate of 158.8% and 106.6% respectively. The performance in budget revenue collection can be explained by the good mobilisation of internal revenue compared to the revised forecasts, which increased by 329.0 billion compared to the AFL.

Overall expenditure execution was contained within the forecast limit. By economic nature, current expenditure accounts for 58.1% of Authorisations, followed by capital expenditure (24.3%) and debt servicing (17.5%). Current expenditure recorded an execution rate of 113.2% (against 103.3% in 2019), capital expenditure an execution rate of 84.7%, and public debt servicing was executed at 83.8%.

However, some difficulties persist in terms of budget management. These include (i) the deterioration in the sustainability ratio of the wage bill, which has fallen from 36% in 2019 to 45%; (ii) the increase in the ratio of operating expenditure to tax revenue, which has risen from 71% in 2019 to 81%; or (iii) the persistence of the phenomenon of budgetary overruns. Efforts to recover resources and control operating costs must be continued to ensure that budgetary objectives are achieved in future years.

APPENDICES

Appendix 1: Trends per budget item between the IFL and AFL 2020 (*in billion*)

(In billion CFAF)	IFL 2020	AFL 2020	Gap	V° (%)
Total resources	4 951,7	4 707,0	-244,7	-4,9
Domestic revenue and grants	3 719,2	2 950,5	-768,7	-20,7
Oil revenue	443,0	269,7	-173,3	-39,1
Non-oil revenue	3 174,2	2 578,8	-595,4	-18,8
Tax revenue	2 962,2	2 374,8	-587,4	-19,8
Taxes and levies	2 103,0	1 724,8	-378,2	-18,0
Customs revenue	859,2	650,0	-209,2	-24,3
Non-tax revenue	212,0	204,0	-8,0	-3,8
Grants	102,0	102,0	0,0	0,0
Projects	29,0	29,0	0,0	0,0
Programme	73,0	73,0	0,0	0,0
Gross financing	1 232,5	1 756,5	524,0	524,0
Project loans	767,0	655,0	-112,0	-14,6
Budget support (IMF, EU, AFD, WB, AfDB)	115,5	214,5	99,0	85,7
Of which IMF	44,0	90,0	46,0	104,5
EU	16,0	16,0	0,0	0,0
(In billion CFAF)	LFI 2020	LFR 2020	Ecart	V° (%)
AFD		0,0	0,0	-
WB	55,5	55,5	0,0	0,0
AfDB		53,0	53,0	-
Securities issuance	320,0	420,0	100,0	31,3
Bank financing (excluding public securities)	30,0	80,0	50,0	166,7
Other loans		0,0	0,0	-
Exceptional financing		387,0	387,0	-
Of which IMF		135,6	135,6	-
EU (SAA COVID support fund)		2,0	2,0	-
AFD (SAA COVID support fund)		6,5	6,5	-
WB (SAA COVID support fund)		22,0	22,0	-
AfDB		70,4	70,4	-
BDEAC		20,0	20,0	-
SME (*) (SAA COVID support fund)		9,0	9,0	-
External debt relief		118,0	118,0	-
Other financing (support fund SAA COVID)		3,5	3,5	-
Total expenditure and net loans	4 951,7	4 707,0	-244,7	-4,9
Recurrent expenditure	2 443,5	2 241,0	-202,5	-8,3
Personnel expenditure	1 066,2	1 036,2	-30,0	-2,8
Purchases of goods and services	780,0	677,0	-103,0	-13,2

<i>(In billion CFAF)</i>	IFL 2020	AFL 2020	Gap	V° (%)
Transfers and subventions	597,4	527,9	-69,5	-11,6
Capital expenditure	1 496,3	1 254,3	-242,0	-242,0
Expenditure on external funding	796,0	684,0	-112,0	-14,1
Expenditure from own resources	654,4	542,2	-112,2	-17,1
Of which carry-over			0,0	-
Expenditure on shareholdings/restructuring	45,9	28,1	-17,8	-38,8
<i>(In billion CFAF)</i>	LFI 2020	LFR 2020	Ecart	V° (%)
Net loans				
COVID-19 Financing Fund		180,0	180,0	-
Of which Fonds de concours		43,0		-
Debt service	1 011,9	1 031,7	19,8	19,8
External debt service	472,2	492,0	19,8	4,2
Principal	302,2	339,6	37,4	12,4
Interest	170,0	152,4	-17,6	-10,4
Domestic debt service	539,7	539,7	0,0	0,0
Principal	345,8	345,8	0,0	0,0
Of which ECMR		0,0	0,0	0,0
Correspondents			0,0	0,0
Interest	49,9	49,9	0,0	0,0
VAT credits	72,0	72,0	0,0	0,0
Outstanding Treasury/unstructured debt CAA	72,0	72,0	0,0	0,0
Of which Outstanding payments and other	52,0	52,0	0,0	0,0
arrears Treasury	20,0	20,0	0,0	0,0
Unstructured debt CAA		0,0	0,0	0,0
Set-off tax debt		0,0	0,0	0,0

Source: MINFI/DGB

Appendix 2: Expenditure per programme, Government department and institutions

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
001	FORMULATION AND COORDINATION OF PRESIDENTIAL ACTION	15,7	15,7	13,4	13,0	82.8
002	PRESIDENTIAL PROTECTION AND TERRITORIAL INTEGRITY	6,1	6,1	6,3	6,3	103.3
003	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE PRESIDENCY OF THE REPUBLIC AND ITS ATTACHED SERVICES	16,5	16,5	17,0	17,0	103.0
01	Presidency of the Republic	38,3	38,3	36,7	36,4	95.0
001	FORMULATION AND COORDINATION OF PRESIDENTIAL ACTION	0,6	0,6	0,6	0,5	83.3
002	PRESIDENTIAL PROTECTION AND TERRITORIAL INTEGRITY	4,8	4,7	4,8	4,7	100.0
02	Services attached to the Presidency of the Republic	5,3	5,3	5,3	5,3	100.0
032	STRENGTHENING PARLIAMENTARY CONTROL OF GOVERNMENT ACTION	3,2	3,2	3,2	3,2	100.0
033	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE NATIONAL ASSEMBLY SERVICES	17,5	17,5	17,5	17,5	100.0
03	National Assembly	20,7	20,7	20,7	20,7	100.0
046	DIRECTION AND COORDINATION OF GOVERNMENT ACTION	1,8	1,8	1,8	1,8	100.0
047	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE INTERNAL SERVICES AND SERVICES ATTACHED TO THE PRIME MINISTER'S OFFICE	14,0	13,6	13,6	13,5	99.3
04	Services of the Prime Minister	15,8	15,4	15,4	15,3	99.4
061	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE ECONOMIC AND SOCIAL COUNCIL	1,4	1,4	1,4	1,4	100.0

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
062	STEERING AND DEVELOPMENT OF THE ATTRIBUTIONS ENTRUSTED TO THE ECONOMIC AND SOCIAL COUNCIL	0,2	0,2	0,2	0,2	100.0
05	Economic and Social Council	1,6	1,6	1,6	1,6	100.0
076	ENHANCING THE POTENTIAL OF BILATERAL COOPERATION	14,1	14,1	18,8	18,0	127.7
077	REVITALISING MULTILATERAL COOPERATION AND DECENTRALISED COOPERATION	2,5	2,5	2,2	2,2	88.0
078	MANAGEMENT OF CAMEROONIANS ABROAD	4,0	4,0	3,7	3,6	90.0
079	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE EXTERNAL RELATIONS SUB-SECTOR	7,4	7,4	5,5	5,5	74.3
06	Ministry of External Relations	28,0	27,9	30,2	29,4	105.4
092	MODERNISATION OF THE ADMINISTRATION OF THE TERRITORY	13,2	12,1	11,1	10,8	89.3
093	SECURITY AND MANAGEMENT OF PUBLIC LIBERTIES	5,9	5,9	5,2	5,2	88.1
094	DEVELOPMENT OF THE NATIONAL CIVIL PROTECTION SYSTEM	3,6	3,6	3,1	3,1	86.1
095	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE TERRITORIAL ADMINISTRATION SUB-SECTOR	7,2	7,2	12,5	12,2	169.4
07	Ministry of Territorial Administration	29,8	28,7	32,0	31,4	109.4
107	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE JUSTICE SUB-SECTOR	9,3	9,3	8,5	8,4	90.3
108	IMPROVEMENT OF THE JURISDICTIONAL ACTIVITY	29,0	28,8	48,0	47,6	165.3
119	IMPROVEMENT OF THE PENITENTIARY POLICY	20,0	19,4	23,7	23,6	121.6
08	Ministry of Justice	58,2	57,5	80,4	79,7	138.6

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
121	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE SUPREME COURT SUB- SECTOR	9,4	2,5	2,5	2,5	100.0
122	CONTROL OF FINANCIAL TRANSPARENCY, BUDGETARY MANAGEMENT AND QUALITY OF PUBLIC ACCOUNTS	1,0	1,0	0,9	0,9	90.0
123	CONTRIBUTION TO THE CONSOLIDATION OF THE RULE OF LAW	0,5	0,5	0,4	0,4	80
09	Supreme Court	10,9	4,0	3,9	3,8	95
715	IMPROVING THE ADMINISTRATION OF THE PUBLIC PROCUREMENT SYSTEM	3,0	3,0	2,9	2,9	96
716	STRENGTHENING EXTERNAL CONTROL OF PROCUREMENT AND SERVICE CONTRACTS	2,5	2,5	2,0	2,0	80.0
717	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE PUBLIC PROCUREMENT SUB-SECTOR	6,6	6,5	6,5	6,4	98.5
718	STRENGTHENING EXTERNAL CONTROL OF INFRASTRUCTURE PROCUREMENT	2,2	2,2	2,6	2,5	113.6
10	Ministry of Public Contracts	14,3	14,3	14,3	14,1	98.6
136	STRENGTHENING THE PREVENTION OF CRIMES AGAINST PUBLIC WEALTH	0,6	0,6	0,5	0,5	83.3
137	INTENSIFICATION AND DIVERSIFICATION OF AUDITS AND SYSTEMATISATION OF SANCTIONS AGAINST UNLAWFUL MANAGERS	1,4	1,4	1,5	1,4	100.0
138	Governance and institutional support of the CONSUPE	1,9	1,9	1,9	1,9	100.0
11	CONSUPE	3,9	3,9	3,9	3,8	97.4
151	CONSOLIDATION OF PUBLIC SECURITY	21,9	21,4	18,8	18,8	87.9
152	GOVERNANCE AND INSTITUTIONAL SUPPORT	66,3	66,2	65,8	65,7	99.2

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
154	STRENGTHENING BORDER SECURITY	2,3	2,3	0,2	0,2	8.7
156	REVITALISATION OF THE INTELLIGENCE SYSTEM	5,8	5,8	12,8	12,8	220.7
12	General Delegation for National Security	96,4	95,7	97,7	97,5	101.9
166	STRENGTHENING OF TERRITORIAL DEFENCE	120,8	119,0	102,5	102,5	86.1
168	GOVERNANCE AND INSTITUTIONAL SUPPORT FOR THE DEFENCE SUB- SECTOR	41,3	40,7	45,9	45,8	112.5
169	PARTICIPATION IN NATIONAL DEVELOPMENT ACTION	9,1	9,1	0,7	0,7	7.7
170	PARTICIPATION IN THE PROTECTION OF PEOPLE AND PROPERTY	59,0	57,5	90,3	90,1	156.7
13	MINDEF	230,3	226,3	239,3	239,1	105.7
181	CONSERVATION OF CAMEROONIAN ART AND CULTURE	0,8	0,8	0,8	0,7	87.5
182	STRENGTHENING THE PRODUCTION APPARATUS OF CULTURAL GOODS AND SERVICES	1,2	1,2	1,1	1,0	83.3
183	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE ART AND CULTURE SUB-SECTOR	1,9	1,9	2,0	1,9	100
14	Ministry of Arts and Culture	3,9	3,9	3,9	3,7	94.9
196	DEVELOPMENT OF PRESCHOOL EDUCATION	14,4	14,4	2,8	2,5	17.4
197	UNIVERSALISATION OF THE PRIMARY CYCLE	179,6	179,6	159,6	157,0	87.4
198	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE BASIC EDUCATION SUB-SECTOR	29,8	29,8	26,1	25,8	86.6
199	LITERACY	2,2	2,2	25,5	25,3	1150.0

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
15	Ministry of Basic Education	226,0	226,0	214,0	210,7	93.2
211	SUPERVISION OF THE SPORTS MOVEMENT	5,2	5,2	4,8	4,8	92.3
212	DEVELOPPEMENT DES INFRASTRUCTURES SPORTIVES	54,9	51,3	13,2	13,1	25.5
213	GOUVERNANCE ET APPUI INSTITUTIONNEL DANS LE SOUS- SECTEUR SPORTS ET EDUCATION PHYSIQUE	5,5	5,5	7,3	7,3	132.7
16	Ministry of Sport and Physical Education	65,7	62,1	25,3	25,2	40.6
227	IMPROVING THE SUPPLY OF AND ACCESS TO INFORMATION	1,0	1,0	1,0	1,0	100.0
228	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE COMMUNICATION SUB-SECTOR	2,2	2,2	2,2	2,1	95.5
17	Ministry of Communication	3,2	3,2	3,2	3,1	96.9
241	DEVELOPMENT OF THE TECHNOLOGICAL AND PROFESSIONAL COMPONENT OF HIGHER EDUCATION	5,4	5,4	4,0	3,9	72.2
242	MODERNIZATION AND PROFESSIONALIZATION OF CLASSICAL FACULTIES	7,0	7,0	2,7	2,7	38.6
243	DEVELOPMENT OF UNIVERSITY RESEARCH AND INNOVATION	11,5	11,5	8,5	8,5	73.9
244	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE HIGHER EDUCATION SUB-SECTOR	33,1	33,1	35,1	34,9	105.4
18	Ministry of Higher Education	57,1	57,1	50,3	50,1	87.7
259	GOVERNANCE AND INSTITUTIONAL SUPPORT TO THE RESEARCH AND INNOVATION SUB-SECTOR	6,7	6,7	6,7	6,3	94.0
260	DENSIFICATION OF RESEARCH- DEVELOPMENT AND INNOVATION	0,9	0,9	0,9	0,9	100.0

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
19	Ministry of Scientific Research and Innovation	7,6	7,6	7,6	7,2	94.7
271	MOBILISATION OF NON-OIL REVENUES	15,7	15,7	13,5	13,1	83.4
272	PUBLIC TREASURY MANAGEMENT AND FINANCIAL SECTOR MONITORING	14,1	13,9	13,8	13,6	97.8
274	STATE BUDGETARY MANAGEMENT	9,0	9,0	8,6	8,2	91.1
275	GOVERNANCE AND INSTITUTIONAL SUPPORT TO MINFI	12,9	12,9	16,3	15,3	118.6
20	Ministry of Finance	51,7	51,5	52,3	50,5	98.1
286	SUPPORT TO EXPORT DEVELOPMENT	0,4	0,4	0,2	0,2	50.0
287	REGULATION OF DOMESTIC TRADE	3,2	3,2	2,9	2,6	81.3
288	GOVERNANCE AND INSTITUTIONAL SUPPORT FOR THE TRADE SUB-SECTOR	3,2	3,2	3,6	3,5	109.4
21	Ministry of Trade	6,8	6,8	6,8	6,4	94.1
301	GOVERNANCE AND INSTITUTIONAL SUPPORT FOR THE ECONOMY, PLANNING AND PLANNING AND REGIONAL DEVELOPMENT	4,7	4,7	4,7	4,4	93.6
302	SUPPORT TO ECONOMIC RECOVERY FOR GROWTH ACCELERATION	6,1	6,1	9,8	9,8	160.7
303	STRENGTHENING DEVELOPMENT PARTNERSHIP AND REGIONAL INTEGRATION	2,3	2,3	2,1	2,1	91.3
304	STRENGTHENING OF DEVELOPMENT PLANNING AND INTENSIFICATION OF LAND USE ACTIONS.	38,1	38,1	39,1	39,0	102.4
22	Ministry of Economy, Planning and Regional Development	51,2	51,2	55,8	55,2	107.8
317	DEVELOPMENT OF THE TOURISM AND LEISURE OFFER	6,3	6,3	6,5	6,4	101.6
318	PROMOTION OF TOURISM AND LEISURE	1,1	1,1	0,9	0,9	81.8

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
320	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE TOURISM AND LEISURE SUB-SECTOR	1,8	1,7	1,7	1,7	100.0
23	Ministry of Tourism and Leisure	9,1	9,1	9,1	9,0	98.9
331	REINFORCEMENT OF ACCESS TO SECONDARY EDUCATION	85,3	85,3	53,0	52,0	61.0
332	IMPROVING THE QUALITY OF EDUCATION AND SCHOOL LIFE IN THE SECONDARY EDUCATION SUB-SECTOR	213,8	213,8	206,7	206,6	96.6
333	INTENSIFICATION OF PROFESSIONALISATION AND OPTIMISATION OF TRAINING IN THE SECONDARY EDUCATION SUB-SECTOR	62,0	62,0	3,9	3,8	6.1
334	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE SECONDARY EDUCATION SUB-SECTOR	31,2	31,2	122,1	121,5	389.4
25	Ministry of Secondary Education	392,4	392,4	385,7	384,0	97.9
346	CIVIC EDUCATION AND NATIONAL INTEGRATION	6,8	6,8	6,4	6,4	94.1
347	SOCIO-ECONOMIC INTEGRATION OF YOUNG PEOPLE	12,6	12,6	11,0	10,7	84.9
348	GOVERNANCE AND INSTITUTIONAL SUPPORT TO THE MINISTRY OF YOUTH AND CIVIC EDUCATION	3,3	3,3	5,1	5,0	151.5
26	Ministry of Youth and Civic Education	22,7	22,7	22,5	22,1	97.4
350	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE DECENTRALISATION AND LOCAL DEVELOPMENT SUB- SECTOR	1,4	1,4	2,4	2,3	164.3
351	DEEPENING THE DECENTRALISATION PROCESS	37,5	37,5	37,2	28,9	77.1
352	PROMOTION OF LOCAL DEVELOPMENT	3,7	3,7	2,6	2,2	59.5

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
27	Ministry of Decentralisation and Local Development	42,6	42,5	42,1	33,4	78.6
361	COMBATING DESERTIFICATION AND CLIMATE CHANGE	2,8	2,8	1,4	1,3	46.4
362	SUSTAINABLE MANAGEMENT OF BIODIVERSITY	0,9	0,9	0,9	0,8	88.9
364	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE ENVIRONMENT, NATURE PROTECTION AND SUSTAINABLE DEVELOPMENT SUB-SECTOR	1,4	1,4	1,6	1,6	114.3
28	Ministry of Environment and Nature Protection	6,1	6,1	4,9	4,6	75.4
376	DEVELOPMENT OF MINING AND GEOLOGICAL RESOURCES	3,4	3,4	8,9	8,8	258.8
377	DIVERSIFICATION AND IMPROVEMENT OF THE COMPETITIVENESS OF INDUSTRIAL SECTORS	1,5	1,5	1,5	1,5	100.0
378	VALORIZATION OF INVENTIONS, TECHNOLOGICAL INNOVATIONS AND INDUSTRIAL PROPERTY ASSETS	0,6	0,6	0,4	0,4	66.7
379	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE MINING, INDUSTRY AND TECHNOLOGICAL DEVELOPMENT SUB-SECTOR	2,7	2,7	3,0	2,8	103.7
29	Ministry of Mines, Industries and Technological Development	8,2	8,2	13,8	13,6	165.9
391	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE AGRICULTURE AND RURAL DEVELOPMENT SUB-SECTOR	21,3	20,3	18,2	17,5	86.2
392	IMPROVEMENT OF THE PRODUCTIVITY AND COMPETITIVENESS OF AGRICULTURAL SECTORS	19,1	19,1	22,4	21,8	114.1

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
393	MODERNISATION OF RURAL AND PRODUCTION INFRASTRUCTURE	32,9	32,9	31,9	30,4	92.4
30	Ministry of Agriculture and Rural Development	73,7	72,7	72,7	69,8	96.0
406	DEVELOPMENT OF ANIMAL PRODUCTIONS AND INDUSTRIES	13,7	13,7	13,6	13,4	97.8
407	IMPROVEMENT OF THE SANITARY COVERAGE OF LIVESTOCK AND THE FIGHT AGAINST ZOOSES	5,7	5,7	5,8	5,2	91.2
408	DEVELOPMENT OF FISHERIES PRODUCTION	2,8	2,8	4,3	4,3	153.6
49	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES SUB-SECTOR	6,9	6,9	8,1	7,9	114.5
31	Ministry of Livestock, Fisheries and Animal Industries	29,1	29,1	31,8	30,7	105.5
421	ENERGY SUPPLY	115,5	115,5	36,0	35,3	30.6
422	ACCESS TO ENERGY	24,6	23,9	25,3	9,8	41.0
423	ACCESS TO DRINKING WATER AND LIQUID SANITATION	74,9	74,6	72,4	71,4	95.7
424	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE WATER AND ENERGY SUB-SECTOR	8,9	8,9	10,6	10,5	118.0
32	Ministry of Water Resources and Energy	223,9	222,8	144,3	127,0	57.0
960	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE FORESTRY AND WILDLIFE SUB-SECTOR	2,5	2,5	2,1	1,9	76.0
961	DEVELOPMENT AND RENEWAL OF FORESTRY RESOURCES	14,5	4,4	4,3	4,0	90.9
962	SECURING AND DEVELOPING WILDLIFE RESOURCES AND PROTECTED AREAS	3,6	3,6	3,2	3,1	86.1

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
963	DEVELOPMENT OF TIMBER AND NON-TIMBER FOREST RESOURCES	9,1	3,9	4,4	4,3	110.3
33	Ministry of Forestry and Wildlife	29,7	14,4	13,9	13,3	92.4
452	PROMOTION OF DECENT EMPLOYMENT	2,6	2,6	2,3	2,2	84.6
453	DEVELOPMENT OF VOCATIONAL TRAINING	11,4	11,4	7,5	7,4	64.9
454	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE EMPLOYMENT AND VOCATIONAL TRAINING SUB-SECTOR	5,6	5,0	7,0	6,7	134.0
35	Ministry of Employment and Vocational Training	19,5	19,0	16,8	16,4	86.3
467	CONSTRUCTION OF ROADS AND OTHER INFRASTRUCTURE	265,7	263,0	244,9	240,5	91.4
468	REHABILITATION, MAINTENANCE AND UPKEEP OF ROADS AND OTHER INFRASTRUCTURE	127,4	122,8	88,5	85,7	69.8
469	IMPLEMENTATION OF TECHNICAL STUDIES OF INFRASTRUCTURE	4,3	3,0	2,4	2,2	73.3
470	GOVERNANCE AND INSTITUTIONAL SUPPORT FOR PUBLIC WORKS	9,0	9,0	11,2	11,1	123.3
36	Ministry of Public Works	406,3	397,8	347,0	339,5	85.3
481	MODERNIZATION OF THE LAND REGISTRY	2,3	2,3	1,4	1,4	60.9
482	PROTECTION AND DEVELOPMENT OF THE STATE'S PATRIMONY	7,3	7,3	6,5	6,2	84.9
483	CONSTITUTION OF LAND RESERVES AND SUBDIVISION OF STATE-OWNED LAND	1,9	1,9	4,1	3,9	205.3
484	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE PROPERTY, SURVEYS AND LAND TENURE SUB-SECTOR	3,1	3,1	2,6	2,6	83.9
37	Ministry of State Property, Surveys and Land Tenure	14,5	14,5	14,6	14,0	96.6

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
496	HOUSING DEVELOPMENT	32,0	31,8	23,9	23,4	73.6
497	IMPROVEMENT OF THE URBAN ENVIRONMENT	19,1	18,8	18,3	17,1	91.0
498	DEVELOPMENT OF URBAN TRANSPORT INFRASTRUCTURE (PDITU)	60,7	55,3	52,4	52,0	94.0
499	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE URBAN SUB-SECTOR	6,3	6,2	6,4	6,2	100.0
38	MINDUH	118,1	112,0	101,0	98,7	88.1
511	PROMOTING PRIVATE INITIATIVE AND IMPROVING THE COMPETITIVENESS OF SMES	3,6	3,6	3,5	3,5	97.2
513	PROMOTION OF THE SOCIAL ECONOMY AND CRAFTS	3,6	3,6	3,5	3,4	94.4
514	GOVERNANCE AND INSTITUTIONAL SUPPORT FOR THE SMALL AND MEDIUM-SIZED ENTERPRISES, SOCIAL ECONOMY AND CRAFTS SUB-SECTOR	1,6	1,6	1,8	1,8	112.5
39	MINPMEESA	8,8	8,8	8,8	8,7	98.9
527	DISEASE PREVENTION	37,5	37,5	18,5	18,4	49.1
528	HEALTH PROMOTION	11,0	11,0	10,4	10,3	93.6
530	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE HEALTH SECTOR	40,8	40,4	38,4	37,1	91.8
531	CASE MANAGEMENT	100,7	99,9	76,0	74,4	74.5
40	Ministry of Public Health	190,0	188,8	143,7	140,6	74.5
541	PROMOTION OF SOCIAL SECURITY FOR THE MAJORITY	0,4	0,4	0,4	0,4	100.0
542	IMPROVING LABOUR PROTECTION	1,9	1,9	1,6	1,6	84.2
543	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE LABOUR AND SOCIAL SECURITY SUB-SECTOR	2,9	2,9	3,1	3,0	103.4
41	Ministry of Labour and Social Security	5,1	5,1	5,1	5,0	98.0

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
557	SOCIAL PROTECTION OF SOCIALLY VULNERABLE PEOPLE	3,0	3,0	2,7	2,7	90.0
559	NATIONAL SOLIDARITY AND SOCIAL JUSTICE	3,1	3,1	2,5	2,4	77.4
570	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE SOCIAL AFFAIRS SUB- SECTOR	3,7	3,7	4,6	4,5	121.6
42	Ministry of Social Affairs	9,8	9,8	9,8	9,5	96.9
573	FAMILY DEVELOPMENT AND PROTECTION OF CHILDREN'S RIGHTS	1,2	1,2	0,9	0,9	75.0
574	INSTITUTIONAL SUPPORT AND GOVERNANCE	2,3	2,3	1,5	1,5	65.2
575	PROMOTION OF WOMEN AND GENDER	3,8	3,8	4,0	3,8	100.0
43	Ministry of Women's Empowerment and the Family	7,3	7,3	6,5	6,2	84.9
586	DENSIFICATION OF THE NETWORK AND IMPROVEMENT OF THE NATIONAL POSTAL COVERAGE	1,6	1,6	1,3	1,3	81.3
587	DEVELOPMENT AND OPTIMISATION OF TELECOMMUNICATIONS AND ICT NETWORKS AND SERVICES	20,8	20,8	9,0	9,0	43.3
588	GOVERNANCE AND INSTITUTIONAL SUPPORT IN THE POST AND TELECOMMUNICATIONS SUB-SECTOR	2,6	2,6	3,0	2,9	111.5
45	Ministry of Posts and Telecommunications	24,9	24,9	13,3	13,2	53.0
602	IMPROVEMENT OF THE SAFETY AND SECURITY SYSTEM OF THE DIFFERENT MODES OF TRANSPORT	1,4	1,4	0,8	0,6	42.9
603	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE TRANSPORT SUB- SECTOR	1,9	1,9	1,7	1,7	89.5

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
604	DEVELOPMENT AND REHABILITATION OF THE NATIONAL METEOROLOGICAL NETWORK	0,9	0,9	0,8	0,7	77.8
607	DEVELOPMENT AND REHABILITATION OF TRANSPORT INFRASTRUCTURE	6,5	6,5	30,9	30,9	475.4
46	Ministry of Transport	10,7	10,7	34,2	33,9	316.8
756	Disarmament and demobilisation	0,6	0,6	0,6	0,5	83.3
757	REINTEGRATION	1,6	1,6	1,4	1,4	87.5
758	GOVERNANCE AND INSTITUTIONAL SUPPORT TO THE NATIONAL COMMITTEE FOR DISARMAMENT, DEMOBILISATION AND REINTEGRATION	1,8	1,8	1,5	1,4	77.8
48	National Committee for Disarmament, Demobilisation and Reintegration	4,0	4,0	3,5	3,4	85.0
49	Constitutional Council	3,1	3,1	2,9	2,7	87.1
616	IMPROVING THE MANAGEMENT OF THE STATE'S HUMAN RESOURCES	6,6	1,5	1,5	1,5	100.0
717	DEEPENING ADMINISTRATIVE REFORM	0,3	0,3	0,3	0,3	100.0
718	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE MINISTRY OF PUBLIC SERVICE AND ADMINISTRATIVE REFORM	7,8	7,5	6,8	6,6	88.0
50	Ministry of Public Service and Administrative Reform	14,7	9,3	8,7	8,4	90.3
51	ELECAM	11,5	10,7	10,7	10,7	100.0
52	CNDHL	0,7	0,7	0,7	0,7	100.0
53	SENATE	15,2	15,2	15,2	15,2	100.0
731	PROMOTION OF BILINGUISM	0,2	0,2	2,2	2,2	1100.0
735	GOVERNANCE AND INSTITUTIONAL SUPPORT OF THE NATIONAL COMMISSION FOR THE PROMOTION OF BILINGUALISM AND MULTICULTURALISM	2,6	2,6	0,7	0,5	19.2
54	NATIONAL COMMISSION FOR THE PROMOTION OF BILINGUALISM AND MULTICULTURALISM	2,9	2,9	2,9	2,7	93.1

	NAME PROGRAMMES / CHAPTER	Initial CA (AFL)	Initial PA (AFL)	Revised PA	Authorization	Execution rate (in %)
55	Pensions	222,7	222,7	233,9	233,9	105.0
667	Repayment of external public debt	374,0	374,0	353,4	353,4	94.5
673	Repayment of domestic public debt	539,7	539,7	403,5	398,1	73,8
679	Subventions and contributions	197,7	197,7	194,3	194,4	98.3
685	Common operating expenditure	272,8	272,8	564,5	562,0	206.0
697	State shares in semi-public and private enterprises	19,3	19,3	16,8	16,8	87.0
703	Rehabilitation and restructuring of public enterprises	8,8	8,8	8,8	8,8	100.0
709	Investment intervention	92,2	92,2	145,4	143,5	155.6
715	Takeover of appropriations brought forward	8,0	8,0	1,7	1,7	21.4
	TOTAL	4 466,8	4 409,0	4 409,0	4 339,6	98.4
	EXPENDITURE TO BE COVERED				1,2	
	GRAND TOTAL				4 340,7	1.0

Source: MINFI

Appendix 3: Execution of investment resources transferred to councils (in thousands)

Budget Head	AFL		REVISED ALLOCATION		COMMITTED	CLEARED	AUTH.
	CA	PA	CA	PA	PA		
14 MINISTRY OF ARTS AND CULTURE	110 000	110 000	110 000	110 000	97 999	87 705	87 705
15 MINISTRY OF BASIC EDUCATION	12 032 584	12 032 584	12 182 552	12 182 552	10 093 501	9 666 392	9 666 392
16 MINISTRY OF SPORTS AND PHYSICAL EDUCATION	160 000	160 000	160 000	160 000	120 672	120 672	120 672
21 MINISTRY OF TRADE	511 458	496 458	511 458	496 458	350 175	326 461	326 461
23 MINISTRY OF TOURISM AND LEISURE	1 200 000	1 200 000	1 200 000	1 200 000	1 079 601	1 076 378	1 076 378
25 MINISTRY OF SECONDARY EDUCATION	-	-	1 800	1 800	1 800	1 800	1 800
26 MINISTRY OF YOUTH AFFAIRS AND CIVIC EDUCATION	590 852	590 852	636 852	636 852	535 909	516 019	516 019
27 MINISTRY OF DECENTRALISATION AND LOCAL DEVELOPMENT	35 053 973	35 053 973	35 984 416	35 984 416	29 393 105	27 497 331	27 497 331
28 MINISTRY OF ENVIRONMENT, NATURE PROTECTION AND SUSTAINABLE DEVELOPMENT	563 000	563 000	563 000	563 000	513 026	490 674	490 674
30 MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT	6 573 999	6 573 999	6 573 999	6 573 999	5 674 972	5 566 328	5 566 328
31 MINISTRY OF LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES	3 000 000	3 000 000	3 000 000	3 000 000	2 262 367	2 182 589	2 182 589
32 MINISTRY OF WATER RESOURCES AND ENERGY	6 648 888	6 266 088	6 648 888	6 266 088	4 839 293	4 669 101	4 669 101
33 MINISTRY OF FORESTS AND WILDLIFE	211 662	211 662	300 000	300 000	299 939	249 936	249 936
35 MINISTRY OF EMPLOYMENT AND PROFESSIONAL TRAINING	516 800	516 800	516 800	516 800	389 298	371 368	371 368
36 MINISTRY OF PUBLIC WORKS	11 821 929	11 821 929	12 108 411	12 108 411	10 673 150	10 325 602	10 325 602
38 MINISTRY OF HOUSING AND URBAN DEVELOPMENT	4 212 001	3 563 001	4 257 001	3 608 001	2 622 458	2 326 636	2 326 636
39 MINISTRY OF SMALL AND MEDIUM ENTERPRISES, SOCIAL ECONOMY AND HANDICRAFTS	666 000	666 000	666 000	666 000	640 000	640 000	640 000
40 MINISTRY OF PUBLIC HEALTH	6 392 216	6 392 216	6 442 216	6 442 216	5 105 538	4 736 528	4 736 528
42 MINISTRY OF SOCIAL AFFAIRS	312 500	312 500	312 500	312 500	261 133	259 629	259 629
43 MINISTRY OF WOMEN'S EMPOWERMENT AND THE FAMILY	525 000	525 000	525 000	525 000	336 746	336 746	336 746
94 INTERVENTIONS IN INVESTMENTS	-	-	800 421	800 421	800 421	406 035	406 035
TOTAL 2019 PIB APPROPRIATIONS TRANSFERRED TO THE COUNCILS	91 102 862	90 056 062	93 501 315	92 454 515	76 091 104	71 853 929	71 853 929

Source: MINEPAT

GLOSSARY

Assignment of revenue	Revenue may exceptionally be allocated directly, without passing through the general budget, to certain expenditure or structures (particularly administrative public establishments)
Advance decree	Opening or cancellation of appropriations in management for urgent needs not provided for in the initial finance law
Public deficit	The public deficit adds up the budgetary balance of the State and that of local authorities and social organisations
Gross expenditure	Disbursements made in the year including tax refunds and rebates
Net expenditure	Gross expenditure less the amount of refunds and rebates
Tax expenditure	Legislative or regulatory provisions whose implementation leads to a loss of revenue for the State
Budget mission	Set of programmes contributing to a ministerial or interministerial public policy
Performance objectives	The Annual Performance Plans (APPs) of the programmes include Objectives which express the strategic priorities of each programme. The Objectives are measured by means of Performance Indicators
Compulsory levies	All taxes and social contributions
Budgetary principles	Unity, universality, annuality, non-contraction of revenues and expenditures, non-allocation of revenues, sincerity
Gross Domestic Product (GDP)	Indicator of national wealth, i.e. the sum of the added values of all production branches
Budget programme	A grouping of credits intended to implement an action or a coherent set of actions. The programme is the unit of specialisation of credits and the level of authorisation of expenditure
Annual performance projects (PAP)	Appendices to the Finance Bill, which develop the appropriations and various information elements (strategy, actions, objectives, expected results) by programme
Annual performance reports (RAP)	Appendices to the settlement bill, which provide information on budget execution (deviations from forecasts, results and indicators)

Gross revenue		Revenue collected, before deduction of tax refunds or rebates
Net revenue		Gross revenue less the amount of tax refunds and rebates
Carry-over appropriations	of	Commitment authorisations or payment appropriations available on a programme at the end of the year may be carried over to the following year, within certain limits
Primary balance		It is made up of the difference between net revenue and net expenditure, before payment of interest on the debt
Transfer appropriations	of	Changes in the distribution of appropriations between programmes of different ministries
Bank transfer appropriations	of	Changes in the distribution of appropriations between programmes of the same ministry

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