

I. COUNTRY REFORM PROGRESS

The Global Public Finance Partnership (GPFP) project for Cameroon continued to support capacity development (CD) activities by the IMF's Fiscal Affairs Department (FAD) to strengthen revenue administration and budget execution.

The tax administration's performance, as reflected in the April 2025 Tax Administration Diagnostic Assessment Tool (TADAT) evaluation (with "A" scores ranging from 2 to 11; "B" from 3 to 6; "C" from 6 to 7; and "D" from 18 to 8), indicates solid progress, underpinned by sustained reform efforts supported by strong leadership and high-level political commitment. Key reforms initiated under the post-TADAT action plan include reorganization of local offices; adoption of a mechanism identifying and addressing main tax risks; numerous initiatives to promote tax compliance; widespread adoption of online filing and payment; digitalization of audit and litigation procedures, online issuance of administrative documents; broadening of the tax base through extensive data cross-referencing and the launch of local tax reform. In addition to this project supported by the GPFP and the IMF's Regional Technical Assistance Center for Central Africa (AFC), the implementation of these reforms also benefits from the support of other capacity development (CD) providers: the European Union, France, Germany, and the World Bank.

Following the conclusion of the presidential elections and the confirmation of the authorities, policy dialogue resumed. During the year, the authorities advanced reforms in public financial management (PFM) and public investment management, including improving the transparency of budget preparation by reducing the use of common budget chapters and rationalizing Treasury correspondent accounts. The decree establishing the public investment project maturation guide was finalized and posted online; among other changes, the guide requires that climate change considerations be integrated at several stages of the process. Finally, COLEPS (the government's electronic procurement system) has been deployed in 37 ministries, with the objective that all contracts be processed through the platform in the near term.

II. PROJECT DELIVERY HIGHLIGHTS

RM II: Revenue Module II – Revenue Administration

Key Progress in FY26: GPFP support enabled the authorities to use the 2025 TADAT findings to develop a post-TADAT action plan and a 2026–28 tax administration strategic reform plan, while advancing local tax reform. With the plan adopted, implementation began in 2026 and is progressing across three core priorities: improving the timely payment of taxpayer obligations (reflected in rising on-time payment rates and declining arrears); strengthening risk-based audit planning (with a sound audit plan covering the main taxes); and enhancing the management of corporate priorities through more effective risk management.

Previous Progress: The authorities continue to use the post-TADAT action plan to improve the taxpayers' compliance improvement plan, tackle the issue of inactive taxpayers, launch the local tax reform and expand the digitalization of payment of local taxes in close collaboration with the Public Treasury.

Next Steps: Future support will focus on (1) following up on the strategic reform document and the post-TADAT action plan with a view to preparing the third TADAT exercise expected in 2028; (2) strengthening the medium-sized taxpayers management; and (3) advancing local tax reform and expanding the taxbase.

SM II: Spending Module II – Managing Public Finance

Key Progress in FY26: A follow-up assessment of budget execution was conducted in March 2026 by a short-term expert, as part of a mission supporting the monitoring of state-owned enterprises (SOEs). The assessment recommended (1) strengthening discipline in the implementation of budget execution processes; (2) making IT adjustments to ensure the proper use of multi-year commitments; and (3) tightening regulations governing the use of special accounts.

Previous Progress: An assessment of budget execution was conducted in December 2024. It identified important issues in budgeting that impact negatively budget credibility. It also presented a list of reforms that would help improve the control of expenditure. The main recommendations of the report were presented under a format compatible with the PFM reform action plan of the government.

Next Steps: Future support will focus on the implementation of a public investment management assessment (PIMA) and Climate PIMA during the second semester of 2026. This assessment provides a structured diagnostic of weaknesses and strengths in public investment institutions across the full investment cycle and will allow the authorities to identify priority reforms that improve investment efficiency, fiscal discipline, and transparency. The climate component builds on this framework by assessing how climate mitigation, adaptation, and resilience considerations are integrated into public investment decision-making, with the objective of embedding climate risks and objectives systematically across the investment cycle. The authorities agreed with the objectives of this technical assistance.

III. LOGICAL FRAMEWORK

Country – Cameroon		
RM II: Objective – Strengthened revenue administration management and governance arrangements (SDG 17.1) - RAM		Rating - 3
Outcome	Rating	Narrative
Authorities have a baseline understanding of the current state of the government's revenue administration, management, and governance arrangements and core revenue administration operations	4 Fully Achieved	Support was provided in September 2025 to the authorities in using the TADAT (April 2025) main findings to design the tax administration 2026-2028 strategic reform plan and helped advance local tax reform.
Tax and/or customs laws are updated, simplified, and better aligned with modern standards and international protocols	2 Partially Achieved	Reforms in this area started in 2026, after the adoption of the 2026-28 tax administration strategic reform plan

Corporate priorities are better managed through effective risk management	2 Partially Achieved	Improving the management corporate priorities through effective risk management is one of the top priorities of the 2026-28 tax administration strategic reform plan
RM II: Objective – Strengthened core tax administration functions (SDG 17.1) - TAD		Rating - 3
Outcome	Rating	Narrative
A larger proportion of taxpayers meet their payment obligations as required by law	4 Fully Achieved	Improving the rate of timely payment of obligations by taxpayers remains one of the top priorities of the 2026-28 tax administration strategic reform plan. Rates have been steadily increasing, and the stock of outstanding debts has decreased over time.
Audit and other verification programs more effectively ensure accuracy of reporting	3 Largely Achieved	Improving the tax audit program based on risks assessment remains one of the top priorities of the 2026-28 tax administration strategic reform plan. A sound tax audit plan covering the main taxes was developed by the authorities
SM II: Objective – Build Sustainable Fiscal Institutions - SFI		Rating - 1
Outcome	Rating	Narrative
Strengthened capacity to plan, implement and sustain priority area reforms including climate, gender, and SDGs	1 Not Achieved	No action has been taken on this topic so far
SM II: Objective – Strengthen Budget Management - SBM		Rating - 2
Outcome	Rating	Narrative
Strengthened identification, monitoring, and management of fiscal risks	1 Not Achieved	A mission on fiscal risks linked to SOEs took place but was funded by another project.
Strengthened annual budget process for more efficient and effective use of resources	1 Not Achieved	No action has been taken on this topic so far
Strengthened budget execution and control processes	2 Partially Achieved	A diagnostic of budget execution processes was realized in December 2024 and provided a series of recommendations to improve budget efficiency and transparency

IV. RISK ASSESSMENT

Description	Rating	Mitigation Measures
External Climate/Conditions		
RM II: Political support is critical to help the tax administration implement the main recommendations of the last Governance Diagnostic Assessment mission (May 2023)	Low	N/A
Political Support		
SM II: Lack of political support for reforms	Medium	Ensure fiscal risk CD is focused on priority areas by engaging regularly with ministers and senior management to ensure government ownership of reforms.
Management and Technical Staff Support and Commitment		
RM II: Commitment of the tax administration reforms has remained solid since the last FAD tax administration mission organized in March 2021.	Low	N/A
SM II: Complex in-depth technical reforms require full engagement of management and technical staff to implement changes of processes.	Low	Engage with senior management and technical staff proactively and explain the importance of improving fiscal transparency.
Resource Adequacy		
SM II: Insufficient technical capacity and human resources necessary to implement reforms are limited	Medium	Ensure CD plans include sufficient capacity building and training elements and direct CD to priority or highest risk areas.
Other Risks		
SM II: Multiple donors are providing technical assistance on same topics and gaps, or overlaps may arise as a result.	Medium	Take an active role in engaging with other donors to ensure support is well coordinated.

V. PROJECT MANAGERS: CONTACT INFORMATION

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