This white paper is the first in a series on Ambaland. It will focus on how the future policy environment will enable a vibrant nation and inclusive economy for all its citizens. It will draw from the successful experiences of other countries, and recent secondary research sources for inspiration. The objective of this proposed Economic Policy option is to foster real GDP growth within the first 10 of the projected 25 years plan, ensure a diversified cluster-based economic model that is fully integrated into the regional, continental and global markets. This future will rest primarily on the Economic and Social Pillars, while several enablers will form the foundation for its growth and sustainability.

The Southern Cameroons conflict presents the opportunity for us to start considering international diplomatic, economic, and cultural partnerships with the Organization for Economic Co-operation and Development (OECD) countries. As we move closer towards the full restoration of our independence and national sovereignty, we should develop new ties with OECD countries. This will help us break the last shackles of oppression and assert ourselves as the new progressive African partner on the Global stage.

Economically, Southern Cameroons serves as a market place between Central and West Africa with its youthful population, growing middle class and an under-accessed market to OECD countries. Being part of the 350 million consumer OECD block gives us access to Foreign Direct Investments, access to the technology transfer required to transform our resources and the opportunity to become competitive within the global economy. We must engage early on at this critical stage so that our strategic location in the Gulf of Guinea does not become a political and economic liability and an excuse for prolonged instability in the region.

Our citizens living in the OECD countries have dual citizenship. They play the role of frontline diplomats to attract pro-Western and pro-American sentiments to our cause. Their targeted activism towards the legislative branches in European capitals and major cities across the USA to take action against the Human Rights violations in Southern Cameroons are early indicators of what we can expect from our future nation. While the Southern Cameroons will seek to remain free of any economic and political interference from our large neighbors - Nigeria and French Cameroun, she will seek to develop its ca-
pacity as the leading security hub for Sub-Saharan Africa based on the Israeli model. Consequently, the advent of a free and progressive Southern Cameroons in the Gulf of Guinea provides an opportunity to set up a Joint Military Command base at Man-O-War Bay to improve security along the volatile hydrocarbon shipping routes and undercut any advances from competing global players in the region.

Discussion of initiatives - diplomatic steps

The immediate step would be for the Southern Cameroons Leadership to conduct a series of talks with US and EU governments. The focus of these talks centered on the political, security, humanitarian, and economic issues. would be to negotiate an end to the conflict. At the conclusion of these talks, we will expect concrete commitments to peace, and the possibility to open liaison offices in these countries, and their willingness to engage other friendly cooperation partners on our behalf. We shall reach out to these countries to consider hosting our citizens and refugees under humanitarian grounds to study in specific capacity building domains.

Private Sector Development

Southern Cameroonians must start having discussions with their more experienced compatriots about the future technical and managerial capacity requirements by the private sector to handle future reconstruction projects. This will open the door to business development discussions and short term market adjustment plans before the large scale commercial involvement of multinational corporations.

We must engage talks with existing European stakeholders in the oil and gas industries operating within Southern Cameroons territory like Perenco, New Age, Bowleven, Lukoil and other players interested in exploration licenses. The objective of these talks is to reassure these oil and gas players operating within Southern Cameroons territory that we will be business friendly, and that we will remove bottlenecks to effective market intermediation so they dont have to suffer what New Age is currently facing today, whereby the SNH is refusing to give them the rights to exploit the condensate from existing wells while in parallel drilling three additional contractual wells over three years.

We shall also require the expertise from agencies such as the US Geological Services (USGS) to conduct a comprehensive electromagnetic survey of our territory to determine the location of valuable mineral resources for better spatial and land use planning and
development. Today we have very limited data on available natural resources beyond oil and gas, whereas folklore has it that gold and diamond have been extracted in the Ndian area for years. Recently, some venture capitalists have been exploring for shale gas in the Mamfe and Bafut areas.

The ongoing conflict has destroyed our last traces of economic activity, ranging from the agricultural Cameroon Development Corporation (CDC), Microfinance Institutions (CAMCCUL), the educational and the subsistence agricultural sectors. By working with OECD consultants who inspired the growth in other African nations like Rwanda will boost recovery efforts in a critical juncture of the economy. The plan would bring in American and European manufacturing and consulting specialists to fill gaps in industry. The objective is to quickly determine which sectors and industries have a value add export potential and advise on market accessibility requirements.

Foundation - The Enablers

Infrastructure: is the sine qua non enabler of internal and external trade which will ensure the nation and investors operate in an optimal and efficient manner. It requires the building of seaports, airports, national and farm-to-market roads, railroads, electricity, water, and sanitation; world class telecommunications, cluster hubs (SEZ), data centers, and financial intermediation. Today we lack these basic assets, hence the following opportunities abound for new investment:

A) Build a deep seaport in Victoria (now called Limbe) to support activities of the Oil & Gas industry from Mauritania to Angola with a daily turnover of 30,000 Twenty-four Equivalent Unit (TEU) capacity container terminal ranging between 1-2 million TEU; berthing moves per hour of at least 60; and the capacity to receive Post Panamax Plus cargo vessels. The seaport management model will involve a very high private sector participation. On day one, the berthing platforms at SONARA and the surrounding area will enable our country to begin operations without reliance on neighbors.

B) There are no functional international airports. Consequently, an opportunity exists for the reconstruction and upgrade of the Tiko and Bamenda airports for international flights while feasibility studies are concluded for other sites, and the expansion of these airports to receive at least 1 million passengers in the first five years and up to 5 million passengers in subsequent years.

C) The current installed power capacity is less than 100 Megawatt (MW) and 100% generated by thermal plants in one site along the coastline. The nation has great opport-


unities to improve the energy mix by developing hydropower on the Katsina Ala, Menchum, Yoke, Boa Bakundu, and Ombe dams. A progressive gas-to-power policy will encourage the domestic gas industry by implementing an off-shore solution and subsequently, build a network of pipelines into major industries and hinterland. The power demand per year will range between: 50-100 MW for the first five years; and 100-150 MW from the sixth year and beyond.

D) The absence of High Voltage (HV) Transmission and reliable Medium Voltage (MV) lines across the nation has reduced industrial development to near zero at the moment. There is a need to construct 2,000 km of HV transmission lines from the south to the north for first five years (2021 to 2025): build 10,000 km of tri-phase MV lines connecting all counties & districts to interconnect with Nigeria through Cross River (Gas), Taraba and Adamawa States (Hydro).

E) The transmission pylons and MV lines will carry the fiber optic backbone across all counties and districts with a reliable connection to the underwater broadband network from Brazil and the West Africa Cable System in Victoria. Request for tender to manage the national Telecoms company which will also have a mobile telephony license and also manage the national data center through a PPP joint venture

F) Spatial land development has been chaotic hence water and sanitation services have followed a similar pattern. Opportunities exist to expand water and sanitation services:

- To 20 cities and towns with a population greater than 50,000 residents;
- By implementing a national and county spatial planning consultancies;
- To develop policies and regulations for the housing industry to encourage structured real estate ventures.

G) One County-One Special Economic Zones (SEZ) is our vision to drive economic activity throughout the national territory hence SEZ will be built in goods and services clusters close to existing towns or villages near major national road cross-roads. The objective is to foster raw material transformation closer to citizens’ natural habitat where they have easy access to assets and reduce migration to the coastal towns for employment opportunities.

H) One Family-One Land Title: A 2017 survey by the UNDP, found that 46% of the adults owned their dwellings but only 14% had official property title. This misalignment means that a significant proportion of the population are financially excluded (>90% of adults). To deliver the aforementioned:

- Implement an e-land title registry
- Reduce the cost of land registration to less than 1% of consideration
- Fast track conciliation and arbitration on land use matters
- Institute rigorous governance around village land council processes
I) Financial Intermediation is primarily led by non-banking institutions and self-help associations. There are opportunities:
- To invest in commercial banks and Micro Financial Institutions (MFI);
- To implement a credit scoring bureau with interoperability with mobile network organizations and financial institutions;
- To develop and deepen capital markets linkages to global markets; and
- To provide broad products and services to bridge the income gap between urban and rural inhabitants.

J) A small and efficient government is required to deliver all of the above in our drive to ranking of Top 10 in Africa using globally recognized indices. In this regard, several, e-government and e-governance initiatives covering:
- health services,
- Judiciary services
- various (birth, marriages, & death) registries and licenses
- taxes and custom duties
- trade facilitation system and use systems are required.

To benefit from long-term Travel & Tourism (T&T) flows and growth, the following enablers must be in place: competitive air transport access (open skies agreements), tourism development zones, free movement (visa-on-arrival or online visas), destination development and investment, safety & security, diverse and integrated hospitality services, well trained staff, and receptive residents. To push this agenda will require a robust T&T strategy and proactive policy environment to:
1) Implement 100% of 1999 open skies Yamasoukoro Agreement to facilitate visitor connectivity, and mitigate cost of travel;
2) Progressively roll out the AU 2063 Free Movement agenda by allowing all visitors to obtain business and tourists visas on arrival or online;
3) Identify, reserve, and foster economic zones to fast track clusters across the country through a Tourism Development Board;
4) Preservation and conservation of our ecosystem by reintroducing tropical biota (fauna, flora, and fungi);
5) Provide sovereign guarantees instead of equity to boost capital markets participation in destination development and investment;
6) Suspend timber exports and enable local value added products for the export and tourism sectors;
7) Foster linkages between global educational institutions and hospitality operators with T&T clusters for apprenticeship;
8) Limitation of graft and facilitate public services by eliminating person to person contact with e-government systems;
9) Develop local value chains from manufacturing and craft products and access to credit for SMEs;
10) Actively engage in regional blocs: ECOWAS and ECCAS to influence economic development initiatives and their implementation;
11) Professionalize sports and sporting activities: multi-purpose sports complexes, and develop sports academies;
12) Encourage and develop cultural, historical, and craft centers, festivals, and events which will continually engage the general population all year around; and
13) Push PPP initiatives (BOT) to invest in roads, ports, utilities, telecoms, hospitals, mobility, real estate to facilitate movement to sites on time and safely.

The T&T sector requires significant investment, consequently, barriers must be removed to accelerate development:
   a) Safeguard a progressive political and democratic environment with transparent and independent institutions;
   b) Encourage national savings and investment at a minimum of 30% of GNP through an integrated wellness (education, health, housing, pension, & insurance) policy structure;
   c) Develop a capital market compete with Egypt, Mauritius, South Africa, and Lagos with the capacity of financial intermediaries to underwrite projects;
   d) Become a real estate hub with multiple asset portfolios linked to major clusters: sports, airports, seaports, education, university and hospital sites; and
   e) Make data readily available across all industries and the country for transaction transparence.

**Pillar 1 – The Economic Pillar**

The economic pillar will be anchored by agri-business, horticulture, tourism, and manufacturing.

**TOURISM**

In this regard, there is no better starting point than to look at the Travel and Tourism (T&T) sector which is inextricably linked to the natural human right of movement and drives linkages to other sectors which will be subsequently discussed in this series. The Travel and Tourism sector involves the movement of people both internal and external to a country or territory by any means of transport for a period from one overnight stay up to 12 months. UNWTO says "Tourism has evolved as one of the most expansive, and diverse sectors of our times. Now representing one of the largest and fastest growing economic sectors in the world, Tourism contributing 9% of global GDP. Importantly,
supporting the livelihoods of 1 in 11 people worldwide, the sector has become a source of immense opportunity and possibility. In Africa, Tourism continues to enjoy sustained growth. In 2014, the continent welcomed 56 million international tourists from 26 million in 2000. International tourism receipts increased by US$1 billion last year, reaching US$36 billion and accounting to 7% of all exports in the continent." Africa's population constitutes 15% of the global population but only 5% of inbound tourism and even less of global tourism revenue receipts.

In Pan-Cameroon, Tourism has been a material contributor to GDP at 7.2%, international tourism receipts of US$584.3 million or 10% of total exports and direct employment of 257,000 jobs in 2017 (WTTC 2018). Travel and Tourism has the potential to contribute greater than 20% to the Newland GDP as it does to island nations of Africa such as Mauritius and significantly improve employment inclusivity amongst youth, women, and rural populations. Opportunities abound for the new nation with rich diversity: beaches, cultural heritage and historical sites, mountain hiking, wildlife, natural beauty and resources (big fish watching). This sector has the potential of delivering an average of US$650 every six days per inbound visitor; that is, US$1-2 billion per year as tourism receipts from 1.5 to 3 million inbound international visitors; at least one employment opportunity for every 10 visitors would mean at least 150,000 to 300,000 direct jobs; and foster a vibrant real estate industry across the territory. To achieve the above:

- Build one international branded 5-star hotel every five years;
- Deliver at least one 4-star hotel every year;
- Expand hospitality infrastructure to every county in the first 5-years;
- Aid in the certification of homes under the AirBnB model country-wide;
- Enable visitor-driven rented vehicles to enhance security and safety;

**AGRI-BUSINESS**

Based on a UNDP study in 2017, 88% of households in the North-West region versus 66% pan-Cameroon are involved in farming. Furthermore, 98% of these farmer households are subsistence or consume and sell their produce. The following strategies are expected to increase agribusiness participation from 2% in 2017 to 20% by 2025:

- We will organize farmers into self-help groups linked to cluster agribusiness management associations to benefit from scale and marketing skills
- Light mechanized farming, fertilizers, and irrigation will be promoted to increase yield per hectare using an extension farming model
- Develop district markets and storage facilities and
- Provide initiatives for financial institutions to make inroads by way of bank guarantees and central bank liquidity facilities.