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The Role of Entrepreneurs in Developing Economies: Case of Cameroon

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List of Abbreviations

ABT: Abilities

ADB: African Development Bank

AEO: Africa Economic Outlook

APME Small and Medium-Sized Enterprise Promotion Agency

ASP: Aspirations

ATT: Attitude

BEE: Business and Entrepreneurship Ecosystem

Business Coalition for Good Governance for instance (BCGG

PM: Prime Ministers

CAR: Central African Republic

CBF: Cameroon Business Forum

CBF: Cameroon Business Forum

CCIMA: Chamber of Commerce, Industry, Mines and Handicrafts;

CEMAC: Economic and Monetary Community of Central Africa

ECPC: Enterprise Creation Procedure Centre

CCIMA: Cameroon Chamber of Commerce

CFCE: Center for the Formation and Creation of Enterprises,

CIPA: Cameroon Investment Promotion Agency,

CNPS: National Social Insurance Fund

COVID19: Corona Virus 2019

CPDM: Cameroon's People Democratic Movement

DPME Department of Small and Medium- Sized Enterprises

GESP Growth and Employment Strategy Paper

DSRP Poverty Reduction Strategy Paper

EE: Entrepreneurship Ecosystem

E4D: Employment for Sustainable Development in Africa

EU: European Union

GCE O/A Level: Cameroon General Certificate of Education Ordinary/Advance Level

GEDI: Global and Entrepreneurship Development Institute

GEDI: Global Entrepreneurship and Development Index
 GEI: Global Entrepreneurship Index
 GEI: Global Entrepreneurship Index
 GEM: Global Entrepreneurship Monitor
 GES: Growth and Employment Strategy
 GESP: Growth and Employment Strategy Paper
 GIZ: German International Cooperation
 Global Business Network (GBN)
 HND: Higher National Diploma
 IMF: International Monetary Fund
 KSTE: Knowledge Spillover Theory of Entrepreneurship
 MFIs: Money Financial Institutions
 MINCOMMERCE: Ministry of Trade
 MINFI: Ministry of Finance
 MINJUSTICE: Ministry of Justice
 MINEPAT Ministry of the Economy, Planning
 MINPMEESA Ministry of Small and Medium-Sized Enterprises, Social Economy & Handicrafts
 MNCs: Multi-National Companies
 MTIs: Money Transfer Institutions
 NEF: National Employment Fund
 CIG: Common Initiative Group
 GICAM: Employers' Inter-professional Union of Cameroon
 GIE: Common Interest Group
 NIS: National Institute of Statistics
 ME: Medium Sized Enterprises,
 NSE: National System of Entrepreneurship
 NSI: National System of Innovation,
 OHADA: Organization for the Harmonization of Business Law in Africa
 OSS: One Stop Shop
 PHD: Doctor of Philosophy
 PRSP: Poverty Reduction Strategy Paper

QDA: Qualitative Document Analysis

R&D: Research and Development

SAP: Structural Adjustment Program

SDF: Social Democratic Front

SE: Small Enterprise

GDP: Gross Domestic Product

PM: Prime Minister

SME: Small and Medium- Sized Enterprises

SMESEH: Small and Medium- Sized Enterprises, Social Economy and Handicrafts;

SMESEH Small and Medium- Sized Enterprises, Social Economy and Handicrafts;

UN: United Nations

UNCTAD: United Nations Conference on Trade and Development

US: United States

VSE: Very Small Enterprises

WB World Bank

WBG: World Bank Group

WEF: World Economic Forum

WHO: World Health Organization

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ABSTRACT

This work entitled “*The Role of Entrepreneurs in Developing Economies: Case of Cameroon*”, takes into consideration a holistic view of entrepreneurship with the Entrepreneurship Ecosystem being at the epicentre of the discussion. The up to date literature and theory of the entrepreneurial ecosystem pinning individual and institutional factors as key variables for a healthy Entrepreneurship Ecosystem was exploited. To determine the health of the Cameroon Entrepreneurship Ecosystem and ascertain the role and impact Cameroonians have in the economy, a mix method methodology was deployed and after findings and analysis the Cameroon Entrepreneurship Ecosystem was seen as unhealthy. Amidst the findings and the unhealthy Business Environment which has taken a toll on entrepreneurs, their role and impact on the economy of Cameroon is undisputed. Findings also reveal that a healthy business climate is vital for the enhancement of the role and impact Cameroonians have in the economy. This role and impact, will go a long way to help catalyse Cameroon’s emergence and the quest for a double digit GDP growth by 2035. The study ends up by presenting the key challenges of the Cameroon business climate different stakeholders and to the entrepreneurs in particular while proposing policy recommendations that if adopted and efficiently implemented will be the game changer for entrepreneurs and Cameroon’s emergence.

Key words: Entrepreneurs, Entrepreneurship Ecosystem, National System of Entrepreneurship, Entrepreneurial Ventures.

Chapter One

1.1.General Introduction

Since independence, the quest for economic development in different African states has intensified through rigorous strategies (Acs and Virgill, 2009). Even with the effort put in place, a greater number of these countries have yet to witness a proportionate growth in national income and general wellbeing of their citizens (Williams, 2001) as the poverty rate has remain a major call for concern within these developing economies (Sachs, 2005).

After the independence of French Cameroon in 1960 and the later broadening of the territory through a bad-faith politically motivated reunification in 1961 between French and British parts, a new Cameroon was born (VJ Ngoh, 1979). Ever since the birth of a new and broader Cameroon, the state has developed and continuously put in place different strategies to improve the national income and general wellbeing of the citizens as a whole. Worthy of note is the fact that, the new direction for Cameroon is being championed under the Growth and Employment Strategy Paper (GESP) christened as “VISION 2035” coming into the lamplight after the backdrop of the 2003 poverty reduction strategy (World Bank Report, 2010).

“Vision 2035” which is aimed at transforming Cameroon into an emerging country by the year 2035 has 4 main general objectives; **reducing poverty to socially acceptable levels, becoming a middle-income country, becoming a newly industrialized country, consolidating democracy and enhancing national unity** (MINEPAT, 2009). Somehow the above objectives are intertwined, hence the recent increase in collaboration between the two central economic operations and policy implementation Ministries i.e. Ministry of Economy, Planning and Regional Development, MINEPAT and Ministry of Small and Medium Sized Enterprises, Social Economy and Handicrafts, MINPMEESA. This is on the basis that entrepreneurs can speed up the attainment of the vision as they try to the put in place measures that can better the health of the Cameroon Entrepreneurship Ecosystem. Though, throughout the elaboration of the strategic paper the stakeholders never placed any emphasis on the importance of focusing and laying down the right framework for entrepreneurship to flourish. This has been reflected in the current ranking of Cameroon at the 121st position out of 147 countries (GEDI Report, 2019) and 167 out of 170 (World Bank Report, 2019) according to the classification of the Entrepreneurship Ecosystems by the Washington Global Entrepreneurship and Development Institute in 2019 and the World bank

respectively. This unhealthy entrepreneurship ecosystem has made things very difficult for entrepreneurs to create, grow and develop their startups easily and quickly there by reducing their role and impact on the society and the economy in general. Entrepreneurs have an undeniable role in the growth and development of their societies and their economies as whole, from the perspective of job creation and GDP growth, right up to long-term productivity increase (Isenberg, 2010). It will only be naïve for a government to down play their role and importance which has tremendous multiplier effects in and around all sectors of the state economy. In a paper termed “Entrepreneurship in Developing Countries” Acs and Virgill (2009) it is made clear that after failed attempts to develop through more domestic protection of home industry policies as well as import substitution, developing countries are now turning their attention on their entrepreneurship ecosystem with primordial step being to create a conducive business environment and economic space for the private enterprises; both local entrepreneurs and foreign direct investors. This has not been the case in Cameroon as only very little efforts is being made in terms of policy to promote entrepreneurship and promulgate small and medium size enterprises (SMEs). With the little efforts being put in place, the obstacles of the system turn to over shadow these efforts. Entrepreneurs play a pivotal role to make sure that they trigger a spark and give lifeline to economic activities (Amrita, 2016), and with the provision of the right tools and conducive ecosystem to operate in through the synchronization of the individual level opportunities and the context (Institutions) of operations the impact of entrepreneurs will be greatly enhanced.

“As we speak, little or nothing is being done to boost or promote entrepreneurship in Cameroon. However, let me point out the problem with the little that is being done by the Cameroon government and the Cameroonian people. Money is not the currency used to promote or encourage entrepreneurship, the currency for this is POLICIES” (Bruno, 2020)

1.1.1. Enterprise in Cameroon

In 2018 Cameroon witnessed the creation of 13,423 companies in the different Enterprise Creation Procedure Centers (ECPC), showing a slight increase of about 0.60% compared to 2017. The numbers decreased significantly in some Regional ECPCs such as Bamenda and Limbe due to the current socio-political crisis rocking the nation and these two regions (South West and North West Regions). Individual Enterprises dominated the statistics with 78%, seconded by private limited

companies. With the coming of the digital innovation of the online business creation platform there was a 38.20% decrease from 10,363 in 2017 to 7,499 in 2018 which could still be related to the crisis affecting the two English regions of the country couple with little or no digital skills among potential venture owners. From an economic perspective regarding the situation of SMEs, in the first half of 2018 activities were marked by favorable business environment for “Very Small Enterprises” (VSE) promoters. The players in the field of Small Enterprises (SE) witnessed an increase in the first half of 2018 compared to the same quarter for the year 2017 with growth in their activities. Similarly, VSEs, SEs, MEs witnessed an increase compared to same period in 2017 with MEs promoters being positive as they forecasted an increase in demand and consequently increase in their selling price (MINPMEESA, 2019). Despite these positive observations Cameroon Business and Entrepreneurship Ecosystem is still currently rated as unhealthy on the continental and global scenes by the World Bank and the Global Entrepreneurship and Development institute in Washington, United State of America.

Cameroon celebrating for her first time the global entrepreneurship week from the 18th-24th of November, 2019 with some Anglo-Saxon countries having been part of the movement in 2007 boosting the total number of countries celebrating the event to 170 (MNPMEESA, 2019) gives a clue how the country had not and still does not prioritize entrepreneurship ecosystem and the entire well-being of business. MINPMEESA is prepared to accompany the state with the second phase of vision 2035 which just started this 2020 with the aim of achieving a double digit growth rate and income per capita from US\$3,706 in 2007 to US\$11,455 value with the overall objective still centered on promoting entrepreneurship among Cameroonians which is the principal stimulant and spark to economic growth and development (MINPMEESA, 2019). Ironically the focus still remains on sensitizing, empowering and presenting entrepreneurial values to the national community and her partners rather than providing an enabling environment that will go a long way to induce these community and partners to be key players in the sector.

1.1.2. Motivation, Mission and Purpose

Just like the topic, the motivations for this piece of academic work are multi-dimensional, straight forward and a fine point of convergence; which is making sure that findings are put down to help the different stakeholders to know the true picture of things and what can be done to make them better. The point of great focus and interest remains the economic, business and entrepreneurship

environment of Cameroon. The literature and theories concerning the National System of Entrepreneurship, the Entrepreneurship Ecosystem and the Macro and Micro business environment of Cameroon is very necessary to note. This gives a clear view of the current entrepreneurship ecosystem, the role and importance of entrepreneurs in it as major actors, as well as what can be done to better or improve the role and impact of these entrepreneurs. Policy makers as the key stakeholders try to provide a better entrepreneurship ecosystem for potential and existing entrepreneurs whose multiplier effect on the well-being of citizens and the general economy (Isenberg, 2010; Feldman et al., 2005) at the national and international level remains undeniable. I find a particular point of interest and worry as an innovation and entrepreneurship inclined student, the fact that Cameroon with her rich natural resources, plentiful opportunities and couple with being strategically located in the Central African zone known as the Economic Community of Central Africa States, CEMAC is having an unhealthy ecosystem. Amidst these natural strengths, Cameroon is rated 121 out of 137 countries (GEDI Report, 2019) and 167 out of 190 economies (World Bank Doing Business Report, 2019) when it comes to rating the health of her business climate/environment. Worthy of note is the fact that the country comes far behind many other Africa countries in this rating. Most, if not all developed countries and fast growing African countries are laying a lot of emphasis and focusing on entrepreneurship with evidence seen in the 2019 Global Entrepreneurship Development Index Report put in place by the Washington Global Entrepreneurship and Development Institute in the United States of America. Also a new perspective of understanding the integrated approach of focusing on both individuals and institutions when looking at entrepreneurship gives a holistic look of the entrepreneurship ecosystem in what is known as the National System of Entrepreneurship (Acs et al, 2016).

Gaining inspiration from this approach this project aims to critically analyze and present the current Entrepreneurship Ecosystem of Cameroon so as to highlight the key macro and micro environmental factors, opportunities to explore to make sure the impact and role of entrepreneurs as key players in the domain is enhanced. This will go a long way to improve on the development and growth of the economy as a whole. Entrepreneurship Ecosystem has been defined as “*a mixture of attitudes, resources and infrastructure of a country* (GEDI, 2019). Cameroon National System of Entrepreneurship, the macro and micro environmental factors will be analyzed using the necessary literature and theories. Additionally the intent of this research work is to draw the attention of Entrepreneurs on the realities on the ground and to call on policy makers to put in the

right measures and place their focus on entrepreneurship which is the bed rock of many developing and fast growing economies. This will go a long way to improve on the role played by entrepreneurs and their impact on the general growth and development of Cameroon's economy.

1.1.3. Current Background of Cameroon's Entrepreneurship Ecosystem

Cameroon might be referred to as the giant of the Central African sub-region when it comes to economic potentials and viability but the reality on the ground and the facts as a reflection of the country's development ratios show a conflicting picture. The Global Entrepreneurship and Development Institute (GEDI) in their 2019 report makes this picture clearer by stipulating that Enterprises are a pivotal base for economic growth and without enterprise and entrepreneurs' innovation, productive growth and jobs will be found wanting. Understanding the context and the entrepreneurship ecosystem which is a blend of a country's attitudes, resources and infrastructure, the GEDI through an annual index using 14 pillars, measures the health of the entrepreneurship ecosystem of 137 countries as well as the benchmark the ecosystem against each other. Cameroon has been ranked 121 out of 137 countries by GEDI using the GEI coming behind the likes of Tunisia, Botswana, South Africa, Namibia, Morocco, Egypt, Gabon, Algeria, Rwanda, Ghana, etc. (GEDI Report, 2019). This ranking is not very surprising because since post-independence Cameroon as a state has put very little or no priority on Entrepreneurship, acknowledging in the current vision 2035 that for the country to grow and obtain a double digit economic growth there is need for the business and entrepreneurship ecosystem to be improved. Paradoxically the vision in itself still doesn't give entrepreneurship a place of priority since it was rolled out in 2010. The GEDI through her 14 pillars will give Cameroon a clear picture of the weaknesses and strengths of the ecosystem that needs more work so as to enhance the role of entrepreneurs and their impact on the growth and development of the country in general. To further corroborate and gain inside on the entrepreneurship ecosystem, Business In Cameroon, the Trading Economics online sites and the World Bank 2019 Report on the ease of doing business, Cameroon has been ranked 167 out of 190 countries falling behind one place to the previous rating with a score of 46.1 though out ranking countries like Gabon, Equatorial Guinea, Congo, Chad and Central African Republic all in the CEMAC zone. Just like GEDI usage of 14 pillars to rate countries ecosystem, the World Bank uses 10 indicators with Cameroon only showing a positive improvement on 1 indicator which is "access to credit information." This further gives us a clear view of the business and entrepreneurship ecosystem, how bad the ecosystem is and how urgent the system needs fixing

which will go a long way to boost and rekindle the spirit of entrepreneurship in the economy with the multiplier effect being a rapid growth needed to catalyze and attain vision 2035 of being a medium income country and an emerging economy by 2035.

1.2.Description of Cameroon, Entrepreneurial and Business Reforms

This section, of this research work is meant to provide and give a brief background and view as regards the history of Cameroon right from independence showing socio-political, economic and entrepreneurial potentials of Cameroon and the legal frameworks put in place as regards the business and entrepreneurship dealings and ecosystem. This so in a bit to kick start and set the trend which will guide us throughout the research work as we present the country's spider chart diagrams which will be benchmarked with top entrepreneurial ecosystems in the world, Africa and the CEMAC sub-region in particular with the help of the Global Entrepreneurship Index (GEI) made possible by the Washington Global and Entrepreneurship Development Institute in 2019.

1.2.1. Post-Colonial Socio-Political History of Cameroon

Cameroon, a country located at the intersection of western and central Africa birthed her name from Rio dos Cameroes, meaning "River of Prawns" a name given to the River Wouri. (George and Mark, 2019). The country is always misunderstood at the international level to be a French speaking country due to her French colonial history, dominance and her geographical location in central Africa (Lekane & Asuelime, 2017). This fallacy about Cameroon has gone a long way to cloud the fact that Cameroon is a product of two post-colonial era's France and Britain.

With the present Cameroon stemming from the back drop of French Cameroon independence on the 1st of January 1960) and the reunification with the former British trusteeship territories under the name Federal Republic of Cameroon (Le Vine, 1964, 1971; LeVine & Nye, 1974; Enonchong 1976; Bayart, 1979; Ngoh, 1979). After independence and reunification through a plebiscite where southern Cameroonians voted to join the independent French Cameroon (Lekane & Asuelime, 2017), the country has had only two presidents with Amadou Ahidjo ruling from 1960 to 1982 and Paul Biya taking over from 1982 to present day (Commonwealth, 2020). According to British Broadcasting Corporation, BBC 2018 News Report, Cameroon president, Paul Biya, age 85 is the oldest sub-Saharan African leader and has been in power for 38yrs and has arguably been elected

7 times as president under the leadership of his party, the Cameroon's People Democratic Movement, CPDM which saw a new opposition challenger in the 2018 elections pool, Maurice Kamto of the Cameroon Renaissance Movement, CRM beating the main popular opposition household name since reunification and multi-partism in Cameroon, Joshua Osih of the Social Democratic Front (SDF) under the party chairmanship of Ni John Fru Ndi. Cameroon commonly referred to and branded national and international as "African In Miniature" is strategically located in Central Africa and the CEMAC zone just slightly to the north of the equator and fenced by Nigeria, Chad, the Central African Republic (CAR), Congo, Gabon, Equatorial Guinea, and a 402-kilometer coastline on the Atlantic Ocean. The country is triangularly shape (Appendix 13) and covers a total land surface area of 475,440 square kilometers with 4 major geographic zones: the southern coastal lowlands, the western highlands, the central and southern plateaus, and the Chad basin in the far north, all these divided into 10 regions for administrative efficiency; the Littoral, East, Center, South, West, Adamawa, North, and Extreme North are francophone Regions (French speaking); the North West and South West are Anglophone Regions (English speaking). Cameroon's climate is affected by altitude, distance from the sea and this is the season why it is generally dominated by dry and rainy season (DeLancey et al, 2010). According to United Nations (Worldometer, March 12, 2020) current population figures, the population of Cameroon stands at 26,338,169 which is equivalent to 0.34% of the total world's population and ranks number 52 in the list of countries (and dependencies) by population with a population density of 56 per Km² (145 people per mi²), 56.3 % of the population is urban (14,941,523 people in 2020) and the median age in Cameroon is 18.7 years. Cameroon is highly diversified when it comes to culture and religion with more than 250 ethnic groups that are either interrelated or some being assimilated by others as a result of social interactions (Sawe, 2018). The US State Department 2017 Report on International Religious Freedom confirmed that the country respects freedom of religion and worship with the ecosystem dominated by Christianity and Islam. Cameroon can boast of about 16 universities, thousands of primary and secondary schools both state and private owned, and a couple of professional training institutes. The country has prided and been paraded in speeches and write up by many state personalities, observers, including the world bank staff as a beckon for peace, prosperity, and stability in Sub-Saharan Africa but since 2016 the praises have been replaced by the gloomy reality on the ground as the country is facing unprecedented economic and political crisis which is a repeat of similar but smaller political crises in the past (Konings,

1996) championed by the English speaking two regions and fuel by the necessity for change due to general hardship and marginalization in the country. The political capital of Cameroon is Yaounde.

1.2.2. Post-Colonial Socio-Economic History of Cameroon

Cameroon from the very beginning of post-independence and reunification for a Federal State in 1961 had 2 major problems underdevelopment and dependency due to too much reliance on the insufficient exportation of agricultural products such as cocoa, coffee, banana, palm oil, etc. with French capitalists controlling the minute industrial sector that was characterize with the transformation of these agricultural products (Konings, 1996). Cameroon's economic progression has been segregated under 4 periods with Amado Ahidjo at the helm of the first two periods that is; the pre-oil boom from independence to 1977, the oil boom between 1978 and 1986 and Paul Biya taking over and continuing from Ahidjo's second period to helming other two periods; the economic crisis and adjustment between 1987 and 1993 and the devaluation and post adjustments from 1994 right up to present day running of the economy (Benhin and Baebier, 1999; Ndoye and Kaimowitz, 2000). Irrespective of the periods the goal of the government was to guide Cameroon to prosperity given that 85% of the population were living in rural areas, focusing on agriculture was the way to go as the former president laid out a series of 5yrs economic and social development plans to this reality (Lekane & Asuelime, 2017). Given that Cameroon had signed various agreements of corporation with France before independence France became a major player in Cameroon's foreign policy and beneficiary of Cameroon's agricultural exports and amidst all dealings and policies put in place, Cameroon from 1970 to 1985 had an annual growth rate of 8% revealing herself as one of the most successful economies in sub-Saharan Africa. (Konings, 1996). Alongside agriculture Cameroon impressive growth could also be credited to the discovery of oil in 1977 though shockingly the fall outs from the oil basket remained a great secrete of the Ahidjo's administration as they kept the revenue in foreign banks termed extra-judiciary accounts with justification being that they wanted to keep out the boom mentality from the minds of people which could affect the primary focus on agriculture as seen in other countries with the revenue later being used to cover the deficit of parastatals (Konings, 1996), Cameroon saw the decline of their rapid economic growth with a drastic fall in GDP from 8% annually to 5% as economic crisis ushered in affecting the country within the period 1985 to 1986. The crisis came from a couple of factors

both external and internal such as a significant fall in world prices of main export products of the country that is oil, cocoa and coffee, fall in the value of the country's main trading currency that is the US dollar, increase in external debt and the poor management of the countries domestic affairs leading to positive 4.4% of GDP in 1984/1985 to a negative 8.8% of GDP in 1986/1987. (Amin et al, 2002).

The International Monetary Fund, IMF and the World Bank, WB in their traditional and conventional role coerced the Cameroon government to adopt a couple of micro economic reforms so as to cope with the crisis, thus orchestrating and ushering in the implementation of the Structural Adjustment Program (SAP) with the main objective being the advocacy for a free market system to tackle the crisis and to make sure the right environment is put in place so as to get back to the wave length of economic growth. While devaluation, trade liberalization and removal of subsidies was intended to benefit from export prices especially income from cash crops, prices of the inputs of these cash crops instead witness and increase forcing some farmers to either abandon or diversify their agricultural prowess. (Lekane & Asuelime, 2017). As earlier indicated, the IMF and World Bank recommendation saw the putting in place, adoption and implementation of the Poverty Reduction Strategy Paper (PRSP) from 2003 through to 2007 which saw a further deep in the average GDP from 4.23% in 2000-2003, to 3.32% throughout the period of the implementation of the Poverty Reduction Strategy Paper (PRSP), indicating that the PRSP was not helping Cameroon to overturn the economic dive and accomplishing her objective, necessitating the need for a different strategy as the new macroeconomic paper was ushered in, referred to as the Growth and Employment Strategy Paper (GESP) replacing PRSP (Lekane & Asuelime, 2017).

The GESP marshaled under the Ministry of Economy, Planning and Regional Development, MINEPAT in 2009 was carefully designed to make sure the challenges of growth are tackled with job creation opportunities as key to unlocking poverty in Cameroon. The GESP was carried under vision 2035 which went operation in 2010 and is still the current vision guiding the state, after the backdrop and realization that 50% of Cameroon's Economy depends on Households and Sole Proprietor Businesses amidst the fact that the sector is characterize and dominated by informal units with no guarantee for sustainability due to their unstable output which stem from the negligence or little or no priority accorded to the general business and entrepreneurship ecosystem (MINEPAT, 2010). This poor performance locally and globally has made Cameroon to be unable

to put in place a competitive industrial sector that allows entrepreneurs to thrive in easily which could have a multiplier effect and great impact on the growth and development of the economy in general. According to the 2019 index of economic freedom Cameroon's economy is ranked 145th freest with a score of 52.4 showing 0.5 point gain with relatively higher scores in investment and labor freedom. Even though the country is ranked 29th among 47 in the African Sub-Saharan region her total and general score still falls short of the regional and world averages. The African Development Bank, ADB, and her Africa Economic Outlook (AEO) 2020 publications, still forecast that Cameroon growth will remain at 4% in 2020 before a deep dive to 3.4% in 2021 given that the economic and political challenges keep compounding.

1.2.3. Legal Frameworks surrounding the Cameroon Business and Entrepreneurship Ecosystem

The business and entrepreneurship ecosystem in Cameroon is directly coordinated by the Ministry of Small and Medium Sized Enterprises, Social Economy and Handicrafts abbreviated in French as MINPMEESA, Department of Small and Medium-Sized Enterprises, Sub-Department of Facilitating the Creation of Small and Medium-Sized Enterprises and in collaboration with a couple of state owned and private institutions such as the Cameroon Investment Promotion Agency, IPA and the Cameroon Business Forum.

MINPMEESA which is tasked with the challenge of elaborating, implementing and evaluation of government policy with the development of Small and Medium-Sized Enterprises (SMEs), Social Economy and Handicrafts and currently shepherd by H.E Achille BASSILEKIN III, was created through a presidential Decree No. 2004/320 in December 2004 to make sure that the organization of the government was amended and supplemented by Decree No. 2011/408 of 09 December 11 and recently supplemented by Decree No. 2013/169 of 27 May 2013.

Face with the impending challenges of unfavorable economic growth with regards to the business climate indicators that do not help the situation of making the country to attain fast growth and a double digit GDP after adopting vision 2035 to guide the operation of the economy, the country has decided to focus on the promotion of entrepreneurship. This is done as a means to enhance productive investment and job creation. The government has made it possible by putting in place of a platform for public-private dialogue known as the Cameroon Business Forum which is meant

for the different actors concern with the question of governance and business climate improvement to come together and identify key recommendations and actions to be taken in order to boost Cameroon's economic growth. It is at the backdrop of the poor rating of Cameroon at 164 and 171 in 2009 and 2010 respectively by the World Bank in their "Doing Business Report" that the Cameroon Business Forum in 2010 recommended to MINPMEESA that it was imperative and urgent to put in place simple business environment in Cameroon that will induce and seduce foreign and home direct investment which will be at the foundation for wealth creation. To this the first Center for the Formation and Creation of Enterprises, CFCE was created in Cameroon in 2010 with the objective of assembling in one location and simplifying all the formalities needed to know for the creation of an enterprise known as the "One Stop Shop, (OSS)". Also with this the cost, requirements and duration of enterprise creation were reduced making it possible to create an enterprise in just 72hrs. Another innovation was the putting in place of an e-Regulation structure to provide anyone who wants to create an enterprise or invest in Cameroon with all the necessary information needed online (<http://www.cameroun.eregulations.org>) and putting in place an online business creation platform (mybusiness.cm) with the financial support gotten from the European Union (EU) and technical support gotten from the United Nations Conference on Trade and Development (UNCTAD)

Table 1: Various steps taken on the project in the putting in place of a Center for Enterprise Formation and Creation in Cameroon

Steps	Work Done
Step One	Creation of the Project Steering Committee on May 18, 2005
Step Two	Elaboration of the preliminary drafts of the texts to the CFCE and going to the field
Step Three	An inclusive testing of the "One Stop Shop" for Business creation from the 6 th -14 th of December, 2007 in the presence of all administrative constituting bodies of the "One Stop Shop" that is MINJUSTICE, MINFI, CNPS, CCIMA.
Step Four	MINPMEESA audience granted to the World Bank "Doing Business" mission on the 22 nd of July, 2009.
Step Five	Seminar on the restitution of the Study on the Facilitation of Formalities of Business Creation from the 3 rd -4 th of November 2009 at the Hilton Hotel in

	Yaounde ordered and coordinated by MINEPAT. A one of the strongest resolution of the seminar being to create at least one CFCE in 2010.
Step Six	Small working group to examine the proposals on the legal form of the CFCEs, the missions of CFCEs and the final name
Step Seven	First session of the Cameroon Business Forum in Yaounde on the 18 th of February 2010
Step Eight	The Law promoting SMES is passed in the National Assembly
Step Nine	Signing of the instructions relating to the formalities for Enterprise creation by the Prime Minister Head of Government on the 18 th of March 2018
Step Ten	Official opening of the first CFCE in Yaounde on the 15 th of April 2010.

Source: (Binla, 2020)

Table 2: Evolution of the Legal Framework and Regulations governing the putting in place of CFCE up to present

No	Legal Framework and Regulation
1	Order No. 075/CAB/PM Establishing the organization and operations of the steering committee for the Center for the formation and Creation of Enterprises, CFCE on the 18 th of May 2005
2	Decision No. 008/MINPMEESA/CAB noting the composition of the steering committee on the 21 st of June 2005
3	Instruction No. 001/CAB/PM of 18 th March, 2010 relating to the administrative formalities for setting up Businesses in Cameroon
4	Law No. 2010/001 of April 13, 2010 for the promotion of SMES in Cameroon.
5	Instruction No. 004/CAB/PM of 25 th May, 2012 repealing the instructions of Instruction No. 001/CAB/PM of 18 th March, 2010 relating to the same subject
6	Inter-Ministerial Circular No. 001/MINJUSTICE/MINPMEESA/MINFI of 30 th May, 2012 fixing the procedures in before CFCEs
7	Instruction No. 001/CAB/PM of 13 th June, 2016 relating to the formalities of online Business creation in Cameroon.

Source: (Binla, 2020)

Table 3: Business Reforms in Cameroon Appreciation by the World Bank Doing Business

Year	Reform	Doing Business
<i>DB2020</i>	Getting Credit: Cameroon improved access to credit information by establishing the framework through the Economic and Monetary Community of Central Africa for the licensing and operation of credit bureaus.	Making it easier to do business
<i>DB2019</i>	<p>Starting a Business: Cameroon made starting a business easier by publishing notices of company incorporation online through the one-stop shop.</p> <p>Enforcing Contracts: Cameroon made enforcing contracts easier by adopting a law that regulates all aspects of mediation as an alternative dispute resolution mechanism.</p>	Making it easier to do business
<i>DB2018</i>	<p>Starting a Business: Cameroon made starting a business easier by reducing the paid-in minimum capital requirement.</p> <p>Registering Property: Cameroon made transferring property cheaper by lowering the property transfer tax for buildings located in urban areas.</p> <p>Getting Credit: Cameroon improved access to credit information by launching a new credit registry.</p>	Making it easier to do business
<i>DB2017</i>	<p>Dealing with Construction Permits: Cameroon made dealing with construction permits easier by reducing the time it takes to obtain the building permit and strengthen the Building Quality Control Index by increasing transparency.</p> <p>Resolving Insolvency: Cameroon made resolving insolvency easier by introducing a new conciliation procedure for companies in financial difficulties and a simplified preventive settlement procedure for small companies.</p>	Making it easier to do business
	Paying Taxes: Cameroon made paying taxes more costly by increasing the minimum tax rate for companies.	Making it more difficult to do business

<i>DB2015</i>	<p>Getting Credit: Cameroon improved its credit information system by passing regulations that provide for the establishment and operation of a credit registry database.</p> <p>Protecting Minority Investors: Cameroon strengthened minority investor protections by introducing greater requirements for disclosure of related-party transactions to the board of directors and by making it possible for shareholders to inspect the documents pertaining to related-party transactions and to appoint auditors to conduct an inspection of such transactions.</p>	Making it easier to do business
<i>DB2014</i>	<p>Dealing with Construction Permits: Cameroon made dealing with construction permits more complex by introducing notification and inspection requirements. At the same time, Cameroon made it easier by decentralizing the process for obtaining a building permit and by introducing strict time limits for processing the application and issuing the certificate of conformity.⁰</p>	Making it more difficult to do business
<i>DB2013</i>	<p>Enforcing Contracts: Cameroon made enforcing contracts easier by creating specialized commercial divisions within its courts of first instance.</p>	Making it easier to do business
<i>DB2012</i>	<p>Starting a Business: Cameroon made starting a business easier by replacing the requirement for a copy of the founders' criminal records with one for a sworn declaration at the time of the company's registration, and by reducing publication fees.</p> <p>Getting Credit: Access to credit in Cameroon was improved through amendments to the OHADA Uniform Act on Secured Transactions that broaden the range of assets that can be used as collateral (including future assets), extend the security interest to the proceeds of the original asset and introduce the possibility of out-of-court enforcement.</p>	Making it easier to do business

<i>DB2011</i>	<p>Starting a Business: Cameroon made starting a business easier by establishing a new one-stop shop and abolishing the requirement for verifying business premises and its corresponding fees.</p>	Making it easier to do business
<i>DB2010</i>	<p>Starting a Business: Cameroon made starting a business easier by exempting newly formed companies from paying the business license tax for their first 2 years of existence.</p> <p>Paying Taxes: To encourage business start-ups, Cameroon exempted new businesses from the business license tax for their first 2 years of existence.</p> <p>Trading across Borders: Cameroon reduced the time for exporting and importing, and enhanced the security of goods transiting within the country, by improving the single-window system (Guichet Unique du Commerce Extérieur) at Douala port and implementing a GPS tracking system and scanners for cargo.</p>	Making it easier to do business
<i>DB2009</i>	<p>Getting Credit: In Cameroon and other members of the Central African Monetary Union, the regional public credit registry provided online access to information for banks, simplifying the task of filing and retrieving information in the public registry and allowing expanded coverage of borrowers.</p>	Making it easier to do business

Source: (Binla. 2020 adapted from World Bank Doing Business Reforms)

1.3.Problem Statement and Research Objectives

The foundation of all developed economies is deeply rooted in a solid entrepreneurship policy with entrepreneurs and enterprise as key players in the ecosystem. Developing economies and Cameroon in particular, have demonstrated a somewhat marginal interest in these pivotal sectors of the economy and this is reflected in the statistics provided by the GEDI 2019 report. In their analysis of business climates of countries, developing countries are rated at the bottom of the GEI, indicating that their entrepreneurship ecosystems are unhealthy. This goes further to make the role played by entrepreneurs a daunting task thereby affecting their impact on the general growth and development of the economy. Vision 2035 is currently being executed as a long and sustainable vision for a better Cameroon since 2010 and geared towards making Cameroon an emerging and medium income country by 2035. The social and demographic level of the vision stipulates that its focus is making people the *“main actors of their development through a bold policy on decent job creation, to raise average life expectancy by improving on the living conditions of the population through the broadening of supply and development of quality of social services, to control population growth taking into account economic growth requirements, to narrow the gap between the rich and poor, between men and women with a greater distribution of the fallouts of economic growth, and to enhance national solidarity and empowerment of the underprivileged”* (MINEPAT, 2010). The vision also acknowledged the necessity for the business climate and governance to be improved as well as increase in investment, infrastructural and modernization but Cameroon still has some of the worse ratings when it comes to business climate and governance in 2019 almost a decade after the vision was launched as compared to era before the vision. Again when you look at the vision carefully there is little or no focus on entrepreneurship as a whole. With the BIT 2018, Cameroon country Report stating that *“in the World Bank’s Doing Business Report 2017, Cameroon ranked 166 out of 190 countries, scoring particularly poorly for cross-border trade and the registering of property. All of this undermines the government’s stated aim to turn Cameroon into an emerging economy by 2035. By and large, little indicates that the government is actively pursuing an economic strategy to reach this goal. The informal sector is the real economy of the country, absorbing an estimated 70% to 90% of all workers, both in rural and urban areas. The formal private sector accounts only for 4% of all employment, suggesting that the main reason for the large informal sector is not only*

poor education but a small job market linked to a hostile business environment. Overall, it is estimated that 70% of the workforce is affected by underemployment”. It is against this backdrop that, this research work seeks to investigate and propose what can be done to improve the role played by Cameroonian entrepreneurs for a positive impact on the general growth and development of the country. This will also go a long way to support the country’s vision of becoming emergent by 2035 as outlined on the agenda of the present regime seeking a two digit GDP growth rate.

The **main objective** of this research is to outline the potential role and impact of Cameroon entrepreneurs on the economy vis a vis vision 2035 government operation plan after investigating, analyzing and understanding the current holistic picture of entrepreneurship ecosystem with respect to the country’s operation plan that is vision 2035. Worthy of note is the fact that, the plan spells and pays little or no importance on the potential role entrepreneurship and entrepreneurs could play in catalyzing and sparking the economy for the vision’s goals to come to reality by 2035 as the government seeks to see a double digit economic growth under the present plan. With empirical evidence demonstrating the importance accorded to entrepreneurship and entrepreneurs of other countries, our work in the same lane will like to suggest how the ecosystem can be built to stimulate the potential role of entrepreneurs to permit them contribute to the vision 2035 operation plan. Furthermore with investigation, analysis and understanding of the entrepreneurship ecosystem the research work will present how the ecosystem actually looks like focusing on the 14 pillars of the GEDI as concerns Cameroon to understand the strength and weakness/threats of the ecosystem. This will finally end with capitalizing on furthering the opportunities of the ecosystem, to ameliorating the weaknesses and dealing with the potential threats of the ecosystem on entrepreneurs as the work will present some key challenges and suggest policy recommendations for evaluation and implementation to boost the ecosystem thus attracting and permitting entrepreneurs to play their role much better

1.3.1. Leading Research Question

- What is the role and impact of the Cameroonian Entrepreneur on the economy vis a vis the country’s vision 2035 plan?

1.3.2. Secondary Question

With the goal of providing an accurate answer to the leading research question, these secondary questions will help guide the research process and analysis.

- What does, the current Cameroon Entrepreneurship Ecosystem look like?
- What are the Challenges and Recommendations needed to improve Cameroon's Entrepreneurship Ecosystem and boost the role and impact of entrepreneurs on the economy?

1.4.Literature and Theoretical Framework of the Study

The Literature below gives a holistic picture and overview of the Business and Entrepreneurship Ecosystem, supplemented by the National System of Entrepreneurship (NSE) and the role and importance of entrepreneurs which helps to situate the research theoretically and empirically. This literature review has as objective to assemble and bring together the different bulk of material and body of literature at the epicenter and surrounding the theory and the execution of Entrepreneurial ventures, for better understanding what is and what can be done to improve on the role and impact of entrepreneurs for the growth of the economy.

This literature review addresses the concept of Business and Entrepreneurship Ecosystem, the situation of Cameroon Entrepreneurship Ecosystem System, the National System of Entrepreneurship, the role and importance of entrepreneurs. Most of the literature made used of in this research was written and published in English and reflects contemporary publish articles and working documents from 2000 upwards.

Brown and Mason (2017) in a very recent article titled “Looking inside and the spiky bits: a critical review of the conceptualization of entrepreneurial ecosystems” presents the Entrepreneurship Ecosystem, EE in a systematic approach with the goal of aiding scholars and policy makers to encourage fruitful growth-orientated entrepreneurship after reviewing a bulk of literature on the subject, which ties with the purpose of our research to a greater extent. With the entrepreneurial ecosystem systemic concept being appealing and timely to scrutinize the entire concept it overlooks the heterogeneous nature of the specific ecosystems. The EE presents entrepreneurs as the main actors in contrast to the innovation system where formal and informal institutions are key actors though making sure entrepreneurial agencies are at the core of the concept with formal

institutions defining and laying down rules/norms for actors' interaction in the system. The concept can't be observed in isolation as entrepreneurship doesn't exist in a vacuum but in a community of interdependent actors (Stam, 2015) with their success being a function of the context within which they are key players (Brown and Mason, 2014). These determinants of entrepreneurship remain primary inputs to any other research outcome in this domain (Acs et al, 2014; Autio et al., 2014). The EE concept all in all makes it easy by providing a theoretical framework for analyzing how new venture formation happens with much growth orientation in certain locations than others. Though many definitions have been given the concept, that of Brown and Mason (2014) is more holistic and resonant with our research and it stipulates that EE is a ***“set of interconnected entrepreneurial actors, entrepreneurial organizations, institutions and entrepreneurial processes which formally in and informally coalesce to connect, mediate and govern the performance within the local entrepreneurial environment”***.

As part of our literature the World Bank doing business and the Global Entrepreneurship Development Institute Index 2019 Reports goes a step further to provide us with detail and practical insides about the entrepreneurship ecosystem. Worthy of note are the parameters used to understand the entrepreneurship ecosystem as well as the wide data as regards the classification of the health of different national ecosystems in terms of doing business. Both literatures present 10 and 16 parameters respectively and not very divergent as Cameroon is rated at both ends with an unhealthy ecosystem for doing business as almost all the parameters are a shadow of what should be for business to thrive and succeed. Also with the help of some websites and ministries documents (MINEPAT and MINPMEESA) literature on current Cameroon's growth mission is strategically being handled in the vision 2035 paper and what the key ministry for business creation is doing to see into it that Cameroon becomes an emerging country with a double digit economic growth by the year 2035.

Lastly, another key literature that guided this study comes from the National System of Entrepreneurship as elaborated by Acs et al. in their 2016 article. Given that many entrepreneurship studies and literature dwell so much on individual entrepreneurs as actors with innovation dwelling on institutions. The NSE concept, coming from the backdrop of National System of Entrepreneurship: Measurement issues and policy implications (Acs et al, 2014) article introducing a holistic framework that blend the allocation of system resources that is motivated by individual-

level opportunities of new venture creation and the country-specific institutions with varied characteristics regulating the outcomes of these said ventures thus closing the gaps of the one sided focus of previous studies. Noting that the prosperity of a country doesn't depend only on a couple of factors such as labor force and interest rate but also on the ability of her industries to innovate and upgrade. The article goes further to ask some basic questions such as; why an individual chooses to become an entrepreneur, why others do not, why entrepreneurial activities differ systematically across countries. They make it crystal clear that the context where the individual entrepreneurs operate matters a lot as the individual actions and outcomes are a function of the context which is defined by national policies, resource distribution mechanisms, market access, social norms, just to name a few (Acs et al., 2016) implying that neglecting the context implies missing out on the following three key facets;

1. The context decide and regulate who starts and operate a new venture
2. The context also outline and define the kind of venture to be started
3. Finally the context stipulates how aggressive the venture will hunt growth and with what results.

The article framework builds on inputs from the National System of Innovation, NSI theories (Nelson, 1993; Lundvall, 1992; Edquist, 1997), international trade competitive advantage of nations theories (Porter, 1990) and lastly and most important from the competition and entrepreneurship theories (Kirzner, 1973; Baumol et al., 2009) all geared towards providing an integral framework for improving economic performance.

1.5.Detail Theoretical Frameworks

This sections seeks to present the main frameworks of the key literature exploited and used to understand and present Cameroon Entrepreneurship Ecosystem from a holistic perspective. The frameworks focuses on how individual opportunities and context institutions blend to make sure the business environment is whole.

1.5.1. National Systems of Entrepreneurship

Taking the whole entrepreneurship concept to the national level and making sure that there is a great synergy between individual opportunity level and the institutional context (agency context) Acs et al (2014) brought in the concept of “National Systems of Entrepreneurship Framework” to

ease comprehension of entrepreneurship from the back drop of the world conference and workshop on “National Systems of Entrepreneurship and Innovation” in 2004, in Mannheim by the ZEW Mannheim, Indiana, University Bloomington and the University of Augsburg. Basing on to the premise that countries differ in institutional set ups, both formal or informal, norms, cultures, values and attitude when it comes to entrepreneurship as their entrepreneurial performance remains a product of these characteristics.(Autio et al, 2015). This framework is grounded on resource allocation system motivated by individual level opportunity tracking down via the establishment of new ventures with the regulation of outcomes by peculiarities of each specific country. The frame also builds from the Knowledge Spillover Theory of Entrepreneurship, KSTE which doesn’t only bridge the gap between entrepreneurship and national performance, why some people choose to be entrepreneurs and others not but states why entrepreneurship is a vital element in enhancing economic performance (Acs et al. 2008, 2012; Ghio et al. 2015) as environmental context matters a lot. The National Systems of Entrepreneurship, NSE frame synergizes the importance of agency incognizance of the KSTE bases with the institutions contrary to National Systems of Innovation, NSI perspective reiterating not just why some people choose to become entrepreneurs and others not, but the *raison detre* behind the disparities in performance across countries. This framework makes use of an index methodology which characterizes National Systems of Entrepreneurship through the use of different components interactions while paying attention in pinpointing out the bottlenecks factors that are a stumbling block to entrepreneurial performance. The framework goes further to prioritize institutional set ups as compared to geographical proximity and location specific endowment thereby providing a more realistic picture of entrepreneurship at a country/national level with researchers and policy makers benefiting from this framework where the perspective is both individual and country level indicators (institutions).

The logic of this framework stipulates that entrepreneurship is not only about the number of firms/ventures, but the dynamic drive on productive allocation of resources in countries which further enhances total factor productivity vis a vis economic growth (Acs et al. 2016). In the whole entrepreneurial process the epicenter is not the wholesome existence of opportunities but how entrepreneurs connect and pursue these opportunities and how they get to mobilize resources as a perquisite to effectively exploit these opportunities (Acs et al. 2014).

They also emphasize that the definition captures some of the difficulties in finding and defining a good framework for NSE with a successful copy paste core fit in logic for the concept. As some strategic institutional set ups, individual activities and attitudes related to entrepreneurship do blend with one another while others do not blend or blend less. The frame also indicates that recognizing, understanding, and predicting relation between the institutional set ups where entrepreneurial interactions are fitted in and the individual choice variables which drive the allocation of resources through the creation and operation of new ventures which determines what pattern of choices will do well or not. Making sure these relations are recognize and their implications, causes, and consequences understood is key for designing the framework with ideas behind the relationships, complementarity across pillars and sub pillars, the importance of bottlenecks being and complementarity choice variables also vital. With two choice variables being complementary in that when doing more of one of them increases the return of doing more of the other while substitutes activities implies doing more of one reduces the attractiveness of doing more of the other. The NSE Framework stemmed from the idea of complements and substitutes is built on the bases of interactions between changes in different variables, pillars, sub pillars, in impacting performance that is measure of entrepreneurship as the relations are extended between aspects of national institutional arrangements, individual entrepreneurship activities, actions and aspirations. The authors argue that, even though entrepreneurship is an embedded action what matters most is that both the individual and the context, with a systematic comprehension of the entrepreneurial process as the framework seeks to bridge the gap while pinpointing and eradicating system level bottlenecks. The authors then took their work to a higher level as the developed the Global Entrepreneurship and Development Index (GEDI) tapping from the Global Entrepreneurship Monitor (GEM) data and with the use of the NSE perspective a multi-item index is developed for analyzing NSEs of different countries as the index is made of up pillars reflecting attitudes, activities, and aspirations in that order. The authors further introduce the bottleneck concept to take into consideration the disparities of different countries as they vary in their NSE and thus measure of performance It should be noted that the GEDI as introduced and used by the authors brought in an algorithm, “Penalty for Bottleneck” whereby poorly performed pillars and other pillar values, are penalized with the notion that pillar may make up a bottleneck for the system performance which helps to determine how policy resources should be allocated with policy seeking to address the underperforming pillars as a priority (Acs et al. 2014). Lastly

this framework, then goes a long way to help policy makers to identify coherent patterns and relationships among key variables while presenting double meaning of the 3 scenarios for coherence and existence of bottle necks;

1. It requires that no small adjustments in the set of pillars can increase performance, since the choice is locally best. A little better way to do things yields no really improvement.
2. When the pillars or choice variables are multidimensional, as it is the case, then no change in one pillar, except the bottleneck pillar, can change performance
3. If the whole national system of entrepreneurship is at a coherent level point, even it shows poor performance, it is still possible that policy makers cannot find a better solution unless every element or relevant pillar is changed in a coordinated fashion

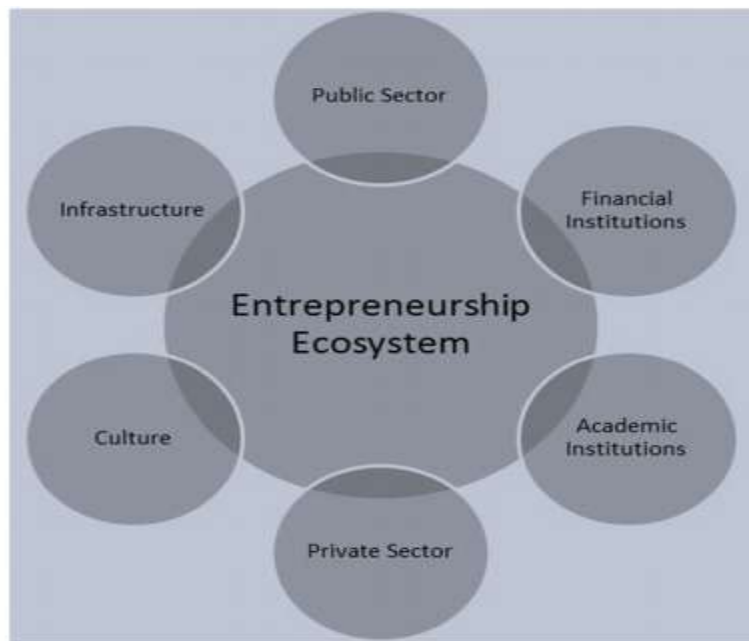
1.5.2. Entrepreneurial Ecosystem, EE

In their quest to contribute to a more comprehensive and systematic literature on Entrepreneurship Ecosystem, which explains the variation of entrepreneurial activities from one ecosystem to another and shying away from innovation at the core which has been the focus of a bulk of literature to looking at entrepreneurship as the key driver and motivation behind the concept of EE. Brown and Mason (2017) generally presents a systemic framework of entrepreneurship ecosystem with the previous short comings on the concept by other authors being in mind such as the overlooking of the role played by social and cultural factors in shaping entrepreneurship (Venkataraman, 2004) as well as the overlooking of temporal unfolding .evolutionary nature of EEs (Borissenko and Boschma, 2016) and the myth that ecosystems are principally about startups and SMEs (Feld, 2012). The authors state consistently that the ecosystem concept is a flexible one which recognizes the value of entrepreneurial processes and cognitive views of the system that buttresses interactions within an economy as the central characteristics of ecosystems are the actors, processes, and institutions which do not have straight forward relationship with the start-ups, large firms, banks, and stock markets (Isenberg, 2010; Brown and Mason, 2014). It also noted that Entrepreneurial universities are key actors (Guerrero et al., 2016) though others think that their role is over praised (Brown, 2016). Even though the role of large firms is more often than not downplayed in the EE write ups, there is much proof bringing to light the fact that large firms entering the ecosystem always play a key role in shaping and reshaping some ecosystems (Mayer, 2013) due to their magnetic and multiplier effect on key actors of the ecosystem.

Irrespective of the ecosystem, the one thing that is common and unique to them is spatial boundedness which goes a long to enhance networks creation and knowledge spillover (Glückler, 2007. Brown and Mason (2017) to paint a easy comprehensible picture of systemic framework presented a categorization of the main actors, interactions, and cognitive mind set within the complex ecosystem featuring four vital coordinative parts of the EEs as follows;

1. Entrepreneurial actors
2. Entrepreneurial resource providers
3. Entrepreneurial connectors
4. Entrepreneurial culture

Figure 1: A Basic Graphical Representation of an Entrepreneurial Ecosystem

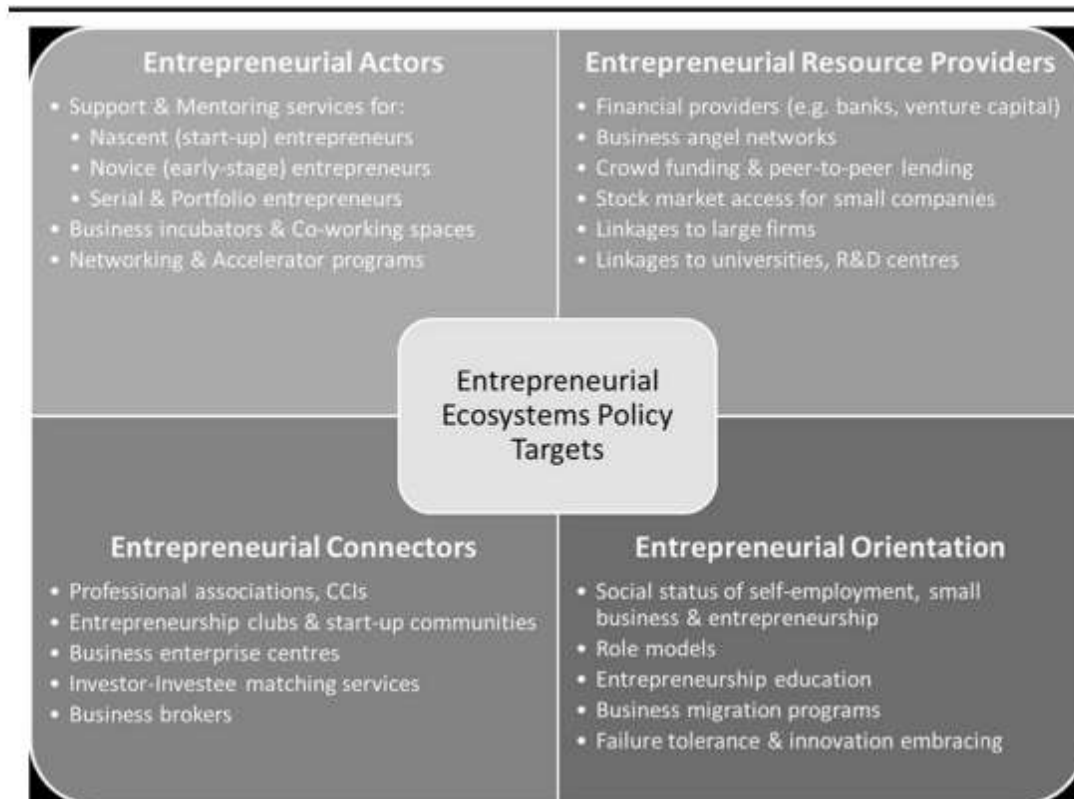


Source: Brown and Mason, 2017

- **Entrepreneurial Actors:** Knowing and stating emphatically that within the domain of entrepreneurship, the heart and oxygen that keeps the ecosystem intact and going remains the entrepreneurial actors (Isenberg, 2010; Brown and Mason, 2014; Stam, 2015). The fact that entrepreneurs and supporting entrepreneurial infrastructure are the fundamental players inside the analytical concept falls in the same lane with the use of systematic method to comprehend National Systems of Entrepreneurship (Acs et al 2014).

These actors who are considered the engine of the system concept makes sure that venture creation and growth is a priority far away from the innovation concept (Brown and Mason, 2017). The authors then goes further to present a detail and simple diagram of the fundamental actors and their networks in the entrepreneurial ecosystem

Figure 2: Key Actors and Inter-Relationship within Entrepreneurial Ecosystem



Source: Mason and Brown, 2014

Brown and Mason (2017) in their systemic framework under the different constituting actors of the ecosystem, introduce the concept of “Entrepreneurial Re-cycling” and “Blockbuster Entrepreneurship” with the former being the relational features mediating entrepreneurs as the collaboration amongst entrepreneurs plays a motivational drive and stand as role model to the next cohort of entrepreneurs via mentoring which is vital for the ecosystem. The process of “entrepreneurial re-cycling” happens within economies as an essential catalyst for supplementary entrepreneurial activity (Mason and Harrison, 2006). This process makes it possible for knowledge to be conveyed inside the ecosystem with more individuals becoming serial entrepreneurs. The

later “blockbusters entrepreneurship” (Napier and Hansen, 2011) also labeled as “breakout companies” (WEF, 2014) remain very instrumental to the development of the EE concept. These are “young successful entrepreneurial firms that have grown exceptional in size and wealth” (Napier and Hansen, 2011) as important knowledge spillover from among firms help them to grow to that level.

- **Entrepreneurial Resource Provider:** This is another vital actor in the Entrepreneurship Ecosystems of states. These are the different constituents of an entrepreneurial environment that buttress the smooth functioning of the EE seeing into it that there is fluidity in the movement of resources to growing firms. For any firm to start and remain growth oriented, there is an indispensable resource known as finance (Cassar, 2004; Lerner, 2010; Lee et al., 2015). These financial resource providers range from banks venture capital firms, business angels, peer-to-peer lending and crowd funding. Another key specialize resource infrastructure highlighted by the authors as concerns the systemic concept are accelerators known as “startup factories” (Miller and Bound, 2011) put in place to support “hothouse” growth focus ventures through thorough coaching, funding and peer-based mentoring (Clarysse et al., 2015) which serve as a response to perceived market failures from the public sector.
- **Entrepreneurial Connectors:** The introduction of formal and informal networks to the dynamic Entrepreneurial Ecosystem concept goes a long way to emphasize on their importance in the different economies as resource deficit becomes something not to worry about in startups as tacit knowledge sharing (Ferrary and Granovetter, 2009; Sullivan and Ford, 2014) increasingly becomes evident. Within Compact ecosystems there exist a couple of network platforms; business clubs, mentoring opportunities and start-up networks all being mutual catalyst and social capital contributing in the development of the region and the ecosystem in general (Malecki, 2012). The mechanism importance is derived from the “local buzz” and “industrial atmosphere” concepts being information and communication bond created through face to face contacts, co-presence and co-location of people and firms in the same place (Bathelt et al., 2004). *“The buzz consists of specific information and continuous updates of this information, intended and unintended learning processes in organized and accidental meetings, the mutual understanding of new knowledge and technologies, as well as shared cultural traditions and habits within*

a particular technology field which stimulate the establishment of conventions and other institutional arrangements.” (Mason and Brown, 2017). The role of networks is further made easy and enhance through the use of dealmakers (Senor and Singer, 2009; Napier and Hansen, 2011; Kemeny et al., 2015) who are individuals with *“valuable social capital, who have deep fiduciary ties within regional economies and act in the role of mediating relationships, making connections and facilitating new firm formation”* (Feldman and Zoller, 2012). This active role and financial participation in a variety of organizations makes them part and parcel of the regional entrepreneurship ecosystem (Feldman and Zoller, 2012) making them the bonding element in strong ecosystems (Napier and Hansen, 2011). These dealmakers most often than not are past entrepreneurs who have invested in diverse firms thus using their network to connect and mentor promising entrepreneurs. (Brown and Mason, 2017).

- **Entrepreneurial Culture:** The last vital component of the systemic concept presented by Brown and Mason (2017) is the entrepreneurial culture which tilts on a more positive wave length on societal norms and attitude towards entrepreneurship (Isenberg, 2011). This positive vibes about the entrepreneurial culture has been established to be the key success factor in the ecosystem (Brad Feld's, 2012). On the other side of the coin entrepreneurial ambitions and initiatives will be subdued in societies where less value or importance is accorded to the status of entrepreneurs, their success hated and failure mocked (Isenberg, 2010). With the global entrepreneurship monitor showing a fairly stable results over time after measuring all two perceptions of the desirability of entrepreneurship and the level of entrepreneurial activity. However changing the attitude towards entrepreneurship via entrepreneurship education and start-up sensitization campaigns remain futile (Van Stel and Storey, 2004; O'Conner, 2013) as incorporating developing economies means a higher propensity since there exist a greater number of necessity entrepreneurship (Acs et al., 2008b) as higher levels of entrepreneurship doesn't necessarily imply the economy is dynamic (Isenberg and Brown, 2014; Mazzucato, 2014; Colombelli et al., 2016). Despite this positive attitude towards entrepreneurship in the regions entails greater number of entrepreneurs as role models and increase quality of the entrepreneurs as concerns their aspirations.

Brown and Mason (2017) wraps up the concept by presenting some forms that can be used to measure the entrepreneurial ecosystems with the goal being to monitor how policy affects the EEs as *“if we do not measure the effectiveness of the various components in an ecosystem as well as the ecosystems as a whole, we will not be able to improve existing programs and put in place new and complementary resources”*. (Vogel, 2013). Among the other methods of measurement mentioned the usage of national level data indices to build the Global Entrepreneurship Development Index, GEDI (Acs et al., 2014) stands out amidst over reliance of data

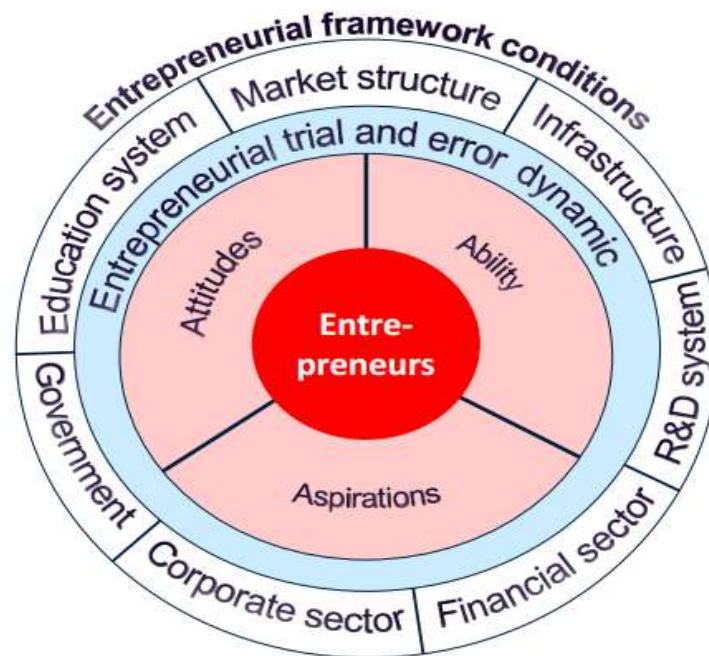
1.5.3. Global Entrepreneurship Index, GEI

Global Entrepreneurship index, GEI is the leading an unmatched project of the Global Entrepreneurship and Development Institute in Washington D.C funded by the world bank, European Union etc. and founded by entrepreneurship scholars from a couple of Academic institutions. This frame work is used to measure the quality and dynamics of national and regional entrepreneurship ecosystem. This frame work has been backed by severe peer reviewed and with huge media affirmation and increase usage by many business and financial platforms and journals both on and offline. The Global Entrepreneurship theory is a blend of Individual and Institutional factors (pillars) that gives a holistic picture of the general health of the business environment and space.

The 2019 GEI Report authored by Acs et al (2019) brings to light the 14 sub-systems (pillars) of entrepreneurship ecosystems which are combined into systems (sub-indices) used to adjust the system performance at the ecosystem level. The concept is grounded on 3 important facets that gives a suitable stage for entrepreneurship ecosystems to be analyze. These 3 important facets are;

- Entrepreneurship is essentially an action undertaken and driven by agents on the basis of incentives.
- The individual action is affected by an institutional framework conditions.
- Entrepreneurship ecosystems are complex, multifaceted structures in which many elements interact to produce systems performance

Figure 3: Entrepreneurship Ecosystem Configuration



Source: GEI Report, 2019

With the entrepreneurial framework conditions being vital as these conditions regulate who becomes and entrepreneur, the extent to which new ventures can reach their growth potential. With entrepreneurial choice being over seen by soft framework parameters such as social norms and cultural preferences while the extent in which new ventures fulfill their growth potential is being overseen by a variety of entrepreneurial framework parameters such as government, R&D, education, infrastructure, financial and corporate sector. The authors of the framework also state emphatically that a healthy entrepreneurship ecosystem will spark and push resource allocation in the direction of productive uses which will increase the job and wealth creation capacity of the economy. The entrepreneurial ecosystem also has components such as agents (agency) who are the main drivers of the ecosystem, institutions who set rules and create incentives for the entrepreneurial talent and lastly the system component which focuses on blending the agency and the intuitions to enhance their relationship which makes sure the ecosystem has coherent patterns that are simple, intuitive and powerful.

The Global Entrepreneurship Index then presents the 14 pillars use to measure and rate entrepreneurship ecosystems, the GEI measures both the quality of entrepreneurship in a country

and the extent and depth of the supporting entrepreneurial ecosystem. Thee 14 pillars which relay on both individuals and institutions variables fall under 3 building blocks or sub-indices which are termed 3As and correspond to the micro and macro aspects of entrepreneurship;

- Entrepreneurial Attitudes: Which reflects on how the country perceive entrepreneurship
- Entrepreneurial Abilities: Which reflects on the competence and skills needed to indulge in entrepreneurship
- Entrepreneurial Aspirations: Which reflects on the intention, vision and mission of the entrepreneur.

The 14 pillars used to pen a clear picture about the health of the entrepreneurship ecosystem are shown in the table below while the details description of the Global Entrepreneurship Index Pillars and the Individual Variables used in the GEI is found on the appendix (Appendix 2 and 3 respectively)

Table 4: Structure of the new Global Entrepreneurship Index (GEI)

GLOBAL ENTREPRENEURSHIP INDEX	Sub-indices	Pillars	Variables (ind./inst.)
	ATTITUDES SUB-INDEX	OPPORTUNITY PERCEPTION	OPPORTUNITY RECOGNITION
			FREEDOM (ECONOMIC FREEDOM *PROPERTY RIGHTS)
		STARTUP SKILLS	SKILL PERCEPTION
			EDUCATION (TERTIARY EDUCATION*QUALITY OF EDUCATION)
		RISK ACCEPTANCE	RISK PERCEPTION
			COUNTRY RISK
		NETWORKING	KNOW ENTREPRENEURS
			AGGLOMERATION (URBANIZATION*INFRASTRUCTURE)
	ABILITIES SUB-INDEX	CULTURAL SUPPORT	CAREER STATUS
			CORRUPTION
		OPPORTUNITY STARTUP	OPPORTUNITY MOTIVATION
			GOVERNANCE (TAXATION*GOOD GOVERNANCE)
		TECHNOLOGY ABSORPTION	TECHNOLOGY LEVEL
			TECHNOLOGY ABSORPTION
		HUMAN CAPITAL	EDUCATIONAL LEVEL
			LABOR MARKET (STAFF TRAINING*LABOUR FREEDOM)
	ASPIRATION SUB-INDEX	COMPETITION	COMPETITORS
			COMPETITIVENESS (MARKET DOMINANCE*REGULATION)
		PRODUCT INNOVATION	NEW PRODUCT
			TECH TRANSFER
		PROCESS INNOVATION	NEW TECHNOLOGY
			SCIENCE (GERD*{(AVERAGEQUALITY OF SCIENTIFICAL INSTITUTIONS +AVAILABILITY OF SCIENTISTS AND ENGINEERS)})
		HIGH GROWTH	GAZELLE
			FINANCE AND STRATEGY (VENTURE CAPITAL*BUSINESS SOPHISTICATION)
	RISK CAPITAL	INTERNATIONALIZATION	EXPORT
			ECONOMIC COMPLEXITY
		RISK CAPITAL	INFORMAL INVESTMENT
			DEPTH OF CAPITAL MARKET

*Individual variables are colored with white background while institutional ones with light blue background.

Source: GEI Report, 2019

Table 5, shows Cameroon GEI results at different levels of the variables, with colors demonstrating the quartile the score falls into while Table 6 gives a clear guide to policy formulation stakeholders to know, where to prioritize and put their resources so as to improve on Cameroon GEI score thereby improving the business environment in particular.

Table 5: GEI 14 pillars with the Institutional and Individual variables Cameroon EE

	PILLARS		INSTITUTIONAL VARIABLES		INDIVIDUAL VARIABLES	
Entrepreneurial Attitudes	Opportunity Perception	0.93	Market Agglomeration	0.89	Opportunity Recognition	0.95
	Start-up Skills	0.87	Tertiary Education	0.82	Skill Perception	0.95
	Risk Acceptance	0.98	Business Risk	0.89	Risk Perception	0.87
	Networking	0.36	Internet Usage	0.39	Know Entrepreneurs	0.95
	Cultural Support	0.87	Corruption	0.30	Career Status	0.88
	Entrepreneurial Attitudes	1776				
Entrepreneurial Abilities	Opportunity Startup	0.80	Economic Freedom	0.82	Opportunity Motivation	0.80
	Technology Absorption	0.88	Tech Absorption	0.80	Technology Level	0.84
	Human Capital	0.89	Staff Training	0.84	Educational Level	0.84
	Competition	0.95	Market Dominance	0.43	Competitors	0.83
	Entrepreneurial Abilities	1523				
Entrepreneurial Aspirations	Product Innovation	0.85	Technology Transfer	0.47	New Product	0.48
	Process Innovation	0.87	GERD	0.84	New Tech	0.44
	High Growth	0.87	Business Strategy	0.85	Gazelle	0.43
	Internationalisation	0.89	Globalization	0.89	Export	0.85
	Risk Capital		Depth of Capital Market	0.84	Informal investment	0.80
	Entrepreneurial Aspirations	14.89				
	GEI	15.96	Institutional	0.89	Individual	0.84

Source: Generated from the GEI online platform, 2020

Table 6: 14 pillars of an Cameroon Entrepreneurship Ecosystem, required increase in pillar and new efforts

Pillar	Required Increase in Pillar	Percentage of total new effort
Opportunity Perception	0.00	0%
Startup Skills	0.05	4%
Risk Acceptance	0.11	27%
Networking	0.00	0%
Cultural Support	0.07	17%
Opportunity Startup	0.10	15%
Technology Absorption	0.03	5%
Human Capital	0.00	0%
Competition	0.03	5%
Product Innovation	0.02	3%
Process Innovation	0.05	9%
High Growth	0.00	0%
Internationalization	0.05	9%
Risk Capital	0.11	17%

Source: Generated from the GEI online platform, 2020

1.5.4. Areas for further Research

The domain of Entrepreneurship is a very vast one and somehow a not extensively researched one in Africa. A healthy Entrepreneurship Ecosystem and the role of entrepreneurs in the development of Cameroon must function simultaneously as they have a direct relation. When the business and entrepreneurship ecosystem is healthy the role and impact of entrepreneurs is improved. This research work could have been extended to make a detail comparison between entrepreneurship ecosystems of states to make sure Cameroon has better clue of what is being done as concerns entrepreneurship ecosystems in other states rated better than Cameroon in order to emulate them and speed up the countries double digit economic growth vision of emerging by 2035 (MINEPAT, 2010). Again a lot of African countries Tunisia, Botswana, South Africa, Namibia, Morocco, Egypt, Gabon, Algeria, Rwanda, Ghana, etc. (GEDI Report, 2019) are beginning to pay a lot of attention on Entrepreneurship by improving their entrepreneurship ecosystems reason why they are ranked above Cameroon. This research work can help those countries still ranked below Cameroon such as Angola, Mozambique, Madagascar, Benin, Burkina Faso, Guinea, Uganda, Sierra Leone, Malawi, Burundi, Chad, etc. (GEDI Report, 2019) to adopt similar findings.

Taking into consideration the social, political and economic priorities of the state of Cameroon, it will be very vital document as it shed lights on what is being done concretely in terms of practical policies apart from seeing that more enterprises are created in the country but making sure that these created enterprises flourish and remain sustainable in the economy so as accompany the state

in their double digit economic growth quest (MINPMEESA, 2019). This is so because Entrepreneurship is also about providing an enabling environment for enterprises to flourish in.

Chapter Two

2.1. Entrepreneurial Ventures, Role and Importance of Entrepreneurs.

Chapter two focus on entrepreneurship in detail, from concepts and terms made used in the study to types of entrepreneurial ventures, types of entrepreneurs and their functions, role and importance in the business environment.

2.1.1. Definition of Concepts and Terms

2.1.1.1. Who is an Entrepreneur?

An Entrepreneur is defined differently by different people but generally refers to someone who recognizes an opportunity and create business value to fit in by organizing, managing and assuming the risks of the business or enterprise. *“An entrepreneur is a person with the vision to see an innovation and the ability to bring it to the market”* (GEI Report, 2019). This definition is somehow very limited and reflects more of the advance economies with innovation as focus. In the context of developing economies entrepreneurs could be referred to as persons with a vision to identify an opportunity in the market and stepping in to fill it in a profitable way. This is so because the end goal is meeting needs and making profit irrespective of the novelty of venture or project. Cameroon has thousands of entrepreneurs ranging from small business owners, who are scattered all over in different sectors of the economy meeting the needs of the market in sustainable and profitable styles to large companies with more proactive and innovative abilities. All in all an entrepreneur is *“someone who specializes in taking responsibility for and making judgmental decisions that affect the location, the form, the use of goods, resources, or institutions”* (Hebert & Link, 1989)

2.1.1.2. Entrepreneurship

Entrepreneurship is the process of identifying an opportunity in the market and taking the opportunity with the goal of making the opportunity sustainably profitable through the delivery of products to consumers. It refers to the process and action of taking risk, in creating new business ventures or reviving existing ventures all in the quest to provide and add value to the society through meeting needs productively (Hebert & Link, 1989). Entrepreneurship in Cameroon is like in any other place though they might exist differences in the way risk is perceived and handled as well as differences in how venture creation is done base on institutional regulations governing the different business environments.

2.1.1.3. What is a System?

A system is an organized set of interacting and interdependent subsystems that function together as a whole to achieve a purpose, with an ecosystem signifying the purposeful collaborating network of dynamic interacting systems and subsystems that have an ever-changing set of dependencies within a given context which opposes to a system that has both living and non-living components (GEI Report, 2019).

2.1.1.4. National Systems of Entrepreneurship, NSE

Acs et al. (2014) defines National Systems of Entrepreneurship, NSE as *“the dynamic institutionally, embedded interaction between entrepreneurial attitudes, activities, and aspirations, by individuals, which drives the allocation of resources through the creation and operation of new ventures”*. The authors goes further to state that NSE are complex socioeconomic structures that are brought to life by individual-level action, which are embedded in multipolar interactions between individuals and organizations that make up the system, expressed via the establishment and operation of new ventures with the generated benefits from the NSE referred to as services and the act of managing and improving such benefits referred to as policy.

2.1.1.5. Entrepreneurial Ecosystem, EE

The concept of Entrepreneurial Ecosystem, EE is a relatively new one, this explains the reason why there are numerous endeavors to give the concept a holistic definition that is deeply rooted in the location and symbiotic correlation amongst the various entrepreneurial actors who are vital catalysts in enhancing performance of the concept. Brown and Mason (2015) in their more comprehensive definition states that Entrepreneurial Ecosystem is a *“set of interconnected entrepreneurial actors, entrepreneurial organizations, institutions and entrepreneurial processes which formally and informally coalesce to connect, mediate and govern the performance within the local entrepreneurial environment”* while Stam (2015) in his broad definition states that Entrepreneurial Ecosystem is *“set of interdependent actors and factors coordinated in such a way that they enable productive entrepreneurship”*. All these two definitions makes it crystal clear that the concept of EE which is elastic and systematic includes multiple actors, institution and processes.

2.2. Types of Entrepreneurship Ventures

A bulk of literature on the entrepreneurship discipline place much importance on the enterprise context from profit to nonprofit startups as well the examining of enterprise from creation to development of new commercial ventures (Klapper, Lewin, and Delgado, 2011; Shane, 2012). Amidst the stipulations about Entrepreneurial ventures Morris et al, 2016 has stepped into define precisely what an entrepreneurial venture is; Entrepreneurial Ventures are ones small in size, small enough in size as reflected in revenues, employees or amount of infrastructure, that they continue to suffer meaningfully from their liabilities of newness and smallness. From the many definitions and understanding of what entrepreneurship is all about and who an entrepreneur is, JumpStart in a 2016 document titled *“Entrepreneurial Venture: What are the different types”* makes it crystal clear by widening the meaning to include varied types of initiatives stemming from the very little ones like owners of local hair salons to the creators of large companies involved in the production of medical devices. Given that all entrepreneurial ventures can breathe positive, though unique impact to their communities and society at large they ultimately vary in size, resources, vision, mission, operations, potentials, etc. JumpStart goes a step further to give us a clear picture of the different types of entrepreneurial ventures and their characteristics as we draw a reflection on those that exist in Cameroon Ecosystem with the potential ability to impact change in the economy;

Table 7: Types of Ventures and their Characteristics

Type of Venture	Characteristics	
Small Businesses	Definition	An independently-owned and -operated for-profit enterprise that is not dominant in its field
	Goal	Grow into a long-term business that is profitable and sustainable, with possibility of eventual sale to an employee or hand over to a family member
	Kind of Business	Restaurants, retail stores, construction firms, agriculture
INDEPENDENT “Main Street” Businesses”	Capital Providers	Micro-loans; bank loans; revenue; friends, family and personal funds

	Outcome	Small businesses can generate payroll taxes and jobs, but are not large employers. They provide products and services that are necessary parts of a city's infrastructure, as well as leisure goods and retail.
Lifestyle Business (includes Microenterprises and Freelancers)	Definition	A for-profit enterprise where combining a founder's skills, strengths and passions is the primary motivator.
	Goal	Earn a long-term, residual income through a self-directed business that engages the founder's passion and expertise
	Kind of Business	Self-employed individuals; one-person firms; very small operations
INDEPENDENT "Main Street" Business	Capital Providers	Micro-loans; bank loans; revenue; friends, family and personal funds
	Outcome	While these companies aren't big job creators or significant revenue generators, they provide income to their founders and services and goods that enhance quality of life.
Social Good Organizations/Businesses	Definition	Businesses built on innovative solutions and a desire to make the world a better place.
	Goal	Maximizing impact in a sustainable way
	Kind of Business	A company working to solve global health issues; a company solving specific problems in developing countries; nonprofits with a philanthropic mission.
Social Good Enterprises	Capital Providers	Depends on the type and size of company; can run the entire capital continuum

	Outcome	Has the potential to create significant social impact and improve lives
Large Business	Definition	An established firm that employs at least 500 people
	Goal	Generating substantial revenue and profit for the company and its shareholders
	Kind of Business	Corporations (e.g., General Electric, AT&T, General Motors)
Established Companies	Capital Providers	Revenue; tax credits; subsidiaries
	Outcome	Large companies are a significant employer in the community. Tend to be recognizable anchors/major brands with an established reputation and community presence.
Scalable Startup (Innovation-Led or High Growth Tech Company)	Definition	Young, innovation-focused firms with the potential to create a new market or dramatically change an existing market via proprietary, technology-based products or services
	Goal	Company is built to scale with the goal of generating significant wealth for founder and investors, either through an acquisition or an IPO
	Kind of Business	A company producing medical devices or developing life-saving medicine; IT companies developing B2B software or apps; cleantech-gearred firms
High Growth Companies	Capital Providers	Risk capital (accelerators, venture capital, angel investment); non-dilutive capital (government grants, SBIR/STTR); friends, family and personal funds

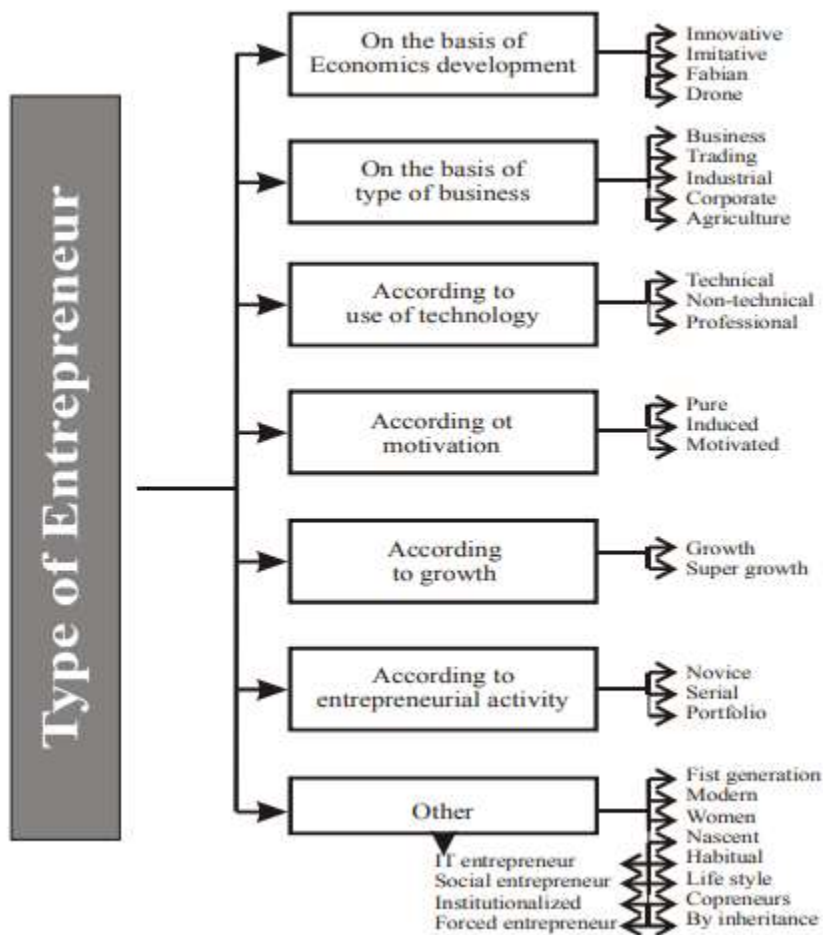
	Outcome	Startups have the potential to create significant revenue, jobs and economic impact.
Second-Stage Company (Gazelles)	Definition	An independently owned and operated for-profit enterprise that has the potential to become dominant in its field.
	Goal	Strategic growth through expansion, finding new markets, that results in substantial revenue and profit for the company
	Kind of Business	A company that's at least three years old and has between \$2-10M in revenue; company able to achieve >20% growth per year for four years.
High Growth Companies	Capital Providers	Mezzanine/growth investment; later stage VCs, banks, CDFI
	Outcome	High growth companies have the potential to create significant revenue, jobs and economic impact by maximizing the right opportunities for growth

Source: Adopted from JumpStart 2016

2.3. Types and Functions of Entrepreneurs

The role of entrepreneurs in the economic development of states can't be overemphasize though differ from states to states, economy to economy and region to region as a result of the different entrepreneurial ecosystems they find themselves in. These functions are performed by a variety of entrepreneurs who have carved their niche base on individual level opportunities and institutional context of the playing ground. These entrepreneurs are grouped on the bases of economic development, type of business, use of technology, motivation, growth, entrepreneurial activity amongst others as seen below

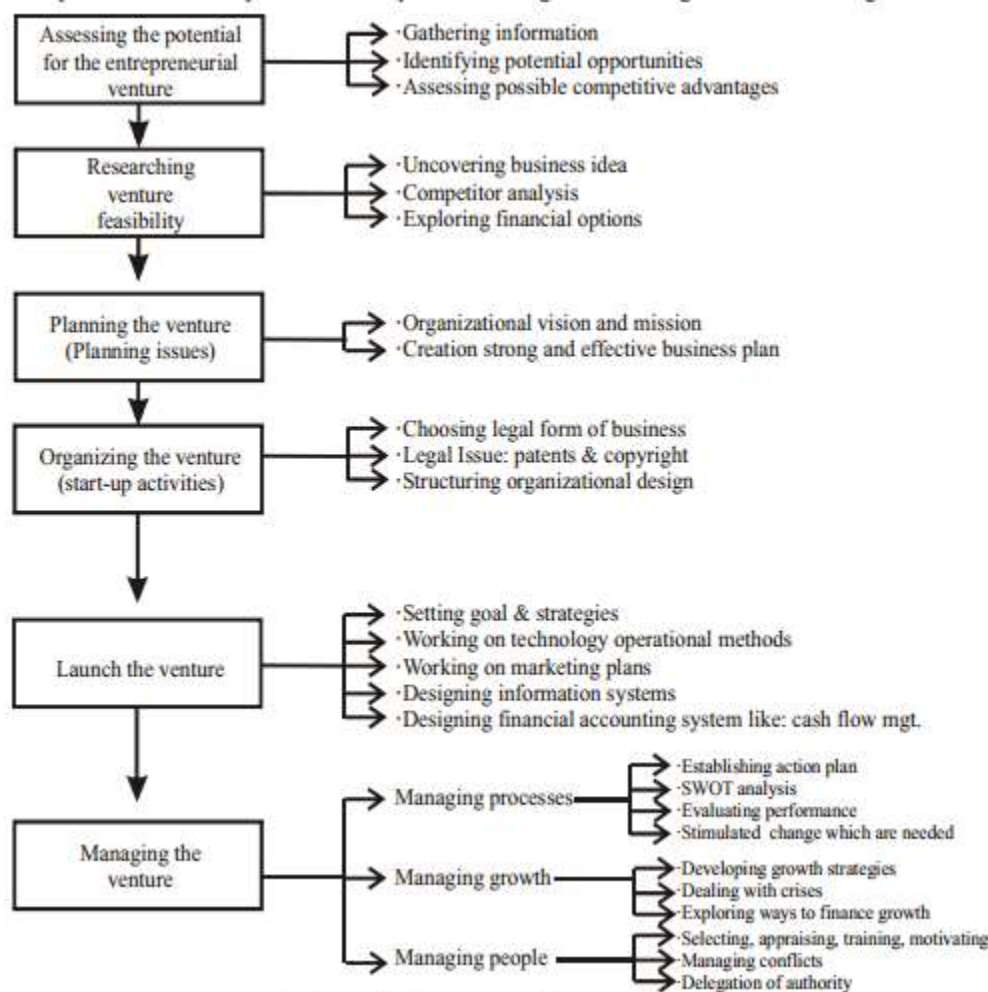
Figure 4: Diagram depicting the various types of entrepreneur based on their classification.



Source: Ecestudy, 2015

Irrespective of their classification and types, entrepreneurs apart from being opportunity identifiers and seekers, they make sure all factors of production (Man, Money, Machine and Methods) are well organized and coordinated so as to efficiently play their role and impact the economy. To be able to play their role and impact the economy they deploy a couple and combination of functions which are vital for the operation and development of their ventures as seen below;

Figure 5: Flow Diagram of Entrepreneurial Functions



Source: Ecestudy, 2015

2.4. Role and Importance of Entrepreneurs

The role and importance of entrepreneurship in stimulating, encouraging, supporting, helping, upholding, promoting, sponsoring, enhancing economic, technological and social progress has seen greater support from key stakeholders in any business or entrepreneurship ecosystem such as governments, foundations, universities and specialize research centers. ((Acs and Audretsch, 1990; Klapper and Delgado, 2007; Naude, 2010; Zahra et al., 2011; Wright and Zahra, 2011). The 21st century being governed by laissez fair economic liberalism and free market capitalism systems, with objectives of strengthening competition between key actors, enhancing the vital role of the private and public sector in job creation (combined individual and institutional efforts). This goe

a long way to increase export and reduce the BOP deficits. With more private entrepreneurial ventures and initiatives state burden stemming from increase over dependence on the public sector is reduced and shared. Entrepreneurs in a good entrepreneurship ecosystem therefore catalyze the process of economic development with the process of entrepreneurship having as innovation and competition at the core of every initiative and endeavor. The United Nations Conference for Trade and Development, UNCTAD in 2005 after inside from papers presented by experts made it loud and without mincing words that SMEs as entrepreneurial ventures are development agents when promoted and their competitiveness improve via augmenting their production capacity. Developing and African countries having witness vital role of entrepreneurs in the economic development of western states, they can't afford to be left behind in the development quest as they now make entrepreneurship part and parcel of their agendas (Amrita, 2016).

The role and importance of entrepreneurs can't be over belabored again, amongst other are, creation of jobs, providing timely solutions to societal needs, wealth creation, Capital formation, creating innovation, creating new businesses, creating social change, executing new ideas, balance regional development, contributes to GDP and per capita income, increase in standards of living, growth in export products, contribution to policy development and implementation, etc. (Vries, 1985). All these and many more roles of entrepreneurs cumulate to give tremendous impact on community growth and economic development of the state as a whole given that, entrepreneurs are referred to as trigger heads that spark economic activities through their entrepreneurial decisions as their contribution to the economy is a function of the entrepreneurial climate and opportunities that are directly proportional (Amrita, 2016)

Personally, I think that entrepreneurship is not just a factor for economic growth but the most important factor for any economy's development. Take the example of unemployment as a measure for economic growth, no government in the world can employ all of its citizens, therefore most governments depend on entrepreneurs to create not only such jobs but also a conducive environment for self-employment and exchange of wealth. In the case of Cameroon, we can plainly notice that this concept of promoting entrepreneurship as a way out of economic hardships is still to be recognized as a government strategy for development.

(Bruno, 2020)

Reiterating in detail, the significant role and importance of entrepreneurs in the economic development of states as they seem to be the backbone of all economies the following high lights are presented;

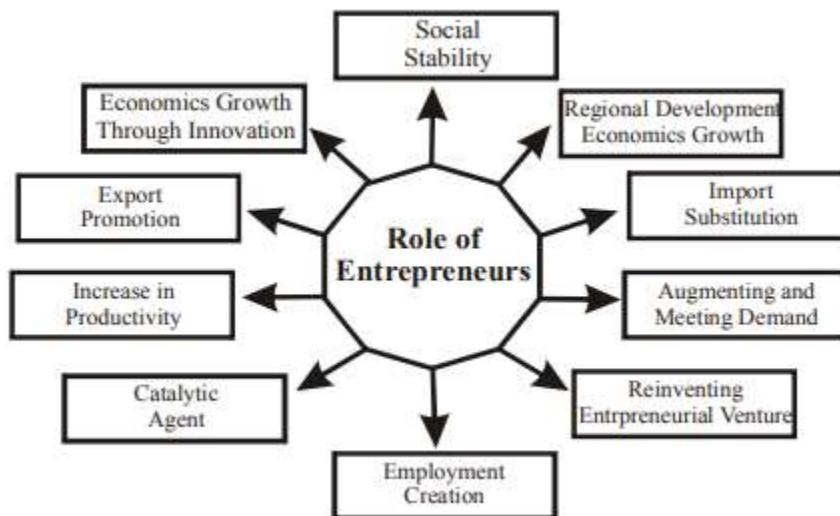
- **Fetching Economic growth and prosperity:** Through the creation of new ventures entrepreneurs become the engine in charge of breeding job creation, reduction in unemployment, wealth and capital formation, boosting standards and quality of living, boosting GDP and income per capita, infrastructural growth, balance regional development, reduction in state burden and increase economic dependence, increase competition, increase export and import etc. These are all out comes of the heroic innovation and creativity of entrepreneurs especially in developing nations that lead to economic growth and prosperity making them to be referred to as the backbone all economies.
- **Fetching Social Stability and Balance Regional Development:** Violence is most societies is being link to poverty and irrational and inequitable distribution of wealth. Entrepreneurs step in and step up their game to create jobs and reduce unemployment directly and indirectly, improving and increasing the variety and quality of goods and services for public consumption, ushering in fair competition, boosting the equitable distribution of income, empowering vulnerable persons in the society, boosting social infrastructure, reduction in state burden, increase taxes, etc. All these drives out poverty and gives the community a sense and feeling of comfort which ushers peace, stability and balance regional development.
- **Play Innovator Role in Economic Growth:** Entrepreneurs play a vital role in the deployment of the word new be it in the introduction of new or fine tuning an already existing idea, products, organization, markets, projects, full exploitation of technical know-how, equitable growth, technical growth, implementation of engineering skills, methodical innovation etc., making economic growth and development feasible. Innovation here could simply be the introduction of purely new ideas or bring in new ways in the execution of already existing ideas. This goes a long way to cement the central and integral role of Innovation and Entrepreneurship in sustainable and profitable running of economies, organizations and societies.

- **Establishment of Job Opportunities and Reduction of unemployment:** Each and every economy is made of diverse pools of skilled and unskilled labor waiting to be exploited productively by entrepreneurs with the resources to establish new ventures. With the creation and expansion of these new ventures entrepreneurs do not only create jobs for themselves but also generate job opportunities for others who are employed to help them run the ventures from small and medium-size ventures to large corporate conglomerates employing thousands of persons. The multiplier effect of these opportunities is an increase in standards of living and well-being of the community and economy as whole.
- **Boosting Productivity with New Production Systems:** Entrepreneurs believe in optimal efficiency which is the engine in boosting productivity. Efficiency to an entrepreneur is using lesser time, energy and resources to produce maximum output and this can only be feasible if new production systems are exploited to the fullest via investment in R&D and new plants and machinery. Entrepreneurs also make sure that, they lead the market, generate capital, form wealth, generate opportunities and produce new technology which all vital for economic productivity.
- **Championing Export Promotion and Import Substitution:** Dynamic and skillful entrepreneurs are able to do the math's to identify and know the opportunities outside their national territory that they can sustainably and profitably exploit and fulfill while also discovering opportunities within their economy that products from outside their economy can be imported to fill the gaps with a profitably sustainable strategy. With increase liberalization, capitalism, privatization and globalization this role of entrepreneurs have been made better as new industries for export product and industries producing import substitute products are created with the consideration of new and global markets, putting fully the available production resource to use, increasing foreign exchange earnings, increase variety of goods and services, increase in competition etc. entrepreneurs greatly help in seeing to it that, balance of payment is fair through import and import promotion.
- **The Catalyst Role of Entrepreneurs:** Entrepreneurs make sure new things happens in the most radical and efficient ways possible. This is because one of the greatest asset of an entrepreneur is the ability to be creative. With creativity growth in the economy is bound to happen speedily and results seen faster. This explains while the quality and type of

entrepreneurs in an economy matter. There is no set up that change is made to happen to the economy, venture and organization to grow without entrepreneurial attributes deployed knowingly or unknowingly.

- **Increasing and Meeting Local Demands:** The ability of constructive entrepreneurs is to strike a balance in increasing and meeting the local demands of their society in a satisfactory manner. By this entrepreneurs make sure that they use the local content, indigenous technologies, skills, resources and know how to manufacture the goods and services for the consumption of the local population.
- **Reinventing the Entrepreneurial Venture:** Knowing that change is unavoidable, the entrepreneur makes sure that he has a foresight in seeing future trends so as to make sure he is not taken by surprise thus adjusting the venture to accommodate future changes thereby remaining profitably sustainable in the market.

Figure 6: Diagram depicting some of the different Role of Entrepreneurs in the Economy



Source: Ecestudy, 2015

Amidst the important impact and positive role of entrepreneurs and entrepreneurship in every economy, the story is not all rosy as it sounds and not void of drawbacks and dark side characteristics (Foster & Edge, 2014) but has a couple of opportunity costs associated with it being the epicenter and priority of states. The excessive obsession for control, power, authority, inability to work for others or be submissive, too much emphasizes on details even at the growth stage, too

much sense of distrust, desire for applause, irrationality making defenses for every decision made etc. by entrepreneurs (Vries, 1985) has a back lash due to these misuse (L.Osbourne, 1991) that most often than not result to failure and bankruptcy of the entrepreneurial venture leading to negative growth and increase state burden on the economy. *“Sometimes the same creative energy that drives an entrepreneur has its source in destructive intimal needs that can ruin a career or a company”* (Vries, 1985). Again, the human and societal cost of entrepreneurs and entrepreneurship (Baumol, 1990; Hayward, Shepherd and Griffin, 2006; Kets de Vries, 1985) is sometimes overlooked or given a blind spot (Wright and Zahra, 2011). The creative destruction nature of entrepreneurs leads to technology change which sometimes causes nations to lose their international stand and pave way for high unemployment with increase migration and displacement of the masses causing increase in the rate of state dependency as skills become outdated and obsolete. Also, capitalistic nature of entrepreneurs leads to inequitable wealth creation and distribution making others to emulate same materialistic and conspicuous lifestyle which further widens the inequality gap giving room for social and political disorder, breed class combat and bitterness weakening the stability of public and private institutions with time (Wright and Zahra, 2011). Furthermore, amassing of wealth by entrepreneurs and their monopolistic nature leads to social and political contention and corruption that suffocates entrepreneurship as the existing entrepreneurs make sure all is put in place to maintain political elites and institutions that are void of social change and justice but favoring them while scaring potential entrepreneurs as regards competition (Wright and Zahra, 2011). Apart from dark sides of entrepreneurs and entrepreneurship on the society, there is also huge cost on families; tension, rigidity and unwillingness to cooperate among family members is seen throughout the lifespan of the entrepreneurial venture as most often than not there is no time for family and marital commitment as well other traits leading to the demise of the entrepreneur at times (Kets de Vries, 1985) as failure of entrepreneurial venture might catalyze these effects on personal and family life especially if risk capital is secured with family property leading to more grief and depression. It should be noted that the failure of a venture might act as a discouraging factor to potential entrepreneurs with the immediate consequence being that employees and their families will feel an acute loss and redundancy. Lastly, with entrepreneurs reporting higher level of isolation, future job insecurity, unforeseen circumstances and natural disasters, illness, stress levels, fatigue and exhaustion, burnout etc. (Osbourne, 1991) it becomes crystal clear that the role of an entrepreneur

is a very much energy draining one which if not well balance and carried out with a lot of precaution it will lead to severe consequences not only on the entrepreneur and his family but on the community and society as a whole (Winslow and Solomon, 1987).

Chapter Three

3.1.METHODOLOGY

This chapter which is the backbone of this research work stipulates the different strategies (methods) deployed to enable us attempt to provide accurate answers to the research questions herein. Giving reasons why these methods have been chosen and deployed as best tools for the purpose earmarked. The data comes in from a mix of methods. That is primary sources (two semi structured Interviews and Survey) and secondary sources that is data collected from World Bank, doing business and Global Entrepreneurship Development index 2019 Reports. Also, still as concerns secondary sources data was collected from MINEPAT, MINPMEESA website and ministerial documents in addition to empirical literature and theories gotten from some scientific articles. Taking into consideration the strengths of the methods used and being dynamic in this research work, it is worth mentioning that irrespective of the methods use, they were customize to fit into the present context as the coronavirus, COVID19 has been declared a pandemic (WHO, 2020) with “social distancing” being among the measures put in place to combat the virus. Again, adhering to the advice of the coordinator, supervisor and dean of study in the faculty of social science in the University of Aalborg (Antoft, 2020), the study will make use of digital tools to enhance the methods herein used.

3.1.1. Research Method

This research work makes use of a mix method define as the method of research where the researcher investigate, collects and analyses data, incorporate and make inferences from the dual method that is qualitative and quantity research strategy in a single study (Tashakkori and Creswell, 2007) to make sure that questions of “what” and “how” are efficiently answered as the strengths of the two methods are fortified and maximize with limitations and loopholes of using one method evaded or minimize as both methods are used to complement and supplement each other (Doyle et al, 2009). This mix method is an appropriate strategy to understand the role and impact of Cameroonian entrepreneurs, the situation of Cameroon’s Entrepreneurship Ecosystem and what can be done to improve on the role and impact of entrepreneurs in the double digit economic growth quest of the state through vision 2015. This method corroborates with the outcry and concern of some researchers on the need to enhance the comprehension on the necessity of putting the two methods together (Greene et al, 1989; Hanson, et al., 2005; Bryman, 2006, 2007;

Creswell and Plano Clark, 2007; Tashakkori and Creswell, 2007; Almalki, 2016; Schoonenboom and Johnson, 2017; Easterby et al, 2018). The Method seeks to use survey, interviews, empirical literature and theories and Institutional and ministerial documents throughout the research process (Hanson, et al., 2005).

3.1.2. Research Design and Philosophy

John Adam et al in their 2014 publication makes it easy to comprehend research design with the analogy of it being a blueprint that makes research objectives to be attained and research questions to be efficiently answered. The research makes use of a single case because of the complexity that arise from a particular nature of a situation or a system which is an entity with a purpose and functioning parts (Bryman & Bell, 2015). The study focus on a single case study, which is Cameroon located in the heart of CEMAC zone and in Africa. The mix method deployed in this study sometimes referred to as the Gold Standard (Doyle et al, 2009) has been said to be the 3rd research paradigm or philosophy capable of closing the gap and limitations of the quantitative (positivist-objective- deduction approach) and the qualitative (constructivist-subjective-induction approach) positions (Johnson and Onwuegbuzie, 2004). This pragmatic philosophy dwells on the fact that the outcome is more important (triangulation) than the process which is cumbersome with the end justifying the means. Amongst the many rationales and benefits advance strongly in favor of the mix method and research design are; Triangulation, completeness, offsetting weaknesses and providing stronger inference, answering different research questions, explanation of findings, illustration of findings, hypothesis development and testing and instrument development and testing (Doyle et al. 2009)

3.1.3. Research Process

Right from the beginning of the study, there was coordinated efforts by the program coordinator to make sure the researchers understood very well the task ahead of them as timelines and guidelines were provided with strict instructions to respect and follow them. To kick start the study proper a meeting with the supervisor was then schedule this time around with the objective being to set a proper outline and schedule to realize the study. A clear understanding of the topic and how it should be approach was then given and fine tune as we proceeded with feedbacks from meetings both physical and online from time to time. The coronavirus pandemic left us with limited means of carrying out the research to the end. The exploitation of the digital platforms were then fully deployed as supervision, data collection and analysis were done strictly via the use of digital

tools and channels. This to an extent from the beginning sounded less cumbersome and costly in terms of material and financial resources. The energy used because of lack of the one on one communication option, that eases comprehension was immeasurable with the different sample and target population not really willing to engage for data to be collected.

3.2. Research Instruments:

3.2.1. Questionnaires

This study makes use of a short, precise and concise questionnaire geared towards making sure respondents in the survey, who are Cameroon Entrepreneurs/.Business owners answer adequately (reliability/validity) (Mathers, 2009) with the WHO coronavirus, COVID19 measures of lockdown and social distancing playing in favor of the research method quality. Due to time limitation, survey randomly samples 150 Cameroonian Entrepreneurs who are operating a business or two in the ecosystem to give an opinionated appraisal of the subject matter. The study saw 115 respondents reached, showing a respond rate of 76.67%. The questionnaire was made up of a mixture of closed and open ended questions with clarity and simplicity as key (Munn and Drever, 1990). The goal of the questionnaire was to make sure that the most complete and accurate data about the role and impact of Cameroonian Entrepreneurs and Cameroon entrepreneurship ecosystem is collected in a logical flow so as to be able to make valid and reliable inferences, and conclusions (Abawi, 2013). The study also pre-test the questionnaire with 10 potential respondents to makes sure that the entrepreneurs will all comprehend the questions as feedback gotten from the pre-testing permitted for some questions and technical terms to be broken down. Also, the questionnaires used to carry out the survey were administered digitally via google forms and links because of the global pandemic crisis and the advantages involved in using digital and electronic means such as reduction of cost, saving time and energy as well as ease of doing analysis (McPeak et al, 2014; Bryman, 2012; Robson 2011; Scott et al, 2011; Jones et al 2008; Duffett et al 2012) The questionnaire focus on the role and impact of Cameroonian Entrepreneurs and the Entrepreneurship Ecosystem of Cameroon, the impression existing entrepreneurs have about it and what should and can be done as regards the Entrepreneurship Ecosystem to improve their role and impact for the general growth of the economy championed under vision 2035. The time limitation and the circumstances rounding this researcher work support our random sample of data collection

3.2.2. Semi-Structured Interviews

In addition to the primary data collection method through the use of questionnaire, the study goes further to deploy this primary method of interviewing four experts who are directly involved in the field of entrepreneurship transaction and promotion in Cameroon (Ministry of Economy, Planning and Regional Development, MINEPAT and Ministry of Small and Medium Sized Enterprises, Social Economy and Handicrafts, MINPMEESA, GIZ/GICAM, Fotabe Entrepreneurship Learning Academy/Fotabe University, and Zuoix, an Offensive Information Security company based in Limbe, Cameroon as Headquarters). These experts have a perfect understanding of the ecosystem through the different insights and observation gained from the strategic meetings, conferences and seminars held with these entrepreneurs and key stakeholders once in a while as the experts dwell on clarity, freedom of expression, attentive listening (Clough & Nutbrown, 2007) to be able to optimize coherency and output. The interviewer made sure that the environment and build up for the interviewees engage and respond to the question was jovial, enabling for smooth and dynamic relationship to ensue between the interviewer (researcher and the interviewees (Experts) avoiding the very deep, tense and perfect classical interview set up (Hammersley & Atkinson, 2007). With the usage of 5 semi-structured interviews with planned open-ended questions, it gave the interviewer (researcher) the flexibility needed to modify and customize the wordings and question order (Abawi, 2013). This permitted for consistent and coherent account of the interviewees (experts) to be recorded with the help of different tools, after consent had been requested from them in the beginning. Due to the strategic stake of the experts at the center of the Cameroon Entrepreneurship Ecosystem the information gotten was not only specific but considered accurate as it corroborated with some preliminary findings after bringing in empirical theory and literature to real practical case implementation. The semi-structured interviews decorated with open-ended questions sorted to understand expert reasoning's behind the present Cameroon Entrepreneurship Ecosystem status, what measures the government and other stakeholders are putting in place to make sure the health of the entrepreneurship ecosystem is ameliorated to boost the role and impact of entrepreneurs for the growth of the economy especially under the government 2035 vision. In line with the global crisis, COVID19, student's characteristics, limited time and resources, the researcher then fine tune this method through the use of digital platforms (skype, zoom, WhatsApp, instant texting, email etc.) as complementary and alternative tools to one on one or face to face interviews (Braun et al, 2017; Iacono et al, 2016;

Jowett et al, 2011; Salmons, 2012; Salmons, 2009; Fielding et al, 2008; Meho, 2006)) The researcher then tried to bring a vivid picture of the Cameroon Entrepreneurship ecosystem as presented by the World Bank and GEDI 2018 reports followed by questions on the interview guide and transcripts herein in the Appendix; (Expert, Interview Guide, May, 2020)

3.2.3. Qualitative Document Analysis (QDA)

In line with implementing the triangulation method of data collection (Easterby et al, 2018; Bowen, 2009), the Qualitative Document Analysis (QDA) method which is intended to meticulously, chronologically and systematically examine the content of written and blue prints of documents (Wach, 2013) was deployed. This is to complement and supplement the semi-structured interviews and questionnaire approach through a mix method approach. This analysis permitted the comprehension of the documents essence in identifying the conception of Entrepreneurship within the context of a state and how the concepts can be made better to support the state in her double digit quest under the current state vision of becoming emergent by 2035. As concerns this research the variety of qualitative document analysis spanning from scientific articles from researchers with empirical literature and theory about the subject matter, ministerial and institutional documents written and documented by professional experts of the state ministries (MINEPAT and MINPMEESA) and international institutions like World Bank and Global Entrepreneurship and Development Institute in Washington all working on Business and Entrepreneurship Ecosystem wellbeing as follows were made used of;

1. Strategic Paper on the creation of Enterprises in Cameroon
2. 2018 SMESEH STATISCAL YEARBOOK
3. Strategic Paper on Cameroon's vision 2035
4. Global Entrepreneurship Development Index 2019 Report
5. World Bank Doing Business 2019 Report

3.3.Data Analysis

The secondary and primary data collected for this research work was both qualitative and quantitative. The secondary data gotten from the GEI 2019 report was analyze with the help of the global entrepreneurship interactive data explorer that allowed for Cameroon GEI results to be

visualize in 3 different ways. This permitted for the holistic picture of Cameroon Entrepreneurship Ecosystem to be seen through a table demonstrating Cameroon GEI results on the different variable levels, with colors carefully used to point at the quartiles where the scores fall in. Also, the interactive GEI data explorer helped to generate a spider chart which permitted us to benchmark Cameroon GEI scores and results with up to three other countries so as to have a perfect picture how Cameroon business environment is faring with respect to other business environments globally, continentally and regionally (CENAC zone). The last result gotten from the GEI interactive data explorer platform is the table depicting which ecosystem variables need more resources and which ones are faring well, thus acting as guide for policy formulation by the different stakeholders. Furthermore, the secondary data through the use tables extracted and zoomed in detail through the different entrepreneurial pillars with simple descriptive and intuitive knowledge. The survey administered with the use of google form questionnaires was analyze descriptively as google helped provided the researcher with summaries of the results. The charts and figures extracted from the platform eased the descriptive analysis. Some results were so cumbersome that, google could not summarize them presentably, so with the help of R version 6.3.6 the results for questions 5 and 9 were computerize to extract the mean of the frequencies for descriptive analysis. The interview results were recorded though voice and in note form by the interviewees and analyzed by the interviewer. All these, done to provide answers to the research questions and objectives.

3.4.Reflections on delimitations, ethics and the role of the author

3.4.1. Scope, Limitation and Delimitation of the Research

In the logic of Simon & Goes (2013), the scope of this study centers and focus on the Entrepreneurship Ecosystem in Cameroon precisely the parameters that define the health of the business and entrepreneurship ecosystem of Cameroon and the role and impact of entrepreneurs in the economy in general. This study is limited by a couple of factors with one of the fundamental factor being 2019 pandemic outbreak of the Coronavirus, COVID19 which greatly altered and influence the different methods and time schedules of data collection. In the same light the interviews with the experts is influence by their strategic positions in the private and public institutions that promote and encourage entrepreneurship in Cameroon. Also the distance of the researcher from the case study country at the time of the study entailed increase morale cost that was not easy to meet as a student. Furthermore surveys are highly influence by the time constraint

(Delva et al, 2002), given the time limitation factor for the research and with the fact that entrepreneurs are most often than not busy persons making us to found ourselves bugging them to respond to the questionnaire as the events of the time and dateline for the researcher were not making things less easier. Lastly, study may have been limited by us constructing a definition for Entrepreneurship and who is an entrepreneur to reflect the context of the case since entrepreneurs are defined differently in different context and findings in this case might not be a perfect fit in another case. The delimitation of the study remains in the objectives, questions and method of research carefully crafted out by the researcher.

3.4.2. Ethics and Role of the Researcher

The researcher being an active stakeholder in the entrepreneurship ecosystem of Cameroon through working and collaborating with a couple of entrepreneurial initiatives to an extent had a mastery of Cameroon Entrepreneurship Ecosystem and the networks needed to make the research less stressful as the networks were exploited to improve on the quality of the final product.

In line with general ethical norms in doing research (Easterby et al, 2018) make it clear as we made sure during the process of data collection, the purpose of the research and need for the data was clearly stated to the participants, their privacy promised and confidentiality of the research data uphold through a free will to participate, consent sorted and objectives understood by both parties.

Chapter Four

4.1. Findings and Analysis of the Role of Cameroonian Entrepreneurs and Presentation of Cameroon Entrepreneurship Ecosystem

This chapter seeks to present in detail the findings and analysis of the role of Cameroonian Entrepreneurs in the economy and the holistic picture of the Cameroon Entrepreneurship Ecosystem. In order to follow a chronological and systematic pattern, this chapter will start with a holistic presentation of the Entrepreneurship Ecosystem, because whatever role and impact entrepreneurs carry in an economy it is not done in a vacuum but within a context of entrepreneurship ecosystem irrespective of the state of the health of the business environment. So it will be logical and objective to start with the presentation of findings and analysis of the entrepreneurship ecosystem. This will permit us to look into the role and impact entrepreneurs have in the business environment and how ecosystem affects the role and impact of the entrepreneurs therein.

4.1.1. Presentation of Cameroon Entrepreneurship Ecosystem in details

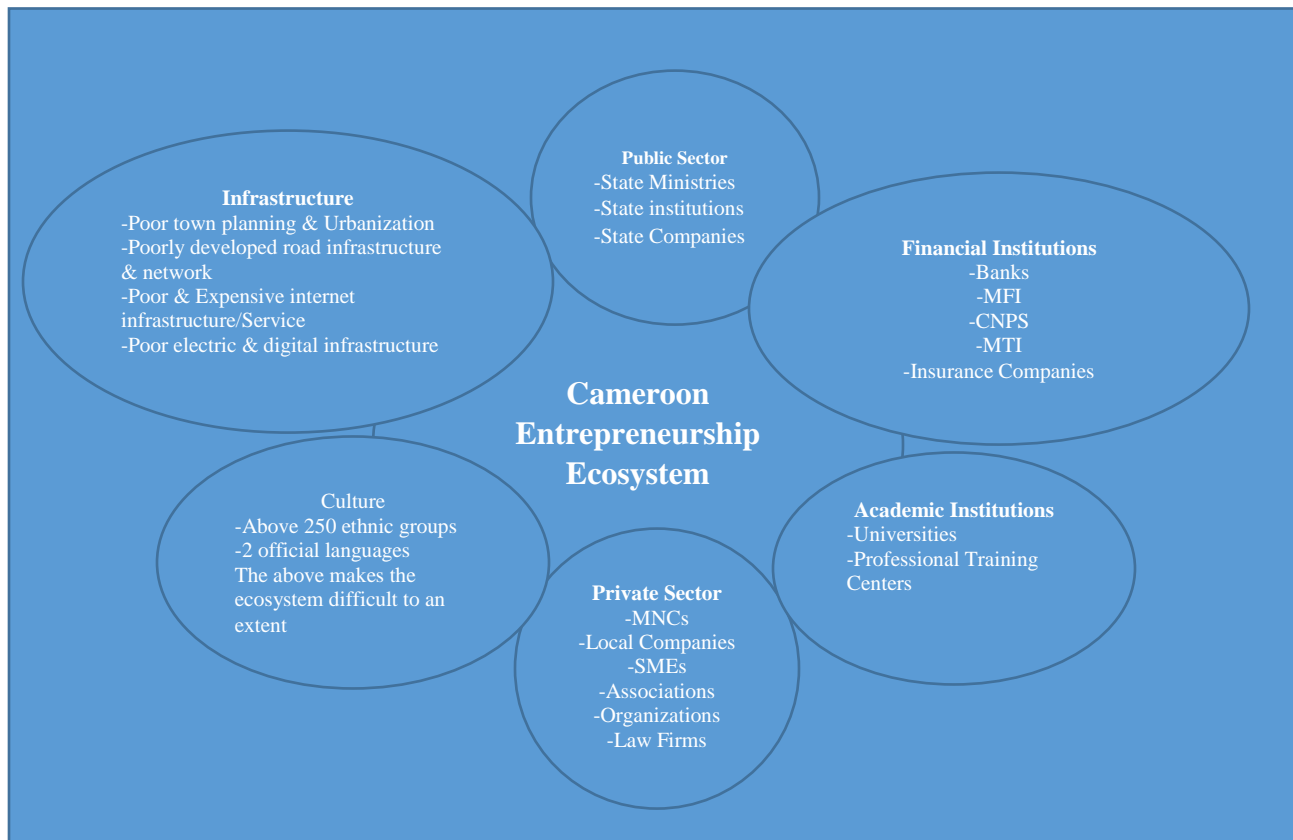
The entrepreneurship ecosystems of countries across the globe have been well elaborated and ranked by the Global Entrepreneurship and Development Institute, GEDI following widely use and accepted methodology. Cameroon happens to occupy the 121 position out of 137 countries in the 2019 Report, a position which has virtually not improved from the previous reports as seen in appendix 1.

4.1.1.1. Actors/Formal Institutions in Cameroon Entrepreneurship Ecosystem

Just like in the logic and mantra of the National Systems of Entrepreneurship (Acs et al, 2016) the GEI also takes into consideration the individual level opportunity and the institutional context. This is give a holistic classification of the business ecosystems, Cameroon inclusive. Cameroon in the past decade has allocated more of her resources in the simplification of the business process creation (MINPMEESA, 2018) through a “One Stop Shop” that also has a digital option permitting for entrepreneurs to create their ventures in 72 hours (Acs et al, 2016). The “One Stop Shop” has main role/objective to try as much as possible to bring into one location all the different services needed for startup creation in Cameroon. This was greatly motivated by the individual level opportunities as entrepreneurs faced cumbersome and lengthy procedures in the process of creating their ventures to profitably and sustainably exploit business opportunities in the market. The

framework of NSE makes it crystal clear that entrepreneurship and the context which is Cameroon, are key for the enhancement of Cameroon's economy. Throughout the framework and the National Entrepreneurship Index, the weaknesses and bottlenecks in the Cameroon entrepreneurship ecosystem inhibiting the efficient entrepreneurial performance of the economy are identified. The bottlenecks have a direct effect on the role and impact of Cameroon entrepreneurs vis a vis their contribution to the operational 2035 vision plan. Cameroon in 2018, witness the creation of 13,423 companies (MINPMEESA, 2018) but the country remains poorly rated at 166 in 2018 and 167 in 2019 (World Bank, Doing Business, report, 2019) and 121 (GEI Report, 2019) indicating an unhealthy business environment. This simply reiterate that performance and growth of the ecosystem is not only a factor of individual business opportunity creation but a combination of individual and institutional factors working in synergy to provide a level and an appealing playground for entrepreneurs to play on, with resource allocation being vital in the playground or environment (Acs et al. 2016). Just like the GEI, Brown and Mason (2017) in their systematic framework has made us to look at Cameroon Entrepreneurship also from a holistic angle. The "One Stop Shop" which has been very instrumental and one of the main actors/institutions carefully design to better the entrepreneurship ecosystem in the aspect of business or venture start up creation under MINPMEESA, works in Synergy with a couple of institutions. These institutions are MINJUSTICE, MINFINANCE, National Social Insurance Fund abbreviated in French as CNPS, notary firms/cabinets (Lengamoun, 2020). Apart from these formal institutions/actors, there are whole lot of other institutions such as academic institutions (University and professional training centers), Associations (Cameroon Female entrepreneurs, Cameroon Association of SMES, etc.), organizations (GICAM), Financial institutions (SME Bank), Chamber of commerce, etc. that come together under the Cameroon Business Forum to work in synergy with the state especially on the advisory aspect about what should be done to better the business environment, role and impact entrepreneurs have on the economy.

Figure 7: Cameroon Entrepreneurship Ecosystem



Source: Adapted from Brown and Mason, 2017

4.1.1.2. Overall Cameroon Entrepreneurship Ecosystem Rankings including specific sub-rankings

“First and foremost, a lower middle-income country like Cameroon has every interest to develop its private sector as it is only through this medium that the country can attain its strategic economic development objectives, as contained in the Vision 2035 document” (Nfor, 2020)

According to the GEI, Cameroon for the past 5 years has consistency been ranked bottom of the rankings with the highest of them being 2015. Table 8, illustrate how unhealthy the entrepreneurship ecosystem is as it compares Cameroon to the top healthiest ecosystems from different continents of the world.

Table 8: Ranking of GEI of top countries from each Continent compared to Cameroon from 2015 to 2019

Rank	Country	Yearly Scores of the GEI				
		2019	2018	2017	2016	2015
1	United States	86.80	83.61	83.37	86.20	85.00
2	Switzerland	82.20	80.45	77.96	67.80	68.60
3	Canada	80.40	79.25	75.60	79.50	81.50
6	Australia	73.10	75.45	72.51	78.00	77.60
12	Hong Kong	67.90	67.35	46.38	45.40	45.90
13	Israel	67.90	65.44	59.08	57.40	59.90
53	Tunisia	34.00	42.44	40.53	34.40	35.50
121	Cameroon	15.60	15.45	15.96	17.60	22.00

Source: (Adapted from GEI Report, 2019)

The GEI and sub index ranks and scores of Cameroon show a great difference among the top ranks and scores with Cameroon ranking above 100 and scoring below 20 in the general and specific sub ranks of the ecosystem as shown in table 9.

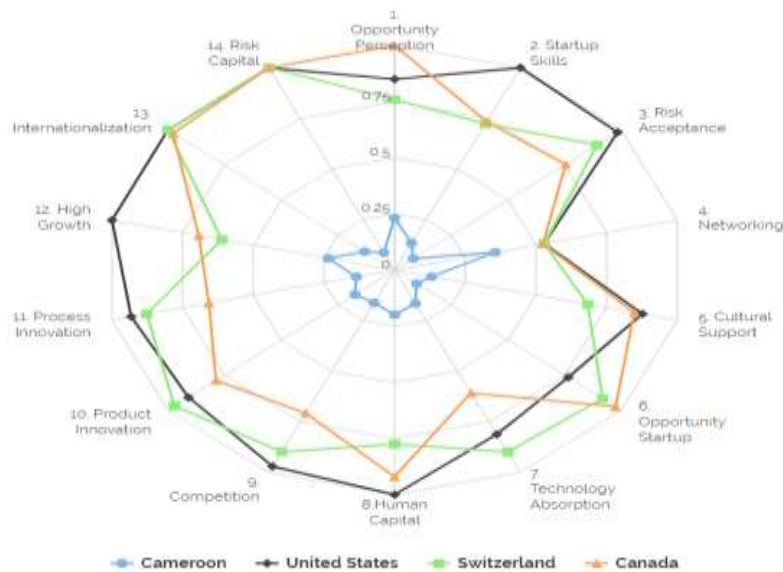
Table 9: Global Entrepreneurship Index and Sub-Index Ranks and Scores of top 3 Countries in the world compared to Cameroon 2019

Countries	GEI	GEI Rank	ATT	ATT Rank	ABT	ABT Rank	ASP	ASP Rank
USA	86.8	1	83.5	1	89.7	2	87.2	2
Switzerland	82.2	2	72.2	9	85.6	3	88.6	1
Canada	80.4	3	78.0	3	83.8	4	79.4	3
Cameroon	15.6	121	18.8	109	15.5	119	12.6	119

Source: Adapted from GEI Report, 2019)

Figure 8, paints a clear picture of how the different pillar factors look when benchmark to the top healthiest entrepreneurship ecosystems in the world.

Figure 8: Spider Chart of Cameroon Benchmark to 3 top Entrepreneurship Ecosystem from 3 continents



Source: Generated from the GEI online platform, 2020

At the African continental level, Cameroon Entrepreneurship Ecosystem doesn't rank among the first 10 best ecosystem in Africa. Cameroon Entrepreneurship Ecosystem as deduce from the GEI is rank at number 20 in Africa with smaller nations like Gambia, Ethiopia, Botswana, Libya, Tanzania, etc. These smaller countries rank better than Cameroon amidst her economic potential, reflect their healthier business environment than Cameroon. The table 10, gives an illustration of the ranking and scores of the best GEI ranks and scores of the top Entrepreneurship Ecosystems in the Africa continent. Cameroon is used to benchmark with the 3 best in the continent demonstrated by figure 9. Table 10 and figure 9, shows how Cameroon Entrepreneurship Ecosystem is still lacking behind when it comes to her health as a reflection of other economies in the same continental zone.

Table 10: The Global Entrepreneurship Index and Sub-Index Ranks and scores of Top 10 African Countries compared to Cameroon 2019

Countries	GEI	GEI Rank	GEI Rank Africa	ATT	ATT Rank	ABT	ABT Rank	ASP	ASP Rank
Tunisia	34.0	53	1	29.6	71	36.0	46	36.4	52
South Africa	31.6	58	2	26.3	81	29.3	62	39.2	49
Namibia	30.0	62	3	34.1	57	26.7	71	29.2	60
Morocco	28.3	68	4	29.7	70	27.0	68	28.2	64
Egypt	24.6	81	5	16.8	115	26.6	72	30.5	59
Gabon	23.8	83	6	23.6	90	20.9	91	26.7	68
Algeria	22.4	88	7	31.0	66	19.8	98	16.2	105
Ghana	21.6	91	8	29.4	72	20.3	95	15.0	110
Nigeria	20.8	92	9	23.3	93	21.3	89	17.7	101
Senegal	20.3	93	10	28.2	75	14.3	127	18.4	98
Cameroon	15.6	121	20	18.8	109	15.5	119	12.6	119

Source: Adapted from GEI Report, 2019)

Figure 9: Spider Chart of Cameroon Benchmark to 3 top Entrepreneurship Ecosystem in Africa



Source: Generated from the GEI online platform, 2020

At the level of the sub regional zone, CEMAC, Cameroon is ranked 2nd with only Gabon showing a healthier Entrepreneurship Ecosystem than Cameroon in the sub-region. Guinea has been used here to complete data exploration and benchmarking demands as only 3 countries in CEMAC appear in the 2019 GEI report. Looking at global GEI all these countries show an unhealthy Entrepreneurship Ecosystem as their ranks and scores are among the poorest in the GEI. A couple of things these countries have in common is that, they all have a similar historical origin, uses

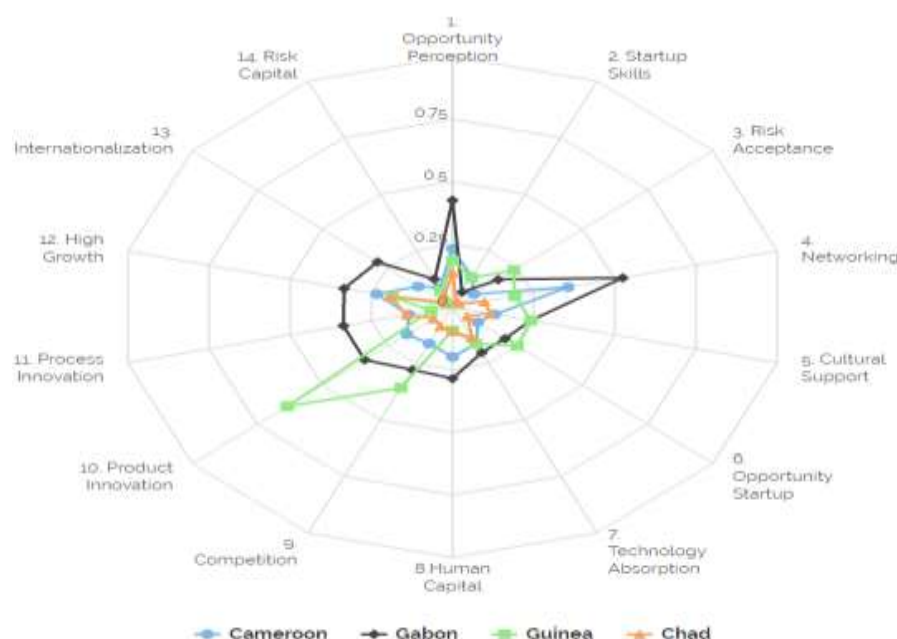
French as their official language, have a common currency which is the French CFA, FCFA and uses almost the same economic policies which could explain why their business climates are rated unhealthy globally. Table 11 and figure 10, gives a view of the scores and ranks with respect to Cameroon

Table 11: Global Entrepreneurship Index and Sub-Index Ranks and scores of Top 4 CEMAC countries in African, 2019

Countries	GEI	GEI Rank	CEMAC Rank	ATT	ATT Rank	ABT	ABT Rank	ASP	ASP Rank
Gabon	23.8	83	1	23,6	90	20,9	91	26,7	68
Cameroon	15.6	121	2	18,8	109	15,5	119	12,6	119
Guinea	15.5	122	3	15,0	121	15,9	111	15,7	109
Chad	8.8	137	4	8,3	137	7,7 8	136	10,4	12

Source: Adapted from GEI Report, 2019)

Figure 10: Spider Chart of Cameroon Benchmark to 3 Entrepreneurship Ecosystem in the CEMAC zone.



Source: Generated from the GEI online platform, 2020

Looking at the Sub-Index ranks, when it comes to factors that determine the Entrepreneurial Attitude, Abilities and Aspirations of the business climate, Cameroon is ranked 15, 21 and 23 respectively in Africa according to the GEI Sub-Index and Pillar values. This signifies that

Cameroon is doing better when it comes to the Attitude (Opportunity, Startup Skills, Risk Acceptance, Networking and Cultural Support) of the Entrepreneurship ecosystem than Abilities (Opportunity Startup, Technology Absorption, Human Capital and Competition) and Aspirations (Product Innovation, Process Innovation, High Growth, Internationalization and Risk Capital) of the Entrepreneurship Ecosystem. These illustration can be seen in the tables below. Poor ratings of the business climate has also been associated to poor infrastructure and policies.

“Poor infrastructure to promote entrepreneurship, poor policies that hinder entrepreneurship and lack of a moderating body into investing in startups in the country” (Bruno, 2020)

Table 12: Entrepreneurial Attitudes Sub-Index and Pillar Values for Top 10 African Countries Compared to Cameroon, 2019

Countries	Rank	ATT	Opportunity Perception	Startup Skills	Risk Acceptance	Networking	Cultural Support
Morocco	1	29.70	0.265	0.283	0.272	0.438	0.301
Tunisia	2	29.59	0.385	0.403	0.117	0.469	0.345
Ghana	3	29.39	0.531	0.215	0.086	0.384	0.445
Senegal	4	28.21	0.365	0.150	0.236	0.302	0.556
Rwanda	5	27.62	0.858	0.107	0.092	0.216	0.548
South Africa	6	26.29	0.459	0.079	0.242	0.298	0.376
Côte d’Ivoire	7	24.06	0.353	0.130	0.092	0.480	0.274
Gabon	8	23.62	0.364	0.086	0.081	0.568	0.230
Nigeria	9	23.32	0.686	0.104	0.103	0.271	0.167
Uganda	10	19.72	0.741	0.044	0.110	0.077	0.228
Cameroon	15	18.83	0.338	0.241	0.089	0.251	0.120

Source: Adapted from GEI Report, 2019)

Table 13: Entrepreneurial Abilities Sub-Index and Pillar Values for Top 10 Africa Countries compared to Cameroon, 2019

Countries	Rank	ABT	Opportunity Startup	Technology Absorption	Human Capital	Competition
Tunisia	1	36.01	0.371	0.625	0.494	0.255
Botswana	2	32.04	0.385	0.222	0.410	0.333
South Africa	3	29.35	0.328	0.243	0.277	0.445
Morocco	4	27.05	0.463	0.351	0.145	0.189
Namibia	5	26.67	0.404	0.134	0.221	0.409
Egypt	6	26.65	0.159	0.256	0.467	0.297
Libya	7	24.65	0.306	0.311	0.430	0.112
Nigeria	8	21.33	0.119	0.141	0.457	0.204
Gabon	9	20.91	0.165	0.191	0.272	0.247
Ethiopia	10	20.44	0.315	0.081	0.190	0.332

Cameroon	21	15.49	0.092	0.215	0.166	0.188
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Source: Adapted from GEI Report, 2019)

Table 14: Entrepreneurial Aspirations Sub-Index and Pillar Values for Top 10 African Countries compared to Cameroon, 2019

Countries	Ran k	ASP	Product Innovation	Process Innovation	High Growth	Internationa lization	Risk Capital
South Africa	1	39.19	0.511	0.525	0.611	0.529	0.162
Tunisia	2	36.38	0.404	0.566	0.609	0.039	0.684
Egypt	3	30.50	0.265	0.454	0.438	0.192	0.366
Namibia	4	29.17	0.648	0.184	0.349	0.372	0.110
Morocco	5	28.17	0.335	0.615	0.252	0.175	0.149
Gabon	6	26.73	0.488	0.319	0.314	0.270	0.087
Botswana	7	25.41	0.232	0.163	0.541	0.247	0.158
Swaziland	8	21.80	0.257	0.128	0.388	0.270	0.204
Kenya	9	21.08	0.258	0.285	0.305	0.120	0.172
Senegal	10	18.44	0.055	0.455	0.386	0.082	0.064
Cameroon	23	12.57	0.202	0.023	0.211	0.155	0.078

Source: Adapted from GEI Report, 2019)

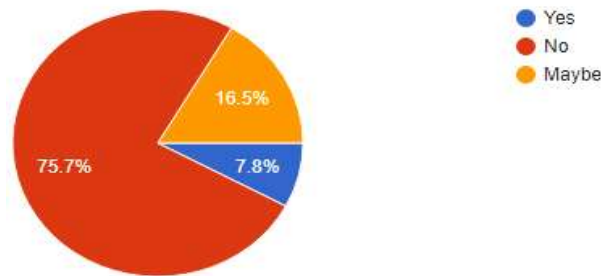
4.2.Survey and Interview Assessments

The secondary findings and analysis above insinuating that the Cameroon Entrepreneurship Ecosystem is not healthy was affirmed in our survey. 75.7% of the respondents stated crystal that the Entrepreneurship Ecosystem they are operating in is not healthy, with 7.8% stating the opposite and 16.5% remaining in a state of delima illustrated in figure 11. This confirmation is corroborated with the view of expert interviewees who in one way or the other insinuated that there are a couple of obstacles making the ecosystem to be rated unhealthy with significant efforts on their part done to improve the business climate and entrepreneurship as a whole.

“Through Developpp.com (see the website of GIZ) for which I’m the national focal point for Cameroon, we are currently working on encouraging business exchanges and partnership between companies in Cameroon and those in the EU as a whole and Germany in particular. The Global Business Network (GBN) of the German Cooperation which recently chose Cameroon as one of its implementation countries will setup a platform for dialogue and business exchanges with companies in

Cameroon and those in Germany with the view to improving on the business climate” (Nfor, 2020)

Figure 11: Respondents view on the Health of Cameroon Entrepreneurship Ecosystem



Source: Survey, 2020

The poor ratings of the business climate by World Bank and GEDI is attributed to corruption, administrative bottlenecks, problematic execution and implementation of policies, non-respect of the law and disregard for state institutions by state agents, negative attitude of Cameroonians towards work amongst others.

“I think that besides the factors already sighted by the World Bank group, there are other very important factors that can explain Cameroon's poor performance and we would want to mention factors like corruption. We know that corruption holds back a lot of things in Cameroon. If you ask me I will say that the procedures or policies for doing business in Cameroon are not in themselves very terrible but the execution or implementation are very problematic and so many times it is because of corruption and many administrative bottle necks.” (Fotabe, 2020)

According to the respondents as concerns rating of the Entrepreneurship Ecosystem using the 14 entrepreneurial pillars(factors) the strongest entrepreneurship ecosystem factor as concerns operating a business venture is *Human capital*, with a mean score of 3.81. The weakest factor being, *opportunity startup* with a mean score of 2.35 as demonstrated in the table 15. There is no wide differential gap in the value of the pillars signifying that ecosystem factors are to an extent faring the same thus reason for the general unhealthy Entrepreneurship ecosystem.

Table 15: Respondents Rating of the Entrepreneurship Ecosystem Pillars (Factors)

Entrepreneurship Pillars(Factors)	Mean
1. Opportunity Perception	2.504348
2. Startup Skills	2.486957
3. Risk Acceptance	2.678261
4. Networking	2.573913
5. Cultural Support	2.713043
6. Opportunity Startup	2.347826
7. Technology Absorption	2.686957
8. Human Capital	3.808696
9. Competition	2.678261
10. Product Innovation	2.556522
11. Process Innovation	2.591304
12. High Growth	2.921739
13. Internationalization	3.382609
14. Risk Capital	3.086957

Source: Survey, 2020

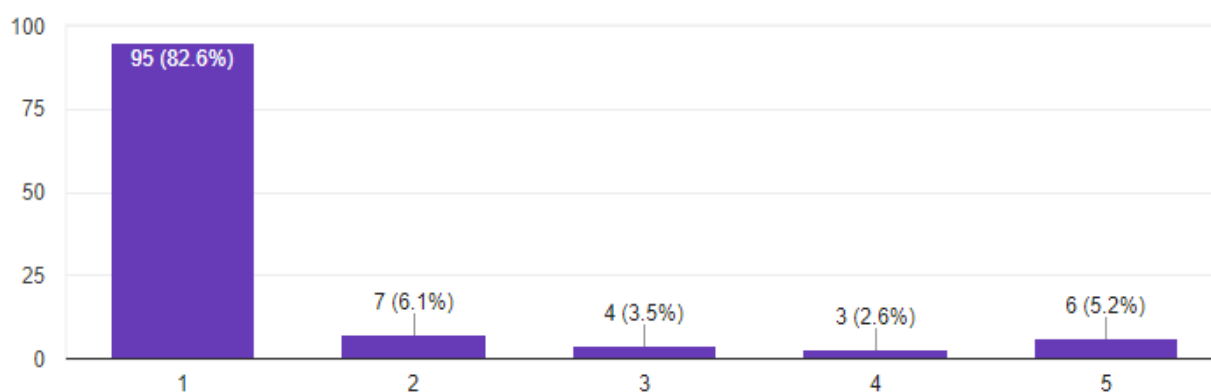
One interviewee (Fotabe, 2020) mentioned that, technology which has change the ecosystem, through cross sectoral collaboration to bering solution to local and foreign consumers has seen networks between key staekeholders and SMEs improved. This factor and varaibles remians the most important individual and institutional strenghts of the Cameroon Entrepreneurship Ecosystem that promote, guide and regulate entrepreneurship in Cameroon. We can't down play, the role of the folowing priaavte and state institutions in the ecosystem; GIGAM which is the biggest private sector association, Association of Cameroon Female Emtrepreneurs(ACFE), Cameroon Youth Entrepreneurus (CYE), Chamber of Commerce (CCIMA), Association of SMEs in Cameroon (ECAM), Chamber of Agriculture that focusses on the actors in the agri-business sector, APPECAM that concentrated on financial and credit institutions, GFAC that focusses on female entrepreneurs and defend their interests (Nfor, 2020)

“We will not also forget the role that civil society organizations are playing. They are civil society organizations yes! But they are pushing a lot of ideas when it comes to entrepreneurship especially the idea of networking and through these networking we've seen that a lot of reforms have been driven. For example if we look at GICAM, GICAM is a network of enterprises and the idea was brought by civil society organizations that were

pushing for reforms. GICAM today has a lot influence when it comes to business in the Cameroon ecosystem” (Fotabe, 2020)

The respondents went further to strongly agree (82.6%) that a healthy Entrepreneurship Ecosystem is vital as concerns the role and impact entrepreneurs have in an economy as 6.1% also agreed, 3.5% remained neutral, 2.6% disagreeing while 5.2% strongly disagreed. This is depicted in figure 12, for easy comprehension.

Figure 12: Chart showing how vital the Entrepreneurship Ecosystem is, on the Role and Impact of Entrepreneurss



Source: Survey, 2020

4.3.Survey Background Information

The survey also, permitted for extra information on the demographic and literacy variables of Cameroonian Entrepreneurs to be collected.

Table 16: Summary of Survey Background Information

Description	Options	Percentages
Registered Entrepreneurs	Registered	62.6%
	Not Registered	37.4%
Years of Operation in the Market	<5	52.2%
	5-10	40.7%
	11-16	4.4%
	17-22	1.8%
	>22	0.9%

Sexual Orinetation of Entrepreneurs	Female	67.8%
	Male	30.4%
	Prefer not to say	1.7%
Age Distribution of Entrepreneurs	<20	0%
	21-25	11.3%
	26-30	28.7%
	31-35	34.4%
	36-40	17.4%
	>41	12.2%
Marital Status of Entrepreneurs	Married	43.5%
	Single	56.5%
Litracy Level of Entrepreneurs	Pursuing a PHD	0.9%
	MSc.	20.9%
	Master Research Fellow	0.9%
	Doctor of Medicine	0.9%
	BSc.	47%
	HND	5.2%
	Diploma	7.8%
	GCE A. Level	12.2%
	GCE O. Level	1.7%
	FSLC	2.6%

Source: Survey, 2020

It should be noted that 37.4% of respondents stated that, their ventures are not yet registered, while a greater majority 62.6% have been registered as shown in Table 16. This can be attributed to the fact that government in the last years have put in place an ebusiness registrion platform and business creation centers in all the 10 regions of the country boosting the number of registered ventures. Eventhough some ventures are not legally registered following the layed down proceedurese, somehow they are recognize by the local councils as they pay and comply to local council norms of operating daily in the market.

Majority of the respondents (52.2%) stated that they have been in the market for an avrage period of less than 5yeears while the second majority respondents (40.7%) have been in the market for an average of 5-10years with 4.5% being in the market for an average of 11-16years. All these illustrated in table 16.

Our respondents as shown in table 16, confirm that majority of venture owners are men with a 67.8% value as against 30.4% for women. An insignificant percentage of 1.7% of our respondents preferred not to mention their sexual orientation which is understandable as such expressions might lead to legal charges and stigmatization. This is because, sexual orientations contrary from the traditional norms and not accepted by law in Cameroon.

With Cameroon population being dominated by youth, it is not surprising that our respondents are of the very active youth group with 87.8% of them being of the ages 40 years and below and only 12.2% being above 40 years. Also as indicated on table 16, 56.5% of the respondents are single while 43.5% are married indicating that entrepreneurs shy away from family and marital engagements.

Literacy rate in Cameroon is very high especially with the almost free basic and primary education. This explains why our respondents had at least a first school leaving certificate. A significant 47% had Bachelor's degree, 20.9% had a Master's degree, 12.2% had an Advance Level GCE and the rest holding different diplomas and certifications that warrant at least an advance level as a prerequisite to undertake and be awarded them.

4.4. The Role and Impact of Cameroonian Entrepreneurs on the Economy

“The role of entrepreneurs is to attract the maximum Foreign Direct Investment (FDI), and to reduce the unemployment rate to an acceptable point as foreseen by the GESP recommendations” (Mahamat, 2020)

A senior executive staff with 6 years working experience at the “One Stop Shop” before moving to the central ministry, MINPMEESA in charge of the center for SMEs creation, highlighted that entrepreneurs ***“add to national income, creates employment, contribute in community development, create social change, create new products and services and taxes paid are used for developmental project”*** (Lengamoun, 2020). All these in regards to the role and impact of Cameroonian entrepreneurs have in the economy.

An entrepreneur remains a key player and stakeholder in developed and developing economies. This is so because the public sector can not self-rely on herself to run and sustain the economy to grow to the desired level. The role and importance of entrepreneur has become so primordial that even the public sector is not left behind, either in the creation of entrepreneurial ventures or in

setting up the right climate for these ventures to thrive and flourish in. Cameroon has not been left behind in this rational. Apart from the normative and so obvious role of an entrepreneur such as creating new businesses, paying taxes, increasing standards of living, balancing regional development and contributing to the GDP, etc. Cameroon entrepreneurs do much more as seen on table 16, rank in order of importance.

“The 2035 vision does not highlight very clearly the role of entrepreneurship as a whole, but insists on the important role of the private sector as a real source of jobs and creator of wealth and growth. We easily deduce that of entrepreneurship is part of this whole. The choice is thus made because entrepreneurship is only a content of the private sector which is the container”
(Mahamat, 2020)

Table 17: Role of Cameroonian Entrepreneurs in order of importance

No	Role/Impact	Mean	Rank
1	Job Creation	2.069565	1
2	Wealth Creation	3.530435	2
3	Social and community development	4.121739	3
4	Business Coaching and Empowerment	4.347826	4
5	Creating innovation	5.113043	5
6	Increase Competition	5.53913	6
7	Growth Catalyst	5.66087	7
8	Contribution to policy formulation	7.147826	8
9	Export	7.469565	9

Source: Survey, 2020

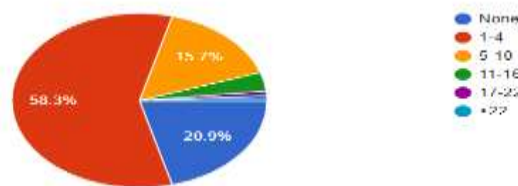
The results in Table 17 show that, the greatest role and impact on the economy by Cameroon entrepreneurs is on *job creation*, with a mean score of 2.07. On the other extreme, the least role and impact of entrepreneurs on the economy is on *exports*, with a mean score of 7.47. Adding to the job creation power of entrepreneurs, our respondents who are innovative, imitative, social, distributive, buyer, hustler, serial, corporate, retailers, etc. and span cross the different sectors of the economy such as education, service, agriculture, IT/e-commerce, health, fashion/beauty, media, manufacturing, etc. stated the following, indicating how they create job opportunities not only for themselves but for other unemployed Cameroonians. 58.3% of our respondents have an average of 1-4 fulltime employees, 15.7% have an average of 5-10 fulltime employees, 3.5% have an average of 11-22 employees, 0.9% have an average of 17-22 and greater than 22 fulltime employees.

In line with the empowering and coaching of potential entrepreneurs to have better skills in creating, running and developing their initiatives GIZ just like what GICAM does, has also stepped up to impact the business climate and entrepreneurs.

“we have assisted private sector actors to become resilient specifically, the Employment for Sustainable Development in Africa (E4D) for which I’m the national coordinator in Cameroon has developed and implemented several development partnership with the private sector (DPP) to help them get the required training and know-how with respect to business related topics. We’ve trained about 3,000 entrepreneurs in the Centre, South, East, West, North West and Far north regions in Cameroon” (Nfor, 2020)

A significant number of respondents that is 20.9% indicated that they are typical example of sole proprietorship or one man business employing only themselves to see into the general and daily operations/running of their ventures. It should be noted that the results carefully and intentionally eliminate part-time and voluntary workers which most often than note is the case in most Africans startups.

Figure 13: The number of full time employees by Cameroon Entrepreneurs



Source: Survey, 2020

“Entrepreneurs have a role to play in the foreign exchange earning of Cameroon as goods and service exported would bring in money into the country which would inevitably contribute to the GDP of the country and since the government cannot offer jobs to everyone, it is incumbent on the private sector to create direct and indirect jobs. As per statistics, the public service in Cameroon has a little over 300.000 jobs, the rest fall directly on the private sector. In Cameroon there exist about 280,000 companies, about 76% of which are from SMEs contributing about 34% of the country’s GDP” (Nfor, 2020)

One of the interviewees made it very loud and clear that job creation remain a vital role of Cameroonian entrepreneurs. Contributing to policy reforms through the putting of pressure on the state by entrepreneurs has also yielded fruits as well as the increase awareness, empowering and coaching of Cameroonians to see and have a different mind/mentality about the usefulnessness

and benefits of entrepreneurship. She termed this, a recipe for a successful economy as it limits the over dependence on the state for employment which had been the case in the past leading to weak a private sector.

“Cameroonian entrepreneurs play a very important role in the economic development of Cameroon, one of which is job creation. We know that an economy cannot grow and thrive if new jobs are not created every day and also it is not just the role of the Government to create jobs but the role of the private sector too and this is what Cameroonian entrepreneurs are doing. The private sector in Cameroon is growing thanks to the entrepreneurs who are doing an amazing job, creating jobs.” (Fotabe, 2020)

Looking at the role of Cameroonian entrepreneurs and their impact on the economy, the state has done a couple of things to boost this role and enhance their impact. There has been the encouragement of Public Private Partnership (PPP), increase foreign investment from the Italians, Chinese, Russians, Americans, etc., encouragement of international partners and the liberalization of some sectors such as education, energy, petroleum etc. and the revision of trade laws such as the finance law of 2019. All these being very important in boosting the role and impact of entrepreneurs and consequently economic development.

“My institute for example partners with many Government ministries to run the programs we run and to bring help to many young Cameroonians. This public private partnership is important for the growth and development of any economy.... it has become very easy for Cameroonian entrepreneurs to forge partnerships with international entrepreneurs for example Fotabe University has partners in India, Italy and even Russia.... You would remember that many years ago sectors like education and petroleum were managed exclusively by the States but some years ago the state eased the involvement of individuals in these sectors. This kind of liberalization has seen many Cameroonian entrepreneurs get into business and help the Government to provide basic amenities to the citizens.” (Fotabe, 2020)

Chapter Five

5.1. Conclusions and Recommendations

The purpose of this section of the study is strictly to give a holistic and conclusive picture of the primary obstacles/challenges faced by entrepreneurs in performing their role and what can be done to boost Cameroon's entrepreneurship ecosystem. Boosting the business climate has as multiplier effect to enhance the role and impact entrepreneurs have in an economy like Cameroon. This balance and holistic picture comes from the spring board of existing literature, secondary data as well as primary data gotten from entrepreneurs and other stakeholders actively involved in the day to day functioning and operation of the Cameroon Entrepreneurship Ecosystem.

5.1.1. Challenges face by Entrepreneurs in performing their role effectively

“It is important to mention that the expected impact from the private sector is yet to be felt full swing due to the hurdles that exist in the economy” (Nfor, 2020)

Just like in any economy developed or developing, obstacles are inevitable and entrepreneurs as vital players do not just have a smooth ride in the Entrepreneurship Ecosystem. The rate of challenges faced by entrepreneurs when executing their role will vary from one Entrepreneurship Ecosystem to another. The Cameroon business climate, has proven to be unhealthy indicating that knowing the challenges and how to beat them has become a prerequisite for sustainable and profitable existence in the ecosystem. The CEO of the pan-African legal and business advisory firm, Centurion Law Group, NJ Ayuk reiterate that *“Cameroon has never been a country that lacked opportunities. It has all the right prospects. But the challenge it faces is to create an enabling environment to encourage Cameroonians and foreign investors to invest.”* (Douglasson, 2017). The challenges below as well as the recommendations, are a reflection of the summary of key worries and solutions of the Cameroon business climate from qualitative and quantitative data analysis back by intuitive knowledge.

- A. **Corruption and Unfair Competition:** Cameroon has been ranked 153 out of 180 countries on the 2019 corruption index (Transparency International, 2019). This is the greatest obstacle rendering the ecosystem unhealthy and impeding the role and impact entrepreneurs have to play to speed up the growth of the economy. Transparency

International in a 2006 study reports that on average 10% of the turn over of companies is spend on unofficial payments as bribes with the finance ministry reporting in 2017 that corruption level was very high (Kaze, 2018). Corruption is very visible in all sectors of the economy and could be referred to as the mother of all other factors making the Entrepreneurship Ecosystem to be unhealthy and negatively affecting the role and impact of Cameroonian entrepreneurs. The role and impact of these entrepreneurs which is very vital in the double digit quest of Cameroon under vision 2035 plan. This corruption, makes unfair competition eminent as the existing entrepreneurs put in place barricades to prevent new ventures from coming in and competing with them at the same level leading to folding up of ventures before they even takeoff the ground with a definite increase in unemployment. This is no doubt the reason why almost all the respondents and interviewees mentioned corruption as the primary reason for the unhealthy ecosystem, This testimonial from an entrepreneur will sum up and paint a true picture of the corruption level *“A magistrate told me that if he is appointed to judge in a case and one of the parties goes to him with a briefcase filled with 100m CFA francs, he would take it. He said that in doing a rapid calculation, his salary would not pay him that much over 30 years of service. He said that even if you live with the Holy Spirit, you will ask the Holy Spirit to take a walk. And after you put the money in your pocket, you will ask the Holy Spirit to come back.”* (Kaze, 2018)

- B. Lengthy Startup process:** Starting a business in Cameroon in itself is a key challenge for the entrepreneurs. The bureaucracy and the administrative bottle necks are unnecessarily cumbersome. A couple of our respondents echoed out this obstacle as one of the challenges they face. Also, this challenge can be link to the fact that majority of Cameroonians are less digitally savvy making the ebusiness creation platform not to have a major impact in reducing the length of time it takes to create a business. The state agencies and centers for creation of ventures end up not meeting the estimate 72hours period for a venture to be created as many people still find themselves queueing up in lines at these different centers to be served manually. Lastly the issue of insufficient electricity (World Bank Doing Business, 2019) couple with poor and unaffordable internet connection to potential entrepreneurs deters and makes an entrepreneurs startup process and journey a daunting task.

- C. Poor Policies, Incentives and Unnecessary High Taxes:** Amidst the insignificant incentives and tax breaks put in place by the government, the lack of objectivity in setting up these taxes, various cost for small businesses and no clear definition of the incentives has added to confuse existing and potential entrepreneurs the more. There is little awareness and sensitization campaigns to educate the entrepreneurs very well on the procedures and reforms in place to enhance their role. The respondents affirm that, there is little or no support from the state, too many high taxes, council taxes, poor tax system and policies, poor execution of policies, exploitation of business persons, inefficient policies among others make the Entrepreneurship Ecosystem Unhealthy thereby limiting the role and impact of Cameroonian entrepreneurs in the economy.
- D. Multilingual Nature of the country:** Cameroon and Canada stands out as the only two bilingual countries on planet earth when it comes to official languages. The disproportionate usage of French and English in favour of the French language on official and policy documents, in administration and in the day to day operations in the ecosystem is a deterrent to entrepreneurs (local and foreign investors) (Douglass, 2017). This issue is made worse as there is a great love and growing comfort in broken English known as ‘Pidgin Language’ used by most business owners with low levels of education. To further worsen the issue Cameroon has more than 250 ethnic groups speaking different languages, this alone increases the communication and operation cost which deters existing and potential entrepreneurs who can’t afford to budget for strategies to deal with this challenge. *“It is not at all easy to get access to land. When there are questions of ethnicity, it becomes even more complicated, he says. The young entrepreneur is from the western part of Cameroon and says that the price doubled once the seller found out that the entrepreneur was not from central Cameroon”* (Kaze, 2018)
- E. Inadequate, Harsh and Uncomfortable Sources of Finance:** Financial institutions in Cameroon fail to finance the economy as they ought to be doing. Analysts have emphasized that the private sector needs about \$1.9 billion annually to become emergent by 2035 with the approximate 20-30% finance level not good enough. The worrying issue is that SMEs that make up about 90% of the economy gets only 15% loan finance with majority going to big companies. This could be as a result of non payment of about 45% of loan given to SMEs (Kaze, 2018). To get the loans from banks their high interest rates, lengthy

procedures and collateral requirements defile the essence of the taking the loan. The testimonial of this entrepreneur who after developing a business plan for a venture and the banks failing to see the reason for which he needed the loan, denied him the loan after several years. ***“I did not get anything yet because I do not meet their criteria. The first thing that they asked me for was the land title, which I did not have. The second thing was collateral, like the title for a car or a house, for example.”*** This situation could have been better with the government creating the SME bank but for this testimonial from an administrator of the bank who pleaded to be anonymous. ***“The bank has lost its focus on its most important mission. Instead of lending to SMEs, it is financing government projects by lending to people who have won government contracts.”*** (Kaze, 2018). The interviewees, also mentioned some of these fact as the reason for the unhealthy ecosystem reason why they are doing something to change the situation.

“We have also instituted village savings and loans associations to allow these entrepreneurs raise their own revenue to finance their business activities, needless mentioning here that access to finance by entrepreneurs’ remains an eye sore in Cameroon.” (Nfor, 2020)

Among the challenges mentioned above, we had a couple more from the respondents and interviewees such as; little or no entrepreneurship policy and know-how, less priority on entrepreneurship by the state, political upheavals, lack of efficient governing structures, dumping from abroad, poor educational system, inadequate marketing information, little or no collaboration among stakeholder, bad leaders, poor infrastructure, little team work and networking, poor execution of state policies, little mentorship, coaching and empowerment of potential entrepreneurs, stifling down of trade unions, poor internet and digital infrastructure, little focus on research and innovation, etc. Worthy of note, is the fact that these challenge are the reasons for the poor rating of the business climate by the world bank and GEDI.

“Endemic corruption sometimes justified by the fact that public officials earn a pay which is too meagre to allow them live decent life without resorting to unorthodox practices to survive, non-implementation of government policies regarding the private sector, a poor, weak and corrupt judicial system makes it difficult for complainants against corrupt officials to emerge triumphant in the cases they file against corruption officials, weak economic base characterized by mainly primary commodities and lengthy bureaucracy provides for financial black holes and corruption” (Nfor, 2020)

5.1.2. Recommendations for better Entrepreneurship Ecosystem so as to enhance the role of Entrepreneurs

With in-depth findings and understanding from the survey and interviews with key stakeholders in the Cameroon Entrepreneurship Ecosystem, the GEI Report 2019, World Bank Doing Business Report 2019, literature by Brown and Mason (2017), Acs et al (2014) as well as other extensive literature on what constitutes a good Entrepreneurship Ecosystem and what role and impact entrepreneurs play in an economy. We can state that Cameroon Entrepreneurship Ecosystem is not healthy. Amidst the fact that the government has been doing quite something to improve the health of the ecosystem to attract potential and successful entrepreneurs such as access to credit information, tax exemptions and exonerations, grants, one stop shop for business creation etc. a lot still needs to be enhanced and done to boost the business climate. Especially as concerns boosting of information awareness with target key stakeholders, organization of the private sector, protection of minority investors and entrepreneurs like women and handicapped persons. (Fotabe, 2020)

“The first recommendation I always make is information because I think that knowledge is power and I think that information is more powerful. The Government should make sure there is information out there. People need the information. They could use whatever means at their disposal to make sure that people get information about what is truly important with regards to entrepreneurship...” (Fotabe, 2020)

Knowing that a healthy Entrepreneurship Ecosystem is unavoidably vital for the growth of the economy the following policy recommendations if well implemented will help boost the Entrepreneurship Ecosystem thereby strengthening the role and impact of Cameroonian entrepreneurs have been playing in the economy which goes a long way to catalyze the realization of the double digit GDP growth under vision 2035 plan.

- A. Putting in place an Integrated and Efficient Entrepreneurship policy:** In line with the respondents and interviewees, putting in place an integrated and efficient entrepreneurship policy by the state in collaboration with key stakeholders will automatically ameliorate the Entrepreneurship Ecosystem pillars thus improving the health of Cameroon business climate. The improved health of the ecosystem will in turn boost the role and impact of Cameroonian entrepreneurs have on the economy, operating under the present vision 2035

plan. An integrated and efficient entrepreneurship policy should include but not limited to the following points;

- Putting in place a period of 2-5yrs tax holiday for SMEs Entrepreneurs and Startups.
- Putting in place regular and annual subsidies, subventions, tax reductions and grants for promising innovative entrepreneurs and startups.
- Boosting and encouraging different affordable sources of finance such as venture capital to entrepreneurs with sustainable projects.
- Entrepreneurship training should be prioritize by the state in all educational centers and made competitive with best projects tackling societal needs efficiently awarded annually by different stakeholders.
- Create and encourage a network of existing and potential entrepreneurs for mentorship and empowerment through knowledge sharing that is social capital gain.
- Entrepreneurs with track records should be awarded huge public contracts.
- Enhance the simplification of venture registration procedure and process.
- Creation of startup hubs in all the regions of the country.

With the efficient implementation of an entrepreneurship policy, the GEI scores will be improved as highlighted by the GEI score policy formulation guide in table 6. Existing and potential entrepreneurs will enhance their opportunity sensitivity level, entrepreneurial skills, risk taking spirit, social capital, cultural mindset view of entrepreneurship, formation of quality entrepreneurs and various sources of risk capital. This falls in line with the recommendations of one of Cameroon's finest, young innovative entrepreneur who has 10years of experience in the ecosystem. He states that Cameroon needed to;

“Create policies that encourage the growth of entrepreneurs, create educational systems that target and promote youths into entrepreneurship, appoint young people and those who are young in mind to be ministers or into positions of authority and decision making (Bruno, 2020)

B. Research and Innovation should be stepped up: Investing in R&D and Innovation is very primordial for the development and growth of all economies. This entails boosting the NSI of Cameroon which has as R&D and innovation at the epicenter. Given that the

Ministry of Research and Scientific Innovation, MINRESI over the years has been given a shameful less than 1% of the state budget to make sure research and innovation is fostered (Binla & Shitang, 2018). If the state can make research and innovation a priority policy focus, new knowledge, technology, processes and products will be developed consequently enhancing the role and impact of Cameroonian entrepreneurs in the economy. Also with research collection, analysis and publication of data about new findings, it will help the entrepreneurs to make informed decisions.

- C. **Effective tax system and digitalization of the system:** Implementing a tax policy that is well defined and digitalized, will go a long way to boost fairness, adequacy, simplicity, transparency, and eliminate administrative hitches thereby reducing the fear of entrepreneurs to fail as well as taking up initiatives. This policy will greatly reduce the exploitation of SME entrepreneurs by corrupt state and council officials through exorbitant taxes making the ecosystem healthy and more welcoming to potential entrepreneurs.
- D. **Energy, digital and Internet Infrastructure should be developed:** The state of Cameroon in collaboration with other actors need to make sure energy infrastructure is efficient so as to attract industrial entrepreneurs who need constant energy supply for their ventures. This should be done with a lot of ease, given the huge energy potentials of the country and many novel energy sources like solar and wind which are now widely used in many countries. Digitalization of the economy and beefing up the internet service infrastructure, making internet service efficient and affordable will go a long way to reduce corruption and encourage the masses and country to be pro technology which is very necessary for growth of the economy in the 21st century. Electricity in particular according to the World Bank 2019 report is still a huge deterrent to industrial entrepreneurs in Cameroon.
- E. **Enhance urbanization and the transport Network:** For there to be high growth in entrepreneurial venture firms and increase in competition, there need to be fast delivery channels in the ecosystem. These channels can only be catalyzed if there is high level urbanization and town planning fortified by efficient transport networks by air, land and water to connect the different productivity centers to their customers in the shortest possible time. This goes a long way to increase movement of goods and boosting exports which has been the least role performed by Cameroonian entrepreneurs as seen in table 16.

- F. Creating more National and International Platforms to boost Marketing and sales of local products:** Cameroon government in collaboration with other stakeholders need to make sure that more national markets to boost local demand and international markets to boost the exportation of final products of Cameroonian entrepreneurs are created regularly. This will make the ecosystem healthy and enhance the role and impact of entrepreneurs on taxes, job creation and BOP figures. Again, this will boost the export role of entrepreneurs as seen in table 16.
- G. Enhance standardization and quality control of products:** The state can make standard and quality norms to be respected to the later as this will kick out dumping, low quality products, piracy etc. while setting in competition with quality as the unique determining factor for sustainable and profitable existence in the market. With such the business environment will attract those who cherish quality and permit increase foreign demand of products under such standards.

In these spirit of creating and improving on the Cameroon business environment so as to better the role and impact played by entrepreneurs, which will go a long way to catalyze the vision 2035 emergent plan. The above primary recommendations will indirectly or directly reflect in making sure laws and policies are executed to the later, transparency and digital transformation of the tax system and loan application process is taken into consideration, restrict dumping, encourage the creation of trade unions, startups allowed to break even before tax imposition, creation of more continuous coaching and empowerment platforms for all entrepreneurs, provision of more marketing platforms for entrepreneurs to expose their products, change the mindset of Cameroonians to be pro job creators than seekers, etc. An expert also explains and adds that, for the business environment and role of entrepreneurs to be made better government must match words with actions.

“First the government must match words with actions by ensuring a full implementation of the laws governing investments in Cameroon. The problem here is that there exist several good laws, but their effective implementation remains a problem, more stringent measures must be taken against corrupt officials especially in their dealings with the private sector. This will deter corrupt officials engaging in corrupt practices, and give anti-corruption agencies like CONAC and ANIF power to arrest and prosecute people found engaging acts of corruption” (Nfor, 2020)

The above recommendations will go a long way to improve the pillars of the Entrepreneurship Ecosystem and thus the health of the ecosystem giving Cameroonian entrepreneurs a favorable breathing ground for their activities, role and impact on the economy being operated under the vision 2035 plan. With these recommendations, these elements of the Entrepreneurship Ecosystem pillars will be indirectly and directly made healthier as investment in startups and availability of venture funds from the capital market, rapid growth of the employment prowess/needs of SMEs from above 10 employees with a potential 50% growth in 5years (GEI Report, 2019). This is because better strategies will be deployed, ease to stretch to foreign markets to push for sales improve, great focus and investment in R&D for the development of new technology for startups with the usage of applied research, ability to develop new products and even transfer innovative technology within and without the borders enhance, etc. to boost and attract potential entrepreneurs.

MINPMEESA in synergy with other state institutions has understood the need for the business climate to be made better and is already carrying out a couple reforms and changes such as; reduction of enterprise creation cost, creation of the One-stop-shop Center for the creation of enterprises to facilitate enterprise creation, business license exemption for newly created enterprises to encourage them, creation of the agency for SMEs for better guidance and follow-up of enterprises and creation of the Bank for SME to grant loans to SMEs etc., though more still needs to be done in the effectiveness of the implementation of these measures especially in the domain of follow up of created enterprises, provision of support and startup capital for the ventures with a well-coordinated tax system (Lengamoun, 2020).

5.2. Conclusion

“the government has clearly demonstrated the will to render the business climate more resilient through measures such as: creation of one-stop-shop (CFCE), Small Medium Size Enterprise Promotion agency (APME), bank for Small and Medium Sixe Enterprises, enactment of of the 2013 law on Business investment in Cameroon, Cameroon Investment Promotion Agency (CIPA), existence of economic advisors in embassies and high commissions in Cameroon, establishment of entities to fight corruption such as CONAC, and Cameroon Business Forum (CBF) in Douala.” (Nfor, 2020)

Cameroon over the years through different government plans and approaches has struggled to achieve a double digit growth in GDP with the recent and current strategy being the growth and employment strategy operating under vision 2035. The government plan with the goal of becoming an emerging economy by the year 2035. Irrespective of how much the state has tried, the results have remained far short from being satisfactory and reaching the target with analysts and donor governments weighing in to state their doubt on Cameroon achieving the goal as economic growth keeps falling (Kaze, 2018). The growth and employment strategy under the plan stated that, from 2016 to 2020 the economy's economic growth will be at least 5.9% thereby boosting jobs and wealth, the government later dropped the figure to 4.2% and eventually the IMF positive predictions still fall short of the initial forecasted figure/target ” (Kaze, 2018).

Operating a business in Cameroon comes with enormous challenges as the business environment or the Entrepreneurship Ecosystem has proven to be very unhealthy and unfriendly to local and foreign investors. The situation is not showing any signs of getting better soon with the present global pandemic, COVID19. The government's lack of foresight to put in place an integrated and effective entrepreneurship policy among other policies to guide the vision 2035 plan is costing the economy much more as entrepreneurs don't have a favorable and managed playing ground to carry on their activities, play their undeniable role and impact the economy to the best of their abilities. No one, is making bold claims that entrepreneurship is the safe heaven for Cameroon economic growth but empirical and theoretical evidence has made it crystal clear that entrepreneurship is an unavoidable factor for economic growth with the right policies and control frameworks. The government of Cameroon with the help of key stakeholders urgently needs to put in more time and resources to make sure an enabling business environment is provided. This is

primordial for attracting local/national entrepreneurs (founders of start ups) and foreign/international entrepreneurs especially big multinatinals to invest in Cameroon.

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Appendices

Appendix 1: 2019 Global classification of the Entrepreneurship Ecosystem of Countries

Global rank	Country	Score
1	United States	86.8
2	Switzerland	82.2
3	Canada	80.4
4	Denmark	79.3
5	United Kingdom	77.5
6	Australia	73.1
7	Iceland	73.0
8	Netherlands	72.3
9	Ireland	71.3
10	Sweden	70.2
11	Finland	70.2
12	Israel	67.9
13	Hong Kong	67.9
14	France	67.1
15	Germany	66.7
16	Austria	64.9
17	Belgium	62.2
18	Taiwan	62.1
19	Chile	58.3
20	Luxembourg	58.1
21	Korea	58.1
22	Estonia	57.8
23	Slovenia	56.5
24	Norway	56.1
25	United Arab Emirates	54.2
26	Japan	53.3
27	Singapore	52.4
28	Qatar	51.6
29	Poland	49.5
30	Puerto Rico	48.7
31	Spain	46.9
32	Portugal	46.3
33	Hungary	46.2
34	China	45.9
35	Cyprus	45.6
36	Italy	45.1
37	Lithuania	44.1
38	Bahrain	43.8
39	Oman	43.6
40	Czech Republic	43.5
41	Slovakia	42.6
42	Saudi Arabia	42.1
43	Malaysia	40.1
44	Turkey	39.8
45	Latvia	39.3
46	Romania	38.6
47	Kuwait	37.4

Global rank	Country	Score
48	Brunei Darussalam	36.5
49	Croatia	36.1
50	Greece	35.4
51	Botswana	34.4
52	Colombia	34.1
53	Tunisia	34.0
54	Thailand	33.5
55	Barbados	32.2
56	Azerbaijan	32.1
57	Montenegro	31.8
58	South Africa	31.6
59	Kazakhstan	31.0
60	Uruguay	30.1
61	Bulgaria	30.1
62	Namibia	30.0
63	Jordan	29.4
64	Iran	29.4
65	Costa Rica	28.8
66	Lebanon	28.8
67	Serbia	28.6
68	Morocco	28.3
69	Peru	27.7
70	Mexico	27.1
71	Georgia	26.2
72	Belize	26.2
73	Vietnam	26.0
74	Argentina	26.0
75	Indonesia	26.0
76	Panama	25.5
77	Ukraine	25.2
78	India	25.1
79	Jamaica	24.8
80	Russia	24.8
81	Egypt	24.6
82	Armenia	24.3
83	Gabon	23.8
84	Dominican Republic	23.6
85	Macedonia	23.1
86	Philippines	23.0
87	Albania	22.5
88	Algeria	22.4
89	Bolivia	22.1
90	Trinidad and Tobago	21.7
91	Ghana	21.6
92	Nigeria	20.8
93	Senegal	20.3

Global rank	Country	Score
94	Moldova	20.2
95	Rwanda	20.0
96	Kenya	19.8
97	Bosnia and Herzegovina	19.5
98	Tajikistan	19.4
99	Kyrgyz Republic	19.2
100	Côte d'Ivoire	19.1
101	Sri Lanka	19.1
102	Lao PDR	19.1
103	Swaziland	18.8
104	Guatemala	18.7
105	Ecuador	18.5
106	Suriname	18.4
107	Myanmar	18.1
108	Cambodia	17.7
109	Pakistan	17.3
110	Tanzania	17.3
111	Ethiopia	17.2
112	Honduras	17.2
113	Gambia, The	17.1
114	Libya	16.6
115	Paraguay	16.6
116	Zambia	16.3
117	Guyana	16.3
118	Brazil	16.1
119	Nicaragua	16.1
120	El Salvador	15.7
121	Cameroon	15.6
122	Guinea	15.5
123	Mali	15.3
124	Angola	15.1
125	Uganda	14.8
126	Liberia	14.8
127	Burkina Faso	13.4
128	Benin	13.3
129	Venezuela	13.1
130	Mozambique	12.8
131	Sierra Leone	12.7
132	Bangladesh	12.5
133	Malawi	11.6
134	Mauritania	10.5
135	Burundi	10.2
136	Madagascar	9.1
137	Chad	8.8

Appendix 2: ENTREPRENEURS AND STARTING A BUSINESS IN CAMEROON

This chapter entails to give a proper run down on how the “One Stop Shop” operates to facilitate the creation of business by entrepreneurs in Cameroon. The chapter brings forth the different requirements needed, different types of entrepreneurial venture and what role and importance does an entrepreneur has in the growth of the economy.

Functioning of the CFCE

The one-stop-shop's mode of is governed by the inter-ministerial circular N ° 0001 / MINJUSTICE / MINPMEESA / MINFI of May 30, 2012 relating to the procedures for setting up businesses in these structure. The aforementioned circular organizes the one-stop-shop into several units or departments, namely:

- ***The reception department:*** It is the main interface with users. Files are submitted by the users at the time of creation and the withdrawal of business creation certificates is also carried out in this same unit. It is also responsible for providing information and assistance to users.
- ***The tax department:*** The representatives of the tax administration registers the originals of notarial deeds, affixes the registration details on the business license. This department also establishes the Taxpayer Card by assigning a Unique Identifier Number to the business owner or the Company.
- ***The registry department:*** It registers the individual promoter/business person or the commercial company in the Trade Registry. However, in practice, some Chief Registrars, in this case those of Yaoundé and Douala, not only continue to issue Trade Registration documents (RCCM) to users in their jurisdictions, but also refuse to delegate their signature to the clerks working at the one stop shop for the creation of enterprises as specified in the Interministerial Circular of May 30, 2012. The physical files are sent to the various courts for processing. The clerks in service at the one stop shop for the creation of enterprises are reduced to assuming the role of "Brokers". This mode of operation contrary to the legal framework has a negative impact on the business climate in Cameroon.
- ***The treasury department:*** It collects the fees payable when businesses are created and issues receipts relating to the above. It then proceeds to the distribution of the said costs to

the beneficiary administrations concerned. These are, the tax department (20,000 CFA francs) and the registry department (21,500 CFA francs).

- ***The Social Security department (CNPS):*** It draws up a certificate of registration for the company and the employee.

DOCUMENTS REQUIRED FOR THE CREATION OF BUSINESS ARE:

For individual enterprises:

- A photocopy of the NIC, or a birth certificate for nationals, a photocopy of passport or residence permit for foreigners
- A business location plan signed by the applicant;
- A sum of 41,500 CFA francs (Forty one thousand five hundred CFA francs).

For collective enterprises (company):

Notarial statutes;

- A declaration of subscription and payment of capital;
- A business location plan signed by the applicant;
- A list of managers, directors, officers or partner.
- The creation procedures are simplified by the number of documents to be deposited in a single office and after 72 hours of circulation of the file, the declaration of creation of a company is issued.

An innovation in these centers is the operationalization of *mybusiness.cm* website for the cities of Yaoundé, Douala and Garoua, which now makes it possible to create a business online in Cameroon.

BUSINESS CREATION PROCESS AT CFCE

The creation of companies within the one-stop-shop for the creation of enterprises is done in two ways:

1- Face-to-face Creation

This is the method of creation that has prevailed since the advent of this center. This entails that the promoter of the company or business goes personally to the centre with the physical file needed for the creation of his/her company. After submission and verification by the reception department, the promoter is required to return three (03) days later to get into possession of the documents attesting to the formal creation of the structure (RCCM, Taxpayers card, Business license).

However, in order to simplify business creation procedures, the Government has set up an online business creation platform which is currently operational in three one-stop-shop pilot centers (Yaoundé, Douala and Garoua).

2- Online creation of companies (mybusiness.cm)

Online creation is part of the facilitation and dematerialization procedures that permits greater speed in processing files. Thus in the three one-stop-shops mentioned above, with regard to this process, the creation is done either directly online for those who have internet access with the possibility of online tracking/follow-up, or face to face at the center for those who do not have internet access. To this effect, the file is processed online by a staff of the reception department.

For online creation, applicants are required to visit www.mybusiness.cm and fill in the required information according to the type of business he/she wishes to create. Unfortunately, payment of creation costs which should in principle be made by “mobile money” is still done on site at the center. However, arrangements are still being made with the mobile operators.

It should be noted that the European Union and the United Nations Conference on Trade and Development (UNCTAD) are in partnership with MINPMEESA for the development and implementation of the “mybusiness.cm” site,

Appendix 3: Description of the Global Entrepreneurship Index Pillars

Pillar name	Description
Opportunity Perception	Opportunity Perception refers to the entrepreneurial opportunity perception potential of the population and weights this against the freedom of the country and property rights
Start-up Skills	Start-up Skill captures the perception of start-up skills in the population and weights this aspect with the quality of education
Risk Acceptance	Risk Acceptance captures the inhibiting effect of fear of failure of the population on entrepreneurial action combined with a measure of the country's risk.
Networking	This pillar combines two aspects of Networking: (1) a proxy of the ability of potential and active entrepreneurs to access and mobilize opportunities and resources and (2) the ease of access to reach each other.
Cultural Support	The Cultural Support pillar combines how positively a given country's inhabitants view entrepreneurs in terms of status and career choice and how the level of corruption in that country affects this view.
Opportunity Startup	The Opportunity Startup pillar captures the prevalence of individuals who pursue potentially better quality opportunity-driven start-ups (as opposed to necessity-driven start-ups) weighted with the combined effect of taxation and government quality of services.
Technology Absorption	The Technology Absorption pillar reflects the technology-intensity of a country's start-up activity combined with a country's capacity for firm-level technology absorption.
Human Capital	The Human Capital pillar captures the quality of entrepreneurs as weighing the percentage of start-ups founded by individuals with higher than secondary education with a qualitative measure of the propensity of firms in a given country to train their staff combined with the freedom of the labor market.
Competition	The Competition pillar measures the level of the product or market uniqueness of start-ups combined with the market power of existing businesses and business groups as well as with the effectiveness of competitive regulation.
Product Innovation	The Product Innovation pillar captures the tendency of entrepreneurial firms to create new products weighted by the technology transfer capacity of a country.
Process Innovation	The Process Innovation pillar captures the use of new technologies by start-ups combined with the Gross Domestic Expenditure on Research and Development (GERD) and the potential of a country to conduct applied research.
High Growth	The High Growth pillar is a combined measure of (1) the percentage of high-growth businesses that intend to employ at least ten people and plan to grow more than 50 percent in five years (2) the availability of venture capital and (3) business strategy sophistication.
Internationalization	The Internationalization pillar captures the degree to which a country's entrepreneurs are internationalized, as measured by businesses' exporting potential weighted by the level of economic complexity of the country.
Risk Capital	The Risk Capital pillar combines two measures of finance: informal investment in start-ups and a measure of the depth of the capital market. Availability of risk capital is to fulfill growth aspirations.

Source: Adapted from GEI Report, 2019

Appendix 4: Description of the Individual Variables Used in the GEI

Individual variables/Indicators*	Description
Opportunity Recognition	The percentage of the 18-64 aged population recognizing good conditions to start business next 6 months in area he/she lives,
Skill Perception	The percentage of the 18-64 aged population claiming to possess the required knowledge/skills to start business
Risk Perception	The percentage of the 18-64 aged population stating that the fear of failure would not prevent starting a business
Know Entrepreneurs	The percentage of the 18-64 aged population knowing someone who started a business in the past 2 years
Career*	The percentage of the 18-64 aged population saying that people consider starting business as good career choice
Status*	The percentage of the 18-64 aged population thinking that people attach high status to successful entrepreneurs
Career Status	The status and respect of entrepreneurs calculated as the average of Career and Status
Opportunity Motivation	Percentage of the TEA businesses initiated because of opportunity startup motive
Technology Level	Percentage of the TEA businesses that are active in technology sectors (high or medium)
Educational Level	Percentage of the TEA businesses owner/managers having participated over secondary education
Competitors	Percentage of the TEA businesses started in those markets where not many businesses offer the same product
New Product	Percentage of the TEA businesses offering products that are new to at least some of the customers
New Technology	Percentage of the TEA businesses using new technology that is less than 5 years old average (including 1 year)
Gazelle	Percentage of the TEA businesses having high job expectation average (over 10 more employees and 50% in 5 years)
Export	Percentage of the TEA businesses where at least some customers are outside country (over 1%)
Informal Investment Mean*	The mean amount of 3-year informal investment
Business Angel*	The percentage of the population aged 18-64 who provided funds for new business in past 3 years, excluding stocks and funds, average
Informal Investment Angel	The amount of informal investment calculated as Informal investment mean x Business Angel

Source: Adapted from GEI Report, 2019

Appendix 5: Questionnaire

Dear Respondent,

I am **Lambert Tardzeyuf Binla**, conducting a research on “**The Role of Entrepreneurs in Developing Economies: Case of Cameroon**” as part of the requirement for my Master’s degree in Innovation and Entrepreneurial Dynamics at Aalborg University, Denmark. This survey is strictly for academic purpose and all the responses will be confidential. Thank you for your valuable time and assistance.

A. The Role and Impact of Entrepreneurs in Cameroon’s Economy

1. What is the name of your Enterprise?

.....

2. Are you a registered business? Yes ☐ No ☐

3. How many full time employees do you have?

None ☐ 1-4 ☐ 5-10 ☐ 11-16 ☐ 17-22 ☐ >22 ☐

4. How many years have you been existing in the Market?

<5 ☐ 5-10 ☐ 11-16 ☐ 17-22 ☐ >22 ☐

5. Base on your experience, which of the following role (s) and Impact (s) do Cameroonian entrepreneurs have on the economy? Please tick and rank the possible contributions you find relevant of those listed. (1=Most Important)

No	Role/Impact	Tick	Rank
1	Job Creation		
2	Business Couching and Empowerment		
3	Social and community development		
4	Wealth Creation		
5	Creating innovation		
6	Export		
7	Contribution to policy formulation		
8	Increase Competition		
9	Growth Catalyst		

B. Cameroon Entrepreneurship Ecosystem (Business Environment)

6. From your perspective is the Cameroon Entrepreneurship Ecosystem Healthy?

Yes		No		No Answer	
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7. If No above. What are the primary obstacles?

.....

8. Do you agree or disagree that a healthy Entrepreneurship Ecosystem is vital as concerns the role and impact of entrepreneurs on an economy?

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

9. Please, rate the Health of the following Cameroon Entrepreneurship Ecosystem factors as concerns operating a ventures/enterprises, by either agreeing or disagreeing if these factors are healthy.

1 being Strongly disagree and 5 strongly agree	1	2	3	4	5
15. Opportunity Perception					
16. Startup Skills					
17. Risk Acceptance					
18. Networking					
19. Cultural Support					
20. Opportunity Startup					
21. Technology Absorption					
22. Human Capital					
23. Competition					
24. Product Innovation					
25. Process Innovation					
26. High Growth					
27. Internationalization					
28. Risk Capital					

10. What policy recommendation can you suggest for the improvement of the above factors so as to boost your role and impact for the general and speedy growth of your venture and the economy?

.....

11. Which type of entrepreneur best describes you and under what sector do you belong in?

No	Type of Entrepreneur	Tick	Sector	Tick
1	Innovative		IT/E-commerce	
2	Imitative		Service	
3	Corporate(Intrapreneur)		Agriculture	
4	Serial		Technical	
5	Social		Entertainment	
6	Retailer		Media	
7	Hustler		Manufacturing	

8	Buyer		Health	
9	Portfolio		Fashion/Beauty	
10	Distributor		Education	

C. Demographics

12. Gender

Female		Male		Others.....	
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13. Age

<20		21-25		26-30		31-35		36-40		>41	
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14. Status

Single		Married	
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15. Level of education

BSc.		MSc.		PHD		HND		Diploma		A-Level GCE		O-Level GCE		First school	
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Appendix 6: Interview with Expert from “Fotabe Entrepreneurial Leadership Academy (Fotabe University)”

Sir/Madams,

I am Lambert Tardzeyuf, conducting a research on **“The Role of Entrepreneurs in Developing Economies: Case of Cameroon”** as part of the requirement for my Master’s degree in Innovation and Entrepreneurial Dynamics at Aalborg University, Denmark. This Interview is strictly for academic purpose and all the responses will be confidential as indicated in the consent form.

1. Please! Can you kindly introduce yourself, Name, the post you occupy in your institution, years’ of experience, etc.?
2. What role and impact do you think Cameroonian Entrepreneurs have in the economic development of Cameroon?
3. With your institution as major actor in Cameroon business ecosystem, what do you think is being done to boost the role and impact of Cameroon entrepreneurs on Economic Development?
4. What are the most important individual and institutional entrepreneurship ecosystem strengths that promote, guide and regulate entrepreneurship in Cameroon?
5. Looking at the business/entrepreneurship ecosystem (Climate) what are the reasons for the poor ratings by the World Bank and the Global Development Index Reports? Cameroon is ranked 167 out of 190 economies (World Bank, 2019) and 121 out of 137 (GEI, 2019)
6. What is the government doing to boost the health of the entrepreneurship ecosystem so as to attract more potential successful entrepreneurs
7. What recommendations will you suggest to the state as regards boosting the health of the entrepreneurship ecosystem thereby enhancing the role and impact of entrepreneurs on the Countries development plan?

Thank you, for your valuable time and assistance

Appendix 7: Interview Transcript with Fotabe Elmine Founder and Board Chair of Fotabe University

- 1. Please! Can you kindly introduce yourself, Name, the post you occupy in your institution, years' of experience, etc.?**

First voice note

Hi, hi, how are you, sorry yesterday I was a bit taken I couldn't sit down to do this, but I am doing it right now.

Second voice note

My name is Fotabe Elmine, I am the Founder and currently the board chair of Fotabe University.

Fotabe University was created in 2014 and then it was called Fotabe University College and I started off as president in 2014 until 2020 February when I appointed the 2nd president of the university and now currently I occupy the role of the president of the board of trustees.

- 2. What role and impact do you think Cameroonian Entrepreneurs have in the economic development of Cameroon?**

Third voice note

Cameroonian entrepreneurs play a very important role in the economic development of Cameroon, one of which is job creation. We know that an economy cannot grow and thrive if new jobs are not created every day and also it is not just the role of the Government to create jobs but the role of the private sector too and this is what Cameroonian entrepreneurs are doing. The private sector in Cameroon is growing thanks to the entrepreneurs who are doing an amazing job, creating jobs.

Something entrepreneurs do which is of great importance is to drive policy reforms. We have seen a lot of policy reforms around tax exoneration, the digital economy, taxes and finance law has been improved. We've seen a lot of improvement because of the pressure Cameroonian entrepreneurs are putting on the Government and this is good for the business climate and it is very good helping other entrepreneurs to spring up and continue to build the private sector in Cameroon which until recently was very weak.

Fourth voice note

Something else which is important to answer the second question, is the creation of awareness amongst other Cameroonians about the usefulness, the benefits of getting into entrepreneurship. You know until the 90's, the early 2000's, the private sector in Cameroon was relatively very weak and that was because most Cameroonians had the idea of working for the state or not doing nothing else

But the first entrepreneurs who got into business like the Fotso Victor's helped Cameroonians to transform their mindsets and their mentalities to start seeing entrepreneurship like work, like a job and so they are doing an amazing job also encouraging many more Cameroonians to get into entrepreneurship, which is of course in my opinion the recipe for a successful economy.

3. With your academy as a major actor in Cameroon business ecosystem, what do you think is being done to boost the role and impact of Cameroon entrepreneurs on Economic Development?

Fifth voice note

Well! Over the years the Government has done quite a lot to boost the role and impact of Cameroonian entrepreneurs with regards to economic development. One of the key things they have done is to encourage public private partnerships. My institute for example partners with many Government ministries to run the programs we run and to bring help to many young Cameroonians. This public private partnership is important for the growth and development of any economy. This is what we've seen the Government of Cameroon try to do over the years.

Something else the government has done, is to increase foreign investment in Cameroon. We will remember that a few years ago even the president of the Republic was in Italy to visit *confidustrial* to personally invite them to invest in Cameroon. We've seen an increase in Chinese investment in Cameroon, we've also seen an increase in American investment, French investment, Russia, Turkish investments. This kind of foreign investments have helped to boost the economy and the impact of entrepreneurship.

Something else the government has done, is to encourage international partnerships that is between Cameroonian enterprises and foreign enterprises. They have eased the process and now it has become very easy for Cameroonian entrepreneurs to forge partnerships with international entrepreneurs for example Fotabe University has partners in India, Italy and even Russia. This is because the government has made it easy for this kinds partnerships to thrive and this is a big boost to our entrepreneurial eco system.

Something else the government has done, is the liberalization of some sectors. You would remember that many years ago sectors like education and petroleum were managed exclusively by the States but some years ago the state eased the involvement of individuals in these sectors. This kind of liberalization has seen many Cameroonian entrepreneurs get into business and help the Government to provide basic amenities to the citizens.

We would not also forget energy. We've seen the proliferation of companies now providing solar energy to the people. A few years ago this was completely impossible and this kind of liberalization is helping to boost the economic impact and the role that entrepreneurs play in the economy.

Then we also have the revision of trade laws, like the finance law of 2019 which saw quite a lot of revisions like the importation of used cars. The Government is doing all these in order to boost the entrepreneurship ecosystem.

4. What are the most important individual and institutional entrepreneurship ecosystem strengths that promote, guide and regulate entrepreneurship in Cameroon?

Sixth voice note

I think that the most important entrepreneurship ecosystem strength that promotes, guides and regulates entrepreneurship in Cameroon will revolve around technology, cross sectoral collaborations and networking.

Technology has changed the face of the ecosystem completely and now we can do business across the board.

We also see cross sectoral collaborations, businesses that collaborate across sectors to bring their business solutions to consumers not only in Cameroon but abroad as well.

We've also seen the networking of small businesses that are actually pushing the idea of entrepreneurship.

We will not also forget the role that civil society organizations are playing. They are civil society organizations yes! But they are pushing a lot of ideas when it comes to entrepreneurship especially the idea of networking and through these networking we've seen that a lot of reforms have been driven. For example if we look at GICAM, GICAM is a network of enterprises and the idea was brought by civil society organizations that were pushing for reforms. GICAM today has a lot influence when it comes to business in the Cameroon ecosystem so these are the most important strengths that one can perceive in the ecosystem that helped to really guide and regulate entrepreneurship in Cameroon. The role of GICAM is Paramount but we have other associations that have come up for example the association of women entrepreneurs, youth entrepreneurs and many others that are really helping to design, to guide and even redesign the entrepreneurship ecosystem.

5. Looking at the business/entrepreneurship ecosystem (Climate) what are the reasons for the poor ratings by the World Bank and the Global Development Index Reports? Cameroon is ranked 167 out of 190 economies (World Bank, 2019) and 121 out of 137 (GEI, 2019)

Seventh Voice note

Well Cameroon lost a spot in the World Bank business index. I think that besides the factors already sighted by the World Bank group, there are other very important factors that can explain Cameroon's poor performance and we would want to mention factors like corruption. We know that corruption holds back a lot of things in Cameroon. If you ask me I will say that the procedures or policies for doing business in Cameroon are not in themselves very terrible but the execution or implementation are very problematic and so many times it is because of corruption and many administrative bottle necks. Sometimes also because of the non-respect of procedures by state agents who have become somewhat above the law and sometimes too disregard of these state institutions by these state agents....

....Most importantly the negative attitude towards work that Cameroonians in general have. What they could do to simplify a process is not done because of the negative attitude they have towards work. This besides all other reasons the World Bank group has sighted I think are the main reasons why we keep not doing well when it comes to business.

6. What is the government doing to boost the health of the entrepreneurship ecosystem so as to attract more potential successful entrepreneurs

Eight Voice note

Like I already mentioned the Government is doing quite something to boost the health of the entrepreneurship ecosystem and maybe to attract more potential successful entrepreneurs. I think that one of the key things the Government has done is to start improving when it comes to access to credit information. This is one of the major factors when it comes to the ranking or doing business. Cameroon actually gained a point when comes to that because we see that the ministry of finance is trying to improve on this particular aspect which use to be very problematic.

....The Government has also tried to encourage entrepreneurship through tax exemptions and tax exonerations. It is true that many Cameroonians do not know and I think it is a problem of poor communication. There are businesses that enjoy tax exemptions like businesses in vocational training and education generally and there are other small businesses that enjoy tax exonerations for the 1st 2 years of operation. The government has done that to boost entrepreneurship....

....We also have Grants. The government is trying to promote entrepreneurship by providing Grants through structures like PIASI, the National Employment Fund and other structures.....

... but then again like I mentioned before, information is a major problem because many Cameroonians do not even know about the existence of these structures not to talk of knowing the procedures that are to be followed to benefit from these Grants.

7. What recommendations will you suggest to the state as regards boosting the health of the entrepreneurship ecosystem thereby enhancing the role and impact of entrepreneurs on the Countries development plan?

The first recommendation I always make is information because I think that knowledge is power and I think that information is more powerful. The Government should make sure there is information out there. People need the information. They could use whatever means at their disposal to make sure that people get information about what is truly important with regards to entrepreneurship....

....then also there is, access to credit information can be improved. Even though we gained a point, there is still a lot that has to be done. The protection of minority investors and entrepreneurs like women and the handicapped will also go a long way to boost entrepreneurial ecosystem. ...

.....another important point that always comes to my mind is the organization of the informal sector. I think that the informal sector is largely unorganized. If the government could organise the informal sector, it will help the entire economy to be healthier and would even encourage many more entrepreneurs who now look at the informal sector as a no go to be able to invest in some of those businesses that are neglected.

.....I think that besides all the other things I mentioned already, these three are very important things that if the government does we would be seeing an improvement in not just doing business in Cameroon but in the general entrepreneurial ecosystem in Cameroon.

Appendix 8: Interview Questions and Responses from MINPMEESA Expert

Sir,

I am Lambert Tardzeyuf, conducting a research on “**The Role of Entrepreneurs in Developing Economies: Case of Cameroon**” as part of the requirement for my Master’s degree in Innovation and Entrepreneurial Dynamics at Aalborg University, Denmark. This Interview is strictly for academic purpose and all the responses will be confidential as indicated in the consent form.

1. Please! Can you kindly introduce yourself, Name, post in the ministry, years’ of experience, etc.?

Lengamoun Joyceline, Senior Executive staff, being working for 6 years as English desk orientations staff in the One-stop-shop Center for the Creation of Enterprises until 2017 when I moved to the Ministry of Small and Medium Sized enterprises Social Economy and Handicrafts which is the main body that the One-stop-shop Center for the Creation of Enterprises belongs to.

2. MINPMEESA as the body driving forth Entrepreneurship in Cameroon through their overseeing of the creation of SMEs. What is your take on the Role and impact of entrepreneurs in contributing to making sure vision 2035 plan is achieved?

- *Add to National Income*
- *Creates employment*
- *Contribute in community development*
- *Create Social Change*
- *Create new products and services*

3. What Role and impact do you think Cameroonian Entrepreneurs have in the economic development of Cameroon?

- *Contribute to the national income*
- *Taxes paid are used for developmental projects*
- *Creates employment*

4. What are the most important individual and institutional entrepreneurship ecosystem (Business Climate) strengths that promote, guide and regulate entrepreneurship in Cameroon?

- *Ministry of Justice*
- *Ministry of finance*
- *Ministry of small and medium sized enterprises social economy and handicrafts*
- *OHADA*
- *National Social Insurance Funds*
- *Notary firms/cabinets*

5. Looking at the business/entrepreneurship ecosystem (Climate) what are the reasons for the poor ratings by the World Bank and the Global Development Index Reports? Cameroon is ranked 167 out of 190 economies (World Bank, 2019) and 121 out of 137 (GEI, 2019)

-Taxation system on the enterprises

-Abandonment of the enterprises by entrepreneurs when business gets tough

-Poor follow up

-Lack of sufficient capital and support

6. What is the government and your ministry doing to improve on the unhealthy entrepreneurship ecosystem as rated by the World Bank and the Global Entrepreneurship Index 2019 Reports thereby attracting more potential successful entrepreneurs?

-Reduction of enterprise creation cost

-Creation of the One-stop-shop Center for the Creation of Enterprises creation to facilitate enterprise creation

-business license exemption for newly created enterprises to encourage them

-Creation of the Agency for SMEs for better guidance and follow-up of enterprises

-Creation of the Bank for SME to grant loans to SMEs

7. Looking at the entire vision 2035 plan little or no attention is paid on Entrepreneurship as a whole. Why is this the case? How can Entrepreneurs contribute to fast growth and make this vision plan a reality?

- Question is a little complicated for me

- I think the second part of the question has already being answered in question 2 and 3

8. What recommendations will you suggest as regards boosting the health of the Cameroon's entrepreneurship ecosystem thereby enhancing the role and impact of entrepreneurs on the Countries development plan?

- Follow up of created enterprises should be improved

- Provide startup capital and support for entrepreneurs

- Well-coordinated taxation system

Thank you, for your valuable time and assistance

Appendix 9: Interview Questions and Responses from MINEPAT Expert

Sir,

I am Lambert Tardzeyuf, conducting a research on “**The Role of Entrepreneurs in Developing Economies: Case of Cameroon**” as part of the requirement for my Master’s degree in Innovation and Entrepreneurial Dynamics at Aalborg University, Denmark. This Interview is strictly for academic purpose and all the responses will be confidential as indicated in the consent form.

1. Please! Can you kindly introduce yourself, Name, post in the ministry, years’ of experience, etc.?

Mahamat, Senior State Administrator from the National School of Magistracy and Administration, ENAM working for MINEPAT

2. MINEPAT as the body driving forth vision 2035 Plan. What is your take on the Role and impact of entrepreneurs in contributing to making sure vision 2035 plan is achieved?

the role of entrepreneurs is to attract the maximum Foreign Direct Investment (FDI), and to reduce the unemployment rate to an acceptable point as foreseen by the GESP recommendations

3. Looking at the entire vision 2035 plan little or no attention is paid on Entrepreneurship as a whole. Why is that so?

Certainly, the 2035 vision does not highlight very clearly the role of entrepreneurship as a whole, but insists on the important role of the private sector as a real source of jobs and creator of wealth and growth. We easily deduce that of entrepreneurship is part of this whole. The choice is thus made because entrepreneurship is only a content of the private sector which is the container.

4. What are the most important individual and institutional entrepreneurship ecosystem (Business Climate) strengths that promote, guide and regulate entrepreneurship in Cameroon?

the creation of the company in 72 hours, the one-stop shop, the dematerialization of taxation by the creation of a website for taxpayers, the reduction of VAT, the law of 2003 on incentives to private initiative etc.

5. Looking at the business/entrepreneurship ecosystem (Climate) what are the reasons for the poor ratings by the World Bank and the Global Development Index Reports? Cameroon is ranked 167 out of 190 economies (World Bank, 2019) and 121 out of 137 (GEI, 2019)

In our opinion, the reasons for this poor rating are due to the fact that many of the updates implemented by the government are not often known or are sparsely known by private sector actors and by the people chosen by the World Bank as assessor

6. What is the government and your ministry doing to improve on the unhealthy entrepreneurship ecosystem as rated by the World Bank and the Global Entrepreneurship Index 2019 Reports?

the lack of popularization or the limited of awareness of the measures and recommendations implemented by Cameroon constitutes the real obstacle to the country's good rating

7. What recommendations will you suggest to the state as regards boosting the health of the entrepreneurship ecosystem thereby enhancing the role and impact of entrepreneurs on the Countries development plan?

as recommendations we can suggest that the State puts in place a platform other than MINEPAT, visible to entrepreneurs containing all of the measures facilitating the business climate,

Thank you, for your valuable time and assistance

Appendix 10: Interview questions and responses from a senior expert, Technical Adviser and consultant with GIZ and GICAM

Sir/Madams,

I am Lambert Tardzeyuf, conducting a research on “**The Role of Entrepreneurs in Developing Economies: Case of Cameroon**” as part of the requirement for my Master’s degree in Innovation and Entrepreneurial Dynamics at Aalborg University, Denmark. This Interview is strictly for academic purpose and all the responses will be confidential as indicated in the consent form.

1. Please! Can you kindly introduce yourself, Name, the post you occupy in your institution, years’ of experience, etc.?

I’m Alphonse Nfor, Senior Technical Advisor at the German International Cooperation and seconded to GICAM. I have worked within the private sector and international organizations for 13 years now.

2. What role and impact do you think Cameroonian Entrepreneurs have in the economic development of Cameroon?

- First and foremost, a lower middle-income country like Cameroon has every interest to develop its private sector as it is only through this medium that the country can attain its strategic economic development objectives, as contained in the Vision 2035 document.
- It is the role of the entrepreneur to create wealth through diverse income generating activities which could have a micro, meso or macro character depending on the financial strength of the entrepreneur

Entrepreneurs have a role to play in the foreign exchange earning of Cameroon as goods and service exported would bring in money into the country which would inevitably contribute to the GDP of the country and Since the government cannot offer jobs to everyone, it is incumbent on the private sector to create direct and indirect jobs. As per statistics, the public service in Cameroon has a little over 300.000 FCFA jobs, the rest fall directly on the private sector. In Cameroon there exist about 280,000 companies, about 76% of which are from SMEs contributing about 34% of the country’s GDP

- Contributions to fiscal revenue. As a general concept, the stronger the private sector in a given country the more likely they would make immense contributions to national income through the payment of direct and indirect taxes. It is such taxes paid to the

government that would give the government the ability to realize a wide range of public projects road construction projects, the building of schools, hospitals, etc

- It is important to mention that the expected impact from the private sector is yet to be felt full swing due to the hurdles that exist in the economy which I will elaborate upon in the questions below.

3. With your Association as major actor in Cameroon business ecosystem, what do you think is being done to boost the role and impact of Cameroon entrepreneurs on Economic Development?

- From the standpoint of the German International Cooperation and for which I work and GICAM for which I consult for, we have assisted private sector actors to become resilient. Specifically, the Employment for Sustainable Development in Africa (E4D) for which I'm the national coordinator in Cameroon has developed and implemented several development partnership with the private sector (DPP) to help them get the required training and know-how with respect to business related topics.-
- We've trained about 3,000 entrepreneurs in the Centre, South, East, West, North West and Far north regions in Cameroon.
- In the ended partnership with the Business Coalition for Good Governance for instance (BCGG), We were able to provide part funding to an initiative which was aimed at promoting good practices in the business climate, fight corruption and institute a whistle blowing mechanism within the private sector
- We have also instituted village savings and loans associations to allow these entrepreneurs raise their own revenue to finance their business activities. needless mentioning here that access to finance by entrepreneurs remains an eye sore in Cameroon
- Through Developpp.com (see the website of GIZ) for which I'm the national focal point for Cameroon, we are currently working on encouraging business exchanges and partnership between companies in Cameroon and those in the EU as a whole and Germany in particular
- The Global Business Network (GBN) of the German Cooperation which recently chose Cameroon as one of its implementation countries will setup a platform for dialogue and

business exchanges with companies in Cameroon and those in Germany with the view to improving on the business climate

4. What are the most important individual and institutional entrepreneurship ecosystem strengths that promote, guide and regulate entrepreneurship in Cameroon?

- Private sector actors in Cameroon have come to the realization that while waiting for the help of the government, they must first of all start by helping themselves. As such several associations exist with the primary mission of defending the interest of members. Viz:
- GICAM remains the biggest, most powerful and most important private sector association in Cameroon. Kindly see the GICAM website for concrete examples of what they have been doing to defend members of the private sector in Cameroon
- The Association of SMES in Cameroon (ECAM) plays a similar role as GICAM but with a bias on SMES operating in Cameroon
- The Chamber of Commerce (CCIMA) has a more encompassing private sector role as it is the mother of all businesses in Cameroon
- The Chamber of Agriculture focusses on the actors in the agri-business sector
- APPECAM is concentrated on financial and credit institutions
- GFAC focusses on female entrepreneurs and defend their interests

5. Looking at the business/entrepreneurship ecosystem (Climate) what are the reasons for the poor ratings by the World Bank and the Global Development Index Reports? Cameroon is ranked 167 out of 190 economies (World Bank, 2019) and 121 out of 137 (GEI, 2019)

- Endemic corruption sometimes justified by the fact that public officials earn a pay which is too meagre to allow them live decent life without resorting to unorthodox practices to survive.
- Non-implementation of government policies regarding the private sector
- A poor, weak and corrupt judicial system makes it difficult for complainants against corrupt officials to emerge triumphant in the cases they file against corruption officials
- Weak economic base characterized by mainly primary commodities
- Lengthy bureaucracy provides for financial blackholes and corruption

6. What is the government doing to boost the health of the entrepreneurship ecosystem so as to attract more potential successful entrepreneurs

In spite of the difficult business climate in Cameroon caused by individuals within government who act in their own name and not in the name of the government, the government has clearly demonstrated the will to render the business climate more resilient through measures such as:

- The creation of the one-stop-shop for business creation (CFCE) which allow burden entrepreneurs to create their companies within 72 hours
- The creation of the Small and Medium Size Enterprises promotion Agency (APME) to provide support and advice and trainings to SMEs in Cameroon
- The creation of the Bank for Small and Medium and Medium Size Enterprises about 5 years ago to provide funding to businesses in Cameroon
- The enactment of the 2013 Law on Business incentives in Cameroon. This law provides inter alia several incentives to businesses in Cameroon such as exoneration on import duties, tax breaks, etc
- The Cameroon Investment Promotion Agency created over a decade ago with focal points in Cameroon's diplomatic services abroad act as ambassadors for FDI from various countries. The CIPA effects several economic prospection missions to several countries accompanied by associations such as GICAM, the Chamber of Commerce, etc. In the past some of these investment prospection missions have produced fruits. For instance, ACTIS Energy from Britain was able to buy off the shares of AEL in Sonel and are currently the national grid provider names ENO
- In several embassies and High Commissions operating in Cameroon, there exist economic advisors. It is incumbent on these officials to advise their home countries on investment opportunities in Cameroon. As a former Economic Advisor to the British Higher Commissioner to Cameroon I effected several economic missions to the UK to sell Cameroon as an investment destination. Through these missions have yielded fruits with palpable examples like ENEO, Clerke Energy, Tower Resources, etc who have now set-up businesses in Cameroon

- The establishing of several entities to fight corruption both within government and the private sector such as CONAC, ANIF, etc. Although these structures do not yet have the full powers to arrest and prosecute corrupt officials, their very existence has greatly deterred reduced the incidence of corruption in the business world.
- The Cameroon Business Forums which takes place in Douala under the auspices of the Prime Minister provides an avenue for dialogue between the government and the private sector. This is important as it allows actors from the private sector to put salient issues affecting them for government scrutiny.

7. What recommendations will you suggest to the state as regards boosting the health of the entrepreneurship ecosystem thereby enhancing the role and impact of entrepreneurs on the Countries development plan?

- First the government must match words with actions by ensuring a full implementation of the laws governing investments in Cameroon. The problem here is that there exist several good laws, but their effective implementation remains a problem.
- More stringent measures must be taken against corrupt officials especially in their dealings with the private sector. This will deter corrupt officials engaging in corrupt practices
- Give anti-corruption agencies like CONAC and ANIF power to arrest and prosecute people found engaging acts of corruption

Thank you, for your valuable time and assistance

Appendix 11: Interview Questions and Responses from Zuoix Founder and CEO of Offensive Security Company

Sir/Madams,

I am Lambert Tardzeyuf, conducting research on **“The Role of Entrepreneurs in Developing Economies: Case of Cameroon”** as part of the requirement for my Master’s degree in Innovation and Entrepreneurial Dynamics at Aalborg University, Denmark. This Interview is strictly for academic purpose and all the responses will be confidential as indicated in the consent form.

1. Please! Can you kindly introduce yourself, Name, the post you occupy in your institution, years’ of experience, etc.?

My Name is Zuo Bruno, I am the founder and CEO of Zuoix which is an Offensive Information Security company based in Limbe, Cameroon as Headquarters. The company specializes in building security-based technology for the African Market. Zuoix was created in 2014 and officially launched in March 3rd 2017, ever since, we have expanded operations to 14 African countries and the United States and Canada.

2. What role and impact do you think Cameroonian Entrepreneurs have in the economic development of Cameroon?

Personally, I think that entrepreneurship is not just a factor for economic growth but the most important factor for any economy’s development. Take the example of unemployment as a measure for economic growth, no government in the world can employ all of its citizens, therefore most governments depend on entrepreneurs to create not only such jobs but also a conducive environment for self-employment and exchange of wealth. In the case of Cameroon, we can plainly notice that this concept of promoting entrepreneurship as a way out of economic hardships is still to be recognized as a government strategy for development.

Now, about the roles, entrepreneurs have to play in the economic development of Cameroon are as follows: (Not limited to this small list)

1- Capital formation: An entrepreneur by nature wants to make a lot of money in a short time period, because of this drive, he/she is willing to spend both time, money and talent and for this, he needs some people to work with, within this framework, wealth is being created and unemployment is reduced.

2- Improvements in per capita income: Entrepreneurs are opportunists, who will take advantage of any opportunity presented to them. So like “termites”, they will convert idle liabilities into assets, thus increasing the per capita income of their community and with a ripple effect, this can affect the entire Cameroonian economy.

3- Balanced Regional Development: believe it or not, Cameroon does not enjoy a balanced regional development scheme, that is why you have cities like Douala and villages with no water, electricity or even unpaved roads, the very nature of entrepreneurs can fix this problem because they are opportunists, entrepreneurs will notice such villages and offer to solve their problems for income generation and will by this action alone redistribute wealth as they move into the hinterlands for business opportunities.

These are just a few examples of how entrepreneurs can completely change the economic landscape of Cameroon.

3. With your venture as a major actor in Cameroon business ecosystem, what do you think is being done to boost the role and impact of Cameroon entrepreneurs on Economic Development?

As we speak, little or nothing is being done to boost or promote entrepreneurship in Cameroon. However, let me point out the problem with the little that is being done by the Cameroon government and the Cameroonian people. Money is not the currency used to promote or encourage entrepreneurship, the currency for this is POLICIES:

The Cameroonian system of things believes that if you give an entrepreneur 50 Million CFA Francs (About 76,100 Euros), then he will be on the path of wealth creation. However, my first-hand experience has shown that this creates laziness and neglect of what was set out to be done. Rather than going this path, creating policies that favour entrepreneurship and enforcing it will be better, some of these policies might include (but not limited to) the following:

1- an easy process of registering a company

- 2- Tax holidays for newly formed companies for a minimum of 3 years
- 3- Free import from startups in certain fields such as tech
- 4- Free Enrollment into the chamber of commerce
- etc

4. What are the most important individual and institutional entrepreneurship ecosystem strengths that promote, guide and regulate entrepreneurship in Cameroon?

I have been an entrepreneur in Cameroon since 2009, I know if a very few such as JungoHub, ActivSpaces (<https://www.activspaces.com/>), the Silicon Mountain Tech Ecosystem (https://en.wikipedia.org/wiki/Silicon_Mountain) and some few others. A lot of work needs to be done in this aspect.

5. Looking at the business/entrepreneurship ecosystem (Climate) what are the reasons for the poor ratings by the World Bank and the Global Development Index Reports? Cameroon is ranked 167 out of 190 economies (World Bank, 2019) and 121 out of 137 (GEI, 2019)

The reasons are numerous but permit me list just a few

- 1- Poor infrastructure to promote entrepreneurship
- 2- Poor policies that hinder entrepreneurship
- 3- Lack of a moderating body into investing in startups in the country

even though these are just a few, please keep in mind that the reasons for this rating are varied even though closely related.

6. What is the government doing to boost the health of the entrepreneurship ecosystem so as to attract more potential successful entrepreneurs

The government of Cameroon has taken some steps to amend their errors and boost the entrepreneurship spirit in the country. First, they have created the National Employment Fund (<https://www.fnecm.org/>) to find talented entrepreneurs and promote entrepreneurship. in 2017, I was one of those who were selected and trained and thereafter given an interest-free loan of 6 Million Francs CFA (About 9,132 Euros).

Second, through the ministry of scientific research and technology, the government organizes a show to display, promote and encourage entrepreneurship. in 2018 I was fortunate enough to attend this show and won the presidential prize for best innovation (<http://www.crtv.cm/2018/02/2018-jersic-cameroonian-youth-recognised-for-excellence/>) the government has been doing this for years now.

Third, the government is taking steps to encourage innovation and entrepreneurship in schools, including primary schools. personally I think these measures are good but we can do better.

7. What recommendations will you suggest to the state as regards boosting the health of the entrepreneurship ecosystem thereby enhancing the role and impact of entrepreneurs on the Countries development plan?

Simple,

- 1- create policies that encourage the growth of entrepreneurs
- 2- create educational systems that target and promote youths into entrepreneurship
- 3- appoint young people and those who are young in mind to be ministers or into positions of authority and decision making

if we do these things, I believe that we will be on our way into alleviating our economic situation in the country

Thank you, for your valuable time and assistance

Appendix 12: Some Results compilation

Entrepreneurship: Some results for Lambert

```
library(rmarkdown)
library(dplyr)
library(statsr)
ent <- read.csv("Lambert_Data.csv")
```

1 Role and Impact of Cameroonian Entrepreneurs on the Economy.

Here I will just compute mean scores for each of the factors you posed to your respondents. Because you ranked the factors in a reverse sequence - scaled from 1 to 9 with 1 = **most Important** -, lower mean scores will signify higher contribution.

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ent %>%
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of.the.following.role...s..and.Impact...s..do.Cameroonian.entrepreneurs.have.on.the.economy..Please.tick.and.rank.the.possible.contributions.you.find.relevant.of.those.listed...1.Most.Import.Role.Impact...Contribution.to.Policy.Formulation.)), Mean_Increase_Competition = mean(as.numeric(X5..Based.on.your.experience..which.of.the.following.role...s..and.Impact...s..do.Cameroonian.entrepreneurs.have.on.the.economy..Please.tick.and.rank.the.possible.contributions.you.find.relevant.of.those.listed...1.Most.Import.Role.Impact...Increase.Competition.)), Mean_Growth_Catalyst = mean(as.numeric(X5..Based.on.your.experience..which.of.the.following.role...s..and.Impact...s..do.Cameroonian.entrepreneurs.have.on.the.economy..Please.tick.and.rank.the.possible.contributions.you.find.relevant.of.those.listed...1.Most.Import.Role.Impact...Growth.Catalyst.))) %>%
arrange()

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##   Mean_Job_Creation Mean_Couching_Empowerment Mean_Community_Development
## 1                2.069565                4.347826
4.121739
##   Mean_Wealth_Creation Mean_Creating_Innovation Mean_Export
## 1                3.530435                5.113043        7.469565
##   Mean_Policy_Formulation Mean_Increase_Competition Mean_Growth_Catalyst
## 1                7.147826                5.53913
5.66087

```

The results show that the greatest impact on the economy from entrepreneurship is on *job creation*, with a mean score of 2.069565. On the other extreme, the least impact of entrepreneurship on the economy is on *exports*, with a mean score of 7.469565.

2 Health of Cameroon Entrepreneurship Ecosystem factors

Again, I will compute mean scores for the various factors. This time, the ordering and leveling are in the same direction. So higher mean scores will signal better health for the factors.

```

ent %>%
summarise(Mean_Opportunity_Perception = mean(as.numeric(X9....Please..rate.the.Health.of.the.following.Cameroon.Entrepreneurship.Ecosystem.factors.as.concerns.operating.a.ventures.enterprises.by.either.agreeing.or.disagreeing.if.these.factors.are.healthy.Opportunity.Perception.)), Mean_Startup_Skills = mean(as.numeric(X9....Please..rate.the.Health.of.the.following.Cameroon.Entrep

```

```

reneurship.Ecosystem.factors.as.concerns.operating.a.ventures.en
terprises..by.either.agreeing.or.disagreeing.if.these.factors.ar
e.healthy..Startup.Skills.)), Mean_Risk_Acceptance = mean(as.num
eric(X9....Please..rate.the.Health.of.the.following.Cameroon.Ent
repreneurship.Ecosystem.factors.as.concerns.operating.a.ventures
.enterprises..by.either.agreeing.or.disagreeing.if.these.factors
.are.healthy..Risk.Acceptance.)), Mean_Networking = mean(as.nume
ric(X9....Please..rate.the.Health.of.the.following.Cameroon.Entr
epreneurship.Ecosystem.factors.as.concerns.operating.a.ventures.
enterprises..by.either.agreeing.or.disagreeing.if.these.factors.
are.healthy..Networking.)), Mean_Cultural_Support = mean(as.nume
ric(X9....Please..rate.the.Health.of.the.following.Cameroon.Entr
epreneurship.Ecosystem.factors.as.concerns.operating.a.ventures.
enterprises..by.either.agreeing.or.disagreeing.if.these.factors.
are.healthy..Cultural.Support.)), Mean_Opportunity_Startup = mea
n(as.numeric(X9....Please..rate.the.Health.of.the.following.Came
roon.Entrepreneurship.Ecosystem.factors.as.concerns.operating.a.
ventures.enterprises..by.either.agreeing.or.disagreeing.if.these
.factors.are.healthy..Opportunity.Startup.)), Mean_Technology_Ab
sorbtion = mean(as.numeric(X9....Please..rate.the.Health.of.the.
following.Cameroon.Entrepreneurship.Ecosystem.factors.as.concern
s.operating.a.ventures.enterprises..by.either.agreeing.or.disagr
eeing.if.these.factors.are.healthy..Technology.Absorption.)), Me
an_Human_Capital = mean(as.numeric(X9....Please..rate.the.Health
.of.the.following.Cameroon.Entrepreneurship.Ecosystem.factors.as
.concerns.operating.a.ventures.enterprises..by.either.agreeing.o
r.disagreeing.if.these.factors.are.healthy..Human.Capital.)), Me
an_Competition = mean(as.numeric(X9....Please..rate.the.Health.o
f.the.following.Cameroon.Entrepreneurship.Ecosystem.factors.as.c
oncerns.operating.a.ventures.enterprises..by.either.agreeing.or.
disagreeing.if.these.factors.are.healthy..Competition.)), Mean_P
roduct_Innovation = mean(as.numeric(X9....Please..rate.the.Healt
h.of.the.following.Cameroon.Entrepreneurship.Ecosystem.factors.a
s.concerns.operating.a.ventures.enterprises..by.either.agreeing.
or.disagreeing.if.these.factors.are.healthy..Product.Innovation.
)), Mean_Process_Innovation = mean(as.numeric(X9....Please..rate
.the.Health.of.the.following.Cameroon.Entrepreneurship.Ecosystem
.factors.as.concerns.operating.a.ventures.enterprises..by.either
.agreeing.or.disagreeing.if.these.factors.are.healthy..Process.I
nnovation.)), Mean_High_Growth = mean(as.numeric(X9....Please..r
ate.the.Health.of.the.following.Cameroon.Entrepreneurship.Ecosys
tem.factors.as.concerns.operating.a.ventures.enterprises..by.eit
her.agreeing.or.disagreeing.if.these.factors.are.healthy..High.G
rowth.)), Mean_Internationalisation = mean(as.numeric(X9....Plea
se..rate.the.Health.of.the.following.Cameroon.Entrepreneurship.E
cosystem.factors.as.concerns.operating.a.ventures.enterprises..b
y.either.agreeing.or.disagreeing.if.these.factors.are.healthy..I

```



```
nternationalization.)), Mean_Risk_Capital = mean(as.numeric(X9..
..Please..rate.the.Health.of.the.following.Cameroon.Entrepreneur
ship.Ecosystem.factors.as.concerns.operating.a.ventures.enterpri
ses..by.either.agreeing.or.disagreeing.if.these.factors.are.heal
thy..Risk.Capital.)))
```

```
##      Mean_Opportunity_Perception Mean_Startup_Skills Mean_Risk_A
cceptance
## 1                2.504348                2.486957
2.678261

##      Mean_Networking Mean_Cultural_Support Mean_Opportunity_Star
tup
## 1                2.573913                2.713043                2.347
826

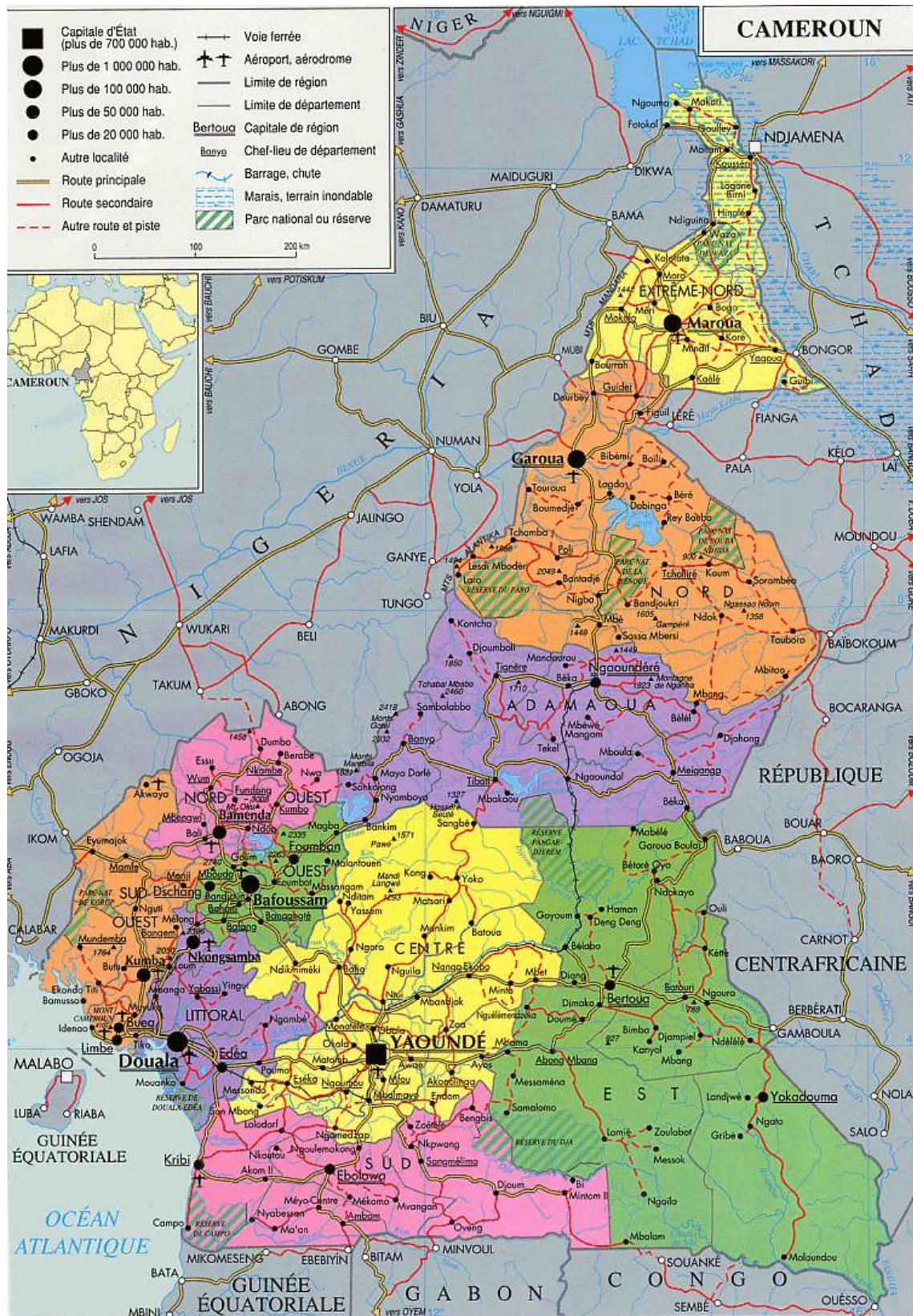
##      Mean_Technology_Absorbtion Mean_Human_Capital Mean_Competit
ion
## 1                2.686957                3.808696                2.678
261

##      Mean_Product_Innovation Mean_Process_Innovation Mean_High_G
rowth
## 1                2.556522                2.591304                2.9
21739

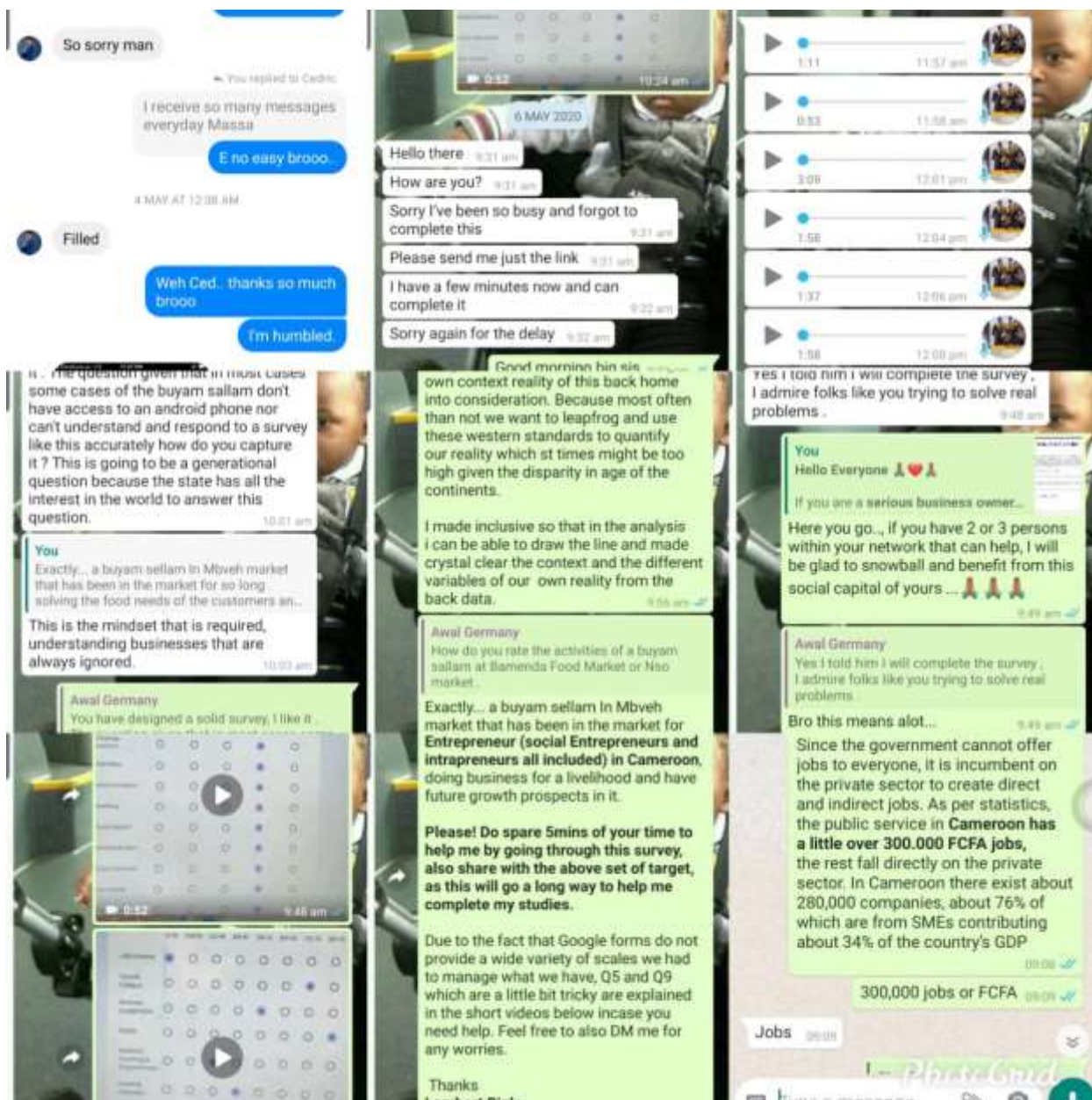
##      Mean_Internationalisation Mean_Risk_Capital
## 1                3.382609                3.086957
```

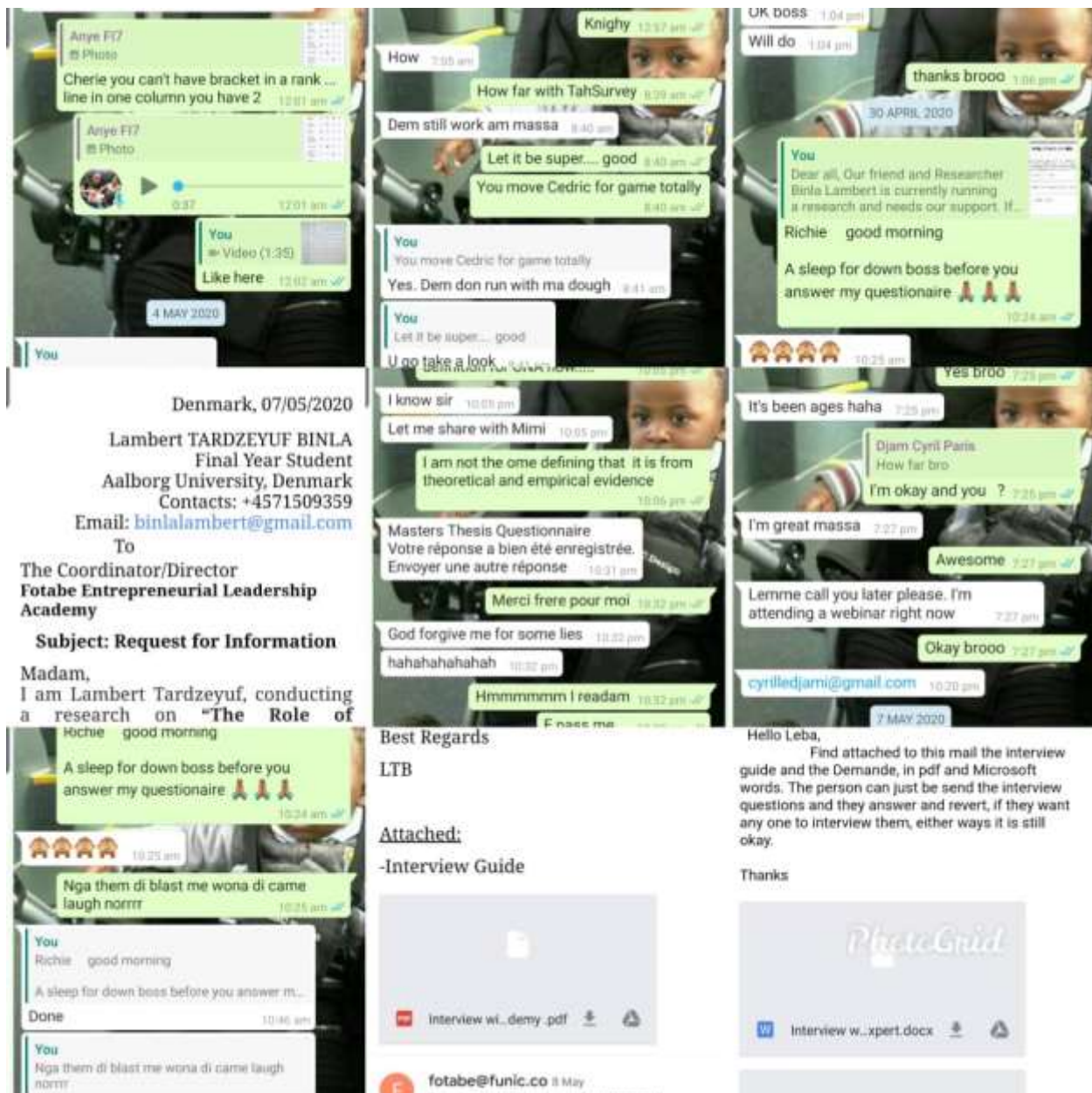
According to the respondents, the strongest entrepreneurship ecosystem factor as concerns operating a business venture is *Human capital*, with a mean score of 3.808696. The weakest factor here will be *opportunity startup* with a mean score of 2.347826.

Appendix 13: Cameroon Map



Appendix 14: Screen shots of some engagements and follow ups for data to be collected





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