

REPUBLIC OF CAMEROON
Peace - Work - Fatherland

MINISTRY OF DECENTRALIZATION
AND LOCAL DEVELOPMENT



REPUBLIQUE DU CAMEROUN
Paix - Travail - Patrie

MINISTERE DE LA DECENTRALISATION
ET DU DEVELOPPEMENT LOCAL

PROCEEDINGS

OF THE GENERAL CONFERENCE OF LOCAL COUNCILS

Theme:

Deepening Decentralization:
A New Face for Local Councils in Cameroon

Yaounde Conference Centre,
6 and 7 February 2019



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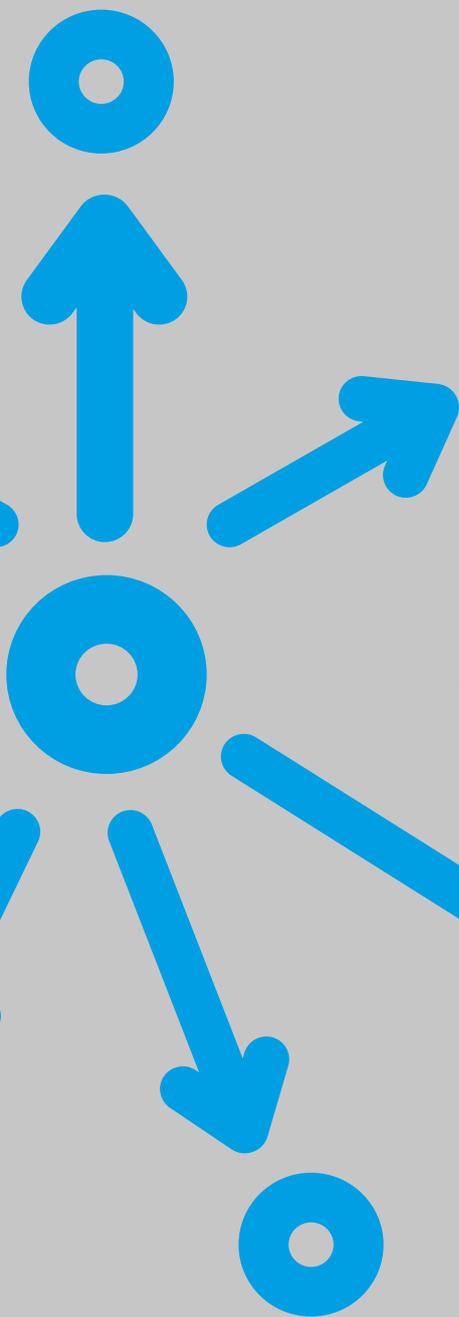
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Foreword



Deepening and accelerating decentralization to make local authorities more inclusive and sustainable development hubs at the grassroots and crucibles of local democracy is one of the major thrusts of the Seven-Year *“Great Opportunities”* term of office of the Head of State, His Excellency Paul Biya.

The holding, on the high-level instructions of the President of the Republic and effective chairmanship of the Prime Minister, Head of Government, on 6 and 7 February 2019, of the first *“General Conference of Local Councils”*, following the creation of the Ministry of Decentralization and Local Development, appeared to be a concrete expression of the political will to give new impetus to the decentralization process.

Under the theme *“Deepening decentralization: a new face for local councils in Cameroon”*, this Conference aimed to improve the organization and functioning of local councils to strengthen citizen participation and promote local development.

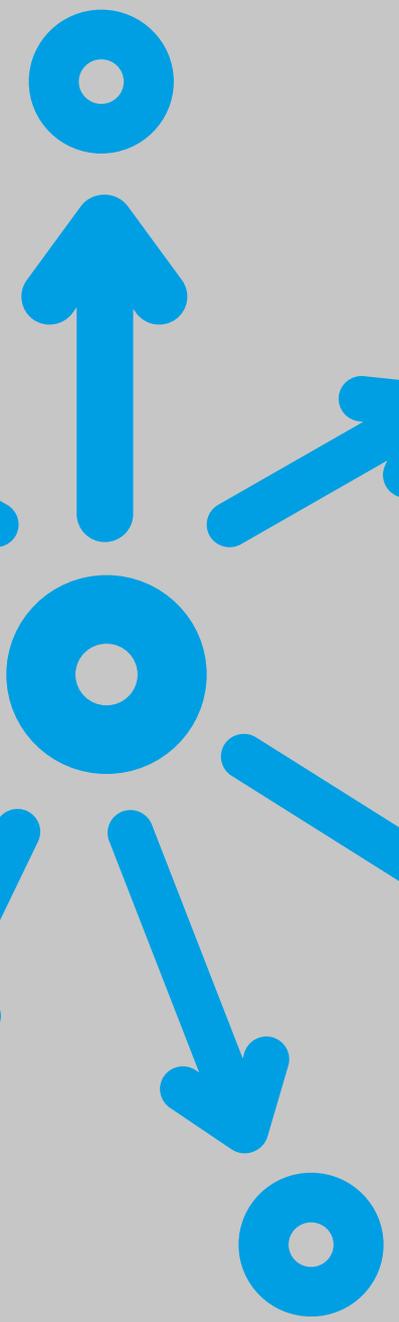
The deliberations of the Conference, which brought together Cameroon’s 374 local authorities and other key players in the decentralization process, made it possible, through a participatory approach, to carry out an uncompromising diagnosis of the organization and functioning of the council institution and to identify effective strategies to enable it to fully play its role as a driving force for local development.

In the aftermath of this very first Conference, I must discharge the pleasant duty of hailing the willingness and commitment of our national and international partners for a flawless organization of our deliberations. I congratulate the participants and the representatives of local authorities for their massive presence and their enriching and inspiring contributions. The results we have achieved will undoubtedly be capitalized for the establishment of Regions announced by the Head of State.

It is now up to us, as prescribed by the Prime Minister, Head of Government, in his closing speech at the Conference, to transform the recommendations resulting from these important moments of reflection into concrete actions, through a synergistic approach, to achieve the building of a new face for local councils that we look forward to seeing. /-

Georges Elanga Obam

Minister of Decentralization and Local Development



Part One **Official Opening Ceremony**

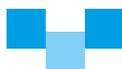
On 6 and 7 February 2019, the Ministry of Decentralization and Local Development organized, on the instructions of the President of the Republic, the first General Conference of Local Councils, under the theme “Deepening decentralization: a new face for local councils in Cameroon”.

The Conference was placed under the highly distinguished patronage of the President of the Republic, His Excellency Paul Biya and effectively chaired by the Prime Minister, Head of Government.

These proceedings, which report on the unfolding of the General Conference of Cameroon’s Local Councils, comprise the under-mentioned three parts:

- *The official opening ceremony;*
- *Deliberations in workshops;*
- *The solemn closing ceremony.*

Welcome Address by Mr. Gilbert Tsimi Evouna, Government Delegate to the Yaounde City Council



*Your Excellency the Prime Minister, Head of Government, Personal Representative of the Head of State,
The Minister of Decentralization and Local Development,
Honourable Ministers,
The Governor of the Centre Region,
The Senior Divisional Officer of Mfoundi Division,
Fellow Government Delegates,
Directors General,
Mayors,
Development Partners,
Distinguished Participants,
Ladies and Gentlemen,*

It is a pleasure for the city of Yaounde to host today the first General Conference of Local Councils under the theme: ***“Deepening Decentralization: A New Face for Local Councils in Cameroon”***.

It is my duty, as the First Executive Head of the Host City, to wish all of you who have come from here and elsewhere to attend the Conference a warm welcome to Yaounde, the city of seven hills.

Feel at ease, you're home! You're at home!

*Your Excellency, the Prime Minister, Head of Government,
Honourable Ministers,
Dear participants,*

It must be acknowledged that the Cameroon Council Institution, whose virtues the Head of State, His Excellency Paul Biya, had already magnified in 1987, in his book ***“Communal Liberalism”***, has not yet fully got off the ground due to many setbacks, I should say.

In addition, the Head of State, in his swearing-in speech on 6 November 2018, speaking about regional and local authorities, returned to this subject, stating and I quote: ***“As soon as possible, measures will be taken to extend the scope of powers of Regional and Local Authorities in order to give them the means to achieve greater autonomy”***.

The purpose of this conference is therefore to give substance to these presidential prescriptions.

Dear participants, ladies and gentlemen,

I strongly believe this conference aims to make realistic proposals likely to improve on the organization and functioning of councils and local governance in our country.

I wish you all success and good luck in our council discussions!

Long live Cameroon's Local Councils!

Long live His Excellency President Paul Biya!

Long live the Republic of Cameroon!

Thank you for your kind attention./

Keynote Address by Mr. Alioune Badiane



"All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind. The 17 Sustainable Development Goals and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what these did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental".

(Transforming our World: the 2030 Agenda for Sustainable Development, September 2016)

***The Prime Minister, Head of Government and Representative of His Excellency the President of the Republic,
The Minister of Decentralization and Local Development,
The Government Delegate to the Yaounde City Council,
Ministers and Members of Government,
Mayors and Government Delegates,
Honourable Members of Parliament and Senators of Cameroon,
Municipal Councillors, Secretaries-General of Councils, and Council Treasurers,
Administrative Authorities and Traditional Rulers,
Officials of Employers' Associations, the Private Sector and Consular Chambers,
Representatives of Bodies of the United Nations System,
Multilateral and Bilateral Cooperation and Technical and Financial Partners,
The Director General of FEICOM,
Representatives of Academic and Research Institutions,
Representatives of Civil Society,
Dear participants in your respective ranks and capacity,***

1. Introduction

I would like to start my presentation by expressing hearty thanks and sincere congratulations to the Prime Minister, His Excellency Joseph Dion Ngute, Head of Government and representative of His Excellency the President of the Republic, and to Mr. Georges Elanga Obam, Minister of Decentralization and Local Development, and his team for planning and organizing this General Conference of Local Councils in Cameroon, and for the honour of inviting me to deliver this Keynote Presentation on the theme: ***"Stakes and Challenges of Decentralization and Local Development in the Emergence of African States"***.

It is always a pleasure for me to come back to Cameroon because although a Senegalese, I am a Cameroonian at heart for having had friends and colleagues, and collaborated closely with many great men of this country. Let me name a few like the great Minister of Territorial Administration, the late Andze Tchoungui or Amadou Moustapha, Minister of Housing in the 1990s.

I would also like to mention my friend, the late Gilbert Biwolé, first-ever Director of FEICOM, or Ministers Claude J. Mbafou, Lékéné Donfack, Boubakary Yerima Halilou, René Emmanuel Sadi of the Ministry of Territorial Administration and Decentralization, or Jean Claude Mbwentchou, recently Minister of Housing and Urban Development.

As a retired United Nations employee after 25 years of service, and now at the head of the Urban Think Tank Africa -TUTTA, I am totally available to respond to and help Cameroon and African countries to address issues relating to housing, urban development, decentralization and local governance.

**Mr. Prime Minister,
Ministers,
Dear Participants,**

The African continent is undergoing irreversible urbanization and gradual decentralization. Its population increased from 228 million in 1950 to 808 million in 2000, and now stands at 1.4 billion. It is expected to reach 2.4 billion in 2050. Today, nearly 480 million people are city dwellers and this number will rise to above a billion in 2050. Towns, municipalities and territories, irrespective of their size, offer citizens the possibility to access housing, share public spaces, exercise their rights and find jobs, get education and healthcare, entertain themselves, protect their environment and manage their natural resources.

They also help to adopt common social values and democratic methods of governance through a dynamic decentralization process that seeks to achieve sustainable and shared local development, which is the basis for the emergence of our States.

However, towns, municipalities and territories in Africa do not offer equal conditions and opportunities to all social groups. Most people in municipalities are faced with many economic, social, cultural and environmental constraints.

In many towns and municipalities in Africa, the social and spatial divide between the rich and the poor is an obvious factor of instability and insecurity, and generates economic and social costs not only for the underprivileged, but also for the society. It is against this backdrop and to effectively contribute to implementing the New Urban Agenda in Africa and in Cameroon to trigger sustainable and integrated local development that we are making this keynote presentation, on the occasion of this General Conference of Local Councils organized by Minister Elanga Obam on the instructions of the President of the Republic.

On an African continent undergoing globalization, the local community and territory are at the centre of all reflections and the quest for solutions for building an emerging, democratic and modern State. Faced with economic, social and environmental challenges, the local approach presents an outline of equitable and sustainable development that promotes social inclusion and enables the transformation of production and consumption patterns, the management of natural resources, the protection of identity and the daily practice of democracy by the citizen.

2. Conceptual Approach and Definition of Key Concepts

Conceptually, decentralization and local development mean the right and the effective capacity of local authorities to freely regulate and manage their public affairs, under their own responsibility and for the benefit of their people.

It is necessary to clarify the concepts of decentralization and local governance before discussing them. One's understanding of the concepts can influence the analysis of the issues they cover and the status of reforms and implementation processes.

Indeed, while general definitions seem to be widely shared, these concepts may, in practice, have sometimes significant nuances which should be viewed in relation to the reference political and administrative systems, history and the dominant schools of thought, with the focus on the even broader and even more polysemic concept of democracy, governance, decentralization and local development.

In this respect, decentralization is the transfer of powers from the State to the elected representatives of local authorities which have legal personality and wield powers of free administration. Their actions are subject to legality control by the representative of the State and may be appealed before the administrative judge. It is therefore a total reorganization within the public sphere.

Generally, decentralization refers to processes involving the transfer of powers from a central to a local level, from the central State to various institutions and at a lower level. Decentralization encompasses a variety of concepts that give rise to several types of decentralization, namely political decentralization, administrative decentralization and financial decentralization.

These different types of decentralization can themselves take various forms depending on the country and their political and social history, within the same country or region. Lastly, for political decentralization to be implemented, it must be backed by administrative and financial decentralization. We know that the intensity of the last two types of decentralization vary considerably from one country to another.

3. Stakes, Challenges and Opportunities of Decentralization

According to the World Report of United Cities and Local Governments (UCLG), decentralization has progressed considerably in Africa over the past thirty years. In fact, this movement has been gradually adopted by most African countries and has become a political, economic and institutional option. The African Charter on the Values and Principles of Decentralization, Local Governance and Local Development adopted during the 23rd Ordinary Session of the Conference of Heads of State and Government held in Malabo on 27 June 2014, and currently being ratified in African Union member countries, is a living testimony of the progress made in this area. Besides this, there is the creation of the High Council of Local Communities (HCCT), as an advisory body of the African Union based in Dakar, Senegal.

However, there is need for precision in our administrative traditions, namely the difference between the concept of decentralization based on the principle of subsidiarity and that of de-concentration based on the establishment of local administrative authorities who are the representatives of the central power under its direct control.

According to UCLGA studies, decentralization is facing some obstacles, particularly the various definitions of territory, its powers, and the size of the average population, the human and financial resources required for local management and the practice of direct democracy.

Thus, the notion of local seems to be different from one country to another, and is seen differently by inhabitants and the administration. As such, local in relation to daily life (housing, work, etc.) does not necessarily correspond to local relating to administration (political, technical and economic criteria). While European and American countries have tried to reconcile the two approaches, many African countries are still looking for solutions.

African countries embarked on decentralization have implemented legislative and/or constitutional reforms to create or expand the role, powers and place of local authorities. However, such reforms often face the problem of financing, despite the significant increase in financing recorded over the past decades, but which is very often insufficient. These countries have set up local authorities, with popularly elected local assemblies and an executive that are accountable to the citizens to various degrees.

Decentralization as it is practised and its subsidiarity mechanism must ultimately allow for greater access to financial resources, community services, sustainable development, more appropriate management of local resources and more direct practice of democracy by all citizens.

Since the late 1980s and the failures of the Jacobin models and structural adjustment policies, decentralization has become a vaunted political priority for many African countries. It is presented as a new avenue for many of them after long years under a centralist regime, a new path for democracy and development. Decentralization is also seen by technical and financial partners, who have often conditioned their aid on it, as a response to the need for a radical reform of the State to establish democracy on concrete foundations and to increase citizen participation in development and decision-making processes. Indeed, there is no poverty reduction programme, which is the top priority of the programmes of the governments of African countries that does not compulsorily include decentralization and local development.

In contrast, for most English-speaking countries, the concept of decentralization based on a system of devolution entrusts powers to grassroots organizations and non-governmental organizations, that is, to all that does not fall under the central or local government.

Sub-Saharan Africa has also embarked on these administrative reforms inspired by the ideas of modern governance. However, the processes and procedures differ according to the goals and objectives pursued, and depending on the institutional arrangements and implementation mechanisms, and the customary practices of the country-specific secular authorities.

Thus, the success of these reforms can depend only on their harmonious integration into the political and cultural, local and national context. With decentralization in sub-Saharan Africa, the people and leaders are

hoping that the entrenchment of grassroots democracy will enable better mobilization of resources for local development, better satisfaction of needs at the local level and, lastly, greater participation of the people in the management of local public affairs.

Nevertheless, it is imperative to dwell on the local financing aspect which is hinged on the fact that effective decentralization and local development fundamentally require appropriate financial autonomy. This implies consistency between the financial resources of the local authorities and their tasks and responsibilities (financial viability and autonomy).

That is why local taxes and fees should represent a significant proportion of all local financial resources which should be supplemented by subsidies and/or transfers from the State.

However, in practice in most of our countries, local authorities generally have a weak fiscal power and the determination of tax rates is centralized at the intermediate governance level, with a few exceptions. Such dependence on the central power affects the budget decision-making autonomy of local authorities and deserves all our attention to ensure the smooth emergence of our States through territorial development.

Some examples of Local Authority financing models in Africa

In Ghana, local governments receive 7.5% of the annual budget. In Kenya, the constitutional allocation is 15% of the annual budget. In South Africa, more than half of the revenue of the national government is transferred to the nine provinces and 257 municipalities to enable them to discharge their duties. The 2017 budget struck a balance between the need for reductions to reflect the lowering of the spending limit and the need for real increase in transfers to the provinces and municipalities so that they could provide services to the growing population. Provincial governments are responsible for basic education, health, roads and human settlements, as well as social development and agricultural services. Local governments provide basic services such as water, sanitation, electricity distribution, as well as road and community services. On average, the provinces receive 43% and local communities 9%, that is 52% of the total budget.

In Cameroon, FEICOM's main resources are derived from the collection of the additional tax known as the additional council tax (ACT). ACTs represent 10% of proceeds from levies on some categories of national taxes intended specifically for the financing of councils. The taxes on which this levy is applied include the income tax, the business tax, the entertainment tax and the value added tax. The proceeds derived from the collection of the ACT are distributed as follows: 10% to the central government; 20% to FEICOM; 70% to councils.

Out of the total amount allocated to councils, 20% is allocated to the Douala City Council, 40% to the Yaounde City Council, and 36% to the other councils. The uneven distribution of revenue and the great diversity of situations in various councils has created great inequalities in resources:

4. Effects of Decentralization on Local Development and Emergence

One of the major challenges of the ongoing decentralization processes in sub-Saharan Africa is to establish a system of representation that is closer to the people. This process promotes local development and better service delivery to the population and creates new actors known as local authorities. They are at the centre of the challenge to promote regional development and the emergence of our countries.

The concept of local development features prominently in many development discourses, especially the eradication of poverty through wealth creation and emergence in sub-Saharan Africa, be it through local actors or international development partners.

Generally, local development *“is first and foremost a more or less concerted economic and social, or even cultural impetus driven by individual and collective actors in a given area”*. More specifically, it is *“a process that makes it possible to nurture priorities, to select actions based on the knowledge and proposals of the population groups living in a given area and to use available resources to meet the said proposals”* made by all local actors. From this viewpoint, local development *“encourages the prioritization of actors rather than infrastructure and networks rather than established institutions in order to give the men, women and groups directly concerned a decision-making role on the actions they undertake”*.

In short, local development for emergence *“is a development practice, a method of work, not a new theory that would complement or replace previous ones on the pretext that they have failed. It does not aim to identify various obstacles to development, nor to seek the optimum combination of resources which are, by definition, scarce, but to consider how to combine them for the emergence of our States”*.

At present, 42% of the African population lives in urban and the remaining 58% in rural areas. Local, participatory and direct governance offers an economic and social opportunity for a more democratic and citizen management of cities, councils, territories and municipalities, with all their complexities, as well as the interior regions of countries whose economies depend on agriculture.

Indeed, it is in cities, councils and the interior regions of countries that a large portion of natural resources, ancestral human know-how, deep-rooted culture of human solidarity and opportunities for wealth creation, but also wide inequalities, and the highest unemployment rates, especially among youth and women are found.

These definitions highlight some key features on which I would like to focus, before presenting the recommendations for action.

- a. Local development for emergence is a decision-making process that relates to a space, that is, a territory defined as a geographical, economic, social (sense of belonging), historical and cultural space to which people consider they belong. I would therefore like to reiterate here that there can be no local development without the existence of a local community.
- b. The reference territory used to sustain a local development and emergence drive is based on the existence of larger territories. Thus, the national and even international context must be mainstreamed into the design and implementation of local development projects. Available resources, whether technical, financial or human, are mainly those that can be mobilized in this territory or procured from outside by territorial actors and leaders.
- c. A development practice, work method, or approach that makes it possible to mobilize all the human, physical and technical resources of a public or private territory or civil society to promote its emergence and local socio-economic development.
- d. Local development should enhance existing and potential resources, encourage the diversification and intensification of activities through the multiplication of exchanges between production units. By doing so, it helps to create a network of interactive economic and social activities to:
 - Create, revitalize or invigorate real or perceived solidarity to organize a debate around a future project;
 - Consider the population groups of the development space as multi-stakeholder groups that are capable of organizing themselves;
 - Encourage the establishment of mediation, consultation and negotiation entities between these groups to enable everyone to express their point of view and participate in the definition of development priorities.

Conclusion

In conclusion, I would like to say that decentralization and local development induce the participation of the people concerned in the design and implementation of projects that guarantee their future and sustainability to generate wealth and improve the quality of life. This participation could hinge on responsible local authorities and elected representatives – who are both operators and interfaces between partners and populations – in the context of decentralization. A better synergy between local authorities, their populations and civil society could give greater impetus, participation and legitimacy to cooperation practices for development and the emergence of our countries!

Thank you for your kind attention!

Recommendations for Action

1. *Contribute to the successful implementation in Cameroon of the Sustainable Development Goals (SDOs), especially Goal 11 which seeks to make cities and human settlements inclusive, safe, resilient and sustainable.*
2. *Urge Cameroonian cities and councils to make a significant contribution to the Planning and Implementation of the National Urbanization Policy initiated in Cameroon by UN-Habitat.*
3. *The role of cities and local authorities, with reference to the local level, is mentioned 109 times in a 72-page document and 176 articles of the New Urban Agenda (NAU). After the Habitat III Conference held in Quito, the emergence of the concept of local on the international scene is a reality. African States are therefore called upon to contribute their own quota to the implementation of the NAU.*
4. *I would like to urge the Cameroonian Government and councils to manage vulnerability and build their resilience to contribute to implementing the Recommendations of the Sendai Framework for Disaster Risk Reduction 2015-2030.*
5. *I urge the Ministry in charge of decentralization and its various subordinate institutions to strengthen training tools and build the human, financial and technical capacity of local authorities. Against this backdrop, the generalization of an efficient tool such as the programme budget (PB) is strongly recommended.*
6. *I wish to congratulate Cameroon for initiating the FEICOM National Award for Local Development Best Practices instituted since 2011. I strongly recommend the adoption of measures to ensure its regularity and continuity to reward excellence, the continuous quest for excellence, emulation and healthy competition to promote local development in Cameroon.*
7. *Lastly, I would like to recommend the design, testing and generalization of council data observatories (CDOs) to councils and city councils to improve local development planning, develop an effective decision-making tool and facilitate performance evaluation missions fielded on a regular basis.*

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Speech by Mr. Georges Elanga Obam, Minister of Decentralization and Local Development (MINDDEVEL)



The Right Honourable Prime Minister, Head of Government, personal representative of the Head of State at the First General Conference of Local Councils,

Let me, first of all, reiterate to you, on behalf of the extended family of decentralization and local development, and on my own behalf, our warm and hearty congratulations on your appointment, last 4 January, to the prestigious post of Prime Minister, Head of Government, and as such Chair of the National Decentralization Board.

Undoubtedly, this is a well-deserved promotion, considering your great human and professional qualities, considering your competence and experience of high-level administration of the State; also considering your perfect mastery of the workings of the State and your great knowledge of our society. On behalf of this big family, I wish you every success in the accomplishment of your high and exalting missions;

The Right Honourable Prime Minister, Head of Government, personal representative of the Head of State, Members of Government,

Your Excellencies, Members of the Diplomatic Corps,

Honourable Members of Parliament,

The Government Delegate to the Yaounde City Council,

The President of the United Councils and Cities of Cameroon,

Mayors and Government Delegates,

Distinguished Participants,

Ladies and Gentlemen,

After these words of congratulations to the Prime Minister, Head of Government, I would like, at the beginning of my speech, to join my voice to that of the Government Delegate to the Yaounde City Council to wish a warm welcome, in the capital city, to all the delegates from localities sometimes distant and from very different horizons to take part in the proceedings of the first General Conference of Local Councils.

This remarkable presence, this mobilization of great moments is proof, without any doubt, of the importance we give and the interest we all have in the council institution and its contribution to the building of a stable, democratic and prosperous Cameroon.

In the same vein, I would like to extend my support to the very relevant reflections and judicious arguments developed by Mr. ALIOUNE BADIANE, whose brilliant paper clearly underlines the stakes of decentralization regarded, and rightly so, as a powerful driver of development at the grassroots, or development per se.

In the course of my appreciation, I spare a particular thought for our municipal councillors and wish to say bluntly here, Prime Minister, Head of Government, that despite the difficulties they encounter, in spite of the not always favourable conditions, many of them assume their responsibilities and discharge their duties with a lot of selflessness and determination, with a high sense of duty and sacrifice and with, at the end of the day, positive results that I found on the ground myself.

Having said that, ***Excellencies, Distinguished Participants, Ladies and Gentlemen,*** I would like to discuss with you, as part of my occasional remarks, the stakes of the Conference which is opening today; a Conference placed, as you well know, under the highly distinguished patronage of the President of the Republic who ordered its holding and is expecting its conclusions to take appropriate decisions to deepen and accelerate the decentralization process in our country.

But before I do this, let me point out some historical milestones in the ongoing decentralization process in Cameroon in order, on the one hand, to show how far we have come and, on the other, sketch the future

tracks of a process that is even more dynamic, more efficient and better able to meet the expectations associated with it.

In this respect, and without trying to go back very far in the course of time, I wish to recall that decentralization, as well as the democratization and liberalization of national public life, was inscribed, since the early days of the New Deal, in the vision of society of the President of the Republic, His Excellency Paul Biya who, over the years, has been working with method and determination towards entrenching and deepening it.

In this respect, after the publication, in 1987, of his programme titled *Communal Liberalism*, 1996, undoubtedly constitutes, one of the important historical milestones of this process, with the promulgation of Law No. 96/6 of 18 January 1996 to revise the Constitution of 2 June 1972.

The Basic Law makes it clear that Cameroon is a *“decentralized unitary State”*. It sets two levels of decentralized territorial communities; namely, the Council, at the grassroots and local level, in charge of the general missions of grassroots development promotion; and the Region, the second rung of decentralization, equipped with important powers and prerogatives and provided with the resources and substantial means to pilot development at the intermediate level. Moreover, this law makes provision for the Senate, the upper house of Parliament entrusted with the constitutional missions of representation of regional and local authorities within it.

The implementation of the provisions of this constitutional law was marked, inter alia, by the enactment, in 2004, of the first decentralization laws, namely:

- *Law No. 2004/16 of 22 July 2004 on the orientation of decentralization;*
- *Law No. 2004/17 of 22 July 2004 to lay down rules applicable to councils;*
- *Law No. 2004/18 of 22 July 2004 to lay down rules applicable to regions ;*

These laws were supplemented in 2009 by two important laws with implications on the budget and taxation, namely:

- *Law No. 2009/11 of 10 July 2009 on the fiscal regime of regional and local authorities;*
- *Law No. 2009/19 of 15 December 2009 on the local taxation system.*

As we are aware, this legal framework set the stage for the initial devolution of powers and corresponding resources to municipalities and city councils on 1 January 2010.

In this respect, it is necessary to mention that, in keeping with the schedule designed by the Prime Minister, Head of Government, and Chairman of the National Decentralization Board, the powers provided for by law were fully devolved to municipalities and city councils from 2010 to 2015, with mixed results for reasons that are well known.

Indeed, over time, the devolution of powers and resources by central services and the exercise thereof by regional and local authorities suffered numerous shortcomings.

These shortcomings were multifaceted. They were caused by various factors and plural responsibilities. However, the obvious consequence of all these factors was the poor implementation of projects aimed at promoting local development and improving the living conditions and environment of the population at the grassroots level. In this regard, I will mention among others.

- *the regulatory framework which should not only be supplemented, but includes provisions which are not always fully implemented;*
- *the local taxation system whose poor performance due particularly to poor council tax base services in qualitative and quantitative terms, impedes the financial autonomy of regional and local authorities;*
- *the huge deficit in council resources, whether human, financial, material or logistical;*
- *inadequate provision of basic social services needed by the population for their full development;*
- *low participation of citizens in the definition of priorities and management of local public affairs, creating a deficit in local control, requires determining the relevance of projects and ensuring their effective implementation;*
- *lack of transparency in the management of local public affairs and failure of most local councils and their accounting officers to comply with the requirement of submitting accounts.*

These, I believe, are some of the issues, themes and even concerns that should be given close attention during the two-day conference so as to find appropriate answers. To these themes and issues should be added those related to:

- ✎ *the State's supervisory authority over regional and local authorities;*
- ✎ *collaboration between regional and local authorities and de-concentrated State services;*
- ✎ *the rules and regulations governing elected officials and local technicians;*
- ✎ *the issue of the human resources of regional and local authorities and the establishment of a local public service;*
- ✎ *the criteria for distributing council taxes subject to equalization;*
- ✎ *the slow pace of the transfer of certain additional council taxes and, in a broader sense, the allocation of council resources;*
- ✎ *the impact of certain reforms on known and recognized principles of autonomy and the free administration of regional and local authorities;*
- ✎ *the need to mainstream council development plans into the process of devolution of powers;*
- ✎ *the poor pooling of council resources within the framework of inter-council cooperation; and particularly*
- ✎ *the broadening of the scope of powers to be devolved to regional and local authorities as prescribed.*

As I said earlier, all these issues, themes and concerns should be carefully considered in order to propose relevant, practical, realistic and achievable solutions in the near future. Basically, the aim is to significantly improve the organization and functioning of Cameroon's councils in order to enable them to fully play their role in promoting local development.

In recognition of this role, the President of the Republic took an important series of measures in 2018 to deepen and fast-track the decentralization process in our country.

In this respect, you would agree with me that 2018 was a decisive and even crucial year regarding decentralization in Cameroon. Its importance is assessed through a number of decisions taken by the Head of State which should be recalled here.

In his message to the Nation on 31 December 2017, the President of the Republic declared and I quote: ***"My conviction that our fellow citizens desire greater participation in managing their affairs, especially at the local level, has been strengthened by the consultations I have held and the many opinions and suggestions I have received (...). In this regard, it is my firm belief that fast-tracking our decentralization process will enhance the development of our regions (...). To that end, I have ordered the implementation of the necessary measures to speedily give effect to this major reform"***.

Matching words with actions, the President of the Republic created the Ministry of Decentralization and Local Development by Decree No. 2018/190 of 2 March 2018 to amend and supplement certain provisions of Decree No. 2011/408 of 9 December 2011 to organize the Government.

In his special statement to the Council of Ministers on 15 March 2018, the President of the Republic said, with regard to this ministry, and I quote once more: ***"Our populations countrywide have continued to express their willingness to be closely involved in the management of problems that impact their day-to-day life. The creation of the Ministry of Decentralization and Local Development is geared towards rapidly addressing these recurrent requests. I am expecting, as soon as possible, detailed proposals and a timeline for accelerating the on-going decentralization process."*** Unquote.

It is worth noting that between 2018 and 2019, the President of the Republic revisited, iteratively, the urgent need to fast-track decentralization in order to promote local development, especially in his speech delivered during his swearing-in ceremony on 6 November 2018, in his message to the Nation on 31 December 2018, as well as in his special statement to the Council of Ministers held on 16 January 2019.

The General Conference of Local Councils is therefore organized in implementation of these high-level prescriptions of the President of the Republic.

This conference, which focuses on five thematic workshops, aims to serve as a framework for concerted reflection and the in-depth analysis of the council institution to formulate relevant proposals and concrete solutions whose implementation is expected to contribute to invigorating council actions.

Essentially, over the next two days, we will discuss issues and themes related to the legal and institutional framework governing councils; devolution of powers; planning and local development; council resources and, finally, local governance.

The importance of all these themes to the acceleration of the decentralization process and the promotion of local development is well known to everyone here.

Also, with regard to the skills and knowledge gathered here, given the presence, in the panel of this conference, of men and women in the field and theoreticians of decentralization and local development; administrators and academics; I do not doubt for a single moment the quality of the debates which will take place, as well as the usefulness of the proposals which will ensue from them; all of which, I guess, will contribute to the effective achievement of the goals we have set for ourselves.

Briefly, it is incumbent upon us, over the next two days, to work to identify all the weaknesses that still hinder the good organization and optimum functioning of the Cameroonian council and to formulate, on the basis of a comprehensive inventory, proposals for giving a new face to the council institution.

Clearly, it is about working to improve council governance and promote local development, particularly in the areas of rooting citizen participation in the management of local public affairs; enhancing transparency in the management of council public resources; consolidation of council autonomy; mastery of council projects and densification of council social facilities.

I therefore welcome the bringing together of all these brains and experts: council executives, parliamentarians, local technicians, senior officials of public administrations, administrative authorities, traditional leaders, course leaders, employers' associations, consular chambers, technical and financial partners, opinion leaders, leaders of political parties, civil society organization members, academics and leaders of council staff trade unions.

I must say I am pleased with the composition of this important panel of high-level personalities to reflect on the future and fate of Cameroon's councils, of the council institution to which the President of the Republic has kindly assigned the role of driving local development and promoting national emergence.

Also, I would like to thank each and every one of you sincerely for your participation in this conference, and for your contribution, whose quality and usefulness are obvious to me.

In the same vein, I would like to express my gratitude, a profound and sincere gratitude, to all the partners whose multifaceted support will have been both decisive and crucial for the proceedings going on today.

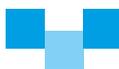
In this respect, I am thinking particularly of the German Cooperation, through the Support Programme for Municipal Development, PROMUD; I am thinking of the United Councils and Cities of Cameroon, UCCC; I am thinking of the Special Council Support Fund for Mutual Assistance, FEICOM; as well as of the National Community-Driven Development Programme, PNDP; and of the National Civil Status Registration Office, BUNEC.

Finally, I thank you once again for your participation in this Conference. I hope that this will be successful and that it will give rise to useful conclusions and recommendations, all aiming at making our common living spaces that contribute to the full development of citizens, that is to say of each and every one of us; territories whose collective development contributes to the development of the entire Cameroonian nation and the progress of the national community.

The Right Honourable Prime Minister, ladies and gentlemen, those are the stakes of the Conference that opens today. That is the challenge we must take. That is the bet we must win.

Thank you for your kind attention.

Opening Address by Mr. Joseph Dion Ngute, Prime Minister, Head of Government



The President of the Senate;
The President of the National Assembly;
The President of the Economic and Social Council;
The President of the Constitutional Council;
The First President of the Supreme Court and the Procureur General of the said Court;
Members of Government;
Your Excellencies, Heads of Diplomatic Missions and representatives of International Organizations;
The President of the United Councils and Cities of Cameroon;
Government Delegates and Mayors;
Municipal Councilors;
Council partners;
Dear participants at the General Conference of Local Councils;
Ladies and Gentlemen;

Let me first thank the Government Delegate to the Yaounde City Council for the warm words he has extended to all participants at the first-ever General Conference of Local Councils.

The Government also expresses its gratitude to Mr. Alioune Badiane, a great friend of the Cameroonian municipal movement, who responded promptly to the organizers' invitation. His masterly presentation, which has highlighted the contribution of decentralization in the emergence processes of African States, shows that the theme that brings us together is shared by the other countries of the continent and, particularly that our country is in the top tier in matters of decentralization in Africa.

Ladies and gentlemen,

Let me take my responsibility to preside, as representative of the President of the Republic, the maiden "***General Conference of Local Councils***", placed under his highly distinguished patronage. It is of course, for the President of the National Decentralization Board I am, a pleasant opportunity to be in the presence of our 374 heads of council executives, other stakeholders and partners of council life. The Government of the Republic is very sensitive to the efforts you make on a daily basis to translate the constitutional principle of free administration of regional and local authorities.

The General Conference of Local Councils was prescribed by the President of the Republic to explore ways of deepening decentralization at council level. Its holding at the beginning of this new seven-year presidential term of office, and after the creation of a Ministry dedicated to decentralization, is not the result of chance. The idea is to prepare the Council to take its full place and to play its full role in the building sites of the "***Great Opportunities***" seven-year term. It must better catalyze the opportunities created or to be created by the central state. Moreover, each council must be able to generate decisive opportunities for local development in its local ecosystem. The stated ambition of the Government is to turn councils into multifarious areas of opportunities for the people and the economic fabric, in line with the objectives of the National Decentralization Strategy.

Throughout these two days of reflection and self-criticism, the focus will be on ways of strengthening the foundations of the council institution, giving fresh impetus to local development and, ultimately, giving meaning to the fundamental public policy of decentralization.

The road travelled by the Cameroonian local council, it must be recalled, is long and almost 100 years old. Indeed, this institution teaches that the "***native courts***" and "***native authorities***" in force since 1922 were embryos of a decentralized management of local affairs.

It is therefore understandable that the impetus given to our policy of decentralization since 1996, with the enshrining in the constitution of the decentralized unitary state, consisted in reinforcing local councils first of all. Indeed, on the very high-level initiative of the President of the Republic, the council landscape has been quantitatively and qualitatively modified.

The council map, which had 192 councils in 1982, i.e. 22 urban councils and 170 rural councils, has become significantly denser over the years. It now comprises 374 local authorities, i.e. 360 councils and 14 city councils, of which the heads of the executive are all represented here. This council map is not static, because the relevant council areas are a permanent construction. And, should the need arise, and should the assumption of local interests so require, the map could undergo other mutations in the future, in the well-understood interest of the people.

At the same time, the option of democratization in the designation of the governing bodies of the council has never been denied. Thus, in the landscape of decentralization in Cameroon, appointed municipal administrators are now a thing of the past. Municipal elections are organized regularly, making our councils real schools of learning democracy, civic engagement and politics, as already pointed out by the President of the Republic in 1987 in his book, *Communal Liberalism*.

Beyond these institutional advances, the course has been firmly towards devolution of powers and resources over the past eight years. Thus, from 2010 to 2018, twenty ministries devolved 63 powers, with corresponding resources amounting to more than 350 billion CFA francs for the period 2010-2018. A further step has been taken for this financial year, thanks to the unanimously welcomed decision of the President of the Republic to allocate an amount of 100 million CFA francs to each of the 360 councils, intended for investment, i.e. a total of 36 billion CFA francs, instead of the usual 5 billion representing the investment component of the Common Decentralization Fund.

Dear Mayors and Government Delegates,

The use of this resource is a life-size test of your project management capabilities and your resolve to pilot development projects for the benefit of your fellow citizens. It is in the light of the results that you will obtain in this effort that the decision will be made to increase your investment appropriations even more and to one day achieve the desired bar of 10% of the State's public investment budget executed in Councils.

The broad outlines of the picture thus painted show that, despite the economic difficulties, the Cameroonian Council has remained and remains a priority for public authorities. On the achievements that I have just described very briefly, we must build the Cameroonian Council of tomorrow, by casting a keen look on each of its components. I will dwell on a few.

The local council is first of all a political instrument; political in the noblest sense of the word, that is to say, an exemplary place for the service of the community. On the political front, our councils are at the forefront of the promotion of local democracy and the permanent fostering of living together. They must remain so.

As I said earlier, they are also valuable learning schools for democracy. Local electoral contests during municipal elections and debates within a municipal council are useful for the democratic spirit. Mutual tolerance, assumed contradiction, and pluralism of opinions deserve to continue to be established in the council environment.

Moreover, the management of council affairs cannot be the exclusive preserve of the organs instituted. The strengthening of local democracy in the digital age can only make citizen participation more effective, facilitated by modern means of communication. Local councils have to take up the challenge of participation, which is itself the channel of involvement of the elite eager to connect or reconnect with the land. Participation is also the most likely way to allow the local ecosystem to benefit from the proposal strength of civil society.

However, as the President of the Republic reiterated in the second edition of his book, *Communal Liberalism*, the full democratic participation of citizens in the management of their respective municipalities is guaranteed both by the competitive and free election of leaders and by regular consultations of the people on their own initiative or on that of the leaders.

The attractiveness of our councils to youth is still insufficient. The dynamism of the Cameroonian youth will find in the council a privileged field of expression if we manage to dust off the council institution to make it attractive and get it more involved in social, sporting and cultural activities. It is up to us to make councils real "*community houses*", by inclusive definition, with council boards representative of the extreme youth

of our societies. We will also give meaning and soul to our communities by gradually providing these life facilities that attract youth, like libraries, playgrounds, amusement parks, multimedia rooms, cultural centres, municipal pools, and so on.

Ladies and Gentlemen,

The revitalization of local democracy is indispensable. It is inseparable from providing a new face of council governance. This Conference will contribute to this. The future of our decentralization process is a stake here. In this respect, it is important to recall the cardinal principle of decentralization enshrined in Article 55 of the Constitution, namely free administration by elected council boards and bureaux. It follows that the central organs of Councils and City Councils are respectively the elected Council Board and the elected City Council Bureau.

Elected councils have broad powers, but they are not sufficiently used. The law to lay down rules governing councils has a general clause of powers for the council board or bureau. It states that the council shall rule on the affairs of the municipality by resolution. Therefore, it is at the same time an impetus, orientation and control organ.

The improvement of council governance undoubtedly involves the upgrading of the role of deliberative bodies, primarily responsible for the administration of regional and local authorities. The rules and regulations governing elected local officials being finalized should contribute to this. It lays the groundwork for ethics governing municipal councillors, based on their commitment to defending local affairs and will confer rights to the local elected representative, while imposing obligations on him. This should result in a stronger commitment to the exercise of municipal councillors' mandate.

The Government is also sensitive to requests to increase the number of municipal councillors in some municipalities, which are requests reasoned by the desire for adequate representation of the various sociological components. They will be examined while respecting prescriptions in the law to lay down rules and regulations governing councils.

The council executive cannot be outdone in this important project of renovation of council governance. The council executive is the face and voice of the Council. Whether it is the mayor or government delegate, our cities need to be headed by leaders able to formulate a vision and to translate it into actions, indefatigable servants of the cause of local development, builders anxious to leave a positive and lasting impression.

Being a mayor in the context of Cameroon's cities and countryside, where so many things are to be imagined and done to improve the living conditions of our people, is not a sinecure, but a vocation, a mission that we must accomplish with commitment, passion and self-sacrifice. Because decentralization goes hand in hand with local development, the mayor is, first and foremost, the main agent of development in his territory. It is therefore the responsibility of political parties to invest in this function men and women whose profile corresponds to the increasingly high demands of this function, both visionaries and managers, imbued with a high sense of service to citizens.

As for the State, it will continue to promote the conditions for the effective exercise of the executive function within our councils. This is how one must understand the reinforcement of the incompatibilities and respect of the legal requirement of residence. In Cameroon, one is no longer a half-time or part-time mayor, but full-time, with a remuneration attached.

This is time to recall that one of the irreversible achievements of the current municipal term is effective remuneration for council leaders, decided by the President of the Republic, with an annual State budget share of more than 2 billion CFA francs. Residency requirements will be strengthened accordingly.

I want to emphasize that the legislator wanted the council executive to be collegial, composed of the mayor and his deputies or the government delegate and his deputies, as a genuine team of local development workers. When team spirit is not there, the performance of the executive suffers. Good governance in the council executive function is shared governance, where the chief executive assigns tasks to his deputies, and delegates them, as the law provides, a part of his powers. Grabbing and monopolizing the executive function by one person in some of our councils and city councils is therefore a flaw that must be corrected, as no energy is too much in the execution of local development missions.

The new Council governance, which we must build on the recommendations of this Conference, also requires redefining the balance between two constitutional requirements: autonomy that underpins decentralization and supervisory powers, which are its essential corollary. The option of streamlining supervisory powers chosen in 2004 and the new architecture that gives the administrative judge a prominent role deserve to be reinforced in this respect. Representatives of the State, senior divisional officers in the case of municipalities and city councils, will play both in the stricter register of supervisory powers, but also in that of counselling and assistance. This is also the meaning of the draft decree on the mechanisms of collaboration between de-concentrated State services and regional and local authorities.

Indeed, the significant qualitative and quantitative deficit of human resources, found in our regional and local authorities cannot be closed overnight; solutions to imagine are of several kinds. Temporary provision of the expertise available in State services is already being considered. A final posting of State personnel, maintained in the State's payroll records, would be another significant contribution. It is understood that the most satisfactory solution, which the Government is already working on, is the establishment of a local public service. This major reform will be coupled with a sufficiently ambitious transformation of the Local Government Training Centre (CEFAM) of Buea.

It is at the cost of the completion of these projects on human capital, that is to say the generalization of councils with committed municipal councillors, a proactive executive and a more efficient administration, that the impacts will be felt in the areas. The attractiveness of the council area is largely dependent on these prerequisites. An attractive council is doubly beneficial at the socioeconomic level. On the one hand, it attracts public and private investment, both domestic and foreign; on the other hand, it manages to maintain productive forces on its soil, including young people who would otherwise be tempted by the sirens of internal or international migration. The attractiveness of the area is an asset that will inevitably translate into the Local Development Index (LDI), a local development measurement tool finalized by the Government.

This will require full ownership of global agendas such as Agenda 2030, the New Urban Agenda, Pan-African agendas such as the African Union Agenda 2063 and national strategies for sustainable development. The existence of council development plans in 329 municipalities is a precious asset on which we can base the desired changes of our regional and local authorities.

Council development plans and other town planning tools are not ornamental. Planning is good, enforcing the prescriptions of a plan and using it as a compass is better. How come that the existence of urban planning documents does not stop the exponential development of neighborhoods of spontaneous settlements? How come the regulation of building is inoperative with the proliferation of anarchic buildings? Cameroon's mayor of tomorrow will also be assessed for his ability to enforce the law of town planning and building, to prevent urban disorder, to clean up the living environment of the population.

The prerogatives that are recognized in this area are insufficiently used. The completion, in the next few months, of the draft instrument to specify the legal framework applicable to municipal police will provide additional leeway for council executives wishing to prevent and effectively punish breaches of good order.

In the same vein of these missions that you carry out in the name and on behalf of the State is the registration of civil status events. Indeed, the ongoing modernization of our civil status registration system requires the involvement of council executives, as officers of main centres.

Ladies and Gentlemen,

This Conference aims to give more speed and vitality to decentralization, at least to the component that is the council. Obviously, the spin-offs will be felt even at the regional level, since, as you know, the electoral college for the election of regional councillors is largely composed of municipal councillors.

Following the repeated commitment of the President of the Republic to decentralization, a consensus, increasingly broad for this government policy is reached in our society. However, some pockets of skepticism remain, especially among those of our compatriots who believe that centralization is irrevocably inscribed in the State's DNA in Cameroon. Believe me, it is not so. The centre is not intended to be the alpha and omega of public policies. The periphery, resulting from decentralization or de-concentration, which is in daily contact with our fellow citizens, will have an ever more growing role to play. Indeed, to effectively mitigate the widespread feeling of extreme centralization, decentralization must be accompanied by additional horizontal and vertical de-concentration.

Decentralization, like de-concentration, is a call addressed mainly to ministries, central administrations, expected to effectively devolve powers and resources. This is what decentralization means for the most part. The holders of powers and resources to be transferred must play the game fully with councils, and more in the future with regions, whose scope of powers will be more substantial.

The course set by the President of the Republic in his swearing-in speech is clear enough, when he said (and I quote) ***“Measures will be taken as soon as possible to broaden the powers of local authorities to provide them with the means for greater autonomy”*** (unquote).

In return, it is the responsibility of regional and local authorities to show that local management responds more effectively to the aspirations of our fellow citizens to quality basic services.

To do this, we must obviously resolve the preliminary question of the optimum financial architecture of our decentralization, based on a deeply renovated local taxation since 2009 and transfers of State resources in the form of appropriations in particular. This model, which incorporates the requirement of solidarity between municipalities, through financial equalization mechanisms and a pivotal financial institution, the Special Council Support Fund for Mutual Assistance (FEICOM), has shown its robustness and makes emulators elsewhere in Africa.

This architecture is however to perfect with a view to improving the yields of local taxes and the taking into account of the financing of regions in particular. The excessive dependence of councils on additional council taxes and the abandonment of other potential sources of revenue should challenge us. Just as we cannot avoid the question of non-tax revenue, which may result from income-generating economic activities that councils can carry out, according to their respective strengths.

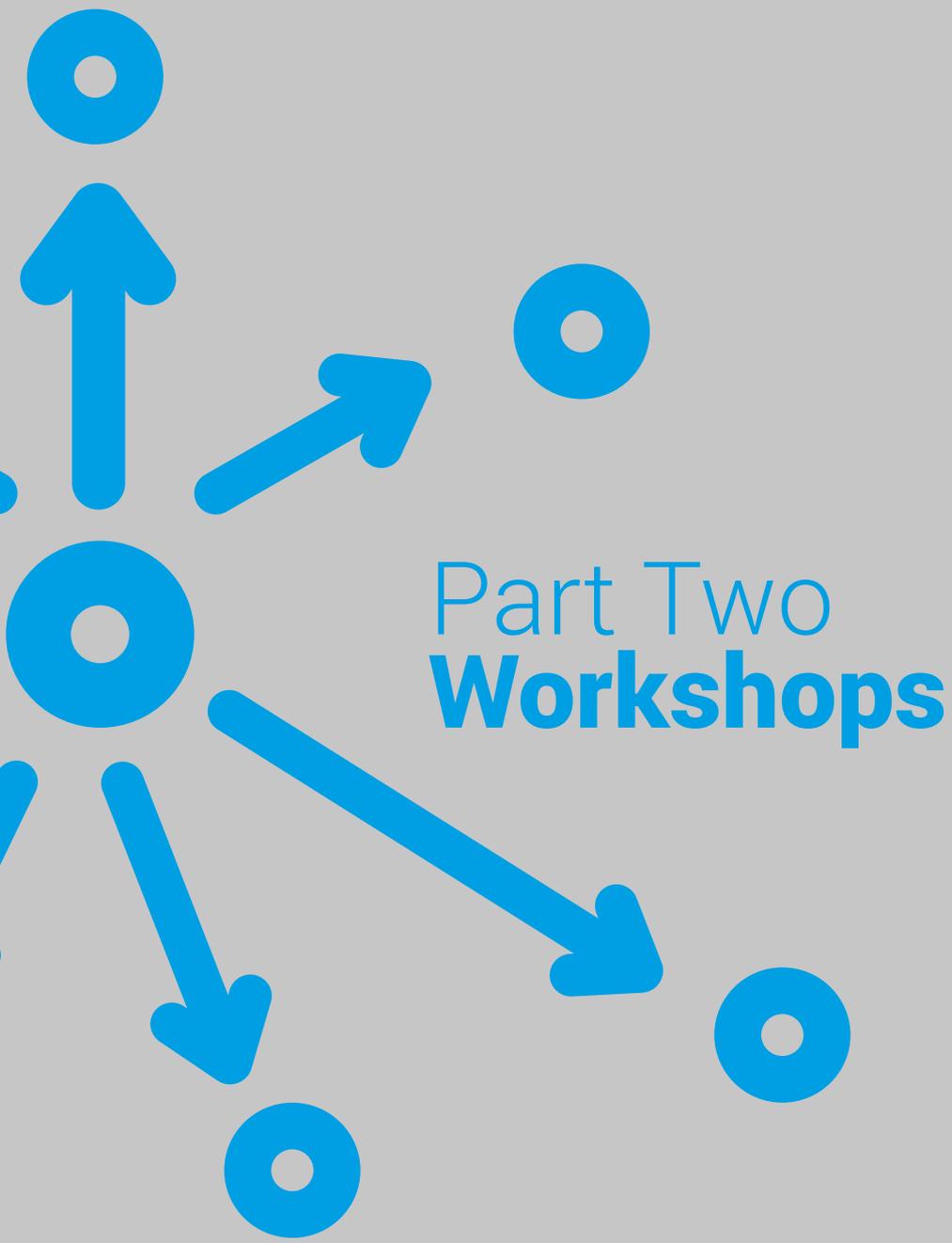
The renovation work that brings us together for two days in Yaounde is decisive for the positive impacts it will have on the functioning of the Cameroonian Council, but also for the lessons to be learnt in the announced commissioning of Regions.

I urge you, therefore, in your respective workshops to make a lucid and clear appraisal of the situation, before coming up with realistic, practical and pragmatic improvement proposals.

With that, I declare open the first General Conference of Cameroon’s Local Councils.

Long live decentralization and its indefatigable promoter, His Excellency the President of the Republic.

Thank you for your kind attention.



Part Two
Workshops

WORKSHOP 1

Normative and Institutional Framework Applicable to Councils

Theme: Institutional and Legal Framework for Decentralization in Cameroon

Presentation by **Prof. Bernard Momo**, Coordinator of the National Governance Programme (NGP)

Decentralization in Cameroon is a process which started even before the independence of the country. This process is closely linked to the political and institutional development of Cameroon, through successive stages, namely the early stages of decentralization under the mandate and trusteeship regimes (1920 to 1959), its difficult appropriation after independence (1959 to 1974) and the harmonization of local affairs management systems after unification (1974 to 1996).

The 18 January 1996 Constitution was a major turning point by establishing the advent of a Decentralized Unitary State. Since then, decentralization has experienced a new upsurge and a significant evolution, notably following the three founding laws of 22 July 2004, on the basis of which powers and resources were devolved to city councils from 2010 onwards.

Since then, the decentralization process has made considerable progress, reflecting Government's commitment to pursue and further consolidate this public policy, which is a major government option.

This dynamic concerns the legal framework applicable to decentralization which has been growing at a steady pace over the years, particularly since 2011. It revealed itself particularly with a relatively consistent and functional institutional system. However, it should be pointed out that the effective devolution of powers by ministries has been translated on the ground by major achievements.

Accordingly, significant financial allocations were mobilized to support such devolution, improvement of people's living conditions and local development actions. Thus can it be said that, legally and constitutionally, decentralization in Cameroon has been up to expectations?

Frankly speaking, the answer is that key milestones have been laid, but many instruments still in the process of being finalized need to be enacted, the available legal arsenal needs to be supplemented by new instruments to be drafted and some existing instruments need to be reviewed.

In light of the above developments, this presentation will focus on the following two areas: An impressive legal and institutional framework; Such framework needs to be improved and supplemented.

I. An Impressive Legal and Institutional Framework ...

The implementation of decentralization in Cameroon entered into its active phase from 2010, with the devolution of State powers and resources to municipal and city councils, especially with the following main achievements: an expanded legal framework; a relatively functional institutional mechanism.

A. An expanded legal framework

Following the 1996 Constitution which brought about a three-pronged development (improving the representation of RLAs at institutional level, creation of an additional tier of RLAs (regions) and enshrining the guiding principles of decentralization), the decentralization process currently relies on an expanded legal mechanism comprising:

- *The three laws referred to as decentralization laws promulgated on 22 July 2004 (Law No. 2004/17 on the orientation of decentralization, Law No. 2004/18 to lay down rules applicable to councils and Law No. 2004/19 to lay down rules applicable to regions);*
- *Two laws of a financial and fiscal nature, namely, on the one hand, the Law of 10 July 2009 on the financial regime of RLAs and, on the other hand, the Law of 15 December 2009 on the local fiscal regime;*

- *Other laws covering various fields: town planning, regional development, civil status registration, elections etc;*
- *Several regulatory instruments, in particular those signed to specify conditions for the exercise of various powers devolved by the State to municipal councils and city councils, particularly in the economic, healthcare, social, educational, sports and cultural development fields, as well as those of distribution of the common decentralization fund;*
- *Many decrees and circulars that regulate the decentralization process;*

In addition, the legal reform resulting from the 2006 laws, with the creation of the already functional Regional Administrative Courts, offered new prospects to allow better regulation of the disputes of supervisory bodies. Similarly, the institution of an Audit Bench at the Supreme Court is part of the concern to consolidate the management of RLAs whose accounts must be submitted to the Bench.

The administrative organization as well as the organization and the functioning of the services of heads of administrative areas have been adapted to decentralization thanks to Decree No. 2008/376 of 12 November 2008 to lay down the administrative organization of Cameroon and Decree No. 2008/377 of the same date to outline the duties of heads of administrative areas. The creation of the Local Development Service within divisional offices and the Regional Development Division in governor's offices is part of this trend, reinforced by the ongoing putting in place of the services of the Ministry of Decentralization and Local Development set up by Decree No. 2018/449 of 1 August 2018.

Thus, decentralization in Cameroon is based on a particularly rich and extensive legal framework as illustrated by the list of instruments, laws and decrees appended to this paper, although leaving out the numerous decrees and circulars signed in implementation of the laws and decrees.

B. A relatively coherent and functional institutional mechanism

The decentralization institutional mechanism is organized around main actors steering the process, functional monitoring bodies and support actors gradually put in place for a decade now.

1 - Main steering actors

They include:

- *The President of the Republic who defines the Nation's policy and, as such, sets the decentralization guidelines;*
- *The Prime Minister, Head of Government who, moreover, chairs the National Decentralization Board (NDB). The services under his authority, as part of coordination of government action, ensure that decentralization is taken into account in sectoral policies;*
- *The Minister of Decentralization and Local Development who is responsible for formulating, monitoring and evaluating the decentralization and local development policy. In addition, he chairs the Inter-Ministerial Local Services Committee (ILSC), the National Local Finance Committee (CONAFIL) and the Inter-Ministerial Regional and Local Authorities Cooperation Commission (CICOD).*

2 - Operational implementation actors

There are two types:

- *Executive bodies: Regional Council Presidents (at regional level); Mayors (at municipal council level) and Government Delegates (at city council level);*
- *Deliberative bodies: Regional Councils (at regional level), Municipal Councils (at municipal council level) and City Councils (at city council level).*

3 - Monitoring bodies

To implement the decentralization process, the following bodies were set up:

- *National Decentralization Board (NDB): it was set up by Law No. 2004/17 and organized by Decree No.2008/13 of 17 January 2008. It is responsible for monitoring and evaluating the implementation of decentralization. The NDB expresses opinions and makes recommendations on the annual programme of devolution of powers and resources to RLAs, as well as on conditions for the said devolution which are specified at each stage by decrees of the Prime Minister, Head of Government;*

- *Inter-ministerial Committee on Local Services (ILSC): set up by Law No. 2004/17 and organized by Decree No. 2008/14 of 17 January 2008, the ILSC is an advisory body whose duty is to ensure the preparation and monitoring of devolution of powers and resources to RLAs;*
- *National Local Finance Committee (CONAFIL): set up by Law No. 2009/11 of 10 July 2009 on the fiscal regime of RLAs, it is responsible for mobilization of the revenue of regional authorities as well as the proper management of local finances. It has branches at the level of regions (Regional Local Finance Committees - COREFIL) and divisions (Divisional Local Finance Committees - CODEFIL). Its organization and functioning are laid down by Decree No. 2011/1732/PM of 18 July 2011;*
- *Inter-ministerial Commission on Regional and Local Authorities Cooperation (CICOD): set up by Decree No. 2011/1116/PM of 26 April 2011 to lay down the terms and conditions for decentralized cooperation, CICOD aims to enable the Government regulate, monitor and evaluate cooperation between Cameroon's RLAs and foreign local councils.*

4 - Diversified support actors

Implementation of the decentralization process is also backed by support institutions and partners, as well as the dynamism of the municipal movement.

a) In terms of financial and technical support, the two main support institutions are the Special Council Support Fund for Mutual Assistance (FEICOM) and the National Community-Driven Development Programme (PNDP).

FEICOM was set up by the Law of 5 December 1974 to organize local councils and reorganized in 2000, 2006 and 2018. Its duties include:

- *Ensuring mutual assistance between councils through solidarity contributions and cash advances;*
- *Financing council or inter-council investment projects;*
- *Covering charges relating to the training of council staff and civil status registration staff;*
- *Paying the remuneration of presidents and members of regional council bureaux, as well as mayors;*
- *Centralizing and redistributing additional council taxes (cac) and other council taxes subject to equalization, notably the annual forest royalty, vehicles stamp duty and the local development tax;*
- *Providing municipal councils, city councils and council unions with funds from the common decentralization fund;*
- *Participating in financial operations aimed at promoting local economic development, in conjunction with the other government services and entities concerned, and particularly through the mobilization of national and international resources, as well as financial intermediation in the search for and management of resources from decentralized cooperation for LRLAs.*

Funded by several donors including the World Bank, after the first two phases that lasted 8 (eight) years, the PNDP is in its third phase with actions tending to cover all councils. It provides assistance in financing micro-projects, carrying out studies and formulating CDPs.

b) In the area of training, there are two complementary functional institutions, namely the Local Government Training Centre (CEFAM) and the National Programme for City Trades Training (PNFMV).

CEFAM was set up by Decree No. 77/494 of 7 December 1977. It is responsible for providing training, further training and retraining of the administrative and technical staff of local councils, local council trade unions and council establishments, the personnel in charge of council supervision and those in charge of civil status registration. Its ongoing reform will enable it to provide the same services to the actors who will be responsible for coordinating the functioning of Regions.

Resulting from an agreement between the Ministry of Housing and Urban Development (MINDHU), the Ministry of Decentralization and Local Development (MINDDEVEL), the Special Council Support Fund for Mutual Assistance (FEICOM) and the United Councils and Cities of Cameroon (UCCC) with the support of French Cooperation, the PNFMV is a training and capacity building/development tool for mayors, council employees and staff of State de-concentrated services, particularly in the areas of project management, urban planning and sanitation.

c) The decentralization process also benefits from the activities of successful partnerships. Such is the case with:

- *Programmes supported by the German Cooperation, notably the Decentralization and Local Development Support Programme (PADDL) which, since 2017, was replaced by the Support Programme for Municipal Development (PROMUD), and the FEICOM Medium Cities Decentralization Programme (PDFVM);*
- *Programmes under French Cooperation through the Debt Reduction and Development Contract (C2D): the C2D, of which Cameroon was one of the earliest beneficiaries, is a multilateral Heavily Indebted Poor Countries (HIPC) debt relief initiative in the form of reimbursement, through financing in five priority sectors, namely basic education, health, agriculture and rural development, environment and urban infrastructure (Douala, Yaounde and other regional capitals) and roads;*
- *Cooperation with the African Development Bank (AfDB): In this context, the State of Cameroon received financial grants for the implementation of the Drinking Water Supply and Rural Sanitation Programme (PAEPA-MRU) totalling 3.5 billion. The programme affects 116 councils in the South, East, West and North-West Regions. For the implementation of this programme, the State decided to hand over the said resources to FEICOM.*

d) Decentralized cooperation: Cooperation is an act of mutual understanding at national and international level through which RLAs may not only release additional resources, but also and above all share a set of values, experiences and good practices.

Laws Nos. 2004/18 and 2004/19 (Sections 16 and 18) have this broad vision, unlike Decree No. 2011/116/PM of 26 April 2011 to lay down conditions for decentralized cooperation that excludes from its scope any partnership contract and all the solidarity relations that RLAs may maintain within the framework of council trade unions.

A structured and dynamic council movement: As an umbrella body, the association United Councils and Cities of Cameroon (UCCC), set up in 2016, is a force for proposal, represented in various bodies and regularly consulted in the implementation of decentralization. UCCC contributes to representing and defending the interests of councils both domestically and internationally.

The dynamism of the council movement is also characterized by the thematic or geographical grouping of councils (Association of Forest Councils, Association of Mountain Councils, Association of Coastal Councils and Association of Mining Councils).

II. A Framework That Can Be Improved and Supplemented

In order to improve the legal framework necessary for the effective and efficient implementation of decentralization in Cameroon by 2023, institutional actors need to be aware of the urgent need for drafting and adopting a number of instruments that are still awaited.

A. Draft instruments whose adoption is still awaited

Many important legal instruments were already drafted, sometimes many years ago, but are yet to be adopted. They are expected to supplement the existing legal framework to ensure better operationalization of decentralization. There is clearly an urgent need to adopt these draft instruments given the difficulties faced by councils in performing some of their daily duties.

These instruments will enable some councils to formalize relations between the State and local and regional authorities, or between them, and enable others to adapt the council institution to the requirements of decentralization in order to endow them with staff having a well-defined status and whose training needs are met. Specifically, this will entail resolving the issue of rules and regulations governing local elected officials, as well as the reform of CEFAM which will make it possible to improve and increase training provision with regard to the needs in qualified human resources to deepen decentralization.

Thus, drafts of regulatory instruments already prepared and having been the subject of a consensus among the various actors concerned, but not endorsed, are in particular those relating to:

- *Adoption of the National Decentralization Strategy;*
- *The de-concentration charter for a better link between de-concentration and decentralization;*
- *Conditions for the exercise of State supervisory powers over local and regional authorities and their entities;*

- *Conditions for co-operation between local and regional authorities and de-concentrated State services;*
- *The setting-up, organization and functioning of the Local Government Training Centre;*
- *A satisfactory sharing of powers and resources between city councils and district councils;*
- *Allowances and other benefits granted to mayors and municipal councillors;*
- *The status of local elected representative;*
- *The possible creation of a genuine local public service;*
- *The operationalization of the local development index;*
- *The pooling, through various formulas, of certain human resources for active synergy between RLAs..*

B. Draft instruments to be prepared

In order to supplement or even finalize the legal framework applicable to decentralization, the competent ministry, with the assistance of other actors in the effective implementation of the process, is continuing the production of legal instruments. It is in this wake that many instruments are being drafted, including the draft instruments relating to:

- *The public contracts code specific to local and regional authorities;*
- *The organization and functioning of the municipal police;*
- *The determination of services likely to be provided by local and regional authorities, subject to state control;*
- *The conditions of devolution of the general operating allocation by city councils to district councils;*
- *The terms of payment of the allowances granted to regional councillors;*
- *The rules and regulations governing regional councils;*
- *Standard conventions on the use of de-concentrated state services by regions;*
- *Model agreements signed between the state representative and the president of the regional council or the mayor;*
- *Standard specifications and standard rules and regulations for local public services;*
- *The terms of approval of contracts for the concession of public services of an industrial and commercial nature;*
- *The conditions for share-holding by joint groups in joint-venture companies or organizations in which the government owns majority shares;*
- *The organization and functioning of the accounting posts of local and regional authorities;*
- *The conditions for opening and managing the imprest funds of local and regional authorities;*
- *The terms and conditions of use of the simplified procedure for the commitment of expenditure;*
- *Indexation procedures for the devolution of the general operating grant to district councils;*
- *The settlement of the accounts of local and regional authorities;*
- *The definition and conditions of management of public services of local and regional authorities;*
- *Hygiene and sanitation offences;*
- *The conditions of ordering the stocks of local and regional authorities;*
- *The sharing, centralization and devolution of tax revenue due to regions.*

C. Review of some founding decentralization instruments

The challenges of the decentralization process in Cameroon are perceived from several angles. Beyond the recurrent political, economic, social and financial challenges, major institutional and governance issues must be taken into account to set up renovated and efficient local authorities in the long term.

At institutional level, which mechanisms must be put in place by the government to promote consistency of local public actions between RLAs?

Consistency helps to avoid conflicting powers and interests. This concern should lead to a review of the founding instruments of decentralization, including the 2004 laws on orientation and to set the rules applicable to councils, those of 2009 to lay down the financial regime of RLAs and local fiscal system.

Indeed, the non-operability of certain powers devolved to councils by Law No. 2004/18 of 22 July 2004 to lay down rules applicable to councils, the lapses and the mismatch between the resources of RLAs, the powers devolved and their development missions, notwithstanding the multiple sources of funding (State allocations, local taxes, revenue from operating council land, resources from donor organizations and partnerships), the narrow and ambiguous conception of the notion of decentralized cooperation, are weaknesses that need to be corrected. Beyond the recommendations relating to the performance of the local fiscal regime and the restriction of the local tax base, there is need to set up an integrated computer system for collecting council taxes and levies.

Our concerns also include major future reforms regarding RLAs public procurement, land reform, the special regime applicable to large cities and de-concentration policy.

Regarding local governance, the Government must, first and foremost, ensure efficient and effective management of all available resources, in full respect for the laws and regulations in force, particularly compliance of the organization of RLA services with their standard organizational charts, workforce planning in RLAs, timely adoption of management documents, accountability, involvement of the private sector, NGOs and the people in the management of local affairs.

With the improvement and enrichment of the legal and institutional framework as outlined above, the following outcomes can be expected by 2023:

- *The legal and institutional framework is consistent and functional;*
- *The legal and regulatory instruments for the implementation of regions are adapted;*
- *Regional councillors are elected and in office;*
- *The drive, implementation and monitoring and evaluation mechanisms of decentralization operate harmoniously.*

After discussions, the following recommendations were made:

1. *Capitalize on the achievements of the normative and institutional framework, while improving it to adapt the framework to the new requirements of local democracy and local development;*
2. *Prioritize the instruments to be drafted and completed in order to achieve the expected out-come;*
3. *Ensure functionality of the legal framework for citizen control with a view to better local go-vernance;*
4. *Consider the concerns of RLAs in the land legislation being amended;*
5. *Reflect on the functioning of councils affected by specific issues (island, border and disaster-affected councils) in order to enable them to better address these specificities;*
6. *Clarify the provisions relating to transfer of movable and immovable property resulting from the devolution of powers;*
7. *Strengthen the mayor's administrative oversight power, particularly in town planning.*
8. *Reflect on how to take the agricultural tax into account in local taxation;*
9. *Rewrite the legal provisions relating to the residency obligation of council executives, in order to strengthen their effectiveness;*
10. *Initiate a reflection on the method of designating council executives, with emphasis on managerial skills, profile and vision requirements;*
11. *Accelerate the study under way at MINAT on support by Ministries to the coordination missions of administrative authorities;*
12. *Initiate a reflection on the role of the D.O. who, as custodian of State authority in the subdivision, coordinates State de-concentrated services;*
13. *Initiate a reflection aimed at clarifying operating mechanisms, strengthening consultation frameworks, and clearly sharing responsibilities between district and city council.*

Annex: Regulation of Decentralization

LAWS:

- ↘ Law No. 96/6 of 18 January 1996 to amend the Constitution of 2 June 1972;
- ↘ Law No. 2004/17 of 22 July 2004 on the orientation of decentralization;
- ↘ Law No. 2004/18 of 22 July 2004 to lay down rules applicable to councils;
- ↘ Law No. 2004/19 of 22 July 2004 to lay down rules applicable to regions;
- ↘ Law No. 4/3 of 21 April 2004 relating to urban planning in Cameroon;
- ↘ Law No. 2007/6 of 28 December 2007 relating to the financial regime of the State;
- ↘ Law No. 2009/11 of 10 July 2009 on the financial regime of local and regional authorities;
- ↘ Law No. 74/23 of 5 December 1974 to set up and organize the Special Council Support Fund for Mutual Assistance (FEICOM);
- ↘ Law No. 2009/19 of 15 December 2009 on the local fiscal system;
- ↘ Law No. 2011/11 of 6 May 2011 to amend and supplement certain provisions of Ordinance No. 81-02 of 29 June 1981 on the organization of civil status registration and various provisions relating to the status of natural persons;
- ↘ Law No. 2011/8 of 6 May 2011 to lay down guidelines for territorial planning and sustainable development in Cameroon;
- ↘ Law No. 2012/17 of 21 December 2012 to amend and supplement certain provisions of Law No. 2012/1 of 19 April 2012 on the electoral code;
- ↘ Law No. 2018/22 of 11 December 2018: Finance Law of the Republic of Cameroon for the 2019 financial year;
- ↘ Law No. 2003/5 of 21 April 2003 to outline the duties, organization and functioning of the Audit Bench of the Supreme Court;
- ↘ Decree No. 2010/1735/PM of 1 June 2010 to fix the budget nomenclature of local and regional authorities;
- ↘ Decree No. 2011/1116/PM of 26 April 2011 to lay down conditions for decentralized cooperation;
- ↘ Decree No. 2011/1731/PM of 18 July 2011 to lay down conditions for the centralization, sharing and devolution of proceeds from council taxes subject to equalization;
- ↘ Decree No. 2011/1732/PM of 18 July 2011 on the organization and functioning of the National Committee for Local Finance;
- ↘ Decree No. 2011/2583/PM of 23 August 2011 on regulations of sound and odour nuisances;
- ↘ Decree No. 2012/189 of 15 March 2012 on the opening of Regional Administrative Courts;
- ↘ Decree No. 2012/709/PM of 20 March 2012 to lay down the general regime of State/Council plan contracts;
- ↘ Decree No. 2012/173 of 29 March 2012 to amend and supplement certain provisions of Decree No. 2005/239 of 24 June 2005 to organize and lay down conditions for the functioning of the Road Fund;
- ↘ Decree No. 2013/271 of 5 August 2013 to amend and supplement certain provisions of Decree No. 2012/74 of 8 March 2012 on the setting-up, organization and functioning of tenders boards;
- ↘ Decree No. 2015/405 of 16 September 2015 to lay down the conditions for remuneration of government delegates, mayors and their deputies;
- ↘ Decree No. 2018/293/PM of 10 April 2018 on the distribution of the Common Decentralization Fund for the 2018 financial year;
- ↘ Decree No. 2018/449 of 1 August 2018 to organize the Ministry of Decentralization and Local Development;
- ↘ Decree No. 2018/635 of 31 October 2018 to organize the Special Council Support Fund for Mutual Assistance;

DECREES:

- ↘ Decree No. 77/494 of 7 December 1977 on the setting-up, organization and functioning of the Local Government Training Centre (CEFAM);
- ↘ Decree No. 2007/117 of 24 April 2007 to set up councils;
- ↘ Decree No. 2007/118 of 25 April 2007 to fix the number of municipal councillors per council;
- ↘ Decree No. 2008/13 of 17 January 2008 to lay down the organization and functioning of the National Decentralization Board;
- ↘ Decree No. 2008/14 of 17 January 2008 to lay down the organization and functioning of the Inter-Ministerial Committee for Local Services;
- ↘ Decree No. 2009/248 of 5 August 2009 to lay down conditions for assessment and distribution of the Common Decentralization Fund;
- ↘ Decree No. 2008/376 of 12 November 2008 on the administrative organization of the Republic of Cameroon;
- ↘ Decree No. 2008/377 of 12 November 2008 to state the responsibilities of heads of administrative units and on the organization and functioning of their services;
- ↘ Decree No. 2008/752/PM of 28 April 2008 to specify certain conditions for the organization and functioning of the deliberative bodies and executives of the local council, city council and council unions.;

ORDERS:

- ↘ Order No. 136/A/MINATD of 24 April 2009 to render enforceable the model tables of council jobs.

Powers Devolved to Councils by Ministry Since 2010

N°	Ministry	Powers devolved	Decree
	MINAC	Organization of cultural days and support to cultural associations	Decree N° 201/245/PM of 26 February 2010 to lay down conditions for the exercise of certain powers devolved by the State to councils in the area of culture
		Rehabilitation and promotion of local interest museums	Decree N° 2015/1372/PM of June 2015
		Organization of literary and artistic competitions at local level	Decree of 16 December 2016
		Creation and management of municipal libraries or public reading	Decree N° 201/245/PM of 26 February 2010
	MINADER	Promotion of agricultural production and rural development activities	Decree N° 2010/242/PM of 26 February 2010
	MINAS	Providing assistance and support to the poor and persons in need	Decree N° 2010/243/PM of 26 February 2010
		Social reintegration (involvement in the maintenance and management of social reintegration centres and assistance to the social welfare institutions)	Decree N° 2015/10/PM of 9 January 2015
	MINCOM-MERCE	Construction, equipment maintenance and management of markets	Decree N° 2015/1375/PM of 8 June 2015 to lay down conditions for the exercise of certain powers devolved by the State to councils in the area of trade
		Organization of local trade fairs	
	MINEDUB	Construction, equipment, maintenance and upkeep of kindergartens, primary schools and pre-schools in the council	Decree N° 2010/247/PM of 26 February 2010 to lay down conditions for the exercise of certain powers devolved by the State to councils in the area of trade
		Participation in the acquisition of school equipment and supplies (minimum package)	
		Literacy (combatting illiteracy)	Decree N° 2016/1247/PM of 23 May 2016 to lay down the conditions for the exercise of certain powers devolved by the State to councils in the area of literacy
	MINEE	Drinking water supply	Decree N° 2010/239/PM of 26 February 2010 to lay down the conditions for the exercise of certain powers devolved by the State to councils in matters of drinking water supply in areas not covered by the public water distribution network provided by the State
		Contribution to the electrification of needy areas	Decree N° 2016/6602/PM of 16 December 2016
	MINEFOP	Participation in the establishment, maintenance and administration of vocational training centres	Decree N° 2011/2/PM of 13 January 2011 to lay down the conditions for the exercise of certain powers devolved by the State to councils in matters of vocational training
		Training, professional integration or reintegration (formulation and implementation of a local training and retraining plan and a council plan for professional integration or reintegration)	Decree N° 2015/11/PM of 9 January 2015

MINPEDED	Combatting health hazards, pollution and various nuisances	Decree N° 2012/882/PM of 27 March 2012 to lay down the conditions for the exercise of certain powers devolved by the State to councils in environmental matters
	Formulation of environmental action plans	
	Monitoring and control of industrial waste management	Decree N° 2015/1373/PM of 8 June 2015 to lay down the conditions for the exercise of certain powers devolved by the State to councils in environmental matters
	Fight against water hyacinth	
MINEPIA	Promotion of pastoral and fish production activities	Decree N° 2010/244/PM of 26 February 2010
MINFOF	Promotion and reforestation activities in urban perimeters and conceded forest reserves	Decree N° 2012/878/PM of 27 March 2012
MINDHU	Urban planning	Decree N° 2011/006/PM of 13 January 2011 to lay down the conditions for the exercise of certain powers devolved by the State to councils in matters of urban planning for the construction and maintenance of earth roads
	Construction and maintenance of earth roads	
	Creation and development of urban public spaces	Decree N° 2012/879/PM of 27 March 2012
	Land-use	Decree N° 2016/1246/PM of 23 May 2016
MINPMEESA	Promotion of handicraft production activities of council interest	Decree N° 2011/3/PM of 13 January 2011
	Support of micro-projects that generate income and create jobs	Decree N° 2012/877/PM of 27 March 2012
MINPROFF	Maintenance and management of centres for the employment of women and the family	Decree N° 2010/241/PM of 26 February 2010
MINSANTE	Construction, equipment, maintenance and management of integrated health centres and district health centres	Decree N° 2010/246/PM of 26 February 2010 to lay down the conditions for the exercise of certain powers devolved by the State to councils in matters of public health Decree N° 2011/4/PM of 13 January 2011 to lay down the conditions for the exercise of certain powers devolved by the State to councils in matters of construction, equipment and management
	Sanitary control in food product manufacturing, storage and distribution facilities, as well as facilities for the treatment of solid and liquid waste produced by individuals and enterprises	Decree N° 2016/1248/PM of 23 May 2016
MINSEP	<ul style="list-style-type: none"> • Support to sports associations • Promotion and coordination of sports activities • Creation and management of municipal stadiums, sports centres and courses, swimming pools, playgrounds and arenas • Listing out and participation in equipping sports associations • Participation in the organization of competitions 	Decree N° 2012/0881/PM of 27 March 2012 to lay down the conditions for the exercise of certain powers devolved by the State to councils in matters of sports and physical education

MINTOUL	Development of council tourist sites	Decree N° 2011/5/PM of 13 January 2011 to lay down the conditions for the exercise of certain powers devolved by the State to councils regarding the development of tourist sites of local interest
	Promotion and coordination of youth activities (holiday activities)	Decree N°2012/880/PM of 27 March 2012 to lay down the conditions for the exercise of certain powers devolved by the State to councils in the organization of holiday activities
MINJEC	Construction and equipment of multifunctional youth promotion centres	Decree N° 2012/880/PM of 8 June 2015 to lay down the conditions for the exercise of certain powers devolved by the State to councils in matters of construction and equipment of multifunctional youth promotion centres
MINMIDT	Creation, development and management of industrial activity areas	Decree N° 2015/1370/PM of 2 June 2015
MINT	Organization and management of public urban transport	Decree N° 2015/4209/PM of 24 November 2015
MINTP	Construction and maintenance of unclassified rural roads, construction and management of ferries	Decree N° 2010/240/PM of 26 February 2010
	Rural road maintenance	Decree N°2012/2324/PM of 13 August 2012

WORKSHOP 2

Devolution of Powers

Theme: Devolution of Powers of the State to Regional and Local Authorities

Presentation by **Mr. Etienne Owono Owono**, Senior Administrative Officer Super Scale, Former Director of Regional and Local Authorities at MINATD

Introduction

According to the lawmaker, *“decentralization shall consist of devolution by the State of special powers and appropriate resources to regional and local authorities (RLAs)”*. Section 2 of Law No. 2004/17 of 22 July 2004 on the Orientation of Decentralization.

This definition does not mention other constituent elements of territorial decentralization, particularly:

- *The recognition of local affairs;*
- *The recognition of legal personality, administrative, financial and managerial autonomy; and*
- *The election of the policy-making bodies of local authorities.*

On the basis of the definition of decentralization given by the Cameroonian lawmaker and with respect to the theme of our workshop, this paper comprises five parts which focus respectively on:

- *The definition of some concepts that are useful in understanding the paper's theme (I);*
- *An overview of the principles governing the devolution of powers (II);*
- *Devolved powers and conditions for exercising them (III);*
- *The devolution of powers: achievements and shortcomings (IV);*
- *Prospects.*

I. Definition of Terms

1. Devolution of powers

- a. **Devolution:** Devolution refers to the transfer of power or material. It is the transmission of a material from one person to another in keeping with the requisite formalities and established principles.
- b. **Power:** We do not know of any legal definition of power. This concept could be translated into English as devolution of powers. On the basis of this translation one can say that power refers to the ability to do or implement actions in time and space, in defined domains or subjects. In this paper, power can be understood to mean the missions, duties, roles, authority, functions, responsibilities and thrust areas of a local authority.
- c. **Local affairs:** The concept of local affairs is one of the constituent elements of the definition of decentralization given above. *“The existence of local authorities stems from the consideration that the State alone does not represent all interests in society. Some of them which are located in a geographical area can be considered sufficiently different from those of the State in general. It follows that such specific interests can only be managed exclusively by the representatives of the populations directly concerned”* (Professor Bertrand Faure in *Droit des collectivités territoriales*).

In addition, the *raison d'être* of a local authority presupposes the existence of specific and distinct local and regional interests and the devolution of powers to their elected representatives to manage them. Thus: water supply is a local matter considered on the basis of the localization of needs and sources of supply; garbage collection and treatment considered its production, treatment and processing.

II. Principles Governing the Devolution of Powers

Section 9 (2) of the Law on the Orientation of Decentralization identifies 3 (three) principles that govern the devolution of powers: *“the devolution and sharing of powers ... shall be consistent with the principles of subsidiarity, progressiveness and complementarity”*.

However, for methodological reasons, the devolution of powers, as provided for by the Law to lay down rules applicable to councils, hinges on the following six principles:

a. The principle of subsidiarity: besides all other considerations, particularly political considerations, the principle of subsidiarity, which requires that powers should be devolved and exercised at the most appropriate national level and as close as possible to the populations concerned, seems to justify sufficiently the adoption and implementation of any territorial decentralization policy?

“Subsidiarity is presented as a general principle of institutional organization which prioritizes the bottom-up approach while revealing another equally important aspect, namely: that the higher or central authority has an obligation or duty to help or assist the lower (peripheral, decentralized or grassroots) authority in performing its task in order to ensure the efficiency of autonomy” (European Charter of Local Self-Government).

Thus, within the context of our decentralization, the principle of subsidiarity is an efficiency and political principle:

- *Principle of efficiency: once powers are exercised closer to those concerned, decisions are more easily accepted because they are presumed to emanate from the grassroots through local elected officials and not imposed elsewhere;*
- *Political principle because it results in the sharing of powers between the central authority and decentralized services, and since a system operating based on the principle of subsidiarity precludes the centralized management of public affairs.*

Thus, Cameroon, which is a decentralized unitary State, combines both instruments (decentralization and deconcentration) allowing for the flexibility of its organization.

b. The principle of concomitance mentioned in Section 7 of the Law on the Orientation of Decentralization according to which the devolution of power on a RLA should include the transfer by the State to the latter of the necessary resources and means for the normal exercise of the powers so transferred.

c. The principle of equality of RLAs: this is the subject of Section 8 of the Law on the Orientation of Decentralization which provides that the devolution of power does not authorize the RLA to establish or exercise supervisory powers over another.

d. The principle of specificity of the exercise of power: this principle which is stated in Section 9 (1) provides that the devolution and sharing of powers between RLAs shall distinguish between the powers devolving upon regions and those devolving upon councils.

e. The principle of complementarity or non-exclusivity of the exercise of power between the State and RLAs: according to this principle which is provided for in Section 15 of the Law on the Orientation of Decentralization, the powers devolved on RLAs are not exclusive. They are exercised concurrently by the State and RLAs. Simply put, the devolution of powers to RLAs by the State does not exclude it from continuing to exercise them.

f. Lastly, the principle of progressiveness according to which the devolution of powers is carried out over time and in stages to address various constraints on their efficient use.

III. Devolved Powers and Conditions for Exercising Them

a. Devolved powers

Section 15 of the Law on the Orientation of Decentralization provides that ***“the State shall devolve upon RLAs under conditions laid down by law, the powers necessary for their economic, social, health, educational, cultural and sports development”***.

Sections 16 to 22 under Part III of the Law on the Orientation of Decentralization present the various domains and powers devolved to councils and city councils.

b. Conditions for the exercise of devolved powers

Distinction should be made between:

1. *The exercise by the State of powers devolved based on the above-mentioned principle of complementarity according to which the devolution of powers to RLAs by the State does not exclude it from continuing to exercise them (concurrent exercise of powers). This principle is the subject of debate on account of the very definition of devolution on the one hand and the principle of concomitance on the other which induces the transfer of the resources and means necessary for the normal exercise of the powers devolved and, lastly, the principle of subsidiarity which requires the State to provide assistance and support to local authorities through its de-concentrated services.*
2. *The exercise by the RLA of all the powers devolved to it by the State.*
3. *The grouping of RLAs to exercise one or more powers. This condition which is provided for in Section 16 of the Law on the Orientation of Decentralization specifies that “RLAs may form groupings to exercise joint powers by setting up public corporation bodies through agreements”.*

IV. Devolution of Powers: Achievements and Shortcomings

The devolution of powers to municipal and city councils by the State was initiated in 2010 and completed in 2015, a time limit fixed by the Prime Minister, Head of Government and Chair of the National Decentralization Board, has a positive balance sheet in terms of the number of powers devolved (63) and the sector ministries involved (20).

However, analysis shows that this balance sheet is modest considering the nature, quality and content of the powers devolved and their impact on efforts to improve the environment and living conditions of the population, that is, in terms of local development.

Since 2010, the number of classrooms built should have increased with the contributions derived from the powers and resources devolved to RLAs by the Ministry of Basic Education (MINEDUB).

The municipal and city council activities carried out to promote local development in various areas of national economic life have increased.

- *However, it is necessary to question the value added of the new paradigm, if mayors are expected to comply with the technical prescriptions of the State and lack leeway and initiatives. The resources transferred by the State for the construction of a classroom could be used to construct two or three classrooms if mayors and government delegates had leeway to decide whether to use local materials (an agreement has even been signed with MIPROMALO).*
- *Some powers have been devolved to councils without any real content (for example, assistance to the needy) or without adequate resources for their normal exercise.*
- *The absence of equity in the exercise of some devolved powers insofar as some councils do not exercise them (the fight against water hyacinth, etc.)*
- *Some of the supposedly devolved powers are not exercised. This is particularly the case with manual road clearing.*
- *Some powers have not yet been devolved. This is the case with “the development of industrial zones” for the benefit of city councils in particular.*
- *Ministries do provide enough support due to the absence of a legal framework governing the terms and conditions of collaboration between councils and decentralized government services (DGSs).*

V. Prospects

Before 2010, councils were already implementing activities in economic, social, health, educational, cultural and sports development sectors financed by their budgets and/or with the help of assistance and support institutions (FEICOM and PNDP) or development partners. These activities include: the construction of schools, wells and boreholes; the construction of health centres; rural electrification; road maintenance; etc.

The deepening or provision of a new impetus for decentralization involves:

1. Renewing the methodology and conditions for the devolution of powers

This involves shifting from subject-matter jurisdiction (listing of tasks) to the main areas of public action or block of powers.

- *Law No. 2004/18 to lay down rules applicable to councils: has the listing of tasks or activities to be carried out and/or powers to be exercised by councils not led to a reduction in the public actions and tasks assigned to councils which until now were governed by a general jurisdiction clause?*
- *The exhaustive listing of tasks by the law tends to dilute and liken them to the tasks formerly carried out by State employees without specific incentives and subject to the execution of the directives of the central government or contractors.*

Can one not consider the powers relating to “*environmental protection*” which councils could, with respect to the local context, break down into industrial, mining, forestry, etc. plans, and where the fight against water hyacinth would only be an action or activity?

Reflection could therefore focus on the devolution of blocks of powers which are the main domains of local public action.

2. Using budget allocations to finance the exercise of devolved powers

- a. *By including the resources devolved to councils in the budgets of ministries, one may think that such ministries are the ones devolving powers to RLAs with respect to their budget allocations (case of MINAS and MINCULT whose budget allocations are small).*

However, powers are devolved by the State and the powers or duties of a ministry are not incompatible. Formerly MINATD was responsible for the implementation of decentralization. At present, this responsibility has been entrusted to MINDDEVEL.

One may propose the establishment of a separate budget heading reserved exclusively for decentralization.

- b. *MINDDEVEL's budget heading is a step forward for the projects retained under CDPs. A new budget heading or the strengthening of the existing one could be used to finance the implementation of policies not prioritized by CDPs, but considered strategic to the State.*
- c. *Powers or blocks of powers to be devolved could correspond to the programmes or sub-programmes of ministries considering that the role of the mayor or government delegate as project owner and main actor in local development is now known and has been strengthened.*

For example, the following programmes which fall within the remit of some ministries could be transferred to councils.

N°	Sectors	Programmes	Objectives
199	Basic education	Literacy education (MINEDUB)	To increase the number of literate people
346	Youth education	Civic education and national integration	To promote culture and citizenship
347		Youth socio-economic integration	To contribute to the socio-economic integration of youth
361	Environmental protection and natural resource management	Fight against desertification and climate change	To reduce land degradation and promote the adoption of climate-change resilience, mitigation and adaptation measures
362		Sustainable biodiversity management	To restore mangrove ecosystems and degrade water bodies
423		Access to drinking water and liquid sanitation	To improve the rate of access by households and economic operators to drinking water and basic liquid sanitation infrastructure
961		Forest resource management and renewal	To ensure sustainable forest management
468	Planning, regional development, town planning and housing	Rehabilitation and maintenance of roads and other infrastructure	To improve the state of infrastructure
497		Improvement of the urban environment	To clean up and embellish the urban space and establish good urban governance
513	Social economy	Promotion of the social economy and handicrafts	To organize and improve the performance of the social economy and handicraft sectors
559		National solidarity and social justice	To ensure the social and economic reintegration of socially disadvantaged people

3. Identification or reformulation of new powers to be devolved to councils

In his swearing-in speech on 6 November 2018, the President of the Republic announced a new initiative to improve the efficiency of councils when he stated that *“measures will be taken as soon as possible to broaden the powers of local authorities in order to provide them with the means for greater autonomy”*.

Thus, MINDDEVEL is responsible for:

- *Identifying new powers and/or giving better content (increasing the content) to the powers already devolved in order to contribute to broadening the scope of action by councils.*
- *Ensuring the full application of the principle of subsidiarity, taking into account the role of councils whose main mission is to improve the environment and living conditions of their populations.*
- *Defining the terms and conditions of collaboration between councils and state de-concentrated services.*

Conclusion

Mayors and government delegates are responsible mainly for addressing concerns and issues by proposing concrete and realistic proposals to amend and add to the organic laws and instruments in force to be submitted to the head of the ministry concerned for approval and submission to the highest authorities of the State, where necessary.

The mere fact that devolution of powers exists as provided for in Law No. 2004/18 to lay down rules applicable to councils is an advantage. However, it could be reorganized to eliminate the shortcomings identified and take into account the Head of State's demands and prescriptions so as to strengthen the missions and powers devolved upon councils.

Participants in this workshop are expected to define the scope of the new powers that may be devolved and the terms and conditions for managing them in partnership with the State and other decentralization stakeholders, and to determine all the human, financial and material resources needed for the effective devolution of powers within the present context of our decentralization.

Following discussions on the points raised, participants of Workshop 2 made the following recommendations:

1. *Rationalize the sharing of powers between the State and councils, taking into account the role of Councils as grassroots local authority, in accordance with Law No. 2004/17 of 22 July 2004 on the orientation of decentralization;*
2. *Change the principles of complementarity and non-exclusivity by devolving powers in large blocks;*
3. *Review and rewrite accordingly the laws of 22 July 2004 on the orientation of decentralization and laying down rules applicable to councils;*
4. *Broaden the powers transferred to councils, particularly in areas relating to the provision of basic social services, namely water, energy, sanitation, etc;*
5. *Give councils the responsibility for the operational planning of essential social services, land, housing and economic, urban and rural infrastructure;*
6. *Confer on councils the power in land tenure and State property in order to meet the need for land availability for the implementation of local development projects;*
7. *Consider reforming the land and property management instruments to adopt them to decentralize;*
8. *Extend the powers transferred in health and education, staff recruitment and management;*
9. *Clarify the lines of division of powers between district and city councils through a precise list of powers vested in each entity;*
10. *Extend the powers of councils to collect local taxes, in particular flat-rate tax, property tax, business tax, and forest products felling tax for community and council forests;*
11. *Favour, in compensation of the costs inherent in the devolution of powers and the ineffectiveness of the principle of concomitance, the global staffing mechanism;*
12. *Establish a de-concentration charter and clearly define the powers of de-concentrated State services and State employees exercising powers held by the State;*
13. *Establish the powers devolved as a basis for evaluating the resources to be transferred by the State to councils in order to ensure greater autonomy for the latter;*
14. *Confer on councils, the prerogative, as a matter of priority, to exploit non-concessible mineral resources (sand, stones, pozzolans, etc.) On council territory;*
15. *Transfer to councils the issuance and collection of the extraction tax for the above-mentioned non-concessible substances.*

WORKSHOP 3

Planning, Regional and Local Authorities' Cooperation and Local Development

Theme 1: The Council Development Plan (CDP)

Presentation by **Mr. Isaac Ekeme**, Director of Training, National Community-Driven Development Programme (PNDDP)

As part of efforts to continue the socio-political drive marked by the harmonious, sustainable and equitable decentralization and socio-economic development process, Law No. 2004/17 of 22 July 2004 on the orientation of decentralization entrusts councils and regions with the powers to prepare and implement their development policies and plans in compliance with the Government's broad guidelines.

In that connection, local planning is increasingly becoming an efficient approach for decision-makers, development programme managers and development actors in general. It seeks to ensure greater mainstreaming of development constraints by councils, effective involvement of the population in the needs assessment and decision-making process, as well effective ownership of investments by the population.

The deepening of decentralization thus embarked upon requires substantial government support, particularly concerning development and planning, especially for Regional and Local Authorities (RLAs). Contributing to such support is consequently the aim of preparing a guide to assist councils in its smooth preparation.

The methodology guide for council planning aims to help councils and all their actors to build a shared vision of their development. Prepared in line with the general trend of aligning councils with the programme-based budget, it recommends a participatory, methodical, efficient and professional approach that mobilizes all council stakeholders through six essential stages.

1. Preparation

The preparation stage of the planning process aims to inform, sensitize and mobilize process stakeholders in order to encourage their participation.

The preparation of the planning process is centred on the conduct of preliminary activities comprising the establishment of the institutional mechanism, the establishment of contact with the council executive, the information and awareness raising of local authorities and the other stakeholders, including humanitarian and support organizations, the organization of the launching workshop, the collection of baseline data including maps from sectors and partners, and research and use of the CDP and latest planning-related products.

2. Participatory Diagnosis

Participatory diagnosis helps to assess the current situation of a council, with the involvement of all the actors concerned. The technical support entity provides assistance to the municipality and resident population in identifying and analyzing not only their problems/constraints, but also their strengths/potential, seeking solutions and formulating actions to be undertaken according to their priorities.

Participatory diagnosis aims not only at preparing the implementation of actions, but also at consolidating the institutional framework and building local capacity. It takes the diverse interests of all local actors into consideration and seeks to mobilize them within the framework of consultation and negotiation between interest groups. It initiates a self-empowerment process.

Participatory diagnosis aims to identify everything that exists and functions, everything that exists and does not function, all that is missing and constitutes a need, in accordance with sector policies, strategies and standards/maps.

Participatory diagnosis comprises the following three main phases:

- *Diagnosis of the council institution (DIC);*
- *Diagnosis of the council urban space (DEUC);*
- *Village participatory diagnosis (DPNV).*

At the end of these three phases, the technical support entity will consolidate the diagnostic and mapping data prior to their validation by the steering committee.

The findings of the various diagnoses are recorded by sector in a summary document called sector logical framework which is a matrix that prescribes in each given field all the operations required to process the various problems.

3. Resource Mobilization

The preparation, implementation and management of a council development plan require substantial resources that need to be identified and mobilized. To this end, it is recommended that in seeking funding for this plan, the deliberative body should explore all the possibilities and opportunities offered by the laws and regulations. The mobilization of resources is therefore an indispensable exercise.

Resource mobilization seeks to achieve a budget framework on the basis of which programme projects will be identified. Such framework will be based on the financial history of the municipality for the past three (3) to five (5) years and other sure sources of financing (conventions, agreements, contracts, etc.).

Three types of resources are essential for the implementation and management of a council development plan. They are:

- *Human resources;*
- *Financial resources;*
- *Material Resources.*

4. Planning

The participatory diagnosis stage helped to establish an exhaustive as possible baseline or reference situation of the assets of the council institution, the council urban space and the various council villages/ neighbourhoods, to list the existing dynamics and development problems and constraints.

The problems were analyzed and clarifications made on the priority projects of the council urban area and all the communities by sector, and on the fifteen (15) priority micro-projects of each of the villages, of which five (5) in the social sector, four (4) in the economic sector, two (2) in the ecological sector, two (2) in the youth support sector; one (1) in the cultural sector and one (1) in the sports sector.

In addition, sector logical frameworks have been prepared and they summarize the projects that will be included in the council's programme, in light of the various sector policies.

Moreover, the eight (8) maps showing the specificities of the council area were used. They are: the location map, the population map, the urban space map, the draft diagnosis of the council urban space (PUGDT), the health map, the hydraulic map, the solar map and the electrification map.

Planning will be based on these elements to develop the four (4) programmes of the CDP, of which three (3) operational/technical programmes and one (1) support programme.

The three operational programmes will address issues in the social, economic and environmental, cultural and sports, and youth support sectors. Support programmes will address issues relating to the coordination of operational programme implementation.

The municipal council is primarily responsible for the planning phase intended to develop CDP programmes. However, it is backed in this approach by the steering committee and the technical support entity in charge of implementing and facilitating the various stages of council programme planning and drafting.

The municipal council will prepare its development vision prior to the planning phase implemented taking into account the Sustainable Development Goals (SDGs), the Local Development Index (LDI), national guidelines such as the Growth and Employment Strategy Paper (GESP) and the vision and findings of the diagnosis. Such vision will be presented in a document to be used for future projections. The findings of the participatory diagnostic stage will be built on at each stage of the planning process.

Operationally, a workshop is necessary to restore and own the logical frameworks and validate the programmes. This workshop requires specific preparation.

5. Programming

The programming stage leads to the development of the Priority Investment Programme (PIP). The PIP comprises two programmes, namely: The Annual Investment Programme (AIP) and the Three-Year Investment Programme or the council Medium-Term Expenditure Framework (MTEF).

It is important to note, however, that the Three-Year Investment Programme referred to in the planning stage concerns only the investment part of the council Medium-Term Expenditure Framework (MTEF).

To continue in the spirit of the GESP, sustainable development, investments should prioritize wealth- and job-creation in order to strengthen the financial autonomy of municipalities in particular. To that end, and in the event of a substantial imbalance between the various technical/operational programmes, the role of the technical support entity is to explain the rationale of opting for productive investment and negotiating a readjustment.

All projects included in the PIP must be matured beforehand. As part of the preparation of the council budget, the project ideas included in CDPs should be programmed in year n-1 for maturation in order to include them in year.

In practice, the programming stage will be implemented during a programming workshop that is organized at the same time as the planning workshop, with the only difference being that the preparation phase of the programming workshop is used to mature the projects of the four (4) council programmes.

During maturation, stakeholders must ensure that all projects included in the council budget framework are mature.

The programming workshop leads to the development of the annual investment programme (AIP) and the investment part of the council Medium-Term Expenditure Framework (MTEF). The programming workshop is intended to ensure the effective ownership by the stakeholders of the council budget framework instruments.

6. Implementation

In the stages preceding the implementation phase, the budget framework instruments, namely the council Annual Investment Plan, Medium-Term Expenditure Framework and resource mobilization plan, were elaborated.

After an MTEF environmental and social management plan and a procurement plan are prepared, it is the responsibility of the council institution to implement them. The council institution must also receive specific support for the implementation of endogenous solutions.

The concept of implementation of endogenous measures stems from the desire of the planning actors to henceforth achieve the objectives of council project ownership and sustainability, given that endogenous solutions are those that the people have taken the responsibility to implement according to their own resources. It is important to note that endogenous solutions encourage participatory planning and enable the active participation of the people in decision-making and the implementation of projects that concern them.

Endogenous solutions are indeed the core of participatory planning and enable people to be actively involved in taking and implementing decisions.

Although information and other data on endogenous measures were collected during the participatory diagnosis stage, the differential benefits identified in villages, within the council urban space and in councils as a whole were not analyzed so as to formulate endogenous measures that would enable their capitalization.

The above-mentioned budget framework instruments enable councils, during the implementation stage, to easily award contracts, monitor the execution of such contracts by the service providers recruited, accept contracts and manage implemented projects.

This stage aims to concretely implement the actions contained in the three (3) council operational/technical programmes, as reflected in the Annual Investment Plan (AIP) and the Medium-Term Expenditure Framework (MTEF).

The implementation of the CDP comprises five (5) phases:

- a. The establishment of the implementation institutional mechanism;
- b. The analysis of differential benefits identified in villages, within the council urban space and in councils as a whole;
- c. The preparation of the MTEF environmental and social management plan;
- d. The preparation of the procurement plan;
- e. The actual implementation of the procurement plan (selection of service providers, contract award, physical implementation and control).

As regards points to be discussed:

1. CDPs were developed in 329 mainly rural councils, including some district councils, namely: Bafoussam II; Yaounde VII; Garoua I and II; Ebolowa I and II, etc.;
2. CDPs are slightly updated each year to correct multi-year programming. They are extensively updated after five years. However, a large-scale update is currently underway to align councils to the programme-based budget.
3. Although the dissemination of CDPs is effective at the local level, it is not systematic at the central level for the moment;
4. CDPs are quantified for mature projects or projects with known costs (classrooms, boreholes, etc.). The others are project ideas that need to be matured.
5. CDPs are developed in a participatory manner through socio-specific group consultations to enable everyone to express themselves, and also to prioritize their needs;
6. Committee work and studies are underway to propose ways to improve the mainstreaming of projects included in CDPs and public investment budgets (PIBs);
7. Effective local project management at all stages of the project cycle exercise is still impeded by the ineffectiveness of the decentralization charter. The charter should lay down the conditions for providing the local expertise of State de-concentrated services to councils and resources for the mobilization of such skills;
8. The investment needs of councils are proportionate to their financing mobilization capacity. Councils can only set their investments in relation to the funds that can be mobilized in their budget. Other needs that are above the financing capacity of councils are covered by the PIB;
9. CDPs are currently being developed as part of Results-Based Management (RBM) and the Programme Budget. CDPs organize projects within three technical programmes, namely: (i) Facilitating Access to Basic Social Needs; (ii) Promoting Economic and Environmental Development; and (iii) Promoting Culture, Sports and Youth Support. Support here will consist in explaining the rationale or benefits of prioritizing the financing of economic projects to regional and local authorities (RLAs);
10. Councils compete with each other and attract investors by creating alluring conditions in the form of tax incentives, business establishment incentives, curbing red tape, etc.;
11. Instruments such as the Local Development Index (LDI) in Cameroon and the Sustainable Development Goals (SDGs) at the global level can help to measure local development based on formulated indicators and baseline situations established at the beginning of the period that may be at the beginning of the executive mandate. The implementation of measurement mechanisms will help to assess, measure or evaluate the development and progress recorded with respect to the various actions (sub-sectors that may be education, health, access to drinking water, roads, bridges, power lines) and activities which are projects resulting from these actions included in the various technical programmes;
12. For decentralized cooperation to be successfully implemented, municipalities should embark on a win-win cooperation process. Councils must identify within their territories niches to be developed that would make them attractive. Partners are more willing to enter into cooperation or twinning with one when one clearly presents what they have to offer.

Theme 2: Spatial Planning of Local Development

Presentation by **Ms. Anne Marguerite FOUDA OWOUNDI**

Head of Studies, Planning and Cooperation Division - Ministry of Housing and Urban Development

Introduction

Urban and territorial planning is at the heart of the New Programme for Cities (New Urban Agenda) adopted in HABITAT III. In the global context of a predominantly urban population (more than one in two Cameroonians now live in the city and three in four Cameroonians will live in the city in 2035), it is first and foremost in cities that the major challenges will be overcome in terms of urban strategies better articulated with national and local policies, efficient decentralization, participatory local governance and reduction of the urban divide (that is, social inequalities in urban areas).

Being an essential instrument of national policies for the implementation of controlled urban strategies, *“urban and territorial planning is defined as a decision-making process that aims to achieve economic, social, cultural and environmental objectives through the development of spatial visions, strategies and plans and the formulation of a set of principles and policy tools as well as institutional and participatory mechanisms and regulatory procedures. It is a powerful instrument for redefining the forms and functions of municipalities and regions in order to generate economic growth, prosperity and employment in an endogenous way, while meeting the needs of the most vulnerable groups”*.

In Cameroon, the 2004 law governing town planning states that “urban planning documents (UPDs) shall determine the conditions that allow the following:

- *Limit the use of space;*
- *Control travel needs;*
- *Preserve agricultural activities;*
- *Protect forest areas, cultural heritage, natural and urban sites and landscapes;*
- *Prevent natural hazards and technological risks, pollution and nuisances of all kinds;*
- *Provide sufficient building space for economic activities and general interest, as well as for the satisfaction of present and future needs in terms of housing and public facilities”¹.*

Urban planning is today, more than ever before, strategic because it aims to link prospects for economic development and choices of land use and construction of infrastructure and equipment. Therefore, the New Programme for Cities (commonly known as the New Urban Agenda) recommends that urban planning be considered the absolute priority of countries and any city regardless of size and level of development.

For nearly a decade, therefore, the issue of town planning has been at the centre of the activities of the Ministry of Housing and Urban Development, to help councils to move from catch-up town planning to objective town planning, that is, planned urban planning.

This presentation, which is intended to be more practical than theoretical, is a review of town planning challenges and the legal framework that governs this activity in Cameroon, which is based on the assessment of the implementation of this power transferred to regional and local authorities since 2011, the difficulties encountered, and proposals to ensure the effectiveness of its implementation to make UPDs true development tools. In other words, we will answer the following questions:

- *Are UPDs regularly prepared and what is the national coverage rate?*
- *What is the content of UPDs?*
- *How are they implemented?*
- *How are projects in the PIP financed?*
- *How to make UPD and CDP consistent?*

¹ *International Guidelines on Urban and Territorial Planning, UN-HABITAT, 2015*

Town Planning Challenges

- *More than one Cameroonian out of two live in the city today and 3 out of 4 Cameroonians will live in the city in 2035;*
- *The vast majority of councils are towns (out of the 374 councils that exist in Cameroon, more than 312 are towns);*
- *The occupation of space in Cameroonian towns is anarchical, resulting in the gradual degradation of the urban environment;*
- *This spontaneous development mode of the town is not rational and is at the origin of the proliferation of squatter settlements (shanty towns), seat of poverty, thus creating an urban divide;*
- *The State and councils need to build livable, attractive, inclusive and sustainable towns.*

What is the purpose of town planning?

- *Plan and regulate the urbanization of territories for economic and social development;*
- *Propose forms of urban management through the definition of objectives, principles of development and development projects;*
- *Rationally develop towns to enable them to fully play their role as a development driver where the bulk of GDP is produced;*
- *Master the issues that characterize towns (threats and opportunities);*
- *Minimize risks and maximize opportunities.*

Legal Framework for Town Planning

Since 2004, Law No. 2004/3 of 21 April 2004 governing town planning in Cameroon is the reference of town planning. Five (5) decrees for the implementation of this law were signed in 2008:

- *Decree No. 2008/736/PM of 23 April 2008 to lay down the procedures for preparing and reviewing urban planning documents;*
- *Decree No. 2008/737/PM of 23 April 2008 to lay down safety, hygiene and sanitation rules in the area of construction;*
- *Decree No. 2008/738/PM of 23 April 2008 to organize procedures for land development;*
- *Decree No. 2008/739/PM of 23 April 2008 to lay down rules of land use and construction repealed and replaced by Decree 2016/3058/PM of 28 July 2016 to lay down rules of land use and construction;*
- *Decree No. 2008/740/PM of 23 April 2008 to lay down the sanctions regime applicable to infringements of urban planning rules.*
- *Law No. 2004/18 of 22 July 2004 to lay down rules applicable to councils which grants a number of powers to councils regarding spatial planning, housing and urban development, in particular:*
 - *the preparation and approval of urban planning documents (UPD, LUP, SP, SUPP);*
 - *the issuance of administrative instruments relating to land use and construction, also called town planning instruments (planning certificate, land parcelling authorization, planning permit, building permit, demolition permit, certificate of conformity);*

These two activities fall within the remit of urban planning as defined in Order No. 1/E/2/A/MINDUH of 29 March 2011 to lay down specifications that detail the technical modalities in the exercise of the powers transferred by the State in urban planning, construction and maintenance of earth roads. This order specifies the role of councils and that of the State in the process of preparing the UDCP and issuing urban planning documents. It specifies the various stages in the preparation of a UPD.

Article 12 stipulates that the State shall take into account the contingency plans drawn up by the councils in the planning of projects to be included in the public investment budget and within the limits of its resources. And in Article 13, it states that the State must provide, on annual basis, in the budget of the Ministry in charge of urban development, the financial resources to be transferred to councils for the exercise of transferred powers. It is therefore in the implementation of these provisions that since 2012, MINH DU has intensified the transfer of resources to councils for the preparation of the UPD (about CFAF 1 billion/year).

What Are the Town Planning Tools in Cameroon?

The law of 21 April 2004 governing town planning establishes four types of urban planning documents called planning documents:

- *Urban Development Master Plan (UDMP);*
- *Land Use Plan (LUP);*
- *Sector Plan (SP);*
- *Urban Development Conceptual Plan (UDCP). They are all “enforceable against third parties”.*

These documents have three historical backgrounds:

- *The UDMP, long-term strategic orientation tool, sets the basic guidelines for the development of an urban territory, the general use of land and the programming of equipment. It is prepared for City Councils or groups of councils that require concerted action.*
- *The LUP, regulatory tool, determines land use areas and enacts for each of them special rules, restrictions and easements for specified use in the medium term (10 to 15 years). It is required for each council.*
- *The UDCP, tool for strategic orientation at the level of a council, briefly determines land use and defines the perimeter of each of the assignment zones. It briefly spells out, for each of them, the rules, restrictions and easements for specified land use. Simplified planning document, prepared while waiting for councils to have a LUP.*
- *The SP, “Pre-operational” Document, falls between the LUP and the estate. It covers part of the territory and regulates in detail and in the short term: organization and technical methods of land use; the nature and location of social and community amenities; the technical and financial characteristics of the various infrastructure works.*

Content of Urban Planning Documents

UPDs, as defined by the law governing urban planning (2004) constitute the following:

- *A supporting report that brings together elements: territorial diagnosis, the development scenario adopted in a participatory way, forecasts and prospects for development, a forward programming of needs to meet future development challenges, a Priority Investment Plan (PIP) costed in all the areas (infrastructure, socio-collective equipment, low-cost housing, etc.), strategies for implementing the plan and projects;*
- *A town planning regulation outlines the rules of land use throughout the council area, for this purpose it specifies for each zone (the district for the UPD and UDCP, the island for LUP and the plot for SP): limits of use of building areas, distances from public roads and neighbouring buildings, volumetry, shapes and colours of buildings, etc.*
- *Graphic documents: zoning plan, structure diagram, urban development plan, plot plan, etc.;*
- *Annexes: technical network plans (water, electricity, gas, etc.), runoff and sewage disposal plans, etc.*

How Are They Prepared?

The preparation of the UPD is conducted using a participatory and concerted approach with stakeholders and people to integrate, first, their concerns and needs and identify them and second, the development prospects and guidance choices most relevant to the future of the council. Throughout the UDCP preparation process, and specifically at each key stage, workshops are scheduled for the assessment, identification and validation of development prospects, management options and orientation choices most relevant to the future of the council.

The participatory and concerted approach is not limited to the stakeholders designated within the framework of the Technical Steering Committee (composed of local representatives of administrations, representatives of the people, traditional authorities, civil society, etc.), but must be extended, during the diagnosis phase (during field surveys), to integrate the representatives of the local population (quarter heads) to identify their problems and needs.

This consensus process continues, even more broadly, during the one-month public surveys that are required when the planning party is stopped. During these public surveys, the development plan and the planning regulation are posted at the council premises for one month. A public awareness campaign must then be

led by the mayor and the consultant to convince each citizen to come and give his point of view on the future plan. All grievances are collected in a register and sent to the consultant for consideration before production of the final report.

Are They Regularly Prepared?

Since 2012, MINHDU has transferred more than CFAF 3 billion to councils to support the preparation of the UDCP. From 2004 to date, close to 127 UPDs have been prepared or are being prepared, under various forms of funding. These include:

- 14 Urban Development Master Plans (UDMPs) of which 11 were financed by the Ministry in charge of urban development, one (1) in Douala by the City Council completed and two (2) in Maroua and Garoua developed within the framework of PA MOCCA;
- 71 Land Use Plans (LUPs) financed by the State;
- 34 Urban Development Conceptual Plans (UDCPs) financed by the State;
- 8 Sector Plans (SPs) namely the Yaounde City Central Core Sector Plan completed and the Central Core Business Plans of Douala 3, Molyko and Banekane already completed, and Ngeme, Mbengue and Nkouekong being launched.

That is a UPD coverage rate of about 30%, which remains very low.

How to Implement UPDs to Make Them Local Development Tools?

The implementation of a UPD is goal transformation (social, environmental, economic, etc.) recorded in the latter as concrete achievements, to have a positive impact on the quality and living conditions of the population (improvement of hygiene, reduction of poverty, job creation, increase in the supply of decent housing and, in general, in social facilities including health, water, education, electricity, facilitating access to decent housing and other equipment). It is done at five (5) levels:

- The preservation of reserved easements for public amenities;
- The land use regulation of different lands (national, public, private, etc.) through the issuance of town planning documents;
- The construction of public amenities in accordance with PIP;
- The implementation or the encouragement to implement economic programmes projected (creation of socio-economic activities: trade, industry, agriculture, crafts, etc.) to guarantee attractiveness and competitiveness;
- Incentives and coordination of development operations planned (restructuring, renovation, concerted development, plots, etc.). This is the place to point out that land development tools such as restructuring/renovation plans, plots and concerted development zones are operational planning documents, each of which is accompanied by a town planning regulation, specifications and a costed PIP.

As soon as the UPD is approved, it is desirable to set up a Monitoring committee within the council with its implementation under the authority of the Mayor and coordinated by the head of technical services.

From then on, the Monitoring Committee becomes the linchpin of the operational planning and programming of development projects:

- It ensures (in the first act) the materialization and securing of reserved easements of public facilities (topographic survey, assessment and evaluation of affected property, declaration of public utility, compensation of rights holders, etc.);
- It leads (locally), for each budget year, consultations with the different partners (State, lenders, etc.) to define the action programme that it submits for deliberation in a municipal or city council as the case may be;
- It proceeds to formulate projects relating to the implementation of economic programmes and development operations and seeks partners for their financing and implementation;
- It periodically evaluates (five years) the implementation of the UDCP and proposes, where appropriate, catch-up measures, revision or updating, in accordance with the regulations in force;
- It monitors the activity of the Commission for the review of applications of town planning documents and ensures compliance of the UPD documents issued.

Tools That Can be Used to Implement UPDs

The implementation of UPDs is done using the following tools:

- ▼ *The City Contract: considered an instrument for the implementation of urban policy in the short term, it is defined as a framework document whose execution time-bound, engages the social players that are the State, Regional and Local authorities, Civil Society in its broad sense, in order:*
 - (i). *to stimulate a global and consistent development of a town/council through the mobilization of energies and financial means;*
 - (ii). *to create favourable conditions for improving the living conditions of the population; and*
 - (iii). *to promote the reduction of poverty through the creation of mass jobs. Each partner here commits to the nature, the content and the partial financing of the various programmed operations.*
- ▼ *The Partnership Protocol: it is a lighter form of the city contract and differs in terms of the volume of funding mobilized. It has, in all points, the same objectives as the city contract;*
- ▼ *The Community Contract: it allows councils to involve civil society organizations (neighbourhood associations, local NGOs) in the life of the council:*
 - (i). *by promoting their access to public order through the establishment of small structures and their support by the people;*
 - (ii). *by establishing a communication system on the projects to be carried out for the benefit of the population;*
 - (iii). *by generating expertise and use of local labour for the purpose of social integration.*

In short, the implementation of the UPDs is done through:

- ▼ *The raising of the awareness of all actors and people on the prescriptions of the UPD;*
- ▼ *The implementation of the projects contained in the stock or investment programme in the short and medium term;*
- ▼ *Compliance with urban planning regulations contained in the planning regulation through the issuance of town planning documents and building control;*
- ▼ *The integration of the rights of the infrastructure and equipment projected in the council heritage through a UPD;*
- ▼ *The appropriation of State and council land reserves;*
- ▼ *The availability (via the Divisional Officer) of each public, semi-public and private service as well as to civil society, urban planning regulation as well as the list of projects contained in the PIP and falling within its competence, for programming in its budget;*
- ▼ *The PIP's appropriation of the UPD by the mayor to make it his "city project" and use it as an advocacy document for the raising of funds from the financing windows at the national level (FEICOM, PNDP, etc.) and international (TFPs);*
- ▼ *The initiation and signing of a city contract with the State and its de-concentrated services, for the implementation of the city project from the UPD.*

Specially regarding the issuance of administrative land use permits (planning documents), we know that the regulation on construction has been reformed by Law No. 2004/3 of 21 April 2004 governing town planning in Cameroon and Implementing Decree No. 2008/739 / PM of 23 April 23, 2008 to lay down rules for land use and construction repealed and replaced by Decree 2016/3058/PM of 28 July 2016 to lay down rules of land use and construction. Despite the innovations introduced by these instruments, many constraints in terms of construction remain and weigh on the population and the investors, which has the effect of maintaining the illegality in the construction and development of anarchical and hazardous constructions, themselves sources of risk to the safety of this people.

In the World Bank "**Doing Business**" ranking report on the business climate, Cameroon does not generally occupy a good position, due to cumbersome procedures and governance problems. And in a particular way, though our country has improved its rank in the overall ranking, its ranking in terms of obtaining the Building Permit (one of the indicators to report on the business climate in a country), always regresses. It is therefore understandable why in a series of reforms the Government has undertaken to simplify construction deadlines and procedures and move towards improving rankings, to improve this ranking and attract investors.

From this follows the idea of dematerialization of procedures for obtaining town planning documents, in particular the building permit, that is to say in simple terms:

- *the computerization of the procedure;*
- *and the creation of one-stop shops for the issuance of building permits and all other administrative authorizations for construction.*

This is the purpose of Decree No. 2018/9704/PM of 10 December 2018 instituting one-stop-shops for the facilitation of the issuance of administrative documents relating to land use and construction to city councils.

For the other councils, it is recommended to set up commissions provided by the law and to make the decrees determining the costs of planning documents other than the building permit and the implementation permit (whose costs are indicated in the local tax law)..

Difficulties Encountered

Preparation of UDCP

While particular attention has been paid to the instruments on the simplification of the documents to be produced and the procedures for preparing them, it should be underscored that, in view of the numerous dysfunctions noted, that the transfer of powers in urban planning was done without the necessary technical skills for the implementation of this important activity.

This is how we detected numerous deficiencies in the content of most UDCP prepared in recent years, to which is added laxity and cacophony in the process of preparation, monitoring of the preparation and even implementation of these documents. The rules prescribed by the instruments and in the UDCP are few or not applied and the many number of UDCP prepared challenge us in their content. The problems/difficulties encountered in the preparation of UDCP are, without being exhaustive, the following:

- *Shortage of financial resources to cover the 374 councils in the country;*
- *The quantitative and qualitative shortage of human resources in RLAS and in the de-concentrated services of MINH DU;*
- *The shortage of qualified and approved firms for the conduct of urban planning studies and the low technical and financial capacity of existing ones;*
- *Low appropriation of the law and its implementing decrees by actors, including RLAS;*
- *Laxity in the monitoring of studies at the local level, causing a very big delay in the execution of services and credit foreclosure;*
- *Bottlenecks in the procurement procedures.*

All these problems/difficulties led MINH DU to suspend support for the preparation of urban planning documents from 2016 to 2018, in order to take stock and identify the measures to be implemented to improve the process.

Implementation of UPDs

The difficulties encountered in implementing UDCP include the following:

1. *Shortage of **financial resources** to operate the commissions for the issuance of town planning documents;*
2. *Lack of control over the costs of issuing urban planning documents;*
3. ***Processing deadlines** of applications for town planning documents quite long;*
4. *Quantitative and qualitative shortage **human resources** in RLAS and in the deconcentrated services of MINH DU;*
5. *Absence of **monitoring and evaluation bodies** for the implementation of the UDCP prepared: the documents are prepared and no one is concerned about their implementation;*
6. ***Low appropriation of the law and its implementing decrees** by RLAS: these do not explore all the channels provided for the implementation of the UPDs;*
7. *Low or **non-appropriation of prepared documents** by the RLAS concerned and urban sector stakeholders in general.*

In addition, Order No.1/E/2/A/MINH DU of 29 March 2011 to lay down specifications of the technical methods for exercise of the powers transferred by the State in matters of urban planning, construction and maintenance of earth roads defines the specifications in terms of the preparation of UPDs and some issuance of urban planning documents specifies neither the terms nor the conditions for the implementation of UPDs (apart from the issuance of urban planning documents), thus naturally leaving room for cacophony.

Several councils are struggling to set up review committees for urban planning application files; those established do not work in most cases; and finally, the councils do not have full powers in the creation of the estates as prescribed by the law governing town planning (or it is the estate which structures a territory!); These estates are created in violation of the regulations in force, based on obsolete instruments, thus creating room for lawlessness.

Measures Implemented for Process Improvement

Several measures have been undertaken to improve the UDCP preparation and implementation process. Specifically, they include:

- *The preparation of a reference guide for town planning (Vademecum);*
- *The preparation of a technical guide for the preparation of UDCP;*
- *The preparation of a manual of administrative and financial monitoring procedures for the preparation of UDCP;*
- *Improvement of and the production of standard for (better cost control and timeliness of these studies whose complexity is well established);*
- *Finalization of the national equipment grid;*
- *Coaching of local firms through international bets to enable technology transfer.*
- *Education of stakeholders through circular letters and field trips (two circular letters on the preparation of urban planning documents and the establishment of committees for examining urban planning application files);*
- *Training of mayors and managers of council and deconcentrated services in the setting up and monitoring of urban planning studies and the issuance of urban planning documents through the PNFMV;*
- *Organization of quarterly monitoring and evaluation meetings of the UDCP preparation studies with the various stakeholders (RLAs, Regional and Divisional Delegates of MINH DU and BET contractors);*
- *Field missions in 2017 to ensure the effective implementation and functioning of the commissions for examining applications of urban planning documents in planned cities and to raise the awareness of stakeholders on the implementation of UPDs;*
- *Completion in 2015 of a study on the analysis of needs in capacity building of actors in the preparation and monitoring of UDCP;*
- *BET capacity building for mapping (in 2016);*
- *Completion of a study to determine the costs of issuing urban planning documents (2015-2016);*
- *Issuance of Decree No. 2016/3058/PM of 28 July 2016 to lay down the rules of land use and construction that repealed the decree of 2008 on the same subject: this decree reduces to 10 days the timeframe for issuing the certificate of conformity and generally streamlines all procedures.*
- *Signing of Decree No. 2018/9704/PM/ of 10 December 2018 to establish one-stop-shops that will facilitate the issuance to city councils of administrative documents on land use and construction.*

Recommendations for Boosting and Controlling Urban Planning in Cameroon for Sustainable (Inclusive, Competitive and Resilient) Cities

At the national level:

- ✎ *Establishment of a powerful mechanism for financing the preparation and implementation of urban planning documents, with the support of TFPs (it could be a major programme like the PNDP which allows all councils to have a UPD);*
- ✎ *Better government coordination in urban planning through complementarity between UPDs and CDPs, land and cadastral management and urban planning in order to reduce confusion and promote the harmonious and sustainable development of the territories;*
- ✎ *Need to supplement the local tax law to clarify and harmonize the costs of all planning documents;*
- ✎ *Empowerment of mayors in land management;*
- ✎ *Liaising with local agencies to assist councils in local project management;*
- ✎ *Imperative need to make the UPD the basic tool for the budgeting and financing projects in the municipality.*

At local government level:

- ✎ *Better involvement of MINHDU's deconcentrated services through the coaching of council staff and the organization of bi-monthly meetings to monitor the preparation of UDCP, both at regional and divisional level;*
- ✎ *Need for a qualified technical service in RLAs with at least one engineer and a planner;*
- ✎ *Training of RLAs and MINHDU staff through URAMDEUR of the University of Yaounde I, EAMAU, the National Training Programme for City Trades (PNFMV) which aims to strengthen the capacity of state technicians and RLAs for city trades and urban planning, the National Advanced School of Public Works (ENSTP) as part of the training in urban planning, etc.*
- ✎ *Establishment of one-stop-shops for the issuance of town planning documents in big cities;*
- ✎ *Institutionalization of the city contract tool for the consistency of programming and project implementation actions in cities with planning documents and CDPs;*
- ✎ *Institution in each planned council of a committee for monitoring the implementation of the UDCP;*
- ✎ *Training of RLAs and MINHDU de-concentrated services in the implementation of UDCP;*
- ✎ *Establishment of council investment planning conferences (bringing together all the State de-concentrated services) for the preparation of council action plans in accordance with UPDs.*

Conclusion

The implementation of devolved powers in urban planning has several shortcomings today. These shortcomings concern the limits of the regulatory framework, deficits in the quantity and quality of human resources, laxity or ignorance of council executives, insufficient resources, a lack of governmental and state-council coordination for the implementation of UPDs, etc.

To improve this process requires not only the implementation of the measures listed here, but also the awareness of certain stakeholders, particularly those of State de-concentrated services which are in charge of Helping the RLAs in the exercise of the powers which are transferred to them.

The transformation of the physiognomy of our towns depends on it.

Discussions following the two presentations focused on the following questions:

- ✎ *Are council development plans regularly prepared, updated and disseminated at local and central level?*
- ✎ *Are council development plans costed and reflected in the annual budgets of councils?*
- ✎ *Is the preparation of council development plans carried out in a participatory manner?*
- ✎ *How can the projects included in the CDPs in the BIPs be taken into account in local and national planning?*
- ✎ *How can local project management be effectively exercised at all project cycles?*

- *How can spatial planning documents (town planning master plan, sector plan, land use plan, summary urbanization plan) be made development tools?*
- *How can one facilitate the issuance of town planning documents in councils?*
- *How can the investment needs of councils be assessed?*
- *Does the content of council development plans emphasize economic projects beyond basic social projects?*
- *How can equalization be made fair and effective?*
- *How can Councils be made attractive?*
- *How can one sell Councils and encourage economic operators to take risks?*
- *How can one measure and evaluate local development?*
- *How can regional and local authorities' cooperation be made a lever for local development?*

At the end of discussions, the following recommendations were made:

1. *Ensure the consistency of council development documents by making sure that the hierarchy between them is respected;*
2. *Involve local elected officials in the preparation of planning documents at regional and national level, in order to ensure consistency between the different levels;*
3. *Create and/or revitalize committees/commissions in charge of the monitoring, dissemination and implementation of council planning documents;*
4. *Revitalize the commissions in charge of issuing town planning instruments;*
5. *Ensure the adequate financing of these committees and commissions by reviewing in particular the council budgetary nomenclature to enable them to operate and through the setting by MINDEVEL of a remuneration scale for their members;*
6. *Systematically require the town planning certificate as a prerequisite for the issuance of temporary occupation permits in the public sphere;*
7. *Set up a programme for the development of PSUs and examine the possibility of its financing by FEICOM and possibly by donors;*
8. *Align councils with the principle of programme budgeting;*
9. *Ensure the strict application of the legal enforceability of council planning documents against third parties;*
10. *Harmonize the names of various existing planning instruments;*
11. *Take into account projects resulting from UDPs and CDPs in PIB;*
12. *Rapidly implement the hierarchy's promise to increase the funds allocated to decentralization to 10% of the national budget;*
13. *Create a one-stop shop for the financing of decentralization;*
14. *Put Councils at the centre of the social and solidarity economy;*
15. *Mayors should better capitalize on the contribution of D.O.s and Traditional Rulers in the management of land affairs;*
16. *Help Mayors to build up land reserves by financing compensation;*
17. *Include Mayors in consultative boards;*
18. *Encourage inter-council cooperation at national level;*
19. *Take the LDI into account, as well as additional criteria such as surface area, distance from the main decision-making centres, isolation, and global needs as quantified and assessed by plans, for the fair distribution of resources nationwide;*
20. *Allow Mayors to recruit their own staff, on the basis of well-defined profiles and following a call for applications, SGs and CTs of their councils;*
21. *Give Mayors a right of control over the management of Secondary Civil Registration Centres;*
22. *Ensure the timely availability of resources allocated to councils or, failing that return to the financial autonomy of FEICOM;*
23. *Organize mobile court hearings throughout the Republic to establish compliant civil status documents.*

WORKSHOP 4

Council Resources

Theme 1: Quality Human Resource: An Important Component for the Realization of the Missions Assigned to Councils

Presentation by **Mrs. Jarreth, née Ndi Elizabeth Njie**, Deputy Director of CEFAM

Context

"... our choice to value human resources, knowing that Human Capital is the lever of development and the source of wealth. It is also the vehicle for transformation and management of other resources and of their integration into the development process". (His Majesty King Mohammed VI Morocco, 2000).

It is generally agreed that human resource is the first and most important resource for the growth and development of any organization. An organization may require buildings, equipment and money to run the business but without employees, these are of no use. It is because of the employees that these things are required in organization.

Can you imagine a council without employees? Seems impossible, right? That is why it is said that it is the employees, not the buildings or equipment which makes an organization.

How do you deal with challenges of rampant urbanization, migratory movements, insecurity, climate change, scarcity of resources, youth unemployment and desperation, brain and talent drain, digital divide, and pressing demands from the citizens and communities that have become increasingly aware of their rights and whose needs are becoming more complex, if the local governments continue to be managed from the Central Administration?

How to you enable the decentralization process to progress if the Councils continue to manage their staff in an archaic way that does not meet the minimum standards in terms of human resources management?

Human capital is the most critical resource needed in all development initiatives. This assertion is true for the accelerated implementation of the decentralization process in Cameroon.

Mobilizing for the development of the human capital of local governments: A key requirement for achieving the sustainable development goals.

The capacities in human resources of the local governments are evaluated at the same time by the quantity of human resources they have. The main problem at the local level is the lack of human resources available to the local governments. There would be a shortage of personnel in general and more particularly a shortage of highly qualified personnel in certain technical occupations crucial for local governance. Compared with the Central Government and the private sector, the human resource capacity of Councils remains relatively low and needs to be strengthened both quantitatively and qualitatively.

The Minister at the Presidency in charge of Good Governance of Burundi said: *"In our country, as elsewhere in Africa, the main challenge of human resources is related to the lack of qualification of the staff to properly carry out the mission given to the Municipalities."*

I - Human Resource Situation in Cameroon

Human resource management is the weakest link in local governance and hence the main cause of poor performance of Councils in Cameroon. Curiously in the advocacy efforts to improve the process of decentralization and local governance, Municipal authorities insist and prioritize the improvement of their financial and fiscal resources and capacities to better assume their responsibilities and to face these challenges, while they seldom mention the problems, challenges and capacities of their human resources. The decentralization tenets enshrined in the 1996 constitution and materialized with the reforms of 2004 and many other subsequent instruments can only come to fruition as intended by the President of the Republic, His Excellency President Paul Biya, if our Regional and Local Authorities have the requisite competent man power.

Section 4 (1) of Law No. 2004/17 of 22 July 2004 on the orientation of decentralization, stipulates that Regional and Local Authorities shall be corporate bodies governed by public law. They shall be endowed with administrative and financial autonomy for the management of regional and local interests. In that capacity, the mission of their councils or boards shall be to promote economic, social, health, educational, cultural and sports development in their respective areas of jurisdiction.

Section 19 (1) of the same law states that Regional and Local authorities shall freely recruit and manage staff needed for the accomplishment of their missions, in accordance with the laws and regulations in force.

The success of an organization largely depends on the quality of its employees which is measured by their performance. Councils will need highly performing individuals and other factors in order to accomplish their mission of development.

Furthermore, the position to be filled in the services of City Councils, District Councils and Municipalities shall be organized according to the general directives defined in the standard list appended to Order No. 136/A/MINATD/DCTD of 24 August 2009.

I.1 Staffing: recruitment and deployment

Human Resource Management is a discipline which is concerned with the management of people at work and its role is to determine the best way to align the employees in the organization so they are best able to achieve its goals. It is the process of planning, organizing, recruiting, capacity building, delegating and evaluating human resources in order to accomplish set objectives.

I.1.a. Staff Recruitment

Recruitment is the process of obtaining a sufficiently large pool of suitable applicants from which to select the best. This process should follow the steps as stipulated by the Labour Code. Transparent and accountable practice for our councils would require that the need (vacancy) be identified and the profile of the staff required be established and advertised as per the regulations before the interview for recruitment.

Profiles are already defined by Order No. 136/A/MINATD/DCTD of 24 August 2009 cited above. However, in our councils today the recruitment procedure is hardly respected with each successive Mayor or Government Delegate recruiting staff without clearly identified needs or matching profiles.

Often this is done under the suspect guise of Temporary Staff some of whom are serving several years without any contract and yet sometimes assigned sensitive and important duty posts. This leaves the councils with bloated manpower, stress on the wage bill and all the other attendant evils of poor human resource management. No wonder why The Minister in charge of decentralization recently through Circular No. 398/L/MINDDEVEL/NG/DAJ of 22 January 2019 called Mayors and Government Delegates to order on this issue.

I.1.b. Staff Deployment

Staff deployment should respect the post/profile aspect. The staff that should occupy a particular post should have the profile (qualification, experience) that corresponds with the description of the task to be carried out by the staff. Several studies carried out by the trainees of the Local Government Training Centre have identified poor and discretionary de-loyment of staff as a reason for low output and de-motivation at the work place.

In a post training Tracer Study carried out by CEFAM, a significant percentage of ex-trainees (42.3%), said that they were not working in their field of training at all; 23.7% were only partly working in the said field while 18.6% were working in their field of training.

One would also need to consider the fact that Ministerial appointments of council staff to duty posts often take away staff from their councils of origin which sponsored them in the first place. In such cases, how do the councils recover financial investment in the staff, and time lost in training (when the case involves a CEFAM trainee)?

Furthermore, several diagnostic studies of council institutions carried out in the course of elaborating council development and capacity building plans for local authorities reveal that some services are understaffed while others have too many workers who are idling.

I.2. Training opportunities and incentives to attend training courses

It is widely recognized that training is critical for personnel performance. It also enhances the self-esteem of the staff. While staff is supposed to be recruited on the basis of qualifications, it is work experience and regular upgrading training that make them more apt for the job. Many council staff have unfortunately never had the opportunity to upgrade themselves through short training courses.

There is also the question as to whether there is enough motivation to attend training courses given that promotion and scaling up on the salary grid hardly follow the training as the CEFAM study revealed: In terms of the relationship between upgrading and promotion, the study shows that 26.3% of the ex-trainees were upgraded and promoted at the same time, 19.3% had none of the two, 8.8% were promoted but not upgraded, 22.8% were upgraded but not promoted (CEFAM Tracer Study, 2011).

I.3. Staff performance and appraisal

Staff performance depends on several factors including the work environment, incentives, capacity, etc. To judge staff performance, there is need to set output targets, regularly assess the rate of achievement and give feedback to the staff. In councils, it is expected that work planning should be coordinated by the Secretary-General and the Council Treasurer, each acting in their own sphere.

In many councils, there is no written evidence of this practice and hardly any coordination between the Treasurer and the Secretary General on staff management. It is clear that where planning is not documented it is difficult to track performance and therefore objective appraisal becomes elusive. The absence of procedure manuals compounds this situation.

I.4. The standard organization chart and job specifications, implementation and challenges

By Order No. 136/A/MINATD/DCTD of 24 August 2009 the then supervisory ministry provided a generic organization chart and set out job specifications for councils. Councils could adapt this to suit their specific contexts. Studies and field visits to councils e.g. recent studies carried out in the Bafang, Bangante, Tiko and Mbalmayo councils (Programme de decentralization FEICOM Villes Moyennes 2018) as well as a sampling of Council Institutional Diagnosis done for councils during the preparation of council plans all tend to assert that organization charts may exist but the personnel are not aware of them nor do they have written job descriptions. Lines of reporting and hierarchical structure may therefore not be respected.

II. Human Resource Gaps

Generally, small councils lack sufficient and qualified staff the number of staff tends to be inadequate in both numbers and qualification. Areas like Promotion of Local Economic Development and Technical Services often do not have personnel although, through the National Community-Driven Development Programme (PNDP), council development officers have been recruited and trained in recent years. Even then, most become jacks of all trade and quasi private secretaries to the mayors.

II. 1. Training needs (numbers and skills)

It is estimated that of the over 12000 council personnel in the country, only about 30% have the requisite training to match the profiles in the Standard list of council jobs. There is therefore a huge gap in the skills set available to meet the ever-increasing challenges of decentralization. With the envisaged election of regional councils this makes the need even more critical.

Although the precise training needs of staff are identified through Training Needs Assessments, the areas that are commonly cited include: Human Resource Management, IT Application Skills (EXCEL, Word Processing, Accounting Software), Archives Management, Waste Management, Project Cycle Management, Financial Management and Accounting, Contract Award Process, Works Supervision, Legal Context, Town Planning and Urban Management, Management of Transferred Powers and Resources.

II.2. Non-Training needs

While staff output depends heavily on qualification and experience, it is also agreed that the working environment contributes significantly to staff performance.

The availability of appropriate working space and tools – offices, stationery, furniture, computers, vehicles and motorcycles, etc.; a conducive and harmonious atmosphere; a supportive institutional culture e.g. work induction, regular service and department meetings, fluid and open communication, inclusive leadership - all enhance staff performance.

All of the above need to be reinforced with the respect and implementation of promotion, and other incentive schemes e.g. the implementation of the Presidential Decree of 2014 increasing salaries by 5%.

Needless to say, the regular payment of salaries and any due allowances is key to personnel output.

III. Policy Gaps

The existing body of legislation on decentralization and the Labour Code are fairly exhaustive. However, council staff continue to clamour for a special status enacted by a statutory instrument which will clearly state their position as a public service corps and define a career growth path for them. Clearly there is urgent need for this as the current situation where staff are left in limbo when they lose duty posts while serving in councils other than their original ones; and where council staff going on retirement go for years without earning their pension benefits is a disincentive to attract and keep quality personnel.

Internally in councils the absence of procedure manuals makes for improvisation, negligence, irregular and arbitrary staff appraisals and promotions and promotes other abuses.

IV. Training Offers

Councils should be made to adopt and implement annual training plans for their staff. Opportunities exist for training beginning with peer training courses within the council, also through short courses, coaching support and certification courses at CEFAM.

While it is recognized that some Universities are offering academic qualifications in decentralization, and occasionally other programmes and development partners offer short training courses, the official mandate to provide professional training for council staff, elected officials and the State supervisory authorities remains with CEFAM. As the field gets crowded with more actors jostling for positions, it is necessary to emphasize this role of CEFAM's as well as empower it to ensure quality assurance of the training courses delivered to councils.

V. Recommendations

From all of the foregoing the following recommendations can be made:

- *Conclude the reform of CEFAM so as to reinforce its autonomy and increase its funding so that it can, among other things, introduce distance learning for council staff using ICTs;*
- *Emphasize training in the councils through regulatory instruments;*
- *Increase funding for training of all actors in the decentralization process;*
- *Invest in regular training of trainers;*
- *Recognize and reward Government Delegates and Mayors who actively develop their personnel through transparent and regular training courses.*

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Theme 2: Council Financial Resources

Presentation by **Mr. Aliou Issa**, Director of Financial Resources Mobilization, Accounting and Property, FEICOM

Introduction

For the past ten years, regional and local authorities (RLAs) have been the focus of many reforms that tend to profoundly shape their physiognomy. The year 2004 was a decisive step in this trend, with the devolution of new powers to these entities. This option was accompanied by a transfer of resources, as the counterpart. RLAs funding is therefore the keystone of the decentralization process.

The first part of this presentation will be an overview of financing sources and the mechanism for redistributing the financial resources of RLAs. This will make it possible to understand that The issue of financing local development is crucial and involves obvious challenges and real constraints. This approach will also shed light on the useful recommendations that could be envisaged with a view to improving Cameroon's system of financing and redistributing resources to RLAs.

I - General Information on Decentralization Financing Sources in Cameroon

A- Legal and regulatory framework for the mobilization RLAs financial resources

For the most part, the mobilization and provision of RLAs resources are regulated by:

- *The fundamental Law of the Republic of Cameroon, which lays down the principles of solidarity and harmonious development of all RLAs;*
- *Law No. 2004/17 of July 22, 2004 on the orientation of decentralization;*
- *Law No. 2009/11 of 10 July 2009 on the financial regime of RLAs;*
- *The General Tax Code;*
- *Law No. 2009/19 of 15 December 2009 on the local taxation system;*
- *Decree No. 2009/248 of 5 August 2009 to lay down conditions for assessment and distribution of the Common Decentralization Fund;*
- *Decree No. 2011/1731/PM of 18 July 2011 to lay down conditions for the centralization, sharing and devolution of proceeds from council taxes subject to equalization;*
- *Circulars (MINFI, DGI and DGD) specifying conditions for implementing provisions of finance laws;*
- *Joint Circular No. 2935/MINATD/MINFI of 20 October 2010 specifying conditions for implementing the Finance Law;*
- *Instruction No. 18/1/MINFI/SG/DGT/CLC of 8 January 2018 on the Treasury accounts nomenclature for the 2018 financial year;*
- *Instruction No. 13/17/I/MINFI/SG/DGT/CLC of 28 May 2013 to lay down conditions for distribution and accounting of the proceeds of stamp duty on advertising;*
- *Instruction No. 2011/2/I/MINFI/SG/DGT/CLC of 28 February 2011 to set up accounts and institute the accounting procedure for collected council taxes, centralization, distribution and payment of proceeds of the ICSP;*
- *Instruction No. 60/MINFI/SG/DGT/CLC/DT/DER of 8 April 2010 on the vehicle licence accounting procedure (DTA);*

B - RLAs financial resources

Section 22 of the 2004 Law on the orientation of decentralization provides that: ***“the resources required by regional and local authorities to exercise their powers shall be devolved upon them either through a system of tax transfers, or endowment, or ceded revenue, or both methods concurrently”.***

Thus, RLAs revenues come from two main sources: taxation and allocations.

1- Tax transfer

The legal regime of the local fiscal system in Cameroon is determined by Law No. 2009/19 of 15 December 2009 on the local fiscal system. It should be pointed out that the local fiscal system represents the bulk of the resources of regional and local authorities. It is subdivided into three groups: council taxes, council duties and regional taxes and duties.

a) Council taxes

Council taxes are the tax-related resources that are issued and collected for the benefit of RLAs by State tax services. The council taxes allocated to RLAs consist of: Business licence contributions - Licence fees - Property tax on real estate property - Real estate transfer charges (lease) - Real estate transfer charges (property) - Additional council tax (CAC) - Parking tax - Annual forest royalty (FRA) - Local development tax (TDL) - Automobile stamp duties (DTA) - Stamp duty on advertising (DTP).

The distribution keys for these shared revenues are set by laws and regulations.

b) Council duties

Council duties are resources generally derived from municipal services and which, although regulated by the Tax Law, are levied directly by the RLAs themselves. They include: the local development tax - cattle slaughter tax - firearms tax - hygiene and sanitation tax - marketplace dues - duties on building or installation permit - taxes on temporary occupation of public road - parking fee - parking lots occupancy charges - quay tickets - entertainment tax - stadium fees - council stamp duty- road degradation fee - municipal transit or transhumance tax - tax on the transportation of quarry products- car park occupancy charges and tax on salvaged products.

c) Regional taxes and duties

These are the taxes and duties assigned to regions. They include proceeds from the following taxes and duties: car registration stamp duty - airport stamp duty - axle tax - royalties on forest - wildlife and fisheries resources - royalties on water resources - petroleum resources royalties - taxes or royalties on mineral resources - royalties on fisheries and livestock resources - taxes and/or royalties on energy resources - taxes and/or royalties on tourism resources - aerospace taxes and/or royalties - taxes and/or royalties on the gas sector resources - road use tax - tax on the operation of establishments classified as dangerous - unhealthy or unwholesome - any other tax, duty or royalty assigned by the State.

2- Allocations

Since the devolution of powers to municipal and city councils in 2010, the latter receive two types of allocations from the State: The Common Decentralization Fund (DGD) and transferred votes.

a) Common Decentralization Fund (CDF)

The CDF was instituted by Law No. 2004/17 of 22 July 2004 on the orientation of decentralization. Section 23(1) of the said Law provides that it is intended *“for the partial financing of the decentralization process”, while paragraph (2) stipulates that: “Each year, the Finance Law shall fix, on the recommendation of the Government, the proportion of State revenue allocated to the Common Decentralization Fund”.*

This legal mechanism is supplemented by Decree No. 2009/248 of 5 August 2009 to lay down conditions for the assessment and distribution of Common Investment Allocation. It should be noted that the CDF is divided into two groups: The Common Operating Allocation (COA) and the Common Investment Allocation (CIA).

That is why a decree of the Prime Minister was signed since 2010 to that effect. The operationality of these decrees is accompanied, for each financial year, by MINATD-MINFI joint orders for the COA and MINATD-MINEPAT for the CIA to allocate and make available the different quotas of the CDF.

b) Resources from transferred appropriations (or budgetary transfers)

In addition to the CDF, some ministries effect annual vote transfers to RLAs corresponding to devolved powers. Section 25 (1) of the Law on the orientation of decentralization states that: *“Expenditure arising from the devolution of powers shall entail an allocation by the State, to each region or council, of resources of an amount equivalent at least to the said expenditures”.*

This implies that such resources may not be lower than the expenses relating to the devolved powers. Paragraph (2) of the same Section states that they must be **“at least equivalent to the amount incurred by the State during the financial year immediately preceding the date of devolution of power”**. These resources are called transferred votes or budgetary votes.

In order to reinforce the decentralization process and promote local development, the Government resolved to substantially increase the volume of resources transferred from the PIB as from 2019. Such resources comprise two components:

- *Devolution from sectoral government services to RLAs. Such allocations are intended for the implementation of the sectoral strategies of government services whose powers are devolved to RLAs;*
- *Devolution from the State to the RLAs entered in the PIB of MINDDEVEL. This allocation will be assigned to all the 360 councils of Cameroon, contrary to sectoral allocations that reflect the implementation of their strategy. It will be used to implement multi-sectoral projects stemming from their council development plans.*

This is a new form of distribution and execution of the common investment allocation, by reinforcing it.

3 - Other RLAs financial resources

They include the following:

- *Proceeds from the use of council estate and services (rents from council buildings, proceeds from services leased or conceded);*
- *Loans, donations and legacies;*
- *Grants*
- *Resources from Income-generating activities.*

C - Mechanism for the financing and redistribution of resources to RLAs

For the provision of financial resources to RLAs, particularly those resulting from the transfer of tax revenue, the law on the local fiscal system referred to above makes a distinction between the so-called inter-council resources and equalization resources.

- Inter-council resources

Inter-council revenues are those of fiscal origin, centralized at FEICOM for the financial assistance granted to RLAs, in strict compliance with the constitutional principles of harmonious development and the balance between these entities.

The instruments in force devote 2/3 (two-thirds) of these revenues to the financing of council investments and 1/3 (one-third) to the functioning of the entity.

- Equalization resources

Equalization revenues are tax-based resources, centralized at FEICOM for direct redistribution to RLAs quarterly, based solely on the demographic criterion. In addition, in order to mitigate the disparities between RLAs, the instruments provided for a minimum 20% withholding distributed equitably to all RLAs, before applying the population criterion to the rest of the CPSI package.

The basic instrument that regulates this activity is Decree No. 2011/1731/PM of 18 July 2011 to lay down conditions for the centralization, sharing and devolution of proceeds from council taxes subject to equalization, as amended and supplemented by By Decree No. 2018/3633/PM of 9 May 2018.

Section 55(4) of the Constitution provides that: **“The State shall ensure the harmonious development of all the regional and local authorities on the basis of national solidarity, regional potentials and inter-regional balance”**.

As in most countries, Cameroon relies on equalization to implement these constitutional values, in order to create a climate of social justice among all its components. The aforementioned decree made a special arrangement for border and/or disaster-affected councils.

D- Some figures on RLAs resources centralized and redistributed by FEICOM

1) Resources from transferred taxes

Table 1: Trend of Additional Council Tax(ACT) and other CPSIs transferred to RLAs since 2008

Year	ACT+ICPS	Basic deduction	Total
2008	20,501,599,569	3,548,482,668	24,050,082,237
2009	22,697,354,194	3,263,719,069	25,961,073,263
2010	40,136,499,006	5,871,239,069	46,007,738,945
2011	56,147,590,915	8,096,867,033	64,244,457,948
2012	45,981,690,283	7,255,307,964	53,236,998,247
2013	52,568,487,526	9,204,551,880	61,773,039,406
2014	66,632,036,645	8,245,658,982	74,877,695,627
2015	75,155,756,269	9,144,575,104	84,300,331,373
2016	68,591,786,381	7,716,445,258	76,308,231,639
2017	73,995,388,223	7,755,633,179	81,751,021,402
2018	78,613,431,774	9,533,980,261	88,147,412,035
Cumulative 2008-2018	581,821,620,785	77,836,461,337	680,658,082,122

Source: FEICOM Local Development Observatory

Table 2: Trend of the number of funding agreements issued by the CCFF and the GM from 2006 to 2018

Year	Number of financings	Amount in CFAF
2006	249	7,263,937,188,
2007	71	1,424,351,343
2008	255	14,733,652,079
2009	352	29,629,479,234
2010	224	20,399,851,535
2011	444	31,879,070,136
2012	220	10,177,692,842
2013	61,502	4,644,877,076
2014	118	10,867,699,975
2015	287	20,463,989,100
2016	472,396	36,387,400,183
2017	308	13,145,671,816
2018	333	31,902,21,759
Cumulative 2006-2018	3,277	232,919,893,266

Source: FEICOM Local Development Observatory

From 2008 to 2018, FEICOM centralized and redistributed the sum of 680.658.082.122 CFA francs. As part of its council investment financing activity, FEICOM provided financial assistance to RLAs for a total of 232.919.893.266 CFA francs from 2006 to 2018. For the execution of 3.277 council projects. These seemingly staggering figures are far from meeting the ever-increasing needs of RLAs.

2) Amount of resources allocated to the CDF from 2010 to 2016

The amounts of resources allocated to the CDF for the 2010 to 2016 financial years are as follows:

Table 3: Trend of the number of funding agreements issued by the CCFF and the GM. from 2006 to 2018

Financial year	Amount allocated
2010	9,694,000,000
2011	7,000,000,000
2012	7,500,000,000
2013	7,500,000,000
2014	10,000,000,000
2015	10,500,000,000
2016	10,000,000,000
Cumulative 2010-2016	62,294,000,000

Source: MINFI

An analysis of the available data reveals that from 2010 to 2016, the Common Investment Allocation accounted for less than 1% of the overall public investment budget. The same is true of the Common Operating Allocation which was brought down to the Common Operating Budget. In practice, the assignment and payment of the COA are not done concomitantly with the distribution conditions.

II- Constraints Relating to the Mobilization and Provision of Financial Resources to RLAs

The mobilization and provision of RLAs resources are undermined by various constraints (particularly institutional, normative, material and technical). They concern all the financial resources of these entities: resources resulting from the transfer of taxes, resources from allocations and other tax resources.

A - Resources resulting from transfer of taxes:

The main constraints are:

- *Insufficient resources resulting from transferred taxes with regard to the new powers of RLAs, despite many efforts made by the central government to strengthen the financial autonomy of these entities;*
- *Low return on taxes transferred to RLAs. The Finance Law of 15 December 2009 broadened the scope of council taxes subject to equalization. However, it is clear that ACT accounts for about 84% of the CPSI redistributed to RLAs, followed by proceeds from automotive stamp duty (8%), RFA (4%), TDL (3%) and DTP (0.01%). This raises the issue of the choice of taxes transferred to RLAs. This issue is all the more disturbing with the announced operationalization of regions;*
- *Huge revenue losses observed in the RLAs resource mobilization channel for various reasons (assignment errors, poor accounting, computer malfunctions, etc.). Indeed, a study conducted by FEICOM revealed that the resources mobilized on behalf of RLAs account for less than 40% of the potential of the revenue generated by the tax base;*

- *Very low involvement of local actors in the drafting of legislative and regulatory instruments impacting their resources. A typical example is the measure aimed at maintaining proceeds from the automobile stamp duty at 7 billion CFA francs. This measure is not only contrary to the objective of strengthening RLAs resources, but is also inappropriate since, prior to the reform of automobile stamp duty collection procedures, the resources allocated to RLAs were more than 8.5 billion CFA francs;*
- *Delay in the provision of resources to RLAs due to the irrational functioning of the single treasury account. However, it has been constantly recommended during the various meetings of the National Decentralization Board (NDB) to ensure the effective and diligent provision of resources allocated to municipal and city councils. It should be recalled that pursuant to Section 127(2) of the Finance Law, RLAs resources must be transferred within 72 hours. An IMF technical assistance mission to Cameroon in December 2017 had prescribed the establishment of active cash management and the development of certain procedures and tools to manage special cases and needs. It is certainly in this light that regarding the constant problem of delay in the provision of RLAs resources, MINFI recently requested the opening of an escrow account at BEAC, to house the monthly transfers of 5 billion CFA francs for the benefit of RLAs. It is strongly hoped that this measure will actually be implemented;*
- *Cameroon's equalization system remains perfectible: This remark was made during the National Decentralization Board meeting held in November 2017. Recommendations were made at the time to incorporate new criteria for distributing proceeds from the CPSI on the basis of simulations of their impact on the poorest councils;*
- *Low mobilization of council taxes by RLA. This situation can be attributed, among other things, to the weak technical capacity of RLA taxation services to establish and collect the said council taxes and to the low level of security of these revenues in the collection channel;*
- *Problem of clarity of the RLAs resources entered into account 421 lodged in the Treasury. It is a recurring issue constantly raised but so far unresolved;*
- *Poor collaboration between State tax services and RLA tax services. Such deficiency negatively impacts the mobilization of both council taxes and duties.*

B - Resources from allocations:

The main difficulties are as follows:

- *The CDF is set by the State unilaterally, without any match with the actual needs of RLAs. In fact, the CDF is determined each year on a flat-rate basis, depending on the volume of the overall package available;*
- *The criteria for distribution and assignment of the Common Operating Allocation (COA) and the Common Investment Allocation (CIA) are not known;*
- *The CDF is not enough to promote the development of councils. However, since 2010, the presidential circulars relating to the preparation of State budgets have made it clear, in terms of evaluation of public investment expenditure, that, with regard to transfers to councils, the operations entered in the PIB project logbook should sufficiently reflect the aspirations of grassroots people, contained in Council Development Plans;*
- *There is a long lapse of time between distribution decrees, joint assignment orders and the timing of their payment;*
- *Low predictability of these resources by RLAs when preparing their budgets;*
- *Lengthy and complex procedure in the management of the funds relating to votes transferred to RLAs.*

C - Regarding other resources:

- *A weak operational capacity of RLAs to develop own resources, harness their potentials and develop technically and economically viable income generating projects;*
- *RLAs' weak decentralized cooperation culture;*
- *A weak capacity to seize the opportunities offered by innovative sustainable development financing.*

III - Proposals to Strengthen RLAs Financial Autonomy

There are several possible proposals for improvement, given the constraints mentioned above:

A- For resources resulting from transfer of taxes

- Strengthen the local taxation system by allocating more dynamic and high-yield taxes to RLAs;
- Conduct an impact assessment of the 15 December 2009 Finance Law on RLAs resources;
- Improve the current system of equalization by introducing new criteria that can reduce inequalities between RLAs;
- Successfully complete the interfacing project for the pending tax and accounting management applications at the level of MINFI. Most operational problems (errors in revenue allocations, poor accounting and computer malfunctions) that are sources of revenue loss, would be resolved with the completion of the interfacing project;
- Establish, at national level, an effective monitoring and evaluation mechanism for RLAs resources;
- Improve collaboration between the State and RLAs taxation services, by establishing a collaboration manual specifying the prerogatives and obligations of each party;
- Involve local actors in all reforms impacting RLAs resources;
- Resolve the issue of clarity of the revenue charged to the RLAs account 421 "financial service";
- Closely monitor the implementation of the new measure to streamline the operation of the single treasury account in favour of RLAs.

B - For resources from allocations

- Define clear assignment criteria for the CDF (operation and investment components);
- Simplify the fund management mechanism for votes transferred to RLAs;
- Increase the budget allocation package for RLAs.

C - For other resources

- Initiate collective brainstorming on conditions of sustainability and diversification of RLAs resources;
- Encourage RLAs to develop international financial cooperation to help them find other sources of financing, especially innovative financing (Green Climate Fund, AFD non-sovereign loans, Islamic Finance, etc.);
- Encourage RLAs to enter the council bond market. It should be noted that borrowing through the bond market was identified as an innovative and cheaper means of financing infrastructure. It is therefore a powerful lever for local community development;
- Strengthen State/local government dialogue, to achieve full empowerment and autonomy of local authorities;
- With the support of the Government, local authorities must make efforts to provide favorable conditions for access to the financial market and to certain innovative financing, notably by improving financial, budgetary and accounting governance

Conclusion

In essence, it should be noted that the State has transferred significant financial resources to RLAs. Year on year, these resources, considered globally, are on the rise. However, in view of the increasing missions of RLAs, the financial resources allocated to local authorities are clearly insufficient.

The various constraints, which undermine the mobilization and availability of RLAs resources, are an indication that there is still much room for improvement, both to enhance the performance of current resources and to spur RLAs to greater effort, with a view to developing own resources and seizing the opportunities offered by innovative and alternative financing.

According to experts, strengthening the financial autonomy of RLAs is the most effective way to achieve real decentralization and local development, which is its ultimate goal. With the announced operationalization of Regions, another far more significant challenge is to be faced in the financing of decentralization.

Theme 3: Budgetary and Accounting Management of the Financial Resources of Regional and Local Authorities

Presentation by **Mr. Mbarga Jean Claude**, Senior Treasury Inspector Super Scale

Introduction

The budgetary and accounting management of regional and local authorities (RLAs) is regulated in Cameroon by a series of laws and regulations including:

- *Law No. 2009/11 of 10 July 2009 on the financial regime of regional and local authorities;*
- *Law No. 2009/19 of 15 December 2009 on the local fiscal system;*
- *Decree No. 2013/160 of 15 May 2013 on the general rules and regulations governing public accounting;*
- *Order No. 83/MINFI of 21 March 2013 on the setting-up, organization and functioning of the accounting posts of regional and local authorities;*
- *Instruction No. 214/MINFI of 17 September 2010 on accountability of the management accounts of regional and local authorities;*
- *Joint Instruction No. 79/IC/MINATD/MINFI of 10 January 2012 relating to keeping of the accounts of regional and local authorities;*
- *Annual circulars on instructions for the execution, monitoring and control of the budget of the State, public administrative establishments, regional and local authorities and other subsidized bodies.*

Financial resources: Financial resources can be defined as all the funding available to local authorities for their missions and activities. There are three types of RLA resources: taxes and duties; allocations and transfers; loans.

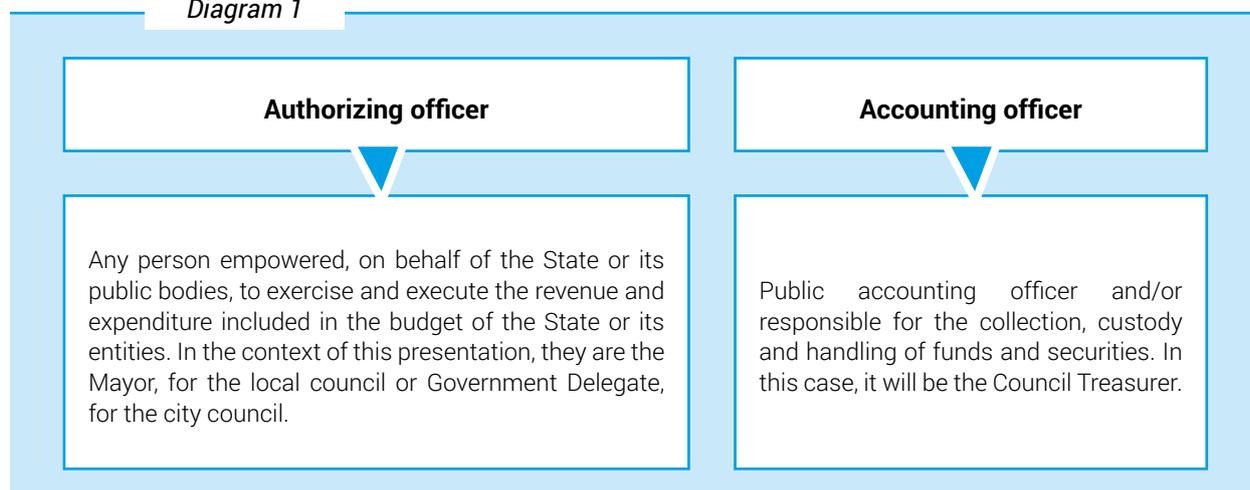
Management of the resources of a regional or local authority implies the following prerequisites:

1. *Preparation of the budget by the municipal or city council executive, in accordance with the spirit and the letter of the minister in charge of local authorities, relating to the preparation and execution of the budgets of local authorities. Through this circular letter, the minister in charge of local authorities sets out the legal and regulatory provisions that should govern the preparation and execution of the said budgets; the circular letter emphasizes realism in budget forecasts and improved governance;*
2. *Voting of the budget by the municipal or city council;*
3. *Approval of the budget by the supervisory authority.*

I- Actors and Their Prerogatives

The budgetary and accounting management of financial resources of RLAs involves 2 (two) main actors: The authorizing officer and the accounting officer

Diagram 1

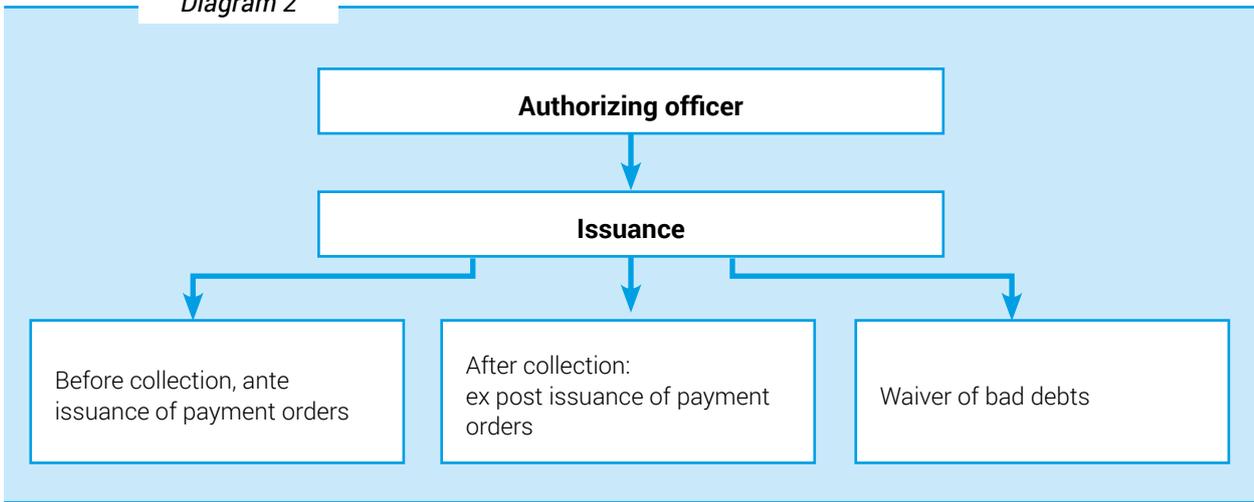


These actors are assisted by the following State entities: General Directorate of Taxation (DGT); General Directorate of Customs (DGD); General Directorate of Treasury and Financial and Monetary Cooperation (DGTCFM); Special Council Support Fund for Mutual Assistance (FEICOM).

A- Revenue

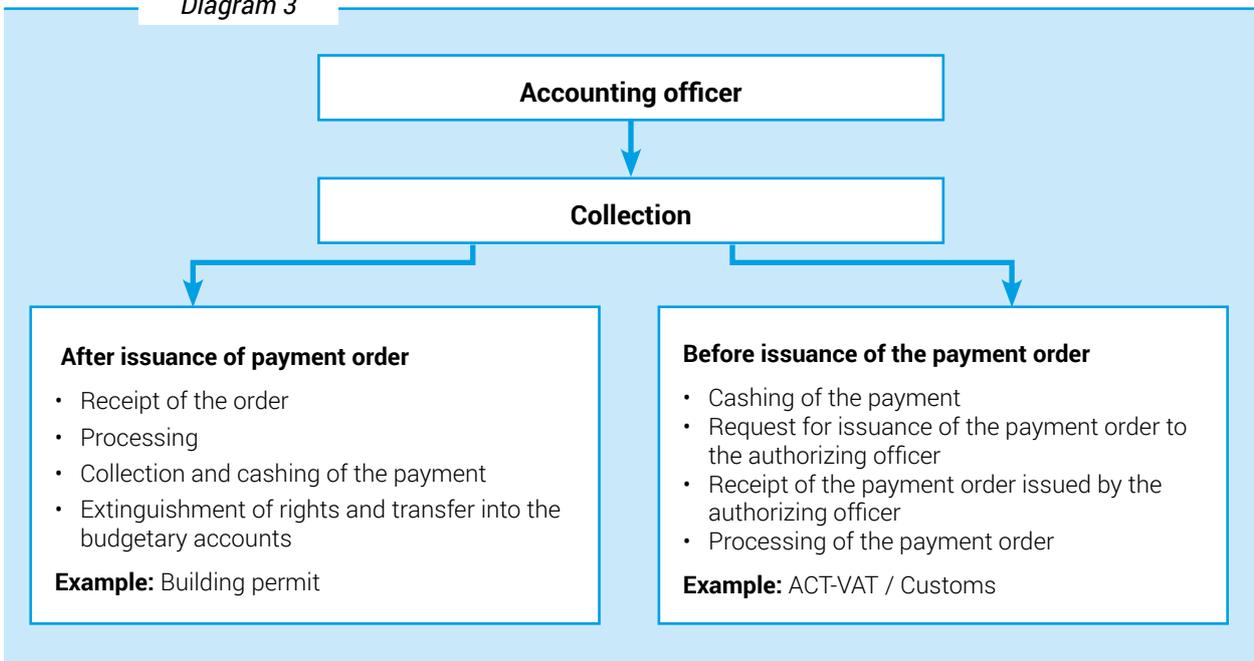
a) Authorizing officer

Diagram 2



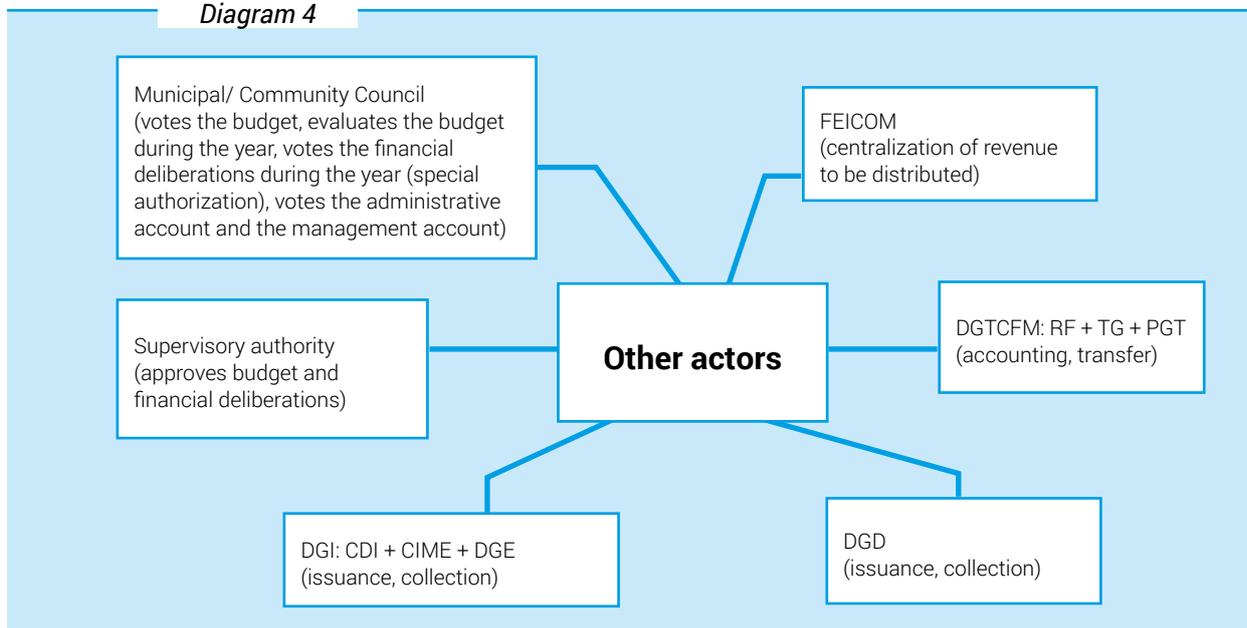
b) Accounting officer

Diagram 3



c) Other actors

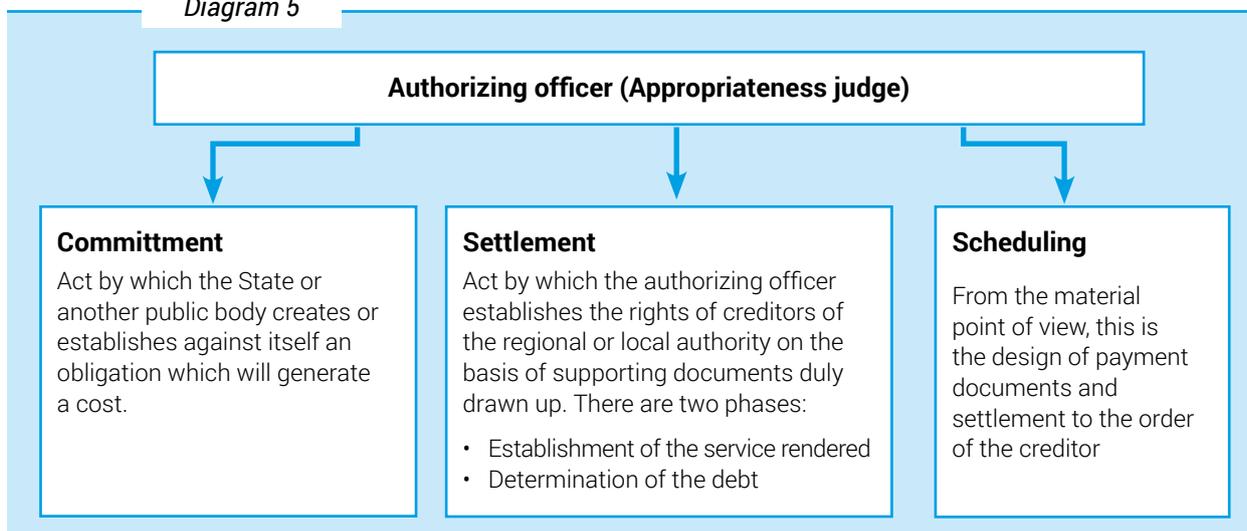
Diagram 4



B – Expenditure

a) Authorizing officer

Diagram 5

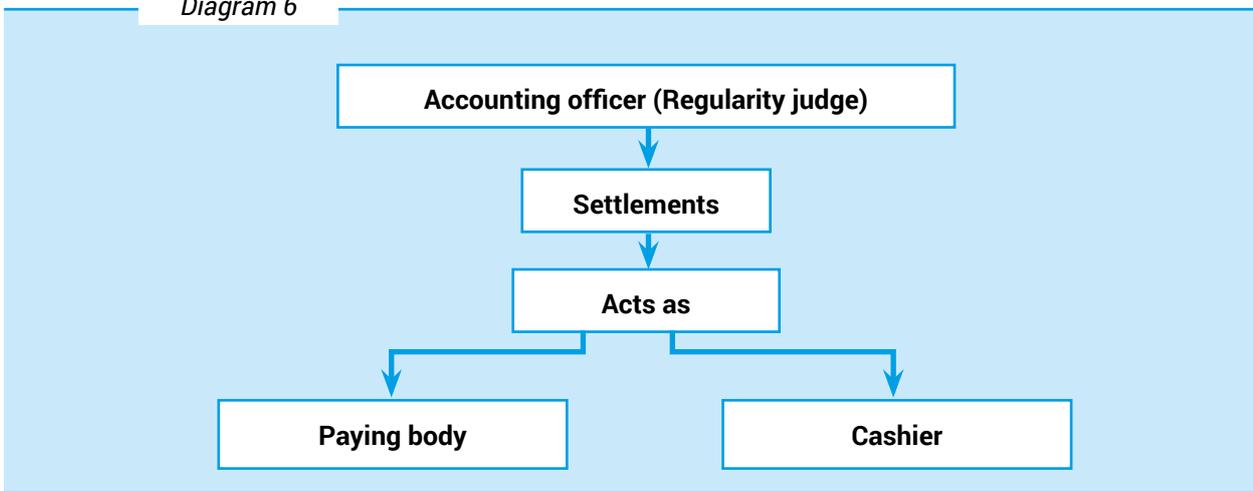


The authorizing officer of the budget of a RLA cannot execute an expenditure until he is sure that:

- *The expenditure corresponds to the correct budgetary allocation;*
- *The amount of the expenditure falls within the limit of the votes approved;*
- *The expenditure can be covered by available funds;*
- *The supporting documents are complete;*
- *The service has been rendered or the supply made;*
- *The formalities required by the laws and regulations in force have been previously respected.*

b) Accounting officer

Diagram 6



In his capacity as payer, the accounting officer carries out regularity checks. This concerns:

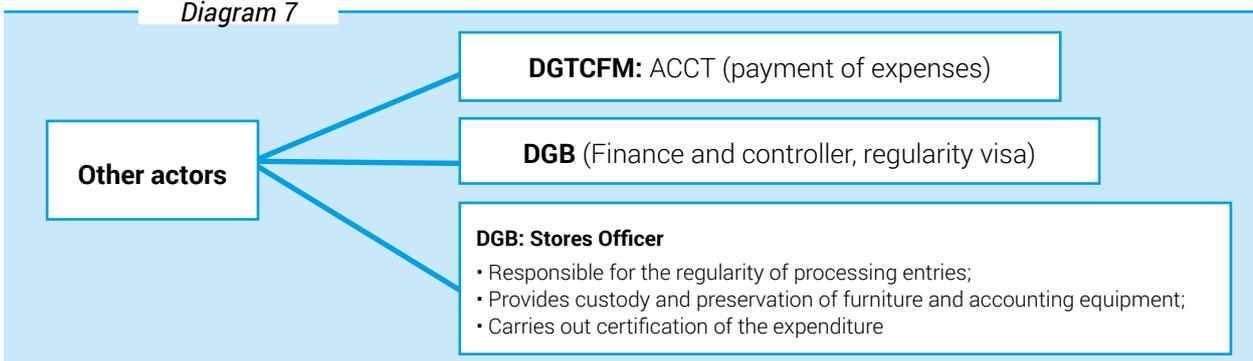
1. The accreditation of the authorizing officer or his delegate;
2. The exact budget head;
3. The availability of votes;
4. The validity of the claim;
5. Certification by the authorizing officer of the service rendered;
6. The production of supporting documents provided for by regulation;
7. The accuracy of calculation of the claim;
8. The existence of the signature of the specialized finance controller;
9. The production of supporting documents and, where applicable, the certificate of inclusion in the inventory;
10. The application of rules prescribing the forfeiture of the claim

In his capacity as cashier:

1. He ensures validity of the payment as discharge of the debt;
2. He proceeds with effective settlement for the benefit of duly identified third party creditors, after the following checks:
 - Monitoring and processing of objections;
 - Monitoring and processing of holdbacks;
 - Applying compensation;
3. He proceeds with effective settlement for the benefit of the duly identified third party creditors, after verifying the rights and qualities of stakeholders and their clearance.

c) Others actors

Diagram 7



C- Keeping of accounts

a) Authorizing officer

He reports on the execution of programmes and projects and produces an administrative account tracing the activities of his management.

✚ *The administrative account is adopted by the deliberative body no later than 31 March of the year following the fiscal year to which it is attached. It is approved no later than 30 April. The administrative account adopted by the deliberative body is accompanied by the following supporting documents:*

- *Meeting report;*
- *Deliberations voting on the administrative account;*
- *Situation of outstanding collections;*
- *Situation of outstanding payments;*
- *Situation of committed but unsettled expenses;*
- *Project execution report;*
- *Situation of the equipment and buildings acquired during execution of the corresponding budget;*
- *Asset management account by the stores authorizing officer.*

✚ *The deliberative body cannot change the amount of the administrative account.*

✚ *The administrative account and the budget cannot be voted during the same session.*

✚ *The form of the administrative account is determined by regulation.*

b) Accounting officer

He keeps the accounts of the post for which he is responsible. This is a technique for observation, analysis, recording, classification, processing of financial information and presentation of financial statements that reflect the faithful image of the assets, the financial situation and the management result of the regional or local authority.

Bookkeeping is daily, decadal, monthly and annual.

This accounts-keeping activity by the council revenue collector generates a flow of information contained in: the journal of first entries; periodic orders; certificates of revenue and expenditure; monthly control minutes; bank reconciliations; monthly account balances; budget execution statements; management account on figures and documents:

NB:

✚ *The administrative account and the management account are presented at the end of the year to the municipal council for adoption.*

✚ *The administrative account and the management account must be "RECONCILED».*

✚ *Their adoption gives rise to the establishment of a certificate of reconciliation subject to deliberation.*

✚ *The said certificate of reconciliation is signed by the accounting officer, the authorizing officer and the supervisory authority.*

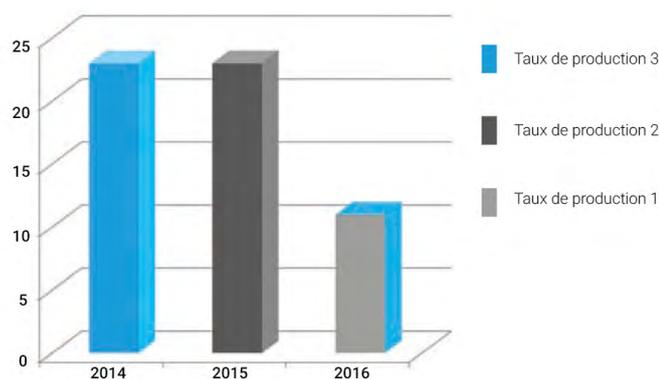
II- Difficulties Encountered in the Management of RLAs' Financial Resources

A) Production of management accounts

The first difficulty encountered in the management of the financial resources of regional and local authorities is the non-completion of the accounting process, exemplified in the non-production of management accounts by council treasurers.

Indeed, below is the latest 2018 report of the Audit Bench of the Supreme Court relating to the production of management accounts from 2014 to 2016.

	2014	2015	2016
Accounts produced	88	88	88
Accounts expected	374	374	374
Accounts not produced	286	286	333
Production rate	23,52%	23,52%	10,96%



The report reveals that 3.832 accounts are pending production for the period from 2004 to 2016.

What might be the causes?

The council treasurer, who is a senior accountant, does not seem to enjoy the same support and management as the treasurer-paymaster general, who is a senior accountant as well.

In fact, the non-inclusion of council revenues in the treasury network, as well as their non-inclusion in the MINFI and MINATD organization charts at the time, leaves them without reference.

- *The only structure likely to receive the accounting records of the council treasurer is the auditor.*
- *No prior or interim control of the deposit of said accounts.*
- *The architecture of council revenues does not always offer structures in accordance with the prescriptions of Instruction No. 83/MINFI of 21 March 2013 relating to the setting-up, organization and functioning of the accounting posts of regional and local authorities.*
- *The regulations governing the preparation and deposit of the management accounts do not appear to be very restrictive with regard to sanctions, which do not exist in the event of failure to deposit but exist for the late deposit, sanctions based on allowances which themselves are not of high amount.*

These difficulties lead to questions about the reality of the accounting activity in terms of regularity judgements. Regularity means compliance with the rules and procedures that refer to.

- *Reality which presupposes accounting that describes the actual operations;*
- *Justification which induces accounting backed by the probative supporting documents;*
- *Presentation and good information which presupposes accounting in compliance with strict rules;*
- *Accuracy which calls for application of accounting rules and procedures in good faith;*
- *Good charge which brings registration to the proper subdivision of the accounts chart.*

Although it is true that council treasurers submit their accounts for voting by the municipal council, it remains true that this is only the account in figures; that is to say, they are halfway through their journey whose point of arrival remains the Audit Bench. And if one were to add that among the other supporting documents that must accompany the management account is the administrative account, then there is persistent concern.

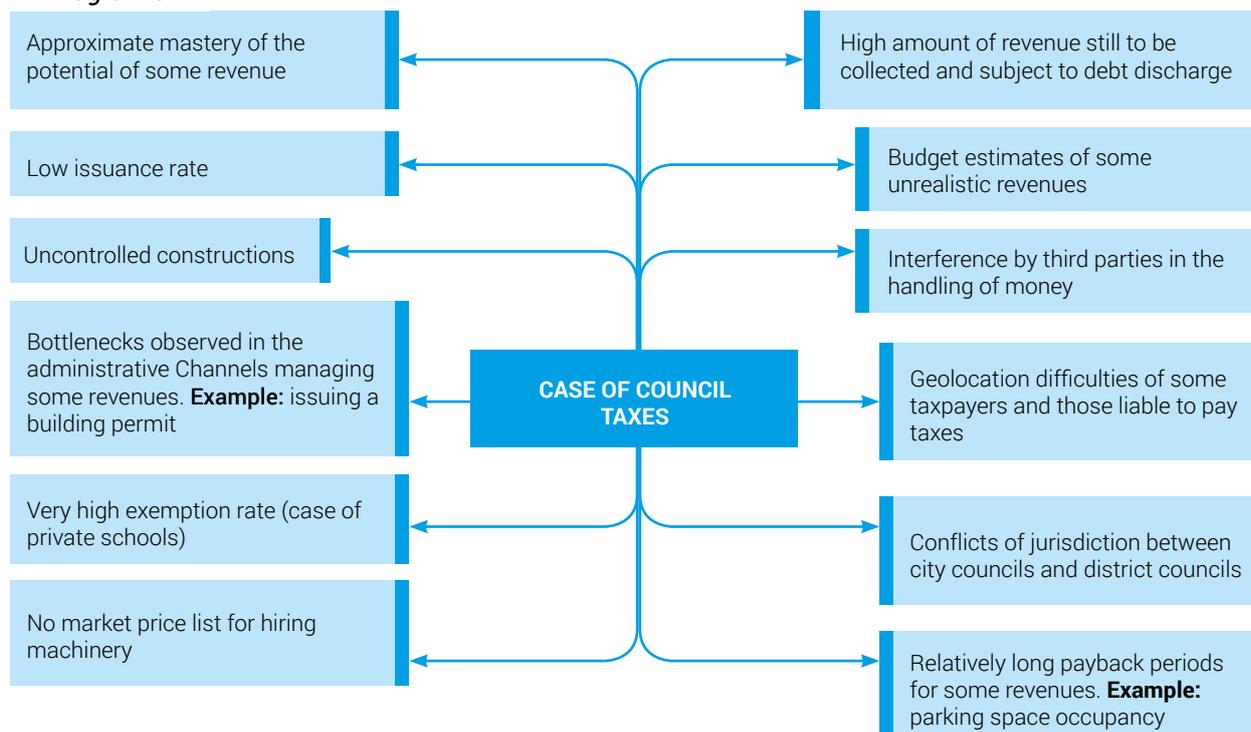
B) Revenue

a) Case of tax revenue

Late transfer of revenue collected by State tax services either by BEAC, or by the Treasury one-stop shops.

b) Case of council taxes (specific)

Diagram 8



C) Expenditure (specific)

- Relatively long deadlines in processing expenditure;
- Multiple rejects;
- Difficulties of implementation and appropriation of the programme-based budget;
- Persistence of outstanding amounts to be paid into accounting posts;
- Relatively long deadlines in the execution of transfer orders;
- Unrealistic budgets (under-consumption);
- Develop parking lots;
- Organize mixed control missions;
- Intensify the fight against illegal advertising.

D) Suggestions

- Improve the working conditions of accounting posts through Account 670 129, the size of the provision must be controlled and the operation reviewed;
- Determine by deliberation the daily rates applicable to certain taxes (machinery rental);
- Revisit the RLA resource mobilization channel (issuance-recovery-pay-in);
- Organize regular public auctions;
- Develop and secure impound lots;
- Strengthen collaboration between tax services and RLAs through the creation of working groups and periodic consultations;

- *Enhance the capacity of RLA staff in programme-based budgeting (management of CAPAs strategic and operational planning, programming control and steering of implementation);*
- *Fill vacancies in accounting posts;*
- *Master the tax potential of RLAs;*
- *Update taxpayers' files (shops, kiosks and shelves by market);*
- *Systematize the development and respect for cash flow plans; monthly and annual commitment plans for optimum management of resources;*
- *Develop marketing equipment;*
- *Produce quality accounting information by reducing anomalies;*
- *Match the accounting profession with the accounting activity;*
- *Question the operation of the single treasury account by proposing the creation of sub-accounts devoted to RLAs;*
- *Shorten the expenditure process by reviewing budgetary and accounting regulations;*
- *Shorten the deadlines for payment of expenditure;*
- *Regulate the destination and operation of the administrative account after it has been voted;*
- *Enter the deposit of management accounts in the council roadmap;*
- *Propose discussions concerning the deposit of management accounts before the end of the year following the closing of operations.*

Lessons to be learned

Good budget preparation leads to a proper execution of the said budget, thereby leading to the production of good quality budgetary and accounting information, which is a guarantee of sound budgetary and accounting governance.

Following the three presentations, participants discussed:

With regard to human resources,

- The status of council staff;
- The legal, technical and financial feasibility of a local public service;
- The problem of pre-service and in-service training of council staff and reform of CEFAM;
- The training of local elected officials (mayors and municipal councilors);
- The issue of adopting standard organization charts for councils – what prospect for the organization of council services?
- The stakes of transfer of human resources from the State to councils for the exercise of devolved powers;
- The role of council unions in the recruitment and management of shared human resources;
- The status of local elected officials.

On financial resources,

- How satisfactory the legislative framework governing local taxes allocated to councils is;
- The optimal expansion of the Council's tax base;
- The security of council tax revenue;
- The fiscal power of councils;
- The tax potential of councils and the yield of local taxation;
- Capacity building of human resources involved in the management of taxes allocated to councils;
- The technological tools of taxes allocated to councils;
- The rationalization of the equalization mechanism and inter-council revenue;
- The adequacy between the resources transferred to councils and the costs corresponding to the exercise of devolved powers;
- Innovative financing;
- Borrowing and shareholding of councils;
- Monitoring and use of council budgets and accounts;
- Control of the financial deliberation of councils;

- ↘ Budgetary and accounting supervision of councils;
- ↘ Producing statistics on the financial situation of councils;
- ↘ Alignment with programme budgeting;
- ↘ The financial regime and sectoral accounting plan of councils;
- ↘ Mechanisms for making council financial resources available;
- ↘ Local public procurement.

On material and logistical resources:

- ↘ The adequacy of council assets for local development missions;
- ↘ The streamlining of procedures for making movable and immovable property available to Councils in the exercise of the powers transferred;
- ↘ The role of council unions in the acquisition and management of material and logistical resources.
- ↘ The role of the supervisory authority in the mechanisms for making property available to Councils;
- ↘ The constitution of the fleet of equipment.

A - Synthesis of recommendations on human resources management

1. Find ways to strengthen the capacity of existing staff in RLAs;
2. Make an inventory of the staff in service in RLAs;
3. Develop a social programme and support the Councils in order to separate them from staff with insufficient performance;
4. Streamline recruitment in RLAs;
5. Appoint CEFAM graduates to SG and CT positions as a priority, while respecting their training fields;
6. Formalize the possibility for Councils to recruit from within their ranks State employees who have reached the retirement age;
7. Fill vacant SG and CT positions;
8. Optimal use by Mayors of qualified and available human resources;
9. Standardize the salary scale;
10. Mandatory publication of Council staff regulations;
11. Definition of the factors of the motivation elements of the Council staff
12. Strengthen and provide a legal framework for the role and administrative skills of SGE;
13. Develop a public human resources policy for RLAs based on a comprehensive inventory;
14. Accelerate the reform of CEFAM;
15. Create CEFAM annexes in the Regions;
16. Develop a gateway to enable government technical staff to support RLAs;
17. Adapt CEFAM's training curricula to the new challenges faced by councils;
18. Use the principle of regional balance in the selection of personnel to be trained at CEFAM;
19. Open the possibilities of access to CEFAM by qualification;
20. Involve Mayors and Government Delegates in Council Treasurer training
21. Organize training sessions for newly elected officials and ensure their permanent in-service training;
22. Explore possible agreements with leading schools and training institutes such as the AIPM;
23. Review the instruments on standard organization charts in force;
24. Pool the recruitment and management of human resources and means through Council unions in order to take charge of such staff;
25. Raise the term of office of local elected officials to 7 (seven) years;
26. Define the conditions for granting a retirement pension to Mayors;
27. Define the benefits to be granted to Mayors on the basis of the number of terms of office served;
28. Define the status of Municipal Councillor and involve him/her more in council management;
29. Provide Mayors and Government Delegates with greater autonomy in staff recruitment;

30. Review and apply the conditions for access to local elected office;
31. The State's assumption of responsibility for the salary expenses of Council staff and withholding of corresponding sums on the occasion of the payment of ICSP;
32. Clear the arrears in the payment of salaries of council executives;
33. Grant Mayors the power to designate Council Treasurers;
34. Designate council treasurers in order to avoid the negative impact of the accumulation of responsibility for each council;
35. Define a strategy for stabilizing Council staff who have received specific training;
36. Establish internal tenders boards and appoint their members;
37. Appoint managers with the appropriate profile in charge of stores accounting.

B - Synthesis of recommendations on the management of financial resources

1. Evaluate the law of 15 December 2009 on local taxation in order to review it;
2. Strengthen the fiscal power of councils. in particular with a view to entrusting them with the administration of global tax;
3. Remove ceiling on the revenue from motor vehicle stamp duty allocated to councils and evaluate the reform of the methods of collecting this duty;
4. Establish a constitutional allocation of resources earmarked for councils to a minimum of 10 % of the State budget;
5. Set up a working group bringing together council executives. parliamentarians. and DGT officials to decide on ways of creating new taxes and duties for the benefit of councils. taking into account their peculiarities;
6. Initiate a reflection to improve the profitability of Property Tax by involving operators in the water or electricity sector in the collection of property taxes;
7. Transfer to councils concerned of the felling tax from their council forests;
8. Make the mining revenue collected by CAPAM directly available to councils without passing them through the Treasury;
9. Transfer to councils concerned part of the tax resources generated by infrastructure projects established on their territory;
10. Carry out an audit of Treasury account 421 in order to clarify the debit balance of certain councils;
11. Revitalize the operation of CODEFILs;
12. Improve the equalization system to take into account the peculiarities and constraints of councils;
13. Reorganize and develop the capacities of the tax base and collection services;
14. Return the felling tax to beneficiary councils.

C - Synthesis of recommendations on budgetary and accounting management

1. In the name of the constitutional principle of free administrative and financial management of councils:
 - a. Explore all possible solutions leading to the effective management of the Treasury's Single Account and allowing its rigours to be mitigated;
 - b. Studying the possibilities of exiting FEICOM financial flows and of the Treasury's network councils;
2. Make available to authorizing officers, each quarter, the histories of account 421 together with the relevant supporting documents;
3. Carry out an audit of treasury account 421 in order to clarify the debit balance situations of certain councils;
4. Issue the order provided for in Article 68 (2) for improving the production of revenue and expenditure accounts;
5. Enter in the council budget provisions for the costs of participating in the operation of the services supporting debt recovery and the production of accounts.

WORKSHOP 5

Local Governance

Theme: Local Governance: Principles, Challenges and Tools

Presentation by **Ms. Suzanne Ngane**, Director of Partnership Projects and Programmes, FEICOM

Background

In pursuance of the constitutional reform of 18 January 1996 which transformed Cameroon into a “*decentralized unitary State*” three (3) important laws laying down the general rules and the principle governing transfer of powers and resources of the State to regional and local authorities (RLAs) were passed in 2004. With regard to the financial resources required for the exercise of these powers, two (2) laws organizing the financial autonomy of local authorities were passed in 2009. Since 2010, more than 60 powers (63) and significant financial resources have been transferred to municipal and city councils by 20 ministries.

Although mayors are generally the main interlocutor of the Government and Technical and Financial Partners (TFPs) in the implementation of development projects ensuing from the transferred powers, the successful implementation of this process at the local level is a collective action which often requires taking into account all groups and the management of relations with the oversight authorities and State de-concentrated services within the council executive and the deliberative body and with other actors involved in improving the living environment and conditions of the population.

The mobilization of these institutional and non-state actors which has become a requirement in a context of the obligation to render account of the management of resources allocated and the quest for efficiency and equity in the delivery of quality services to the population is often the result of decisions taken and implemented within an organized framework. This framework contributes to regulating the methods of managing local public affairs in what is now called Local Governance.

A trendy term, Local governance is closely linked to decentralization and considered one of the conditions for the successful implementation of the latter and the promotion of local development. It is at the centre of discussions as it is true that its quality portrays the mastery or non-mastery of the technical and legal mechanisms, the understanding of each other's roles, access to information and the empowerment needs of various actors.

Besides providing a clearer idea of the concept of governance in general and local governance in particular (through its principles), this workshop will enable participants to have structured discussions on the issue.

The challenges, characteristics (constants) and tools of local governance will then be shared. Using concrete elements, emphasis will be laid on the Cameroonian practice of local governance against the backdrop of this key question: How can citizen participation and the principle of accountability be promoted and strengthened locally?

The conference will also discuss improvements that could be made to our instruments to transform local governance into a tool for sustainable local development. Participants will thus be enlightened in group work to be able to formulate appropriate recommendations.

I. Background on Local Governance

Defining “*local governance*” means first of all defining “*governance*” at least in its most recent and most common assertion. It also means looking at its link with the word “*good governance*” and presenting its various types.

It should also be noted, according to Olivier de Sardan (2009), that there are two types of definition of governance. There are normative definitions which tend to disseminate the world-view of their authors. They are somewhat ideological. In addition to these numerous definitions, there are non-normative definitions. The World Bank's meaning of governance certainly falls within the first group.

1. From Governance to Local Governance: Development and Construction of a Concept

The word governance has several meanings. It is defined and interpreted in very diverse and sometimes contradictory ways. Jean-Pierre Olivier de Sardan¹ points out that most of the definitions of governance are too general and/or have ideological undertones. Governance has to do with economic and political sciences, in terms of discipline and the theoretical fields involved. Beyond the concept, there are also two philosophies of redistribution of power, one of which is Anglo-Saxon and the other francophone².

Historically, the term Governance was first used in 1937 by Ronald Coase, an American economist in an article entitled: *"The nature of the firm"*.

It is therefore a word that originated from the corporate world. Some people criticize the concept for its suspicious origin.

At the same time, the word *"good governance"* was used internationally by funding agencies, including the World Bank, in 1989 to define the criteria for good public administration in countries placed under structural adjustment programmes. It therefore concerns both management effectiveness and transparency to fight against corruption. For this international financial institution, governance refers to transparency and proper management of public funds or funds provided to governments. It is therefore an essentially financial accounting approach that reduces governance to a technical dimension and the quest for efficiency³. The concept resurfaced in England in the same 1980s in the context of local government management.

It is within this context that we must situate the French approach to the concept that links good governance to decentralization. It seeks to reorganize relations between the centre and the peripheries and presents a new geography of the distribution of powers, a renewed architecture of powers devolved on the central and local authorities, particularly through the redistribution of financial powers. The French concept of governance is therefore primarily political, while the American concept is economic.

That notwithstanding, there is a dynamic that is common to the use of this concept which is very relative and peculiar to the specificities of each country and organization.

In any case, it should be noted that despite the many meanings of the word and schools and currents of thought, the operational notion of governance, according to Cartier Bresson, can be divided into three categories:

- *The process through which public actors are selected, controlled and replaced;*
- *The capacity of public authorities to implement appropriate public policies;*
- *Compliance by citizens and holders of power with the rules that organize their interactions.*

According to Bernard Pecqueur, governance is: *"the process of structuring the harmonization of the various methods of coordinating geographically close actors, in order to solve a productive problem or, more broadly, to implement a collective development project"*.

In short, governance would be the method of organizing relations, especially the distribution of powers, roles and responsibilities between actors (groups, individuals, institutions) who have to work together towards achieving common goals. The concept of local governance therefore appears as a form of territorial regulation and dynamic interdependence between especially productive agents and local institutions.

2. Local Governance: Definition, Principles and Challenges

a. Attempted Definition of Local Governance

Local governance is closely linked to the emergence of the concept of local development which helps to redefine the roles of the actors involved in improving the people's living environment. Coordinating projects between the various private and public actors to ensure their relevance and coherence in time and space requires complex mechanisms that can only be grasped through transversal governance capable of ensuring the people's well-being while developing the territorial resources.

¹ In, *The Eight Modes of Local Governance in West Africa*,

² Professor Joseph Vincent Ntuda Ebode in *«Gouvernance: concept et enjeux»*

³ *Ibid*

According to UNDP (2004), local governance is made up of a set of institutions, mechanisms and processes through which citizens and their groups can articulate their interests and needs, mediate their differences and exercise their rights and obligations at the local level.

It is also a *“set of collective rules and processes, formalized or not formalized, by which the actors participate in decision-making and the implementation of public actions [...]. In addition to guiding decisions and actions, it facilitates the sharing of responsibility between all the actors involved, each wielding a certain form of power”*. (Lacroix and St-Arnaud, 2012, p.26).

The African Charter on the Values and Principles of Decentralization, Local Governance and Local Development adopted by Heads of State and Government in 2014 in Malabo, establishes the link between the three notions. It defines decentralization as *“the transfer of power, responsibilities, capacities and resources from national to all sub-national (sub-state) levels of government with the aim of strengthening the ability of the latter to both foster people’s participation and delivery of quality services”*. Local development is considered *“the mobilization of all local, national and global human, economic, socio-cultural, political and natural resources for the improvement and transformation of livelihood, communities and territories at the local level”*.

Local governance, for its part, refers to all the *“governance processes and institutions at the sub-national level (sub-state), which includes governance by and with local governments or local authorities, civil society and other relevant actors at the local level”*.

It is clear that local governance refers to decentralization with people at the centre of policy-making. Local governance therefore appears as a by-product of political governance and administrative governance at the national level. It involves the participation of people, NGOs and grassroots organizations in the decision-making process.

b. Local Governance Principles

The principles of local governance were articulated by UN-Habitat, the United Nations agency responsible for cities, in the International Guidelines on Decentralization and Access to Basic Services in the early 2000s and validated in 2009 by Member States of the United Nations.

These guidelines state that:

- *The process of decentralization requires concerted efforts aimed at institutional reforms and capacity building, and should therefore be associated with the empowerment of local authorities;*
- *Participation through inclusiveness and empowerment of citizens shall be the underlying principle in decision-making, implementation and follow-up at the local level.*
- *Local authorities should recognize the different constituencies within civil society and should strive that all are involved in the progressive development of their communities and neighbourhoods.*
- *The principle of non-discrimination should apply to all partners and to collaboration between national and regional administrations, local authorities and civil society organizations. Participation of citizens in the policy-making process should be reinforced in status, at all stages, wherever practicable.*
- *With a view to strengthening civil engagement, local authorities should strive to adopt new forms of participation such as neighbourhood councils, Municipal/City Council, e-democracy, participatory budgeting, civil initiatives and referendums in as far as they are applicable in their specific context.*
- *Records and information should be maintained and, in principle, made available to the public not only to increase the efficiency of local authorities, but also to make it possible for citizens to enjoy their full rights and to ensure their participation in local decision-making.*
- *An increase in the functions allocated to local authorities should be accompanied by measures to build their capacity to exercise those functions.*

In light of these elements, it appears that governance, be it urban, national or local, is mainly characterized by participation, transparency and responsibility, but also by the permanent quest for effectiveness and equity. It ensures the primacy of the rule of law. Good governance ensures that political, social and economic priorities are based on broad consensus at the level of the society and that the voices of the poorest and most vulnerable can be heard in the decision-making process regarding the allocation of development resources.

c. Local Governance Challenges

Local governance contributes to better communication between local actors in the achievement of sustainable local development. It can have a social, economic-financial and political dimension. It appears as a lever for coordinating and supervising the local development process. Also, its challenges could be:

- *Strengthening of representative democracy which seems to be the most appropriate, considering the changing external environment;*
- *Strengthening of local democracy;*
- *Testing of new management methods within RLAs (delegation project-based management. etc.)*
- *Accountability to the citizens who are taxpayer-citizen-client users of RLAs;*
- *Accountability to the oversight and jurisdictional bodies;*
- *Building of the skills of local elected representatives to meet decentralization requirements;*
- *Adaptation of laws and regulations to international standards;*
- *Sustainable development of territories through consultation and partnership;*
- *Effectiveness of local public action in view of the multiple expectations of citizens.*

II. Local Governance in Cameroon

1. Normative and Institutional Framework of Local Governance in Cameroon

It is possible to outline the key players of local governance based on its constituent elements, namely participation, transparency, accountability and the effectiveness of public action.

a. The State as a Catalyst for Local Governance through Decentralization: Role and Tools

As Olivier De Sardan (2009: 2) points out, local governance is part of decentralization, which itself is the typical example of subsidiarity in that it brings the delivery of public or collective goods and services closer to those who benefit from them. Also, following the passing of the decentralization laws (Law No. 2004-17 of 22 July 2004 and Law No. 204/18 of 22 July 2004), decentralization has become a real local governance catalyst in that the transfer of powers and resources at the local level reflects the quest for public action effectiveness. Similarly, the legislator has transformed RLAs into platforms par excellence for participatory and inclusive management.

At the same time, the production of governance legislative and regulatory instruments is closely linked to the principles of **“transparency” and “accountability”**. These instruments include:

- *Law No. 74/18 of 5 December 1974 on the control of authorizing officers, managers and managers of public votes and State enterprises as amended by Law No. 76/4 of 8 July 1976;*
- *Decree No. 78/470 of 3 November 1978 on the balancing of accounts and the establishment of the responsibilities of accountants.*
- *Decree No. 97/49 of 5 March 1997 to lay down the organization and functioning of the Budget and Financial Disciplinary Board (CDBF)..*

In view of this body of laws and regulations, it can be pointed out that the action of the State in this connection may take the form of ex-ante or ex-post control and/or judgment, or promotion.

Thus, under the ex-ante control of compliance with the principles of governance, the State mainly relies on Senior Divisional Officers who exercise State oversight on RLAs. This representative of the State mostly uses tools such as Advisory Support Sheets, Monitoring Sheets, Joint Action Plans, Quarterly, Semi-annual or Annual Joint Reports and Council Investment Project Logbooks (Moungo and Bekono, 2012: 15).

With regard to ex-post control, it should be pointed out that Section 38 of Law No. 96/6 of 18 January 1996 on the revision of the Constitution of 2 June 1972 established an Audit Bench within the Supreme Court whose missions are defined in Article 41. This section stipulates: **“The Audit Bench shall be competent to control and rule on public accounts, as well as those of public and semi-public enterprises. It shall give final rulings on final judgements passed by lower audit courts. It shall examine any other matter devolving upon it by law”**.

Concerning local governance promotion, it should be pointed out that in 1998 the Government established the National Governance Programme (PNG) with the mandate of: establishing an effective public administration; consolidating the rule of law by establishing a legal and judicial environment that ensures the safety of persons, property and investments; upholding the principles of accountability in the economic, financial and social spheres; fighting against corruption; and establishing decentralization for increased participation of the population in the management of public affairs.

The other republican institutions set up by the State to ensure what should be called financial governance are the Budget and Financial Discipline Board, the Supreme State Audit Office and the National Anti-Corruption Commission. There are also programmes prepared in collaboration with technical and financial partners, like the National Community-Driven Development Programme. Which is particularly responsible for assisting RLAs in local planning by producing council development plans.

It should also be mentioned that initiatives are being taken by other decentralization and local development actors to ensure that RLAs adopt practices that are appropriate for improving the living environment and conditions of the population. These initiatives include the FEICOM National Prize for Best Local Council Development Practices. Initiated by the Special Council Support Fund for Mutual Assistance with the technical support of UN-HABITAT, this contest, which is open to municipal and city councils. seeks to identify, assess, reward and promote development initiatives that have transformed a council area.

Local governance features prominently among the areas concerned by the contest. Moreover, it is defined therein as *“a method of exercising power by a local authority characterized by participation, transparency, partnership and accountability in order to address the needs of the people”*.

The related themes are: (i) Participatory Budgeting; (ii) Budget Transparency; (iii) Institutional Reform; (iv) Participatory Planning; (v) Public/Private Partnership; (vi) Decentralized Cooperation; (vii) Improving the Quality of Services Provided to Citizens; and (viii) Equal Access to Basic Social Services (women, persons with disabilities etc).

b. Regional and Local Authorities: Local Governance Implementation Actor

RLAs are local governance implementation actors given that they are the front-line institutions in addressing needs of the population which is the purpose of any public action. Various legislative and regulatory provisions thus confer them with the following related rights and obligations:

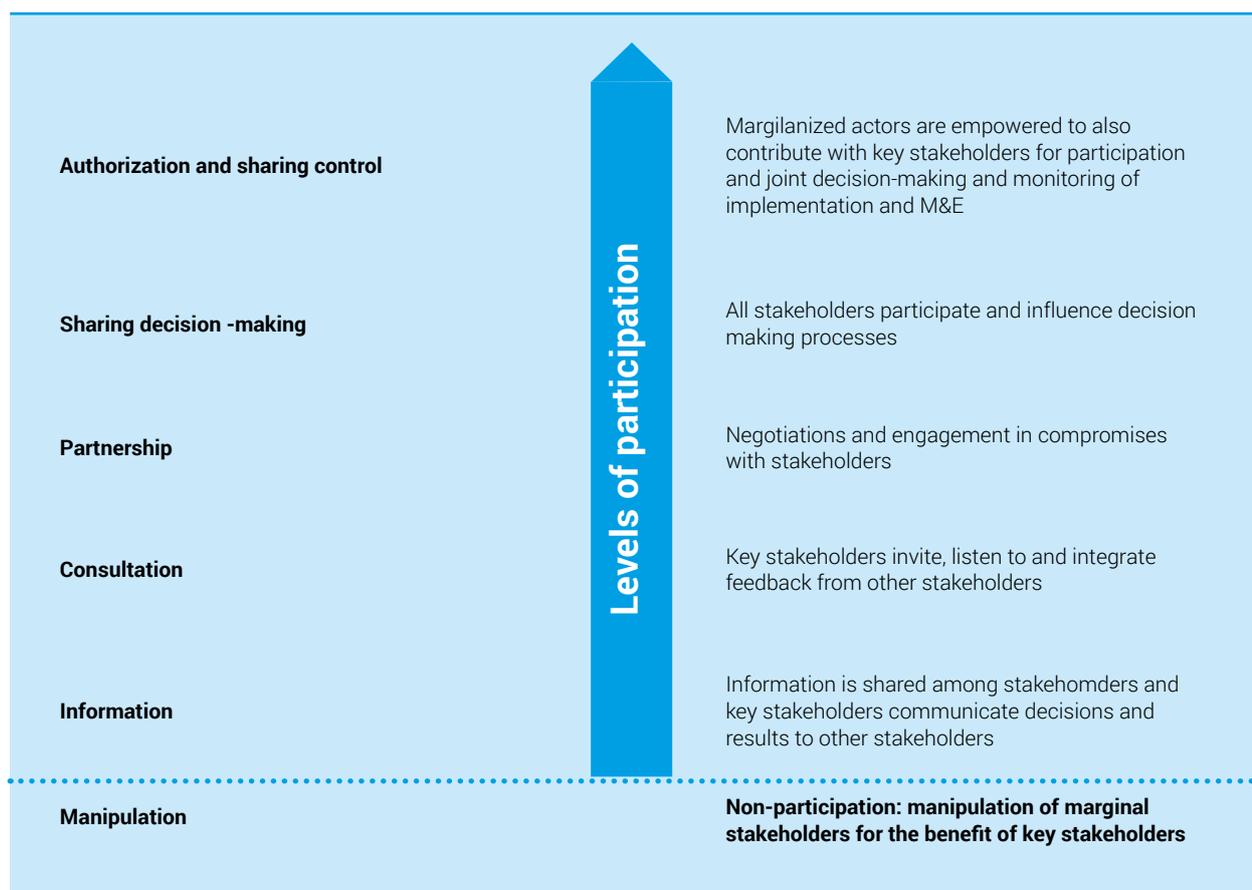
- ✎ *Selection of the council executive by municipal councillors;*
- ✎ *Free administration of RLAs by these elected councils;*
- ✎ *Delegation of power from mayors to deputy mayors;*
- ✎ *Establishment of committees within municipal councils to discuss, assess and make proposals on local affairs;*
- ✎ *Guarantee for municipal councillors to make proposals and amendments to resolutions during municipal council sessions;*
- ✎ *The obligation to open municipal council sessions to the public;*
- ✎ *The obligation to post the acts of municipal executives;*
- ✎ *The obligation to publish RLA budget and accounting documents;*
- ✎ *The possibility for citizens to make proposals to council executives to boost development;*
- ✎ *Prior approval of certain acts of the regional and local authority by the oversight authority;*
- ✎ *The establishment of a judicial review by the audit bench of the acts of the executive and the accountant;*
- ✎ *The right of referral to the administrative judge to contest some acts by any natural or legal person;*
- ✎ *The obligation to control the financial management of RLAs by the deliberative body, the state, the audit bench and independent audits.*

In order to implement its legal requirements, local authorities have important instruments such as council development plans or the participatory budgeting process.

c) The People: Judge of the Quality of Public Action

The people in the form of organized groups or individuals are the beneficiaries of local governance. Organized groups can be referred to as “*civil society*”, a word that comprises non-governmental organizations, associations, trade unions etc.

People have the right to ensure that the products and services provided them comply with their needs and, thereby, perform public action monitoring and sanction function. That is why local public authorities use various processes to involve them throughout the cycle of decisions on the future of the council area. To talk about the people in the local governance context is to talk about PARTICIPATION. This is all the truer as a number of normative frameworks now require it for local planning.



Key: Various Levels of Participation

The people are also the measurement of the effectiveness of local public action. They are the ones who ultimately judge the quality of the actions undertaken as such actions must have the power to transform their environment and living conditions.

2. Council Governance Tools

The tools of local governance in Cameroon are based on its constituent elements which are: participation/consultation, transparency, accountability and the effectiveness of public action. The tools developed are:

a. In terms of participation in planning: council development plans (CPDs), land use plans (LUPs), urban development plans (UDPs), summary urban development plans (SUDPs). etc.

Council development plans (CDPs), which are a tool for planning and coordinating development actions, reflect shared vision development. They have been set up in more than 300 councils thanks to the support of the National Community-Driven Development Programme.

Regarding urban governance, planning tools falling within the powers of municipal and city councils with the technical support of the Ministry in charge of urban development have also been developed. They are: The

Urban Development Master Plan, the Land Use Plan, the Summary Urban Development Plan and the Sector Plan. They should also be prepared in a participatory manner.

Participatory budgeting is a process by which communities participate in the public policy debate and decide on available public resources or are involved in decisions relating to their allocation and monitoring. It therefore appears as a renovation of council administration practices that promote the principles of good local governance. It is an approach that is not yet widespread in Cameroon. However, many councils have been using it for some years now..

b. Regular holding of city council sessions as a guarantee of transparency

According to Section 30 (1) of the law to lay down rules applicable to councils, municipal councils meet in ordinary session once quarterly for a maximum period of seven days. Section 31 provides for extraordinary sessions convened on the initiative of the mayor or the representative of the State. During these sessions, the municipal council can only deal with matters falling under its powers. The regular holding of municipal council sessions is a guarantee for good governance and contributes to management transparency.

c. Regarding accountability and citizen control

The legal and regulatory mechanism provides for:

- ✎ *Prior approval of certain acts of RLAs by the oversight authority;*
- ✎ *The establishment of judicial review by the Audit Bench of the acts of the executive and the accountant;*
- ✎ *The right of referral of the administrative judge to challenge certain acts by any natural or legal person;*
- ✎ *The control of the financial management of RLAs by the deliberative body, the State, audit courts and independent audits.*

3. Council Management and the Governance Test: The Difficulty of Sharing Responsibilities

Governance is reflected in the separation of powers between the deliberative and executive bodies, on the one hand, and the council administration which is ensured by the Secretary-General (Technical Coordination), the Council Treasurer and the Head of Stores Accounting Service (finance and assets), on the other hand.

a. The Deliberative Body: Municipal Council

The municipal council deliberates on all matters provided for by law, with the exception of the powers of the Mayor, especially in the areas of civil status and his policing powers, and controls the action of the chief executive. It may delegate by deliberation the exercise of part of its powers to the chief executive, except those entrusted to committees, etc. It often works in committees. In principle, each municipal council should have at least three committees, namely:

- ✎ *The Finance Committee;*
- ✎ *The Works and Infrastructure Committee;*
- ✎ *The Economic, Social and Cultural Affairs Committee.*

Preparatory work is carried out in committees and, particularly, in the Finance Committee which studies proposals and gives its opinion before the adoption of the budget in municipal council session. The establishment of committees within the Council aims to guard against any excesses.

b. The Executive: The Mayor or Government Delegate

The head of the executive is the Government Delegate or the Mayor, except in case of replacement for duly established daily notorious shortcomings on the part of the executive. As such, he represents the local authority in all acts of civil life and in court, implements the deliberations of the municipal council, etc.

c. Deputy Mayors

Deputy mayors help the Mayor in the discharge of his duties in three ways.

1. Powers derived from delegation: According to Section 72 of Law No. 2004/18, the Mayor has the obligation, under his supervision and responsibility, to delegate by order part of his powers to one or more deputies. Such delegation ends on the decision of the Mayor.

2. Replacement of the Mayor in the event of absence or impediment.
3. The powers of special deputies (instituted by reasoned deliberation of the municipal council).

d. The Secretary-General

Section 80 of Law No. 2004/18 of 22 July 2004 laying down rules applicable to councils stipulates that the municipal executive is assisted by the Secretary-General of the council. The Secretary-General of the council is the main coordinator of the services of the municipal administration. To this end, he receives delegation of signature for the discharge of his duties. The Secretary-General attends municipal executive meetings for which he provides secretarial duties.

e. The Council Treasurer

The council treasurer is the council accountant appointed by a joint instrument of the Minister in charge of RLAs and the Minister of Finance. He is responsible for ensuring the forecast management of revenue and data on the council's financial and assets situation.

In a nutshell, responsibilities are clearly defined for each actor under the supervision of the oversight authority. However, are they implemented and observed?

4. Local Governance Performance in Cameroon

The 4th Cameroon Household Survey (EC-ECAM 4, 2016) gives an idea of some dimensions of local governance. It shows that 83.3% of councils say they involved the people in the development of one of the following planning tools: The Urban Development Master Plan (UDMP), the Land Use Plan (LUP), the Summary Urban Development Plan (SUDP), the Sector Plan, the Council Development Plan or the Local Development Plan (CDP/LDP) and the Annual Investment Plan (AIP). The councils of Douala (33.3%) and Yaounde (42.9%) are those with the lowest percentage.

The survey also shows that 82.7% of the administrative accounts expected for approval from 2011 to 2015 were actually approved according to the statements of the council executives. However, the approval rate is lower than the national average in the North-West (52.9%) and East (74.4%) Regions and in the city of Douala (63.3%). By contrast, 96.9% of the expected administrative accounts expected in the South Region were approved.

Regarding the holding of municipal council ordinary sessions which is a measurement of the involvement by council executives or municipal councillors in the management of council affairs, it appears that only 46.0% of the sessions planned from 2011 to 2015 were held, with particularly low percentages for the East (34.1%), North-West (35.6%) and South-West (40.7%) Regions.

However, such rather discouraging performance should not make us forget that EC-ECAM 4 has an essentially declarative basis. It is therefore possible that some data were manipulated by respondents. Indeed, there are many lingering problems, including:

- *Insufficient transparency in financial management, with the existence of corruption and embezzlement;*
- *The non-inclusion in the law of the functions of deputy mayors and government delegates;*
- *The non-mastery of local public management issues by some local elected representatives;*
- *Insufficient guarantee for the expression of citizens' ideas outside the appointment of the deliberative assembly;*
- *Irregular holding of municipal council sessions to review the management of the executive;*
- *Absence of enquiries ordered by the deliberative body;*
- *Insufficient development of partnerships with other local actors because of the legal vacuum surrounding the process;*
- *The outdated nature of some of the people's needs contained in the CDP;*
- *The non-consideration of the needs expressed in the CDPs by local elected officials and the central government.*

At the level of local democracy:

- *The election of the deliberative organ by direct universal suffrage;*
- *The selection of the council executive by municipal councillors;*
- *The freedom of RLAs to administer themselves through these elected councils;*

- *The delegation of powers by the mayor to his deputy mayors;*
- *The setting up of committees within the municipal council to debate, assess and make proposals on local affairs;*
- *The guarantee for elected representatives to make proposals and amendments to the deliberations during council sessions;*
- *The public nature of municipal council sessions and the obligation to post the acts of RLAs;*
- *Access to information by citizens guaranteed by the right of disclosure of all RLA budget and accounting documents;*
- *The possibility for citizens to make proposals to the executive to boost the development of RLAs or to improve their functioning;*
- *The obligation to make public acts taken by the executive;*
- *The easing of ex-ante control by the oversight authority;*

In terms of citizen participation/consultation/involvement:

- *Permanent elected-electorate dialogue;*
- *Involvement of the population in the selection of priority projects, especially the preparation of CDPs;*
- *RLA partnerships with other local actors in the implementation of development projects..*

Despite all this progress toward strengthening local governance, there are grey areas that need to be improved. They include:

- *Insufficient transparency in financial management, with the existence of corruption and embezzlement;*
- *The non-inclusion in the law of the functions of deputy mayors and government delegates;*
- *Non-mastery of local public management issues by some local elected representatives;*
- *Insufficient guarantee for the expression of citizens' ideas outside the appointment of the deliberative assembly;*
- *Irregular holding of municipal council sessions to review the management of the executive;*
- *Absence of enquiries ordered by the deliberative body;*
- *Insufficient development of partnerships with other local actors because of the legal vacuum around the process;*
- *The outdated nature of some of the people's needs contained in the CDP;*
- *The low consideration of the needs expressed in CDPs by local elected officials despite the obligation for them to do so etc;*
- *These shortcomings require changes in the conditions for implementing local governance.*

III. Conclusion and Prospects: From Local Governance to Territorial Governance

To achieve real local governance, it would be imperative to reinforce two major thrust areas, namely: (i) the decentralization process by granting wide autonomy to RLAs; and (ii) the guarantee for information and expression of citizens who will be able to participate in the exercise of the powers transferred to councils.

1. Empowering Regional and Local Authorities (RLAs)

- Improve the institutional and organizational framework and improve human resources

It will entail removing all the obstacles to the full exercise of real local governance, notably relations with the oversight authority, celerity in the referral and the reaction of the administrative judge, the specialization of deputy mayors, etc. The issue of training elected representatives and their level of education should be reviewed.

- Improve (local) territorial development planning instruments

Mainstreaming the private sector as actors of the development of a territory by providing RLAs with the levers to involve them in this synergy of actions is fundamental. Council and regional coordination instruments should be strengthened with the close involvement of the population. Partnership and consultation should be introduced and placed at the centre of the development process.

- Improve local finance

The aim is to give more financial power to RLAs by modernizing local taxes and duties as well as the instruments of their mobilization, and removing the constraints of heavy financial dependence on the State. This would certainly strengthen accountability in RLAs.

2. Guarantees for Access to Information and Improvement of Citizens' Expression Framework

Citizen control over the action of elected officials is an essential component that contributes to good local democratic governance. This would supplement the action of the oversight authorities and audit judges. The law could also provide consultation and collaboration tools to citizens.

In addition to what is provided for in the current laws, elected representatives could be compelled to seek feedback from their citizens. We could draw inspiration from the Western models below:

- ▾ *Public inquiry: it is a procedure prior to operations planned by a RLA and intended to collect the positions of the citizens concerned. In this way, they may be encouraged to participate in preparing subsequent decisions or, at least, to obtain information to protect their interests, control the administration and prepare their possible appeals. The inquiry would be in an advisory capacity without the possibility of findings being used against the elected officials.*
 - *Setting up Neighbourhood councils in large urban centres that could be consulted on issues concerning them;*
 - *The involvement of local public service users could be included in the law for purposes of consultation on the quality of service delivery;*
 - *Taking the petition of some citizens into account during municipal council sessions: in the long term, the law could eventually go further by establishing local referendums in our local democracy. They may have advisory or decision-making powers.*

At the end of discussions and debates, participants formulated numerous recommendations, particularly those relating to:

1. *The conduct of positive vetting for any candidate for a public manager or accountant position;*
2. *The proposal, for the appointment of qualified persons to public accountant posts, in particular those who have received training in this field in specialized institutions;*
3. *The regular organization, by the audit bench of the supreme court, of seminars for council accountants, with a view to demystifying this high-level court.*
4. *The making systematic of the practice of collection certificates;*
5. *The optimization of the functioning of divisional local finance committees;*
6. *The scheduling of payments in chronological order of submission of orders;*
7. *The creation of a technical structure, to be attached to council unions, whose mission would consist in supporting and accompanying the committees created within the deliberative bodies;*
8. *The institutionalization of the various corps in the proceedings of boards that deal with issues relating to their activities;*
9. *The building of the capacity of local elected officials with a view to optimizing the functioning of deliberative bodies;*
10. *The strengthening of institutional communication at the council level. in particular through community radio stations, wall newspapers, monthly newsletters, social media and press relations;*
11. *The introduction of transparency in the management of local public affairs, with a view to better participation and support from the population;*
12. *The institutionalization of community leaders' participation in municipal council sessions and the establishment of neighborhood or village councils, in an advisory capacity to municipal councils.*

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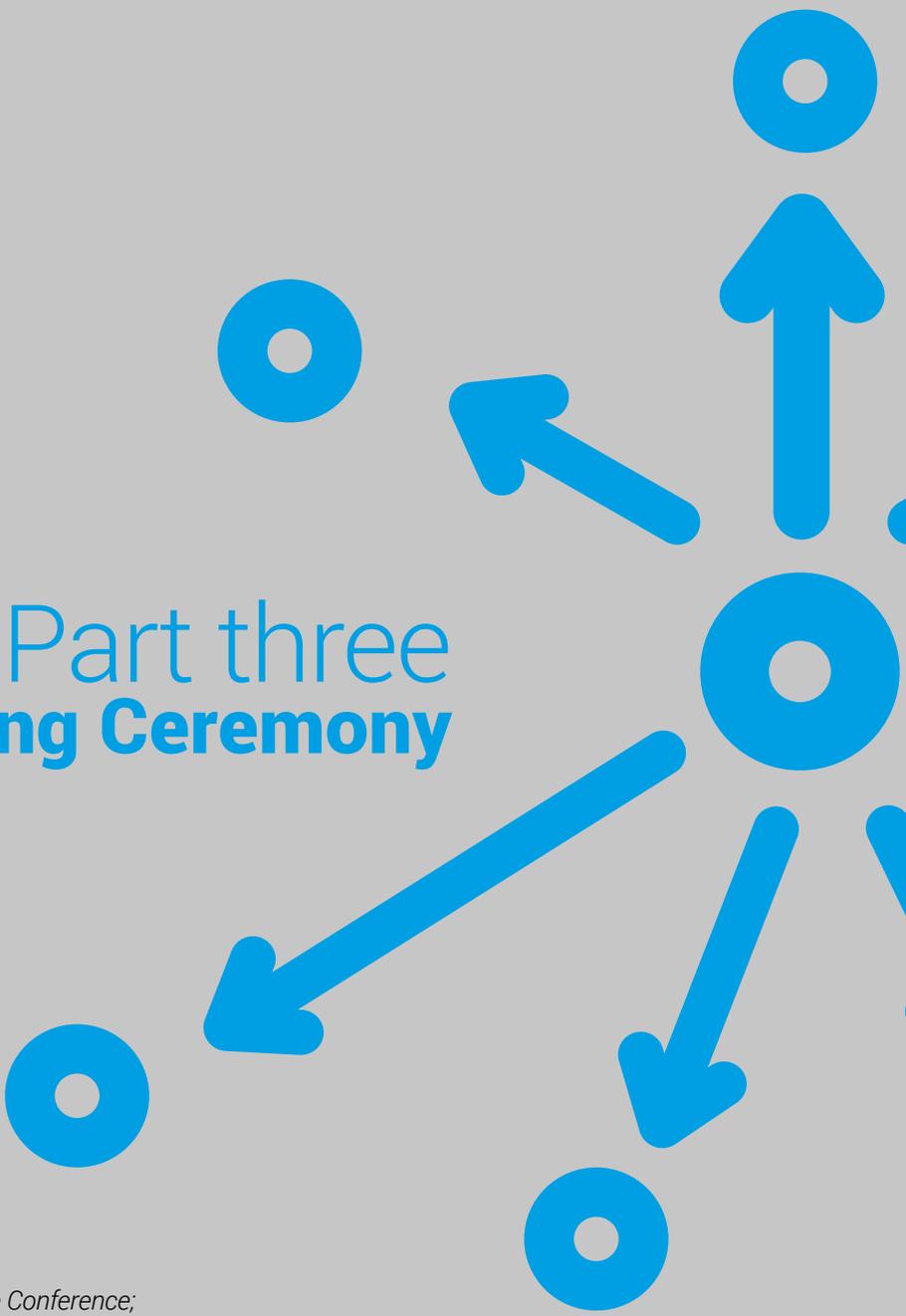
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Part three Solemn Closing Ceremony

It had three high points, namely:

- *The reading of the general report of the Conference;*
- *The declaration of the mayors who took part in the First General Conference of Local Councils;*
- *The closing speech of the Prime Minister, Head of Government, read by the Minister of State, Minister of Tourism and Leisure.*

Declaration by Mayors and Government Delegates Who Attended the 1st General Conference of Local Councils



We, Heads of Council Executives representing the 374 municipal and City Councils in Cameroon,

- *Considering the Constitution of 18 January 1996 which enshrines the advent of the decentralized unitary State;*
- *Considering the founding decentralization laws of 22 July 2004, in particular Law No. 2004/17 on the orientation of decentralization, Law No. 2004/18 to lay down rules applicable to councils and Law No. 2004/19 to lay down rules applicable to regions;*
- *Considering the two financial and fiscal laws, including the law on the financial regime of regional and local authorities of 10 July 2009 and the law on local taxation of 15 December 2009;*
- *Considering the creation of the Ministry of Decentralization and Local Development by Decree No. 2018/190 of 2 March 2018 which amended and supplemented certain provisions of Decree No. 2011/408 of 9 December 2011 to organize the government;*

Thank the President of the Republic, Head of State, His Excellency Paul Biya for the high-level instructions he gave to the Minister of Decentralization and Local Development to organize the first General Conference of Local Councils and for agreeing to sponsor this event, at which he was represented at the highest level by the Prime Minister, Head of Government, Chair of the National Decentralization Board.

Express our gratitude to the Minister of Decentralization and Local Development, coupled with our warm and heart-felt congratulations for the perfect organization of the said Conference, which enabled the mayors and government delegates to:

1. *Enhance the value of the Cameroonian council, a grassroots local authority; and;*
2. *Have a forum of free expression on the major challenges of decentralization.*

Recommend that this meeting be held regularly at biennial intervals in order to ensure better monitoring and evaluation of the decentralization process and the main decisions taken.

Encourage the Minister of Decentralization and Local Development to continue on this path and promise him our unfailing availability and support for the success of his delicate duties./-

Done in Yaounde, on 7th February 2019

Signed by:

All Mayors and Government Delegates

General Report



On 6 and 7 February 2019 at the Yaounde Conference Centre, the Prime Minister, Head of Government, personally presided over the maiden General Conference of Local Councils, under the theme ***“Deepening decentralization: a new face for local councils in Cameroon”***. The Conference was placed under the highly distinguished patronage of the President of the Republic, His Excellency Paul Biya.

In addition to heads of executives of the 374 councils, 10 deputy mayors, 10 municipal councillors, 12 Secretaries-General of Councils, 11 council treasurers, 2 city council finance controllers, 4 officers of secondary civil status registration centres, as well as 180 participants made up of representatives of government services, administrative authorities, parliament, courts, employers’ associations, consular chambers, technical and financial partners, establishments under MINDDEVEL’s supervisory authority, civil society organizations.

Proceedings were organized around three main phases, namely:

- *The solemn opening ceremony;*
- *Workshops;*
- *The solemn closing ceremony.*

I. The Solemn Opening Ceremony

It was punctuated by three speeches and a keynote address:

a. Word of Welcome from the Government Delegate to the Yaounde City Council

After the usual courtesies, the Government Delegate to the Yaounde City Council welcomed all the participants to Yaounde and said he was honoured to host the first-ever General Conference of Local Councils, focusing on ***“Deepening decentralization: a new face for councils in Cameroon”***, in his capacity as a council executive head.

At the end of his remarks, he stressed that the purpose of the said Conference was to formulate concrete proposals for the improvement of the council institution and local governance.

b. Intervention of the Keynote Speaker

Introducing his presentation on ***“The Stakes and Challenges of Decentralization and Local Development in the Emergence of African States”***, Mr. Alioune Badiane, President of The Urban Think Tank Africa-TUTTA, said that the African continent is irreversibly urbanizing and is gradually decentralizing.

Embarking on the first point of his presentation on the conceptual approach, he said that decentralization and local development are understood as the right and the effective capacity for local and regional authorities to regulate and manage, under their own responsibility and for the benefit of their communities, their public affairs in free administration.

Regarding the second point on the stakes, challenges and opportunities of decentralization, he said that in Africa, according to the global report of United Cities and Local Governments (UCLG), and looking at the last thirty years, decentralization has grown considerably. Indeed, gradually, this trend has been progressively adopted by most African countries and has become established as a political, economic and institutional choice.

Examining council financing models in Africa, he gave examples such as Ghana, Kenya and South Africa. On the fourth point of his presentation on the effects of decentralization processes on local development and emergence, he stressed that one of the major challenges of the decentralization processes underway in sub-Saharan Africa is the introduction of a system of representation close to the population.

In his concluding remarks, Mr. Alioune Badiane made some recommendations, namely:

1. *Contribute to the successful implementation in Cameroon of the Sustainable Development Goals (SDGs) and especially Goal 11 that commits to ensuring that cities and human settlements are open to all, safe, resilient and sustainable.*
2. *Engage Cameroonian cities and councils to make a significant contribution to the planning and implementation of the National Urbanization Policy initiated in Cameroon by UN-Habitat;*
3. *The role of cities and local authorities, Cameroon must play its part in the implementation of the New Urban Agenda (NUA)*
4. *The State and the Councils of Cameroon must manage vulnerability and increase their resilience capacity to help implement the recommendations of the Sendai Framework for Action for Disaster Risk Reduction (2015-2030).*
5. *The Ministry in charge of decentralization and various institutions under its supervisory authority in particular must work to strengthen the training and capacity building tools for the financial and technical human resources of local authorities.*
6. *Strengthen and support the FEICOM National Award for Local Development Council Best Practices.*
7. *Design, test and generalize at municipal and city council level, Municipal Data Observatories (ODC), for a better local development planning.*

c. MINDEVEL's Speech

After congratulating the Prime Minister, Head of Government and Chair of the National Decentralization Board, the Minister of Decentralization and Local Development focused his opening address on two main points namely, on the one hand, highlighting the important milestones of decentralization in Cameroon and, on the other hand, the description of the stakes of the maiden General Conference of Local Councils.

With regard to historical milestones, and without wishing to go back very far in the course of time, the Minister placed the cursor on 1987, the date of publication of the first edition of the book titled *Communal Liberalism*, a programmatic work that clearly presents the political vision of its author, namely the President of the Republic, His Excellency Paul Biya and in which he indicates aptly that he sees decentralization as the most appropriate mode of management of local public affairs.

After this historical reminder of the main milestones of the process, the Minister described the stakes of the Conference. These issues, he said, centred around five thematic workshops that structured the proceedings of the First General Conference of Local Councils.

It was indeed up to the participants at the Conference to formulate, on the basis of an exhaustive diagnosis, significant proposals, aiming to improve the legal and institutional framework applicable to councils; propose new fields of power to be transferred to municipalities and city councils, as well as come up with innovative terms and conditions of their exercise by the latter, following the evaluation of those devolved since 2010; in order to allow a perfect mastery of council planning and urban tools; to ensure a good level of resources in Councils; and to work for the smooth management of these resources by scrupulously respecting local governance requirements.

d. Solemn Speech by the Prime Minister, Head of Government

In his opening address, the Prime Minister, Head of Government, from the outset emphasized the importance of decentralization in the emergence processes of African States, and Cameroon in particular, as a relevant example on the continent. He reiterated the objectives set by the President of the Republic for the said Conference, including to explore ways of deepening decentralization at council level, to prepare councils to take their place in the *"Greater Opportunities"* seven-year term of office programme, making them hubs of multifaceted opportunities for people and the economic fabric. The Conference, to be held for two days, would aim at strengthening the foundations of the council institution, giving a fresh impetus to local development, and meaning to the decentralization policy.

After a brief reminder of the historical evolution of the council institution in Cameroon, the speech presented the current council map, emphasizing the possibility of modifying it, mainly taking into account local interests and those of the population. He recalled the experience of devolving powers, including the 63 powers devolved between 2010 and 2018, as well as related resources. He highlighted the allocation of CFAF 100 million decided by the Head of State for the year 2019, the use of which would be a test on the capacity of mayors and government delegates to manage and steer development projects.

After making those observations, the PM looked at some areas of the council institution that should be reviewed to make it a place of excellence at the service of the community, and the vanguard in the fostering of local democracy and permanent building of peaceful coexistence. He called on participants to take up the challenge of citizen participation by strengthening local democracy in the digital age, especially through the involvement of the elite and youth wanting to connect or reconnect with the land.

The Head of Government made a vibrant plea for the revitalization of local democracy, which is indispensable and inseparable from renewed council governance. Local democracy suggests upgrading the role of the management bodies of the Council. The Municipal Council, which is an organ of impetus, guidance and control, deserves special attention. Apart from conferring rights and obligations on elected representatives, consideration would be given to examining requests to increase the number of municipal councillors in some municipalities motivated by the desire for adequate representation of the various sociological components.

The council executive, meanwhile, requires reforms to turn Mayors or Government Delegates into leaders capable of formulating a vision and translating it into reality, and indefatigable servants of the cause of local development. In this sense, the major role of political parties in choosing candidates to invest in this function was underscored. For its part, the State was required to continue to promote the conditions for an effective exercise of the executive function. The end result would be reinforced incompatibilities and respect of the legal requirement of residence. Effective management of the remuneration of council executives was reason for reinforcing control of the residency obligation.

By law council executives have deputies with whom they can share responsibilities in order to achieve more efficiency and perform better. From this perspective, the single-person tendency to grab all and monopolize the executive function is a flaw that must be rectified. This requisite reorientation could be done with the help of supervisory powers, a principle constitutionally dedicated to and for which a balance with the principle of autonomy is to be perfected. In this respect, the authorities with supervisory powers will have to implement it, as well as the prerogatives of assistance-advice and support, whose mechanisms are described by a draft decree now being finalized.

As for difficulties due to the gross qualitative and quantitative deficit of human resources, practical solutions were proposed, in particular the temporary use of the available expertise in the State services, the definite assignment of State personnel who would remain on the State's payroll, as well as more sustainably, the creation of a local public service whose future lies in the significant upgrading of CEFAM.

Planning is required to improve the functioning of municipalities. The existence of council development plans and other town planning tools is a boon to be seized. However, weaknesses related to their implementation must be corrected, particularly concerning town planning, building construction, urban disorder and sanitization of the living environment of the population. In that regard, the completion of the draft instrument specifying the legal framework applicable to municipal police will provide some solutions to these concerns.

Extreme centralization seems to be the general feeling which is really widespread and needs to be erased. Such feeling could be eliminated through decentralization and de-concentration both horizontally and vertically. The focus is primarily on the central governments that would effectively devolve powers and resources. Transfer of resources raises the preliminary question of the optimum financial architecture of decentralization in Cameroon, based on a local tax system that has been profoundly reformed since 2009 and transfers of State resources in the form of allocations. Too much dependence of councils on additional council taxes and the negligence of other potential sources of revenue must challenge the stakeholders of decentralization. Emphasis should be placed on non-tax revenue, which may be derived from the income-generating activities that councils can carry out, depending on their respective strengths.

II. Proceedings in Workshops

Proceedings proper were organized around five workshops as follows:

- *Legal and institutional framework governing councils;*
- *Devolution of powers;*
- *Planning, regional and local authorities cooperation and local development;*
- *Council resources;*
- *Local governance.*

A- Workshop 1 on the Legal and Institutional Framework Governing Councils

In his presentation, Prof. Momo Bernard recalled the different stages of decentralization in Cameroon, with the decisive turning point of the Constitutional Law of 18 January 1996, which enshrined the advent of a “*decentralized unitary state*” and gave a fresh impetus.

The speaker reviewed the current state of the legal and institutional framework, noted its inadequacies and inconsistencies, and suggested ways of improving it.

Following the 1996 Constitution setting out a three-pronged approach (improving the representation of RLAs at the institutional level, creating an additional level of RLAs (the regions), and enshrining the guiding principles of decentralization), the legal framework governing decentralization has been growing at a steady pace, including the adoption of the three laws referred to as decentralization laws on 22 July 2004. These instruments were followed by two financial and tax laws in 2009 and other legislative instruments covering various fields such as town planning, spatial planning, civil status registration, and elections.

This legal framework has been enriched by a regulatory system consisting of several instruments, issued, inter alia, to specify the procedures for the exercise of the various powers devolved by the State to municipalities and city councils, as well as those allocating the common decentralization fund and governing the process. In addition, the legal reform resulting from the 2006 laws, with the creation of Regional Administrative Courts, already functional, offered new perspectives making it possible to better fashion the supervisory authority's litigation. Similarly, the institution of an Audit Bench at the Supreme Court is part of efforts to consolidate the management of RLAs whose accounts must be submitted to it.

Discussions following this presentation focused in particular on:

- *What is the situation of laws and regulations applicable to councils?*
- *Is the normative framework applicable to councils comprehensive and satisfactory?*
- *What implementing instruments must be drafted for the functioning of councils?*
- *What are the desirable normative and institutional changes for a renovation of the way councils function?*
- *Are council public establishments, council trade unions and council clusters relevant and timely?*
- *What is the relationship between the State and councils in matters of supervision, municipal police and civil status registration?*
- *What is the collaboration between councils and de-concentrated government services in the exercise of devolved powers?*

After discussions, the following recommendations were made:

1. *Capitalize on the achievements of the normative and institutional framework, while improving it to adapt it to the new requirements of local democracy and local development;*
2. *Prioritize the instruments to be developed and finalized;*
3. *Ensure the legal framework of citizen control;*
4. *Take into account the concerns of RLAs in land legislation;*
5. *Brainstorm on the functioning of the councils having specific concerns (island, border, disaster councils) to enable them to better address these peculiarities;*
6. *Specify the provisions relating to the devolution of movable and immovable property resulting from the transfer of powers;*
7. *Strengthen the Mayor's administrative oversight powers, particularly in town planning.*
8. *Consider how to take into account the agricultural tax in the local taxation system;*
9. *Rewrite the legal provisions relating to the residency obligation of council executives, in order to strengthen their effectiveness;*
10. *Initiate a reflection on the mode of designation of the council executive, emphasizing managerial skills, requirements in terms of candidate profile and vision;*
11. *Accelerate the ongoing study at MINAT regarding support by ministries to the coordination duties of the administrative authority;*
12. *Start brainstorming on the role of the Divisional Officer who, as the custodian of State authority in the subdivision, coordinates the de-concentrated services of the State.*
13. *Start brainstorming to clarify operating mechanisms, strengthen consultation forums, and clearly share responsibilities and resources between district councils and city councils.*

B- Workshop 2 on devolution of powers

Workshop 2 focused on devolution of powers and the principles governing it, namely the principles of subsidiarity, concomitance, equality of Regional and Local Authorities, specificity of the exercise of powers, complementarity or non-exclusivity of the exercise of powers between the State and Regional and Local Authorities and progressiveness. Emphasis was laid on the principle of subsidiarity which was presented as a principle of effective public action due to the exercise of local powers by local authorities elected at the local level and as a political principle due to the sharing of prerogatives between the central government and de-concentrated government services.

Concerning the achievements and shortcomings of devolution of powers in Cameroon, it was noted that the volume of public investments made in councils has increased and that progress has been made to build the capacity of mayors or government delegates, and contracting authorities selected for the devolution of powers.

Among the shortcomings observed were the devolution of powers without concrete content, without transferring resources for their exercise, lack of equity, powers legally devolved but not exercised by councils (manual road clearing), powers not devolved (case of the development of industrial zones under the responsibility of the Ministry of Industry and Technological Development), lack of State support for Regional and Local Authorities through its de-concentrated services due to the lack of an appropriate legal framework.

Concerning prospects, the need to implement the prescriptions of the President of the Republic given in his 6 November 2018 swearing-in ceremony speech by taking new initiatives to improve the efficiency of councils by broadening the scope of powers devolved to local authorities so as to provide them with the means needed to achieve greater autonomy was underscored.

In this Workshop, participants were to propose solutions to the following issues:

- *Is the methodology for the transfer of powers to councils appropriate?*
- *Are there more relevant powers to boost local development that should be transferred to councils?*
- *Have transferred powers been well identified?*
- *What kind of collaboration exists between councils and de-concentrated State services in the exercise of transferred powers?*
- *How can disparities between councils in the exercise of transferred powers due to insufficient means be avoided?*
- *Are the mechanisms and conditions for transferring powers conducive to the empowerment of councils and local development?*
- *How can the sharing of powers between district councils and city councils be improved?*
- *What should be done to ensure that transferred powers are effectively exercised by all councils?*

Following discussions on these points, Workshop 2 made the following proposals:

1. *Rationalize the sharing of powers between the State and councils taking into account the vocation of the council as a basic decentralized territorial unit, in accordance with Law No. 2004/17 of 22 July 2004 on the orientation of decentralization;*
2. *Influence the principles of complementarity and non-exclusivity by devolving powers by large blocks;*
3. *Review and revise the laws of 22 July 2004 on the orientation of decentralization and set the rules applicable to councils;*
4. *Broaden the powers transferred to councils particularly in areas related to the provision of basic social services, namely: water, energy, sanitation;*
5. *Give councils the responsibility for operational planning of essential social services, land, housing and economic infrastructure, both urban and rural;*
6. *Confer powers to councils in State property and land tenure in order to ensure availability of land for the realization of local development projects;*
7. *Consider to reform the instruments on State property and land tenure with a view to adapting them to decentralization;*
8. *Extend transferred powers in health and education to recruitment and personnel management;*
9. *Clarify the lines of division of powers between district councils and city councils by clearly listing the powers devolved to each entity;*

10. *Expand the powers of councils to collect local taxes including the global tax, the property tax, business license, and forest products tax for community and council forests;*
11. *Give priority to compensation for the burdens underlying the devolution of powers and the ineffectiveness of the principle of concomitance to the global appropriation mechanism;*
12. *Establish a de-concentration charter and clearly define the duties of de-concentrated State services and State employees exercising the power when the State is custodian;*
13. *Make transferred powers the basis of evaluation of the resources to be transferred by the State to councils in order to ensure greater autonomy of councils;*
14. *Confer on councils the prerogative, as a matter of priority, for the exploitation of non-concessional mineral substances (sands, stones, pozzolanas, etc) on council areas;*
15. *Transfer to the municipality the issue and recovery of the extraction tax for the above-mentioned non-transferable substances.*

C- Workshop 3 on Planning, Regional and Local Authorities' Cooperation and Local Development

Participants of Workshop 3 were entitled to two introductory presentations, one presented by Mr. Ekeme Isaac of PNDP on the Council Development Plan (CDP) and the other by Ms. Fouda Owoundi Anne Marguerite of MINDHU on the spatial planning of local development.

In the first presentation, Mr. Ekeme recalled that Law No. 2004/17 of 22 July 2004 on the orientation of decentralization confers on councils and regions the power of designing and implementing their development policies and plans in keeping with major State guidelines. He said that planning aims to ensure better consideration of development constraints at council level, effective involvement of the population in the process of identifying needs and decision-making, as well as effective ownership of investments by local authorities. As such, it is a major local development tool. It is hence in contribution to this assistance to councils that PNDP has come up with a guide.

The presenter then outlined the stages of the planning process, namely:

- **Preparation** which aims to inform, sensitize and mobilize stakeholders in the process in order to encourage their participation;
- **Participatory diagnosis** which consists in an appraisal of the situation in a council with the involvement of all the players concerned;
- **Resource mobilization**, meant to support the development, implementation and management of a council development plan. It is supposed to lead to a budget framework from which the projects defining the programme will be identified.
- **Planning** based on established participatory diagnosis, the sectoral logical frameworks prepared and the 8 (eight) maps characteristic of the peculiarities of the council area. It enables the development of CDP programmes, organized around 4 (four) pro-programmes including 3 (three) operational/technical programmes, and 1 (one) support programme.
- **Programming** which is the stage leading to the development of the Priority Investment Programme (PIP).

Referring to the ongoing local planning process, he pointed out that CDPs were developed in 329 Councils, mainly in rural areas with some District Councils covered. They are developed in a participatory way through socio-specific group consultations. They are encrypted for mature projects or for those whose costs are known. Similarly, the investment needs of councils are proportional to their ability to mobilize financing. CDPs are updated slightly each year in order to correct multiannual programming and are substantially updated after five years.

In the second presentation of this workshop, Ms. Fouda Owoundi Anne, recalled that town and territorial planning is at the heart of the New Programme for Cities adopted in HABITAT III.

As an essential instrument of national policies for the implementation of controlled urban strategies, it has defined town and territorial planning as a decision-making process aimed at achieving economic, social, cultural and environmental objectives, through developing visions, strategies and spatial plans and applying a set of principles and policy tools, as well as institutional and participatory mechanisms and regulatory procedures..

It aims to link economic development prospects and choices of land use and building of infrastructure and equipment. It is therefore a question of moving from catch-up town planning to town planning by objectives, namely, well thought out.

Ms. Fouda Owoundi further recalled the legal framework since Law No. 2004/3 of 21 April 2004 governing town planning in Cameroon followed by 5 (five) implementing decrees. This law established four types of town planning documents: the Urban Master Plan (UMP), the Land Use Plan (LUP), the Sector Plan (SP) and the Summary Land Use Plan (SLUP).

Law No. 2004/18 of 22 July 2004 to lay down the rules applicable to councils grants some powers to councils with regard to spatial, housing and urban development, in particular, the development and approval of town planning documents (TPD, LUP, SP, SLUP), the issuance of administrative instruments relating to land use and building, also called planning instruments (town planning certificate, subdivision authorization, location permit, building permit, demolition permit, certificate of conformity). The methodology for developing these tools must hence emphasize the participatory approach and consultation with stakeholders and local people. Ms. Fouda said that since 2012 MINH DU has transferred more than 3 billion CFA francs to councils to support the development of TPDs. From 2004 to the end of 2018, nearly 127 TPDs have been developed or are being developed, under various forms of funding.

The other challenge highlighted by the presenter was the implementation of TPDs to turn them into local development tools. It was a question of respecting the levels of implementation (preservation of areas reserved for public amenities, regulation of the land use of various properties, realization of public amenities in accordance with the PIP, realization or encouragement to realize planned economic programmes, encouragement to coordinate planned development operations).

The presenter noted the many difficulties in the process of developing and implementing TPDs. These shortcomings boil down to limitations of the regulatory framework, deficits in the quantity and quality of human resources, laxity or ignorance of council executives, insufficient resources, a lack of governmental and State-council coordination for the implementation of TPDs, etc.

The idea is therefore to involve all stakeholders in improving this process.

Discussions following the two presentations focused on:

- *Are council development plans regularly developed, updated and disseminated locally and centrally?*
- *Are council development plans quantified and translated into the council annual budgets?*
- *Is the development of council development plans carried out in a participatory way?*
- *How are the projects included in CDPs taken into account in PIBs as part of local planning and national planning?*
- *How is local project management effectively exercised in all project cycles?*
- *How can spatial planning documents (town planning master plan, sector plan, land use plan, summary town plan) be made development tools?*
- *How can the issuance of town planning documents be facilitated in councils?*
- *How can the investment needs of councils be assessed?*
- *Do council development plans in their content emphasize economic projects beyond basic social projects?*
- *How can equalization be made fair and effective?*
- *How can councils be made attractive?*
- *How can councils be marketed and economic operators be encouraged to take risks?*
- *How can local development be measured and evaluated?*
- *How can decentralized cooperation be made a development driver?*

After discussions, the following recommendations were made:

1. *The various council planning documents were reviewed by participants who prioritized them in the following way: UDP, LUP/SUP, CDP, SP. For consistency, the principle is that planning documents at the lower level must be aligned with those at the higher level. For their implementation, participants identified the following programming instruments: MTEF, PIP, PIA, City Contract;*
2. *To ensure the consistency of council planning with other levels of planning: involve local elected officials in the preparation of planning documents at regional and national levels;*
3. *Create and/or reinvigorate committees/commissions responsible for monitoring, disseminating and implementing council planning documents. Revitalize commissions responsible for issuing town planning instruments. Ensure the adequate financing of these committees and commissions by particularly reviewing*

the council budget nomenclature to allow the takeover of their operation and through the setting by MINDDEVEL of a remuneration scale for their members;

4. *Systematically require the planning certificate as a prerequisite for issuing permits for temporary occupation of public land;*
5. *Set up a programme to design SUPs and consider the possibility of its being financed by FEICOM and, possibly, donors;*
6. *Align councils with the principles of programme budgeting;*
7. *Ensure strict application of third-party effectiveness of council planning documents;*
8. *Harmonize the naming of existing planning instruments;*
9. *Take into account projects resulting from UDPs and CDPs in the PIB;*
10. *Quickly implement the hierarchy's promise to increase the funds allocated to decentralization to 10 % of the national budget;*
11. *Create a one-stop shop for financing decentralization;*
12. *Put the Council at the centre of the social and solidarity economy;*
13. *Mayors should better capitalize the contribution of the Divisional Officer and traditional leader in the management of land affairs;*
14. *Help Mayors build land reserves by financing compensation;*
15. *Involve Mayors in consultative commissions;*
16. *Encourage inter-council cooperation at national level;*
17. *For the fair distribution of resources in the national territory take into account the LDI and additional criteria such as area, distance from the main decision-making centres (political economic and regional capital), isolation, and global needs as quantified and evaluated in plans;*
18. *Allow Mayors to recruit the SG and CT of their councils themselves based on well-defined profiles and by call for applications;*
19. *Give Mayors the right to inspect the management of Secondary Civil Status Registration Centres;*
20. *Ensure the timely availability of resources allocated to councils or failing return to the financial autonomy of FEICOM;*
21. *Organize mobile court hearings throughout the Republic for the purpose of drawing up correct civil status registration records.*

D- Workshop 4 on council resources

Workshop 4 was guided by three important presentations. The first presented by Mr. Aliou Issa focused on the mobilization of RLA resources. The second presented by Mrs. Jarreth, née Ndi Elisabeth Njie was on quality human resources: an important component for the achievement of the missions assigned to councils. The third was on the budget and accounting management of RLAs presented by Mr. Mbarga Jean Claude.

Following the three presentations, participants discussed:

With regard to human resources:

- *The rules and regulations governing council staff;*
- *The legal, technical and financial feasibility of a local public service;*
- *The issue of pre-service and in-service training of council staff and reform of CEFAM;*
- *Training local elected representatives (mayors and municipal councillors);*
- *The issue of adoption of standard organization charts for councils – what perspective for the organization of council services?*
- *The challenges of transferring human resources from the State to councils for the exercise of devolved powers;*
- *The role of council trade unions in the recruitment and management of shared human resources;*
- *The rules and regulations governing local elected representatives.*

Concerning financial resources, discussions addressed the following questions in particular:

- *Is the legislative mechanism governing local taxes allocated to councils satisfactory?*
- *How can the council tax base be broadened in an optimum way?*
- *How can council tax revenue be secured?*

- *The fiscal power of councils;*
- *The fiscal potential of councils and the performance of local taxation;*
- *Capacity building of human resources dedicated to the management of taxes allocated to councils;*
- *The technological tools of taxes assigned to councils;*
- *The rationalization of the equalization mechanism and inter-council revenue;*
- *The consistency between resources transferred to councils and charges corresponding to the exercise of devolved powers*
- *Innovative financing.*
- *Borrowing and equity participation by councils;*
- *Monitoring and operation of council budgets and accounts;*
- *Control of the financial deliberations of councils;*
- *Supervisory powers in council budgetary and accounting matters;*
- *Issue of production of statistics on the financial situation of councils*
- *Alignment with programme budgeting;*
- *Financial regime and sectoral accounting plan of councils;*
- *Mechanisms for provision of the financial resources of councils;*
- *Local public procurement..*

Regarding material and logistical resources, discussions focused on:

- *Alignment of council heritage with local development missions;*
- *Easing of procedures for providing movable and immovable property to councils as part of the exercise of devolved powers;*
- *Role of council trade unions in the acquisition and management of material and logistical resources.*
- *Role of supervisory authority in the mechanisms for providing property to councils;*
- *Constitution of equipment park.*

a. Synthesis of recommendations relating to management of human resources

1. *Find ways to build the capacity of existing staff in RLAs;*
2. *Draw up an inventory of service personnel in RLAs ;*
3. *Develop a social programme and support councils to lay off under-performing staff;*
4. *Rationalize recruitment activities in RLAs;*
5. *Prioritize the appointment of CEFAM graduates to SG and CT positions in accordance with their training programme;*
6. *Formalize the possibility for councils to recruit from among State employees having reached retirement age;*
7. *Fill in vacant SG and CT positions;*
8. *Optimum use by Mayors of qualified human resources at their disposal*
9. *Standardize the salary scale*
10. *Urgently publish the rules and regulations governing council staff;*
11. *Identify factors for motivating council staff;*
12. *Strengthen and legally oversee the role and administrative powers of SGE;*
13. *Develop a public human resources policy for RLAs based on a comprehensive inventory;*
14. *Accelerate the reform of CEFAM;*
15. *Create CEFAM Annexes in Regions;*
16. *Develop a bridge to enable government technical staff to support RLAs;*
17. *Adapt CEFAM's training curricula to the new challenges faced by councils;*
18. *Use the principles of regional balance in the selection of staff to be trained at CEFAM;*
19. *Open admission to CEFAM by certificate or qualification;*
20. *Associate Mayors and Government Delegates to the training of CTs;*
21. *Organize training sessions for newly elected officials and ensure their in-service training;*
22. *Explore possibilities of signing conventions]with leading schools and training institutes such as the AIPM;*

23. *Revise instruments on the standard organization charts in force;*
24. *mobilize the resources to recruit and manage such staff, through council trade unions;*
25. *Take the term of office of elected council representatives up to 7 (seven) years;*
26. *Define the terms and conditions for the allocation of a retirement pension to Mayors;*
27. *Define the benefits to be granted to Mayors on the basis of the number of terms of office;*
28. *Define the status of municipal councillors and get them more involved in council management;*
29. *Provide council executive heads with greater autonomy in recruiting staff;*
30. *Review and apply conditions of access to the office of elected local representative;*
31. *Bear at State level the salary expenses of council staff and withhold the corresponding sums on the occasion of transfer of ICSP;*
32. *Clear salary arrears of council executive heads;*
33. *Give Mayors the power to appoint council treasurers;*
34. *Designate council treasurers to avoid the negative impact of accumulating responsibilities, for each council;*
35. *Define a strategy for stabilizing council staff who have received specific training;*
36. *Establish internal tenders boards and heads of these boards;*
37. *Designate officials responsible for stores accounting, depending on their profiles.*

b. Synthesis of Recommendations on the Management of Financial Resources

1. *Evaluate for its review the law of 15 December 2009 on local taxation;*
2. *Strengthen the fiscal power of councils, particularly with a view to entrusting the administration of global tax to them;*
3. *Remove ceiling of automobile stamp duty product assigned to councils and evaluate the reform of this duty's collection procedures;*
4. *Establish constitutionally the allocation of resources to councils at a minimum of 10% of the State budget;*
5. *Establish a working group bringing together council executive heads, parliamentarians and officials of the DGT to decide on ways to create new taxes for councils based on their peculiarities.*
6. *Start brainstorming to improve property tax profitability by involving water and electricity utilities operators in property tax recovery;*
7. *Transfer slaughter tax to councils concerned;*
8. *Directly provide to councils the mining revenue collected by CAPAM without resorting to the Treasury anymore;*
9. *Return a portion of the tax resources generated by structuring projects established in their council areas to the councils concerned;*
10. *Carry out an audit of the 421 account of the Treasury to clarify the debit balance situations of some councils;*
11. *Revitalize the functioning of CODEFIL*
12. *Improve the equalization system to take into account the peculiarities and constraints of councils.*
13. *Reorganize and develop the capacity of assessment and recovery services*
14. *Hand over slaughter tax to beneficiary councils.*

c - Synthesis of budget and accounting management recommendations

1. *Under the constitutional principle of free administrative and financial management of councils:*
 - a. *Explore possible solutions for the effective management of the Treasury Single Account and minimize bottlenecks ;*
 - b. *Study possibilities of financial flows from FEICOM and from Treasury network councils*
2. *Provide authorizing officers for each quarter with an Account 421 history together with the related supporting documents;*
3. *Audit Treasury Account 421 to clarify the debit balance situations of some councils*
4. *Issue the decree provided for in section 68 (2) to improve the management account output*
5. *Enter provisions for participation costs in support services debt recovery operations and accounts production in the budgets of councils*

e. Workshop 5 on Local Governance

The introductory paper of Workshop 5 was on local governance: principles, stakes and tools, presented by Ms. Ngane Suzanne who, from the outset, said that in application of the constitutional reform of 18 January 1996, which made Cameroon a “*decentralized unitary State*”, 3 (three) important laws laying down the general rules and the principle of devolution of powers and resources from the State to Regional and Local Authorities (RLAs) were promulgated in 2004.

Although the Mayor is generally the main interlocutor of the Government and of Technical and Financial Partners (TFPs) in the execution of development projects resulting from devolved powers, the successful implementation of this process at the local level has often required taking all the groups into account, management of interactions with supervisory authorities, State De-concentrated Services (SDS), as well as within the executive, the deliberative body and other actors involved in the process of improving the working environment and conditions of the population. The mobilization of these institutional and non-State players has become a requirement in the context of accounting for the management of allocated resources, the search for efficiency and equity in the delivery of quality services to the population often results from decisions taken and implemented within an organized framework. This framework contributes to the regulation of local public affairs management in what is today referred to as Local Governance.

A buzzword, local governance, according to UNDP (2004), is a set of institutions, mechanisms and processes that allows citizens and groups of citizens to express their interests and needs, to resolve their differences and to express their rights and obligations at the local level.

In Cameroon, in order to promote good administration, increase the accountability of leaders and State employees to citizens, ensure transparency and establish the rule of law, in the wake of the constitutional reform of January 1996, the appropriation of governance in the management of public affairs resulted in the establishment of the National Governance Programme (NGP) announced by the Head of State in his speech to the Nation on 31 December 1995.

Local governance refers to decentralization and seems to be an offshoot of political governance and administrative governance at national level. It involves the participation of people, NGOs and grassroots organizations in the decision-making process. It is supposed to significantly contribute to democratic decentralization, poverty reduction and the sustainable management of local natural resources.

With local governance, people are placed at the heart of policy-making. In addition to citizen participation, partnerships between key actors at local level, the cross-disciplinary competence of local players, local governance means accountability, which refers both to transparency, understood as free flow of information and accessibility of procedures, and that of authority's responsibility.

In addition to the vital role of the State which has an appropriate body of laws and regulations, in Cameroon, Regional and Local Authorities (RLAs) are considered the leading stakeholders in the implementation of local governance. In order to implement the laws and regulations issued by the State, Local Authorities have important instruments that guarantee participation such as Council Development Plans (CDPs), the participatory budgeting process, etc.

Therefore, to move from local governance to genuine territorial governance, there may be need to review the institutional, organizational and human resources framework of RLAs in order to strengthen their autonomy. Territorial (local) development planning instruments and local finance should also be improved. Likewise, in order to guarantee the participation of citizens, consideration should be given to making access to information and citizen expression possible through tools such as public inquiry, the institution of village or neighbourhood committees, taking into account the petitions of some citizens during municipal council sessions, etc.

In addition to having a clear idea of the concept of governance in general and local governance in particular (through its principles), this workshop allowed participants to have a structured discussion of this issue. Discussions that followed focused on issues, characteristics (constants) and tools of local governance. On the basis of practical evidence, practical cases of poor local governance, emphasis was placed on Cameroon's practice of local governance against the backdrop of this central question: How to promote and strengthen citizen participation and the principle of accountability at local level. It was also a question of seeing about improvements that could be made to our instruments so that local governance becomes a tool for sustainable development. Participants were broken up into working groups to formulate the appropriate recommendations.

After the presentation, participants discussed the issues below:

- *How to promote and strengthen citizen participation;*
- *How to reinforce the principle of accountability at local level;*

- *How to ensure the regularity of council board meetings, particularly those relating to finance;*
- *What transparency is in the management of public and local affairs;*
- *What the purpose and frequency of the control operations carried out by specialized agencies should be;*
- *Reasons for the ineffectiveness of the division of roles within council executives;*
- *Possibility of adopting the specialization of deputies and how to do it;*
- *How to optimize the functioning of deliberative bodies and the commissions created therein;*
- *How to secure council revenue and fight the misappropriation of council public funds and other financial malpractices; and how to ensure council development plans are regularly developed, updated and disseminated at council level;*
- *How to tailor the rules of local public procurement to the peculiarities of council areas and how councils can become attractive;*
- *How to ensure the regularity of council sessions to vote the budget and accounts;*
- *Should eligibility criteria for Mayors be adopted for improved governance?*
- *How can the capacity of elected local representatives be strengthened?*

At the end of discussions and debates, participants came up with many recommendations, particularly those concerning:

1. *The conduct of character investigations for any candidate for a position of manager or public accountant;*
2. *The proposal, for appointment to posts of public accountant, of qualified persons, especially those trained in the field and in the appropriate institutions;*
3. *The regular organization, by the Audit Bench of the Supreme Court, of seminars for council accountants to demystify this high-level court;*
4. *The systematization of the practice of proceeds certificates;*
5. *The optimization of the functioning of Local Finance Divisional Committees;*
6. *The scheduling of payments in chronological order of deposits;*
7. *The creation of a technical entity attached to council unions with the task of supporting and helping committees created within the deliberative organs;*
8. *The institutionalization of the involvement of various trades in the work of commissions dealing with issues related to their activities;*
9. *The building of the capacity of local elected officials to optimize the functioning of deliberative organs;*
10. *The strengthening of institutional communication at council level, particularly through community radios, wall newspapers, monthly newsletters, social media and press relations;*
11. *The establishment of transparency in the management of local public affairs to ensure better participation and popular support;*
12. *The institutionalization of the involvement of community leaders in municipal council sessions and the setting up of quarter or village committees to give advice to municipal councils.*

III. The Solemn Closing Ceremony

It had three high points, namely:

- *The reading of the general report of the Conference;*
- *The declaration of the mayors who took part in the First General Conference of Local Councils;*
- *The closing speech of the Prime Minister, Head of Government, read by the Minister of State, Minister of Tourism and Leisure.*

Closing Speech of the Prime Minister, Head of Government, Represented by Mr. Bello Bouba Maigari, Minister of State, Minister of Tourism and Leisure



The President of the Senate;
The President of the National Assembly;
The President of the Economic and Social Council;
The President of the Constitutional Council;
The President of the Supreme Court and the Procureur General of the said Court;
Members of Government;
Your Excellencies, Heads of Diplomatic Missions and Representatives of International Organizations;
The President of United Councils and Cities of Cameroon;
Mayors and Government Delegates;
Municipal Councillors;
Council partners;
Distinguished participants at the General Conference of Local Councils;
Ladies and Gentlemen;

The first “General Conference of Local Councils” organized on the high-level instructions of the President of the Republic with the objective to “Improve the organization and functioning of councils in order to step up citizen participation and promote local development” is ending today.

The past two days have been devoted to brainstorming and self-criticism, laying council foundation, bringing fresh impetus to local development, and giving meaning to decentralization which is a fundamental public policy.

As pointed out during yesterday’s opening ceremony, the holding of this Conference at the dawn of the President’s seven-year term points to the major role that the Head of State intends to assign regional and local authorities in the “Great Opportunities seven-year term”.

Ladies and Gentlemen,

After two days of deliberations, it is only normal to wonder if the objectives have been attained.

Indeed, in the task of giving a new face to local councils, answers to the following questions should make it possible to assess the added value of this Conference: What are the achievements to be capitalized? What are the lessons to be learned? What are the realistic, concrete and pragmatic improvement proposals for the organization and functioning of local councils?

To answer the aforementioned questions, I would like to refer to the General Report of the Conference which has just been read to us and which laid particular emphasis on the recommendations and resolutions made by participants.

They clearly reveal that the Conference was a moment for realistic brainstorming and profound analysis of the local council as an institution.

As you can see, the findings of the Conference will serve as a lever for corrective actions and initiatives aimed at providing decentralization and local development with the resources for an advancement that is likely to improve the life of our grassroots populations and increase their involvement in the management of public affairs.

In addition, the presence of all heads of council executives, their meaningful contributions and exchanges of rich experiences, demonstrated their commitment to assume their role as key players in the decentralization fast-tracking and enforcement process. Such commitment consolidates the Head of State’s resolve to grant regional and local authorities pride of place in Cameroon’s progress towards emergence by 2035. It could not have been otherwise, given that they are instruments for combating poverty at the grassroots, a place for economic opportunities and crucibles for local democracy.

Ladies and Gentlemen,

During your deliberations, you adopted an approach that should be appreciated for its effectiveness. I can see that the organization of thematic workshops enabled an in-depth analysis of issues and topics that are important to local council life.

Regarding the legal and institutional framework, you pointed out the achievements made since the impetus given by the Constitution of 18 January 1996 and the 2004 laws on decentralization. You also identified the shortcomings and inconsistencies of the said framework. This fundamental job henceforth calls for urgent measures for a review and, where necessary, an amendment of existing instruments in order to give a new face to local councils. There is also a need to legislate on issues that still lack a normative framework.

Concerning the institutional framework, while there is reason to laud the continuous intensification of the local council map and the satisfactory functioning of the existing mechanism, you however pointed out the persistence of several setbacks to achieving the set objective of consistency and efficiency. In view of the new local development challenges, the proposed innovative solution avenues will be given due consideration for their operationalization. As for the devolution of powers, I am happy with the significant progress that you pointed out; these are assets that need to be capitalized.

However, I take note of the numerous difficulties that we still need to address, particularly concerning a better clarification of devolved powers, consistency between devolved powers and related resources, as well as definition of conditions for collaboration between regional and local authorities and State de-concentrated services. Performance in this area is capital to give credibility to the local council and to the decentralization process. The National Decentralization Board will strive to ensure that avenues for solutions proposed by participants in good faith are examined and translated into actions.

Ladies and Gentlemen,

As recalled during yesterday's opening ceremony, local councils are the local development engine. In the achievement of the sustainable development goals (SDGs) and other global agendas such as the New Urban Agenda and pan-African agendas like the African Union Agenda 2063, they have a key role to play. There is every reason to extol the hence-forth systematic formulation of council development plans. However, issues of consistency, poor entrenchment of local planning in the central plan and above all, that of monitoring and evaluation, must be addressed. The implementation of the proposals made should help to achieve a more harmonious and balanced development of our country.

The crucial points relating to financial, material and logistical resources are key challenges in the empowerment of councils, if they have to conveniently exercise their powers. You identified avenues for the optimum mobilization of resources, but also for strengthening human capital and establishing the highly awaited local public service.

In this regard, Government will ensure synergy of action between the relevant ministries, but also a better coordination between State authorities and our technical and financial partners, to ensure that the programmes and projects carried out or supported are firmly entrenched in the national priorities and actual needs of councils.

Of course, without a strong local government, the renovation efforts described above will remain vain. Bringing the administration closer to the people through decentralization actually entails a relationship of trust between citizens and mayors and government delegates. Over and above traditional programmes, the proposals relating to strengthening control by citizens and the requirements of accountability are some of the avenues to be further explored. Cross-cutting issues like youth and gender mainstreaming should be further addressed at local level.

Ladies and Gentlemen,

At the end of your discussions, it is worth noting that the foundation has been laid for a renovated local council. It is therefore up to all stakeholders to take ownership of the proposed solutions and translate them into actions, while bearing in mind the need for consistency, effectiveness and efficiency.

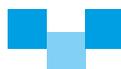
The results of this ***“General Conference of Local Councils”*** will however be capitalized under this process announced by the Head of State, to operationalize Regions.

While reiterating my congratulations to all participants on their inputs and commitment to achieve the objectives of this meeting, I hereby declare closed the first ***“General Conference of Cameroon's Local Councils”***.

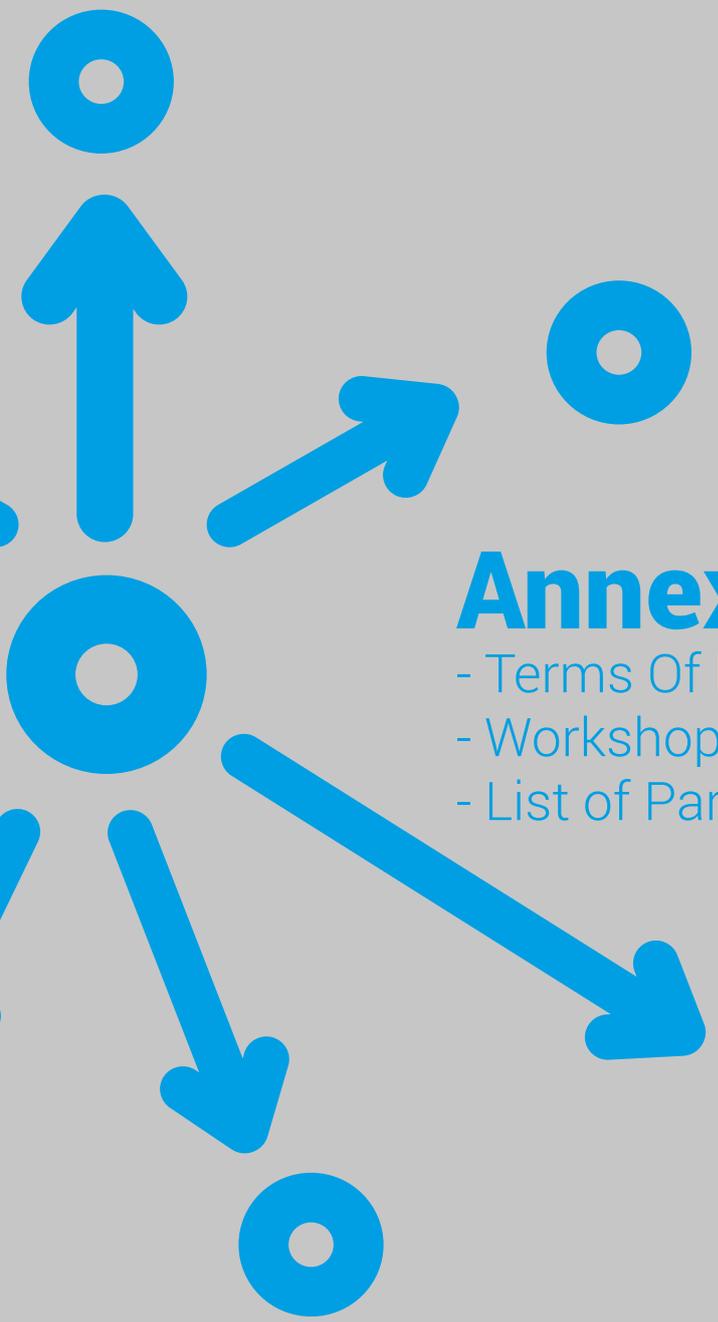
Long live decentralization and its indefatigable promoter, His Excellency the President of the Republic.

Thank you for your kind attention.

Abbreviations



- AIPM:** *Advanced Institute of Public Management*
- CAPAM:** *Support Centre for the Promotion of Mining Activities*
- CDP:** *Council Development Plan*
- CEFAM:** *Local Government Training Centre*
- CODEFIL:** *Local Finance Divisional Committees*
- CT:** *Council Treasurer*
- DG/CUY:** *Government Delegate to the Yaounde City Council*
- DGT:** *General Directorate of Taxation*
- FEICOM:** *Special Council Support Fund for Mutual Assistance*
- GCLC:** *General Conference of Local Councils*
- ICSP:** *Council taxes subject to equalization*
- LDI:** *Local Development Index*
- LUP:** *Land Use Plan*
- MINAT:** *Ministry of Territorial Administration*
- MINDDEVEL:** *Ministry of Decentralization and Local Development*
- MINHDU:** *Ministry of Housing and Urban Development*
- MTEF:** *Medium-Term Expenditure Framework*
- NGP:** *National Governance Programme*
- ODO:** *Order Data Observatory*
- PIP:** *Priority Investment Programme*
- PNDP:** *National Community-Driven Development Programme*
- PNFMV:** *National Programme on Training in Town Trades*
- RLAs:** *Regional and Local Authorities*
- SDG:** *Sustainable Development Goal*
- SG:** *Secretary-General*
- SP:** *Sector Plan*
- TFP:** *Technical and Financial Partner*
- TPP:** *Town Planning Paper*
- TPSP:** *Town Planning Summary Plan*
- TUTTA:** *The Urban Think Tank Africa*
- UCCC:** *United Councils and Cities of Cameroon*
- UMP:** *Urban Master Plan*
- UNDP:** *United Nations Development Programme*



Annexes

- Terms Of Reference
- Workshop Technical Factsheets
- List of Participants

General Conference of Local Councils

TERMS OF REFERENCE

I. Background and Rationale

The local council as an institution in Cameroon has existed for nearly one hundred years and finds its historical roots long before the country's independence. Since then, we have witnessed the gradual *"municipalization"* of Cameroon's territory, consolidated by the 1974 reform.

The constitutional revision of 18 January 1996 enshrined the advent of *"the decentralized unitary State"*, translated, on the one hand by the strengthening of the local council, and on the other, by the creation of the region as the second step of the decentralized framework. Strengthening decentralization basically concerns the local council and should be seen as a genuine local development process, marked basically, in recent years, by the enrichment and consolidation of the legal and institutional framework, on the one hand, and the operationalization of the first devolution of powers and resources to local councils, as of 2010, on the other.

Twenty-two (22) years after the entry into the Constitution of decentralization, it is important to note that the Cameroonian local council whose virtues were already harped on by the President of the Republic since 1987 in *Communal Liberalism*, has not yet found its full potential nationwide due to some setbacks. Indeed, according to the provisions of Law No. 2004/18 of 22 July 2004 setting out the rules applicable to local councils, *"the local council is the basic decentralized authority"* (section 2 (1)), *discharging the "general mission of local development and improvement of the living conditions of its inhabitants"* (section 3 (1)).

Indeed, the improvements to be made concern in particular the following weaknesses and deficiencies:

- *Failure to fully implement the existing normative framework, and the poor functioning of some organs and bodies;*
- *Poor performance of local taxation, which is a hindrance to the financial autonomy of local councils;*
- *Insufficient quantity and quality of human resources;*
- *Deficit in infrastructure and equipment;*

- *Inadequate provision and access to basic social services;*
- *Low citizen participation and lack of transparency in the management of local public affairs.*

It is with this in mind that the President of the Republic. His Excellency Paul Biya, in his address to the Nation of 31 December 2018, said: *"My conviction that our fellow citizens desire greater participation in managing their affairs, especially at the local level, has been strengthened by the consultations I have held and the many opinions and suggestions I have received (...). In this regard, it is my firm belief that fast-tracking our decentralization process will enhance the development of our Regions. To that end, I have ordered the implementation of the necessary measures to speedily give effect to this major reform."*

It is in this context that the creation of the Ministry of Decentralization and Local Development, by Decree No. 2018/190 of 2 March 2018 to amend and supplement some provisions of Decree No. 2011/408 of 9 December 2011 to organize the Government, should also be considered.

The President of the Republic gave specific guidelines to this new Ministry during the Council of Ministers of 15 March 2018, by saying: *"Our populations countrywide have continued to express their desire to be closely involved in running the affairs that directly impact their daily lives. The creation of the Ministry of Decentralization and Local Development is geared towards speedily addressing these repeated calls. In the short-term. I am expecting detailed proposals and a timeline for fast-tracking the on-going decentralization process."*

In his inaugural address on 6 November 2018, the Head of State mentioned a new construction site aimed at improving on the efficiency of councils as follows: *"Measures will be taken as soon as possible to broaden the powers of local authorities in order to provide them with the means for greater autonomy"*.

The *"General Conference of Local Councils"* is organized in execution of these very high-level presidential directives. Coming not long after the extension of the current mandate of municipal councilors, the meeting will be an opportunity for joint reflection and in-depth analysis of the local

council, and will focus on specific themes expected to lead to concrete proposals and solutions with a view to giving local councils a fresh impetus.

The Conference will be under the highly distinguished patronage of the President of the Republic and chairmanship of the Prime Minister, Head of Government, and President of the National Decentralization Board (NDB).

II. Objectives

A. General objective:

Improve the organization and functioning of councils in order to step up citizen involvement and promote local development.

B. Specific objectives:

- *Share and exchange the situational analysis relating to the organization and functioning of local councils;*
- *Encourage brainstorming by various stakeholders on ways of renovating councils;*
- *Make realistic proposals likely to improve on the organization and functioning of councils and local governance. and hence the living conditions of the population;*
- *Supplement and improve on the normative and institutional framework before the next municipal elections.*

III. Expected Outcomes

In practical terms, the following results are expected:

- *Situational analysis of the organization and functioning of councils shared;*
- *Participants buy proposals for renovation of local councils;*
- *Proposals are made with a view to:*
 - *on the one hand: improving local governance, with regard in particular to management of municipal public funds, entrenchment of citizen involvement, promotion of transparency; and on the other, renovating the organization and functioning of councils;*
- *The legal instruments to be drafted, in relation to the expected renovation of councils, are identified..*

IV. Participants

The under-mentioned people are targeted to take part in the *“General Conference of Local Councils”*: 600 (six hundred) people, including 2/3 from councils, representing the following socio-political players.

- *Council executives (mayors. government delegates and their deputies);*

- *Members of the National Assembly and Senators;*
- *Municipal councillors;*
- *Council Secretaries-General;*
- *Council treasurers;*
- *Administrative services(Presidency of the Republic. Prime Minister's Office. the National Decentralization Board from the Prime Minister's Office, the Ministry of Decentralization and Local Development, the Supreme State Audit Office, the Ministry of Finance-Directorate-General of Taxation, MINFI-DGTCFM, MINFI-DGB, MINEPAT-DPI, MINEPAT-DGPAT, MINDHU, MINEDUB, MINMAP, MINEE, MINTP, MINSANTE, MINADER, DGSN);*
- *Administrative authorities;*
- *Traditional rulers;*
- *Presidents of administrative courts;*
- *Employers' associations;*
- *Consular chambers;*
- *Technical and financial partners (GIZ, UNICEF, French Cooperation, World Bank, UNDP, Dutch Cooperation, EU, AfDB); PNDP, FEICOM, BUNEC, CEFAM, PNFMV, CARPA;*
- *National Institute of Statistics;*
- *Political parties represented in council boards;*
- *Civil society organizations;*
- *University lecturers;*
- *Council staff trade unions;*
- *4 (four) civil status registrars from secondary centres*

V. Venue and Date

The *“General Conference of Local Councils”* will be held in Yaoundé and it will run for 2 (two) days (6 and 7 February 2019). Venue: Yaounde Conference Centre.

VI. Work Methodology

The Conference will have 3 (three) high points (opening session, workshop reports approval and closing session) and thematic workshops.

A. Plenary sessions:

- *An opening plenary (GD/CUY, keynote speaker, MINDDEVEL and solemn opening address);*
- *A closing plenary.*

B. A side event in the form of an exhibit fair of council stakeholders and partners:

Twelve to fifteen stands on the theme of Cameroon's local councils, exhibited by: MINDDEVEL, FEICOM, BUNEC, PNDP, CEFAM, UCCC, CUY, CUD and SMID, GIZ, CARPA, MATGENIE, Council unions;

C. Thematic Workshops

The workshops will be organized around 5 (five) main themes, namely: Legal and institutional framework governing councils, devolution of powers, planning and local development, council resources, and local governance.

1. Format of Workshops

Each thematic workshop will consist of:

- a chairperson (moderator);
- 2 (two) chairpersons designated by UCCC;
- 2 (two) rapporteurs;
- a presenter;
- a secretarial team;
- 2 (two) interpreters;
- 1 (one) translator
- 120 (one hundred and twenty) participants

N.B.: A team of 5 (five) translators will service all five workshops and the high points (opening, workshop reports approval, and closing sessions).

2. Outputs of Each Workshop

At the end of each workshop, the secretarial team and the appointed rapporteur will produce the following documents:

- Keynote presentation on the theme;
- Workshop report;
- Extract of recommendations and proposals;
- List of participants or attendance sheet.

3. Content of Thematic Workshops

WORKSHOP 1: Normative and institutional framework governing councils.

- What is the situation of laws and regulations applicable to councils?
- What is the most suitable organizing framework for the smooth functioning of councils?
- Is the normative framework applicable to councils comprehensive and satisfactory?
- What implementing instruments must be drafted for an optimum functioning of councils?
- What are the desirable normative and institutional changes for a renovation of the way councils function?
- Are council public establishments, council trade unions and council clusters relevant and timely?
- What is the relationship between the State and councils in matters of supervision, council police and civil status registration?
- What is the collaboration between councils and de-concentrated government services in the exercise of devolved powers?

WORKSHOP 2: Devolution of powers

- Are the methods used to transfer powers to councils appropriate?
- Are there more relevant powers to boost local development that deserve to be transferred to councils?
- Have transferred powers been well identified?
- What is the collaboration between councils and de-concentrated government services in the implementation of transferred powers?
- How can disparities be avoided between councils in the exercise of transferred powers due to insufficient resources?
- Are the mechanisms and conditions of transfer of powers conducive to council empowerment and local development?
- How can the sharing of powers between district councils and city councils be improved?
- What can be done to ensure that powers transferred are effectively exercised by all councils?
- What criteria can be used to determine councils that should benefit from resource transfers for the exercise of a power?

WORKSHOP 3: Planning and local development

- Are council development plans regularly developed updated and disseminated at local and central level?
- Are council development plans translated into figures and council annual budgets?
- How can CDPs be taken into account in the public investment budget as part of local planning and national planning?
- How can local project management at all stages of a project be effectively carried out?
- How can spatial planning documents (town planning master plan, sector plan, land use plan, summary urban plan) be converted to development tools;
- How can the issuance of urban planning documents by councils be facilitated?
- How can council investment needs be assessed?
- How can equations be made equitable and effective?
- How can local development be measured and evaluated?
- Is regional and local authorities' cooperation a local development driving force?

WORKSHOP 4: Council resources

Human resources

- Are the human resources available to councils in line (in quantity and quality) with the missions of the latter in general and in particular with the powers transferred?

- *What rules and regulations will govern council staff?*
- *What can be done to have a local public service?*
- *How can pre-service and in-service training for council staff be enhanced?*
- *What are the problems that arise from typical organization charts? Are these organization charts such as to allow councils to accomplish their development tasks?*
- *What are the thrust areas for the reform of the Local Government Training Centre (CEFAM)?*
- *What are the government human resources that need to be transferred for the exercise of powers?*
- *What is the role of council unions in the recruitment and management of shared human resources?*

Financial resources

- *Are the proceeds of local taxation able to enhance the financial autonomy of councils?*
- *Is the financial regime of Regional and Local Authorities applied satisfactorily in councils?*
- *What is the role of innovative financing in the mobilization of resources by councils?*
- *Are transferred resources and State allocations at a level sufficient to support local development?*
- *In what way can you improve the current equalization systems?*
- *What are the prospects for the reform of the Special Council Support Fund for Mutual Assistance (FEICOM)?*
- *What improvements need to be effected in the functioning of the Single Treasury Account for Councils;*
- *How can the mechanisms for the provision of resources to councils for the exercise of transferred powers be improved?*
- *How much revenue from the State could be appropriated to the common decentralization fund (CDF)?*
- *What are the opportunities and setbacks brought about by the alignment of councils on the programme budget?*

Material and logistical resources

- *Is council property in line with its missions?*
- *How can the means of making movable and immovable property available to councils against the background of the exercise of powers transferred by the State be streamlined?*
- *What is the role of council unions in the acquisition and management of shared resources for the achievement of more convincing results?*
- *What is the role of the supervisory authority in these mechanisms?*

WORKSHOP 5: Local governance

- *How can citizen participation and the principle of admissibility at local level be promoted and strengthened?*
- *How can the regularity of local council operations including those with financial impact (adoption of accounts and budgets) be ensured?*
- *What is transparency in the management of local affairs?*
- *What is the purpose and the frequency of the control operations carried out by specialized agencies?*
- *Why is the assignment of roles within council executives not effective?*
- *How can relations between mayors and council secretaries-general be improved?*
- *Should deputy mayors specialize in specific areas? How will these areas of their job be determined?*
- *How can collaboration between mayors and council treasurers be improved?*
- *How can the functioning of deliberative bodies and committees set up within them be optimized?*
- *How can misappropriation of public funds financial malpractices and corruption at council level be combated?*
- *How can public procurement rules be tailored to Council peculiarities?*
- *How can the regularity of local council sessions to vote budgets and approve accounts be ensured?*
- *Should the criteria for the eligibility of mayors for improved governance be adopted? How can the capacity of elected council officials be built?*

VII. Deliverables Prior and Subsequent to the Conference (Simultaneously in Both Official Languages)

1. Welcome speech by the Government Delegate to the Yaoundé City Council;
2. Speech by the Minister of Decentralization and Local Development;
3. Solemn opening address;
4. Solemn closing address;
5. Keynote presentation or general talk;
6. Thematic presentations;
7. General technical factsheets of each workshop;
8. List of participants and their distribution in workshops;
9. Workshop reports;
10. Conference general report;
11. Extract of recommendations and proposals;
12. Proceedings of the "General Conference of Local Councils".

TECHNICAL FACTSHEETS

WORKSHOP 1: Normative And Institutional Framework Applicable To Local Councils

1. Current Situation

Constitutional Law No. 96/6 of 18 January 1996 gave a new impetus to decentralization through its ambitious content and extensive provisions on the theme, an option enhanced by the promulgation of a legislative framework that addresses most of the issues that arise in this field.

In addition to the orientation and implementation laws enacted in 2004, mention should be made of two financial and fiscal laws passed in 2009. The laws covering fields as varied as town planning, regional development, civil status registration, elections, judicial reform and several regulatory instruments, including those laying down conditions for exercising the powers transferred to local councils.

At the institutional level, there is a mechanism the key players of whose steering committee comprise the President of the Republic, the Prime Minister, Head of Government, who doubles as the President of the National Decentralization Board, and the Ministry of Decentralization and Local Development whose recent creation actually reflects the nation's option for a *"Decentralized Unitary State"*. Besides these strategic players, there are operational and monitoring bodies.

This important mechanism notwithstanding, the deepening of decentralization is hampered by legal and institutional challenges. Indeed, there are shortcomings and inconsistencies which do not enable the ongoing process to comply with the constitutional requirement of decentralization, or to implement the Head of State's strategic guidelines in this sector.

2. Workshop Objectives

The overall objective of this workshop is to assess the existing legal framework and institutional arrangements. Specifically, the idea is to:

- *Take stock of the decentralization legal and institutional framework;*
- *Identify the shortcomings and inconsistencies in the decentralization legal and institutional framework;*

- *Propose avenues for improving the legal and institutional framework to better address the challenges of deepening and fast-tracking decentralization.*

3. Expected Outcomes

The following outcomes are expected at the end of the workshop:

- *The current situation of the legal and institutional framework is presented;*
- *Shortcomings and inconsistencies are identified;*
- *Avenues for improving the legal and institutional framework are identified.*

4. Methodology

The participatory approach will be used, with an introductory presentation (legal and institutional framework) on the theme to give an overview of the issues raised. The presentation will be followed by discussions and the formulation of recommendations.

5. Points to Be Discussed

In view of set objectives, the presenter will have to consider the following issues, which will be discussed later:

- *What is the status of the laws and regulations governing local councils?*
- *Is the normative framework applicable to councils comprehensive and satisfactory?*
- *What are the implementing instruments that should be drafted for an optimum functioning of local councils?*
- *What kind of organic framework is required for an optimum functioning of councils?*
- *What normative and institutional changes would be appropriate for a renovation of the functioning of councils?*
- *Are council public establishments, council unions and clusters, and decentralized cooperation an opportunity?*
- *What is the interrelationship between the State and councils with regard to oversight, municipal policing and civil status registration?*

- *What kind of cooperation exists between local councils and de-concentrated services of the State in the exercise of transferred powers?*
- *What would be the most effective sanction to ensure better governance?*

6. Participants

The workshop will be composed of about sixty participants, namely: representative of the PRC; representative of the Prime Minister's Office (PMO); Senators; MPs; representatives of MINDDEVEL; representative of MINMAP; representative of MINDHU; representative of MINEPAT; representative of MINFI; representatives of FEICOM; administrative

authorities; municipal administrators; secretaries-general of councils; council revenue collector; representative of council staff trade unions; administrative court president; university lecturers and decentralization law experts; representatives of TFPs.

Chairperson: IG/MINDDEVEL

Presenter: Profs. **GUIMDO Bernard, MOMO Bernard** or **ABA'A OYONO**

Rapporteurs: DAJ/DESPC

Secretarial Team: Mr. **OYONO ESSOMBA;** Mr. **ONANA ESSOMBA Pierre**

WORKSHOP 2: Transfer of Powers

I. Current Situation

Since financial year 2010, the State has transferred to local councils and city councils 63 (sixty-three) powers in areas necessary for their economic, social, health, educational, cultural and sports development. In return for this transfer and on the basis of the principle of concomitance, substantial resources were allocated to them through the budget of 20 (twenty) sector ministries under whose authority the powers fall.

Although, on the whole, the effectiveness of these transfers can be commended, it should be noted that the powers pose a number of problems, including:

- *The vague and inoperational content of certain powers transferred to councils by Law No. 2004/18 of 22 July 2004 to lay down rules applicable to councils;*
- *The failure to lay down the terms and conditions for collaboration between de-concentrated State services and councils;*
- *The unsatisfactory distribution of powers and resources between city councils and district councils.*

II. Overall Objective

Reach an understanding of the scope of powers transferred to councils which is shared by all stakeholders.

III. Specific Objectives

- *Improve the mechanisms and terms and conditions for transferring powers to councils;*
- *Broaden the scope of the powers of councils;*
- *Identify powers with an impact on the living conditions of the people to be transferred to local councils;*

IV. Expected Outcomes

- *The mechanism for transferring powers is improved;*
- *The scope of council powers is broadened;*
- *Collaboration between Regional and Local Authorities and de-concentrated State services in the implementation of transferred powers is supervised and effective;*
- *The criteria for selecting local councils to benefit from transfer of resources for the exercise of a given power are adopted.*

V. Methodology

After the introductory presentation, proceedings will continue with discussions on the theme and the formulation of recommendations to be presented in the plenary.

VI. Points to be Discussed

- *Is the methodology for the transfer of powers to councils appropriate?*

- *Are there more relevant powers to boost local development that should be transferred to councils?*
- *Have transferred powers been well identified?*
- *How can relationships between district councils and city councils be improved?*
- *What should be done to ensure that transferred powers are effectively exercised by all councils?*

VII. Participants' Profile

MINDDEVEL; MINEPIA; MINDHU; MINEDUB MINEE; MINTP; MINSANTE; MINADER; MINAS; MINEFOP;

Municipal Administrators; MPs and Senators; Municipal Councillors; Secretaries-General of Councils; Council Treasurers; Administrative Authorities./-

Chairperson: SG/MINAT

Presenter: Mr. OWONO OWONO Etienne

Rapporteurs: CT2-DSL

Secretarial Team: Mr. KAMDEM KOUAM Brice – Mrs. EKESSI Amanda

WORKSHOP 3: Planning, Decentralized Cooperation and Local Development

I. Current Situation

Cameroon made councils the springboard for its socio-economic development with the 18 January 1996 constitutional reform, the passing of the law on decentralization and the signing of related decrees. Through these laws, it embarked on a drive to harness the local potential using strategic and spatial planning.

Regional and local planning has become the lever used by development actors to provide solutions to the problems of improving the living conditions of the people.

The action of these players should be in line with a legal framework comprising strategic and multi-year planning tools (Council Development Plan) and other spatial planning tools (Urban Development Master Plan, Land Use Plan, Sector Plan, Urban Development Outline Plan).

Among these plans, the Council Development Plan seems to be the instrument for expressing the needs and priorities of council policies, and the framework for short- and medium-term development actions, with the participation of the population and other development stakeholders.

These instruments also require the participation of communities which are expected to empower themselves and contribute to the development of their localities.

II. Objectives

A. Overall Objective

Transform planning tools into local development drivers.

B. Specific Objectives

- *Harmonize the various planning tools;*
- *Establish mechanisms for better mainstreaming Council Development Plan (CDP) projects into the PIB;*
- *Enable a harmonious and balanced territorial development based on the Local Development Index (LDI);*
- *Develop a monitoring chart for assessing local development;*
- *Promote territorial socio-economic development;*
- *Present decentralized cooperation as a local development opportunity.*

III. Expected Outcomes

- *Thrust areas for harmonizing the various planning tools are identified;*
- *Methods for preparing, updating and disseminating CDPs are shared;*
- *Mechanisms for mainstreaming CDP projects are established;*
- *Conditions for monitoring the control of local project works are laid down;*

- *Criteria for equitable distribution of investments in councils are established;*
- *Conditions for facilitating the issuing of urban development documents are laid down;*
- *Monitoring chart for assessing local development is available;*
- *Thrust areas and measures for ensuring territorial socio-economic development are proposed;*
- *Decentralized cooperation is presented as a development opportunity.*
- *How can council investment needs be assessed?*
- *Does the content of council development plans focus on economic projects in addition to basic social projects?*
- *How can equalization be made equitable and effective?*
- *How can councils be made attractive?*
- *How can councils be marketed and economic operators encouraged to take risks?*
- *How can local development be measured and assessed?*
- *How can decentralized cooperation be transformed into a local development lever?*

IV. Work Methodology

The work methodology will be participatory through discussions after two presentations on the theme (Strategic Planning and Urban Planning).

V. Points to be Discussed

- *Are council development plans regularly prepared, updated and disseminated at the local and central levels?*
- *Are council development plans quantified and included in the annual council budgets?*
- *Are council development plans prepared in a participatory manner?*
- *How can CDP projects be mainstreamed into PIBs as part of local planning and national planning?*
- *How can works control be effectively carried out all through the project cycle?*
- *How can spatial planning documents (Urban Planning Master Plan, Sector Plan, Land Use Plan and Urban Development Outline Plan) be transformed into development tools?*
- *How can the issuing of urban development documents be facilitated by councils?*

VI. Participants' Profile

Council executives (Government Delegates, Mayors and their deputies); MPs and Senators; Municipal Councillors; Ministries (MINEPAT/DGPAT, MINH DU, MINADER); Administrative Authorities; Employers' associations; Technical and financial partners (GIZ, FEICOM, PNDF); CSOs; The National Order of Urban Planners; Academics.

Chairperson: Mr. MBASSA NDINE Roger

Presenters: Mr. EKEME Isaac (PNDF) and Mrs. FOUA OWOUNDI (MINH DU)

Rapporteurs: DPDL- DPDSE

Secretarial Team: Mrs. FOUAPON Rikiatou – Mrs. EDIMA Esther Mireille

WORKSHOP 4: Council Resources

I - Current Situation

The quality and amount of council human, financial and logistical resources are at the core of the council autonomy challenge. A council must have sufficient resources to properly exercise the powers transferred and, therefore, discharge its local development duty.

Each of the above-mentioned dimensions of the resources of Cameroon's councils seems to be insufficient in terms of quantity and quality.

II - Overall Objective

Make proposals to:

- Provide councils with human resources in sufficient quantity and quality;
- Increase human resource mobilization and modernize the council budget and accounting management system;
- Provide councils with appropriate infrastructure and equipment for the discharge of their local development mission.

III - Specific Objectives

- Share and pool the current situation of each Council «HR», «financial, budget and accounting management», as well as «material and property management» dimensions;
- Identify and specify the role of each player in the management of council human resources;
- Make realistic proposals to improve the level of council financial resource mobilization, especially with regard to local taxation cost-effectiveness;
- Make proposals to increase the quality of budget management and local public accounts;
- Share proposals for aligning local public finance management with programme-based budgeting;
- Make proposals for effectively providing councils with material and logistical resources consistent with the exercise of transferred powers;
- Initiate discussions on the role of council trade unions in the procurement and management of pooled material resources.

IV - Expected Outcomes

- Current situation of the management system of all council resources is shared;
- Proposals to improve the management of council human resources are shared;
- Proposals to increase and facilitate the provision of council financial resources are identified;

- Precise thrust areas for modernizing the council budget and accounting management system are defined;
- Proposals for optimizing the management of material and logistical resources are made;
- Legal instruments to be prepared or improved with respect to the proposals made for each type of council resource are identified.

V - Work Methodology

- Participatory approach;
- Two introductory presentations on the theme to throw light on the issues raised;
- Discussions;
- Formulation of recommendations.

VI - Key Points to be Discussed

A - "Human Resources" Thrust Area

- Review of the match between available human resources/the exercise of transferred powers/the accomplishment of council mission;
- Council staff rules and regulations;
- Legal, technical and financial feasibility of a local public service;
- The issue of pre-service and in-service training of council staff and reform of CEFAM;
- Training of local elected representatives (Mayors and Municipal Councillors);
- Issue of the adoption of standard council organization charts– what prospects for the organization of council services?
- Stakes of transferring State human resources to councils for the exercise of transferred powers;
- Role of council trade unions in the recruitment and management of pooled human resources;
- Status of local elected representatives.

B - "Financial Resources" Thrust Area

B.1 - "Local Taxation" Component

B.1.1 - Local taxation policy

- Is the legislative mechanism governing local taxes allocated to councils appropriate?
- Does it allow for the optimum broadening of the council tax base?
- Does it enable the securing of council tax revenue?
- Should it be improved? If yes, what are the thrust areas for improvement?
- Review the taxation power of councils;

- *Review the taxation potential of councils and local tax proceeds.*

B.1.2 - Local administration of taxes

- *What kind of council taxation services for an optimum management of local taxes?*
- *What kind of organization of State taxation services and what kind of mechanisms for an efficient collection and payment to councils of tax revenue collected by the State?*
- *What measures for streamlining the mechanisms for collecting council tax revenue (by the State and council services)?*
- *Building the capacity of human resources intended for the management of taxes allocated to councils;*
- *Technological tools for managing taxes allocated to councils;*
- *Streamlining of equalization mechanisms and inter-council revenue.*

B.2 - Allocation and other Resources Component

- *Consistency between transferred resources and the expenses relating to the exercise of the transferred powers;*
- *Innovative financing;*
- *Council loans and shareholding.*

B.3 - "Budget and Accounting Management" Component

- *Monitoring and use of council budgets and accounts;*
- *Control of council financial deliberations;*
- *Council budget and accounting oversight;*
- *Production of statistics on the financial situation of councils;*
- *Aligning with programme-based budgeting;*
- *Council finance regime and sector accounting plan;*

- *Mechanisms for providing councils with financial resources;*
- *Issue of local public service.*

C - "Material and Logistical Resources" Thrust Area

- *Consistency between council assets and council local development duties;*
- *Easing of the conditions for providing councils with movable and immovable property as part of the exercise of transferred powers;*
- *Role of council trade unions in the procurement and management of material and logistical resources;*
- *Role of the supervisory authority in the mechanisms for providing property to councils;*
- *Constitution of an equipment pool.*

VII - Participants' Profile

Council executives; UCCC; MPs and Senators; Municipal councillors; Secretaries-generals of councils and city councils; Municipal revenue collectors; Ministries (MINDDEVEL, CONSUPE, MINFI (DGTFCM, DGB, DG, DGD, DNCM) MINEPAT (DPIP-DPPPP), MINMAP, MINTP and MINFOPRA); Administrative authorities; Technical and financial partners included in the ToR: FEICOM, CEFAM, PNDP, CARPA and PNFMV; National Institute of Statistics; Representatives of council trade unions; Representatives of council staff; Trade unions; Academics.

Chairperson: DG-FEICOM

Presenters: Mr. ALIOU ISSA (FEICOM) or Hon. MBARGA ASSEMBE and Mrs. JARRETH Elisabeth NDI (CEFAM)

Rapporteurs: DRH - DFL

Secretarial Team: Mr. BILOA Armand – Mrs. MOUT NYAMBARA Estelle-Mr. TOKTY and Mr. BOADE

WORKSHOP 5: Local Governance

I - Current Situation

The Government of Cameroon defines decentralization in its Growth and Employment Strategy Paper (GESP) as a key element in promoting democracy and reducing poverty at the grassroots. Indeed, decentralization was enshrined in Cameroon's Constitution in 1996.

Since then, its implementation has been gradual, marked by several milestones. Examples include the 2004 decentralization laws and the effective transfer of powers and resources to councils and city councils from 2010 to 2015. There is also the enactment of several important laws, including the law relating to the financial regime of regional and local authorities and the law on local taxation. The two laws contain relevant provisions for increased mobilization of direct tax revenue by councils.

The most recent developments include the setting up of the Senate which has just begun its second legislature, the preparation of the National Decentralization Strategy and the setting up of the Ministry of Decentralization and Local Development by Decree No. 2018/190 of 2 March 2018.

Despite such progress, it should, however, be pointed out that many challenges still significantly impede the decentralization process, as well as the scope and importance of this major public policy. The challenges are notably related to local governance. These challenges are internal and external.

Internally: the relationships between the various council management components do not always allow for good governance in council management.

Externally: collaboration between councils and de-concentrated State services (DSS) does not always allow for good governance at the local level. The same is true for the relationships between councils and the supervisory authority, between councils and CSOs and, especially, between councils and their clients made up of citizen voters who are members of the constituency.

Furthermore, councils are not reputed for being transparent in the management of local affairs. The people are generally not involved in the identification or search for solutions to the problems identified. Moreover, the various accounts are not subject to control by the competent authorities.

II - Workshop Objectives

a) Overall Objective

The overall objective of Workshop 5 is to open discussions on local governance in order to come up with a full diagnosis of the issue and, in a concerted manner, seek ways of properly addressing it. All in all, it seeks to strengthen governance in regional and local authorities.

b) Specific Objectives

- *Share and pool the current situation of council management, organization and functioning;*
- *Initiate discussions facilitated by the various players and experts invited;*
- *Make realistic proposals to improve council governance.*

III- Expected Outcomes

The following outcomes are expected especially from participants:

- *A full diagnosis of governance issues in municipalities and city councils;*
- *Concrete proposals to improve council governance, especially regarding the management of council public funds, improvement of the participation of citizens, improvement of communication within the council institution and compliance with the requirements of accountability.*

IV- Work Methodology

The participatory approach will be used for workshop deliberations, with a context-setting and introductory presentation on the theme which seeks to provide an overview of the issues raised. The presentation will be followed by discussions and the formulation of recommendations.

V- Key points to be Discussed

As much as possible, experts selected to present papers should be mainly guided by the following questions:

- *How can citizen participation be promoted and enhanced?*
- *How can the principle of accountability be reinforced at the local level?*

- *How can the regularity of municipal council sessions, especially those having a financial impact be ensured?*
- *What is transparency in the management of local public affairs all about?*
- *What should be the purpose and frequency of control operations carried out by specialized institutions?*
- *Why is the assignment of responsibilities within council executives not effective?*
- *Should we move towards the specialization of deputy mayors? And under what conditions?*
- *How can we optimize the functioning of deliberative organs and the commission set up within them?*
- *How can we secure council revenue and combat embezzlement of public funds financial mismanagement and corruption in councils?*
- *How can local public procurement rules be tailored to council peculiarities?*
- *How can the regularity of municipal council sessions devoted to the budget and accounts be ensured?*
- *Should the eligibility criteria for mayors be adopted for improved governance?*
- *How can the capacity of local elected representatives be effectively built?*

VI- PARTICIPANTS

In addition to the chairperson, moderators and rapporteurs, the target public of the workshop is composed of: Mayors and Government Delegates; Secretaries-General of Councils; Council Treasurers; Representatives of the people; Civil society representatives; Representatives of technical and financial partners.

Chairperson: Mr. NGOLE Philip NGWESE

Presenter: Mr. NTYE NTYE Daniel (FEICOM)

Rapporteurs: CT 1- INSP1

Secretarial Team: Mrs. NGA NGWA Léonelle – Mr. MOHAMADOU Adamou

Participants' list/
Liste des participants



ATELIER N°1 : Cadre normatif et institutionnel applicable à la commune
Workshop N° 1 : Normative and institutional framework applicable to councils

N°	Noms et prénoms/ Full name	Structure / Institution	Fonction / Function
1.	Pr. TCHEUWA Jean Claude	MINDDEVEL	Inspecteur général / Inspector General
2.	Abel N. LANGSI	Bafut Council / Commune de Bafut	Mayor / Maire
3.	BAKARI Aboubakar	Commune de Ngaoundal / Ngaoundal Council	Maire / Mayor
4.	Pr. Bernard MOMO	PNG	Coordonnateur / Coordinator
5.	LIMBOUYE Christian	MINDDEVEL	Directeur des Affaires Juridiques
6.	ELLA MEYE Lydie épse ESSISSIMA	MINDDEVEL	DESPC
7.	OYONO ESSOMBA	MINAT	CER / DAJ
8.	ONANA ESSOMBA Pierre	MINDDEVEL	Cadre / Staff DAJ - MINDDEVEL
9.	TEINGNI DETIO Jean	Sénat / Senate	Sénéateur / Senator
10.	KONLACK Boniface	Préfecture de Mbouda / Senior Divisional Office Mbouda	Représentant Préfet / SDO's representative
11.	FON CHAFAH	Sénat/Senate	Sénéateur/Senator
12.	BAKARI Robert	Communauté Urbaine Maroua / Maroua City Council	Délégué du Gouvernement / Government Delegate
13.	MOHAMMADOU KAOU	Commune d'Arrondissement Garoua 1 ^{er} / Garoua I Council	Maire / Mayor
14.	TSALA MANI Francis	FEICOM	C/CAJ
15.	ABDOULAYE SIDDI	Commune de Ndoukoula / Ndoukoula Council	Maire / Mayor
16.	OWONA Daniel Robert	Expert Environnement MINMAP / Environment expert MINMAP	Consultant
17.	TANKEU Gwladys	PNG	CE
18.	MANGA Théodore	Commune de Touloum / Touloum Council	Maire
19.	AFANE FONON Jean Didier	MINFI	TPG Bafoussam
20.	MBOENE Bernard	Commune Mbangassina / Mbangassina Council	Maire / Mayor
21.	MAHAMAT ABDOULKARIM	Commune de Blangoua / Blangoua Council	Maire / Mayor
22.	IBRAHIM MOHAMED	Commune de Waza / Waza Council	Maire / Mayor
23.	NTETOM ABIAYA'A	Commune d'Oveng / Oveng Council	Maire / Mayor
24.	MYAH Boniface M		Maire / Mayor
25.	AMINOU DIDI ZOUHAIRA	Commune de Tignere / Tignere Council	Maire / Mayor
26.	MESSI ATANGANA Luc	Services du 1 ^{er} Ministre / Prime Minister's Office	SP/CND
27.	NKEUMBENG TSOBZE	Chefferie traditionnelle / Traditional Chieftaincy	Chef traditionnel / Traditional ruler
28.	YOUDOM Gustave	Commune de Batié / Batié Council	Maire / Mayor
29.	DJINGOU Barthélémy	Commune de Bandja / Bandja Council	Maire / Mayor

N°	Noms et prénoms/ Full name	Structure / Institution	Fonction / Function
30.	IREMA HONROU	Commune de Bibemi / Bibemi Council	Maire / Mayor
31.	MENDO Lucie	Tribunal Administratif Ebolowa/ Administrative Court Ebolowa	Presidente / President
32.	MOTANGA Andrew MORIJIMBA	Limbe City Council / Communauté Urbaine de Limbé	Délégué du Gouvernement / Government Delegate
33.	LELE Lafrique	Région du Nord- Ouest / North West Region	Gouverneur / Governor
34.	EBELA Jean Hyacinthe	BUNEC	DNCC
35.	BELL Luc René	Sénat / Senate	Sénateur / Senator
36.	NDJENG Alexis	Commune de Pouma / Pouma Council	Représentant Maire / Mayor's representative
37.	HEMLE Marguerite	Commune de Pouma / Pouma Council	Représentant Maire / Mayor's representative
38.	EYENGA Félicité	Commune de Mengang / Mengang Council	A1 Maire / 1 st Deputy Mayor
39.	DOSEMBE Gilbert	Commune de Tchatibali / Tchatibali Council	Maire / Mayor
40.	AWONO Hilaire	Commune de Batchenga / Batschenga Council	Maire / Mayor
41.	EDJIMBI Guy Prosper	DGSN	Commissaire principal. sous- directeur / Police Superintendent. Subdirector
42.	LOUMBOUA Emmanuel		Maire / Mayor
43.	NGANKO Firmin Daniel	PRC	Chargé de missions
44.	MAYANG Alexis	UNICEF	SPE
45.	TEM Peter CHEGHE	Zhoa Council / Commune de Zhoa	Mayor / Maire
46.	ISAH BUBA	Babessi Council / Commune de Babessi	Mayor / Maire
47.	AMBASSA Théodore	Commune de Mvengue / Mvengue Council	Maire / Mayor
48.	MFOPOU ABOUBAKAR	Commune de Massangam / Massangam Council	Maire / Mayor
49.	Chief Daniel MATTA MOKAMBE	Mbonge Council / Commune de Mbonge	Mayor / Maire
50.	ISELE Elisabeth	Mudemba Council / Commune de Mudemba	Mayor / Mayor
51.	KEYO David	Commune de Messok / Messok Council	Maire / Mayor
52.	EBWEA Pierre	Commune Mouanko / Mouanko Council	Maire / Mayor
53.	MBOMA Benjamin	Commune Mouanko / Mouanko Council	A1 Maire / 1 st Deputy Mayor
54.	BINDZI EBODE François	Commune Lobo / Lobo Council	Maire / Mayor
55.	BESSONG Denis	Centre d'état civil / Civil status registration Office	Officier d'état civil / Civil status registrar
56.	MBOCK MIOUMNDE	Commune de Nguibassal / Nguibassal Council	Maire / Mayor
57.	FOUMENA André	Commune d'Olanguina / Olanguina Council	Maire / Mayor
58.	ATOBO Benjamin	Commune d'Endom / Endom Council	Maire / Mayor
59.	HAMAWA WASSITE	-	Maire / Mayor
60.	BOUKARTIKIRE	Commune de Tokombere / Tokombere Council	Maire / Mayor
61.	NDJIDDA BAKIM	-	Maire / Mayor
62.	EDIMO Ernest	Commune de Douala 6 / Douala 6 Council	Maire / Mayor

N°	Noms et prénoms/ Full name	Structure / Institution	Fonction / Function
63.	OYONO OYONO Bruno	-	Maire / Mayor
64.	MOLINDO Duncam	Limbe 2 Council / Commune de Limbe 2	Mayor / Maire
65.	ABOKO Patrick	Kombo Abedimo Council / Commune de Kombo Abedimo	Mayor / Maire
66.	AKOA Anicet	Commune de Ngoulemakong / Ngoulemakong Council	Maire / Mayor
67.	NDOUGA LISSOUCK	Commune de Nguibassal / Nguibassal Council	Conseiller municipal / Municipal Councillor
68.	YANA Xavier Biaise	Commune de Nanga- Eboko / Nanga-Eboko Council	Représentant Maire / Mayor's representative
69.	DIKOSSO SEME Fritz	Département Sanaga-maritime / Sanaga Maritime Division	Préfet / SDO
70.	NKAN JOUSSE	Commune de Manjo / Manjo Council	Secrétaire Général / Secretary general
71.	NANA MISSA	Commune de Nghanha / Nghanha Council	Maire / Mayor
72.	ASSIEMSYA Gérémié	Commune de Kaikai / Kaikai Council	Maire / Mayor
73.	YACTCHOUA TOUNOUKEM	Commune de Bazou / Bazou Council	Maire / Mayor
74.	ETOUNDI ESSOMBA	CVUC / UCCC	Secrétaire Exécutif / Executive Secretary
75.	TONYE	UPC	Cadre / Staff
76.	ESSAME Elise.Henriette	Commune de Nkongsamba 3 ^{ème} / Nkongsamba 3 Council	Maire / Mayor
77.	AMBAH Emmanuel	Commune de Messamena / Messamena Council	Maire / Mayor
78.	BELINGA II Théophile	CU Kribi / Kribi City Council	Receveur municipal / Council treasurer
79.	KAMDEM Jean Baptiste	GIZ-PRADEC/ PROMUD-GIZ	Conseiller Technique / Technical Advisor
80.	CHENG Edickson B.	Wum Council / Commune de Wum	Secretary General / Secrétaire Général
81.	VICHE YATAHAD	Commune de Mozogo /Mozogo Council	Maire / Mayor
82.	DJOMOU KOUOTIP Herman	Commune de Bangangté / Bangangte Council	—
83.	LITASSOU MAKAINI. M	Lamidat de Yagoua-Vele / Yagoua-Vele Lamidat	Lamido
84.	NANA SOUAIBOU	Commune de Nyambaka / Nyambaka Council	A1 Maire / 1 st Deputy Mayor
85.	NKEMI Prosper	Commune de Kon- Yambetta / Kon-Yambetta Council	A1 maire / 1 st Deputy Mayor
86.	Mme ARROYE BETOU	Commune de Kon- Yambetta/ Kon-Yambetta Council	Maire / Mayor
87.	MANTAP Dieudonné	Commune Ndobian / Ndobian Council	Maire / Mayor
88.	MGBATA SAMMY .N.	Misaje Council / Commune de Misaje	Mayor / Maire
89.	NKENFACK	Commune Fongo- Tongo / Fongo Tongo Council	Maire / Mayor
90.	MAHDI ABDOULKARIM	Commune d'arrondissement de Garoua 1 ^{er} / Garoua 1 Council	Secrétaire Général / Secretary General
91.	NJOWE Philippe	Commune de Bankim / Bankim Council	Maire / Mayor
92.	John Kennedy ESSONO MVOA	SPM / PMO	Attache
93.	NGUINI Thibaut	DC	—

N°	Noms et prénoms/ Full name	Structure / Institution	Fonction / Function
94.	CHENYI Patience OHKIN	Commune de Ndop / Ndop Council	—
95.	NYECK Mathias	—	Consultant
96.	NJOUNDIYIMOUN YOUBA	—	Receveur Municipal / Council Treasurer
97.	BANG KOMBA Delor	Commune de Ndobian / Ndobian Council	Conseiller municipal / Councillor
98.	DEKE BETARA	—	Receveur Municipal / Council Treasurer
99.	DEZO Isaac	Commune de Bakou – Bakou Council	Secrétaire Général / Secretary General
100.	TONG George E.	Nguti Council / Commune de Nguti	Mayor / Maire
101.	AYISSI ELOUNDOU Yannick	Commune de Yaoundé 2 / Yaoundé 2 Council	Maire / Mayor
102.	MBAH-MBOLE Pius	CEFAM	Lecturer / Enseignant
103.	WASSOU DASSI	—	Maire / Mayor
104.	Elise MEKA MBALLA	Commune d'Akom II / Akom 2 Council	Maire / Mayor
105.	NKOM MKJOT	Eyumojock Council / Commune d'Eyumojock	Mayor / Maire
106.	OLLO Jean Richard	Commune de Moloundou / Moloundou Council	Maire / Mayor
107.	LEBOGO Jean	Commune d'Okola / Okola Council	Conseiller municipal / Councillor
108.	LIBONG Patience	Commune de Bokito / Bokito Council	Secrétaire Général / Secretary General
109.	KONDA SAMELEU Silvère	—	—
110.	HAYATOU	Commune de Dembo / Dembo Council	Maire / Mayor
111.	BILOA	Commune de Messondo / Messondo Council	Maire / Mayor
112.	NGUM Jerome	Elak Oku Council / Commune d'Elat Oku	Mayor / Maire
113.	LINGOK Emmanuel	CERESS-Cameroun	Expert
114.	DONA Benjamin	Commune de Nsem / Nsem Council	Mayor / Maire
115.	TSHOUONGANG Elie Saker	Commune de Galim / Galim Council	Maire / Mayor
116.	DE WA MOHAMAN	—	Maire / Mayor
117.	NTONGA EPOUA née NGUTA	MINDDEVEL	—
118.	NJIMBA Hannah	Meme Council / Commune de Meme	Councillor / Conseiller municipal
119.	NKENG Clément Neville	OASET	—
120.	BELINGA MVO Léopold	UY II-Soa	Etudiant / Student
121.	NJIFON Philippe	FENTEDCAM	Président national / National Chair
122.	MACHE Joseph	Préfecture du Wouri / Wouri SD Office	Préfet / SDO
123.	TEMESSE Albertine	Commune de Dschang / Dschang Council	Receveur municipal / Council Treasurer
124.	Cécile EPONDO FOUA	Assemblée Nationale / National Assembly	Député / MP
125.	EMEDEC Charles	Commune de Bakou / Bakou Council	Maire / Mayor
126.	Ignatius A.	CEFAM	Sous-Directeur / Sub Director

N°	Noms et prénoms/ Full name	Structure / Institution	Fonction / Function
127.	ANANTIA Marina	Commune de Fongo-Tongo / Fongo-Tongo Council	Secrétaire Général / Secretary General
128.	KAPTUE Lazare	Commune de Demdeng / Demdeng Council	Maire / Mayor
129.	ESSONO KINZOH T.	MINFOF	Ingénieur des eaux et forêts / Water and forestry Ingeneer
130.	EPANE KOUA Pierre Calvin	Commune de Douala 6 / Douala 6 Council	Receveur Municipal / Council Treasurer
131.	NKEGA Martin	Commune de Douala 6 / Douala 6 Council	Secrétaire Général / Secretary General
132.	ZO'OBO BELINGA	FEICOM	AT/DG
133.	DJOUKA KAMGA	Commune de Galim / Galim Council	Secrétaire Général / Secretary General
134.	MBALA TOGOLO Joseph	State Audit	–
135.	DEWA MOHAMAN	Commune de Rey-Bouba / Rey Bouba Council	Maire / Mayor

ATELIER N°2 : Transfert des compétences
Workshop N° 2 : Devolution of powers

N°	Noms et Prénoms / Full Names	Structure / Institution	Fonction / Status
1.	M. ESSOMBA Pierre	MINAT	Secrétaire Général / Secretary General
2.	M. OWONO OWONO Etienne	–	Expert
3.	M. APALA MOIFFO Cyrille	MINDDEVEL	CT2 / 2 nd TA
4.	M. HAMAD ABBO Roger	MINDDEVEL	DSL
5.	M. AWA FONKA Augustine	MINAT	Gouverneur / Governor
6.	FUVA Rigobert	Commune de Bassamba / Bassamba Council	Maire / Mayor
7.	AFIANJOH Bridget	Andek Council / Commune d' Andek	Mayor / Maire
8.	Mme NGONO Yvette épouse ETOUNDI	Commune d'arrondissement de Yaoundé 5 / Yaoundé 5 Council	Maire / Mayor
9.	NGUIME Frédéric EKOLLO	Commune de Dibombari / Dibombari Council	Maire / Mayor
10.	GAUMNGONG	Department du Moungo / Moungo Division	Préfet / SDO
11.	NGUELE Jean-Marie	Commune de Nguelemendouka / Ngelemendouka Council	Maire / Mayor
12.	ALKA DJIDDA	Commune de Goulfey / Goulfey Council	Maire / Mayor
13.	DAHIROU AMADOU	Commune de Tibati / Tibati Council	Maire / Mayor
14.	HAMADOU DAWA	Communauté Urbaine de Ngaoundéré / Ngaoundéré City Council	Secrétaire Général / Secretary General
15.	DONGMO Beaudelin	UNICEF	Enseignant-Chercheur / Researcher
16.	SONGAMBONGUI Etienne	Commune de Dibombari / Dibombari Council	AI / 1 st Deputy Mayor
17.	NTAM Victor CHIA	Commune de Bamenda 1 / Bamenda 1 Council	Mayor / Maire
18.	ESSO Suzanne	Commune de Dibombari / Dibombari Council	A3 / 3 rd Deputy Mayor

N°	Noms et Prénoms / Full Names	Structure / Institution	Fonction / Status
19.	OTTI KOULLE Ferdinand	Commune de Dibombari / Dibombari Council	A2 / 2 nd Deputy Mayor
20.	AMADOU HAYAM	Commune de Djohong / Djohong	Représentant Maire / Mayor representative
21.	Mme ABDOUL OUMOUL KOULSOUMI	Commune Ngaoundal / Ngaoundal Council	Secrétaire Général / Secretary general
22.	ISMAILA	Commune de Tibati / Tibati Council	Secrétaire Général / Secretary general
23.	NJIFEN ADAMO	Commune de Njimom / Njimom Council	Maire / Mayor
24.	NDOUYOU MOKOU ZOULIATOU	Commune de Njimom / Njimom Council	S.P Maire / Mayor's Assistant
25.	BELINGA IYAWA Mathieu	Commune de Ngambe Tikar / Ngambe Tikar Council	Maire / Mayor
26.	EBANDA Gustave	Commune d'Arrondissement de Douala 5 / Douala 5 Council	Maire / Mayor
27.	BENA ZANGA Michel	Commune de Ngoyla / Ngoyla Council	C.SEF
28.	OTTOU FOUA Clovis	PNFMV	RP
29.	NGA NOAH Ronald	ONG FONDED	Président / Chairperson
30.	TANKEU Etienne Lejeune	Commune de Mintom / Mintom Council	Secrétaire Général / Secretary General
31.	NIAPELA DJONI Frédéric	Commune de Ngoyla / Ngoyla Council	Receveur Municipal / Council Treasurer
32.	TI MBA Frédéric	—	Officier d'état civil
33.	ZE SANGONO	Commune de Dzeng / Dzeng Council	Secrétaire Général / Secretary General
34.	ADAMA FANA	Commune de Gazawa / Gazawa Council	Maire / Mayor
35.	AKONO ZE Jean Marie	Commune d'Awae / Awae Council	Maire / Mayor
36.	BANMOU David	Commune de Guidigu / Guidigu Council	Maire / Mayor
37.	TCHIKOUA	Commune de Bourha / Bourha Council	Maire / Mayor
38.	MOULIOM IBRAHIM	Commune de Fouban / Fouban Council	Maire / Mayor
39.	DJOMOU KOUOTIP Herman	FEICOM	DS.Coop
40.	NJOBAM Cyril AYORI	Nkum Council / Commune de Nkum	Mayor / Maire
41.	ZENGUELE Jonas	MINT	Représentant / Representative DTR
42.	GONONDO BLADI	TA Douala / Administrative Court Douala	Juge / Judge
43.	ONDOBO MONO Jérôme	Commune de Ntui / Ntui Council	Maire / Mayor
44.	NGOCKNGOCK	Commune de Ngwei / Ngwei Council	Maire / Mayor
45.	ABGASSIADOM	Commune de Makary / Makary Council	Maire / Mayor
46.	IYA IBRAHIMA	Commune de Nyambaka / Nyambaka Council	Maire / Mayor
47.	HAMADOU AHIWA	Commune de Ngong / Ngong Council	Maire / Mayor
48.	YAFFO NDOE Esther	Commune de Garoua- Boulai / Garoua Boulai Council	Maire / Mayor
49.	BIND BOKALLY KARLSTERLE	-	—
50.	NAMBOUA Paulette	Commune de Lokoundje / Lokoundje Council	Maire / Mayor

N°	Noms et Prénoms / Full Names	Structure / Institution	Fonction / Status
51.	AHMADOU TIDJANI M.	Commune de Banyo / Banyo Council	Conseiller Municipal
52.	KONDA Silvère	Commune Yokadouma / Yokadouma Council	AI / 1 st Deputy Mayor
53.	EYEBE NDONGO Denis	Commune de Dzeng / Dzeng Council	Receveur Municipal
54.	KOME Christophe	Commune de Tombel / Tombel Council	Conseiller municipal
55.	NGASSA Rose	Commune de Tombel / Tombel Council	Maire / Mayor
56.	ATEBA NGAH épouse ELOUNDOU	Commune d'Okola / Okola Council	A3 / 3 rd Deputy Mayor
57.	NDOCK WALTER	Commune de Nyanon / Nyanon Council	AI / 1 st Deputy Mayor
58.	ABOUDI Marie rose épouse ELOUNDOU	Commune d'Okola / Okola Council	Conseiller Municipal / Councillor
59.	MANGA Jean Marie	Commune de Nkonjock / Nkondjock Council	Maire / Mayor
60.	NKAHACK Jean pierre	Commune de Njombe Penja / Njombe Penja Council	Maire / Mayor
61.	NGUEMA Françoise	FEICOM	Cadre / Staff
62.	MANI EBODE Timothée	Commune de Sa'a / Sa'a Council	Secrétaire Général / Secretary General
63.	NGALE Pascal	Commune de Melong / Melong Council	Secrétaire Général / Secretary General
64.	TCHOUAFFI Alice	ARRDEL	–
65.	SOUAIBOU	Commune de Bascheo / Bascheo Council	Maire / Mayor
66.	YMELE Sonia	ARRDEL	–
67.	EKWALE Martin EKWALE	Akwaya Council / Commune d'Akwaya	Maire / Mayor
68.	NDZOU EBENG	Commune de Nkong-Zem / Nkong Zem Council	Maire / Mayor
69.	NKOU Guy Raymond	MINEPAT	SAPBIP
70.	EKESSI Amanda	MINDDEVEL	CA/DSL
71.	FADIMATOU MAIMOUNA	MINDDEVEL	Cadre / Staff DPDS
72.	BIMOGA NDZANGA Louis Oscar	BUNEC	C/CAJC
73.	KANDEM KOUAM Brice Gabin	MINDDEVEL	DAJ
74.	EBELLE Ernest	Préfecture de Maroua / SD Office Maroua	Préfet / SDO
75.	AYIA Gabriel	Commune de Mengang / Mengang Council	Maire / Mayor
76.	ELANGA AMBELA Moïse	Commune de Mengang / Mengang Council	Conseiller Municipal / Councillor
77.	NGUIAMBA NLOUTSIRI	Commune de Lolodorf / Lolodorf Council	Maire / Mayor
78.	WANDUM 8. Ernest	Commune de Bali / Bali Council	Maire / Mayor
79.	ALIYOU SALI	Université de Dschang / Dschang University	Enseignant - chercheur / Researcher
80.	Dr NUM Elias	Benakouma Council / Commune de Benakouma	Maire / Mayor
81.	KALLAH Simon	Commune de Garigombo / Garigombo Council	Maire / Mayor
82.	Mme AYI Monique	Commune de Dzeng / Dzeng Council	Maire / Mayor
83.	HAMADOU HAMIDOU	Commune de Maroua 1 ^{er} / Maroua 1 Council	Maire / Mayor
84.	MVONDO Henriette	Commune de Bikok / Bikok Council	Maire / Mayor
85.	ANGOUING Ange Nelson	MINDDEVEL	Cadre / Staff
86.	ENDEZOU MOU Stéphanie	MINDDEVEL	Cadre / Staff
87.	MENGUE MBALA épouse NGUELE Yvette Lucie	MINDDEVEL	Cadre / Staff

N°	Noms et Prénoms / Full Names	Structure / Institution	Fonction / Status
88.	F. Rigobert	Commune de Bassamba / Bassamba Council	Maire / Mayor
89.	NGOA Marie hélène	Commune d'Akono / Akono Council	Maire / Mayor
90.	BIWOLE J.	FEICOM	DIPDL
91.	Charles NANGA	MINEDUB	IGS
92.	NJECACAL Manfred	Commune de Dibamba / Dibamba Council	Maire / Mayor
93.	ZOKADJA Emilienne	Commune de Mindourou / Mindourou Council	SP
94.	LOMIE MABIA Gérard	Commune de Lomie / Lomie Council	Maire / Mayor
95.	KOUM Francis	Commune de Lomie / Lomie Council	Secrétaire Général / Secretary general
96.	EVINA Ambroise	Commune d'Esse / Esse Council	Maire / Mayor
97.	NYECK NYECK Sylvestre	Commune de Makak / Makak Council	Maire / Mayor
98.	MOAMBOK Mike Rocheteau	Commune de Dimako / Dimako Council	Al / 1 st Deputy mayor
99.	M. Walter	UNDP	–
100.	BANMOU David	Commune de Guidiguis / Guidiguis Council	Maire / Mayor
101.	NYAMBIIII DIKOSSO HENRI	MINAS	DSNDS
102.	SALA Edith Melanie	Commune de Bengbis / Bengbis Council	Maire / Mayor
103.	S.M ZENGLANTOUH	Commune de Mindourou / Mindourou Council	Maire / Mayor
104.	Dr KAMGA SIMO C.	MINSANTE	SDOS
105.	BEND Charles Noël	Commune D'Abong- Mbang / Abong Mbang Council	Receveur Municipal / Council Treasurer
106.	FADIMATOU TIKELA	Commune de Kaele / Kaele Council	A2 / 2 nd Deputy Mayor
107.	Georges WANGUE Liberté	C.U Nkongsamba / Nkongsamba City Council	Secrétaire Général / Secretary general
108.	CHEMO Alice SHEJU	Ako Council / Commune d' Ako	Mayor / 2 nd Deputy Mayor
109.	OSONG Juliëna MBUOH	Akwaya Council / Commune d' Akwaya	A2 / 2 nd Deputy Mayor
110.	DONGMO DEMANOU 1	Préfecture de Dschang / SDO Office Dschang	Chef SDL / LSD Officer
111.	Guy EFON	Commune Santchou / Santchou Council	Maire / Mayor
112.	R. MBUA	LIMBE 1 Council / Commune de Limbé I	Mayor / Maire
113.	NDENBIYENE IVAN	FEICOM	Chef de service / Service head
114.	NGUENA Françoise	FEICOM	Cadre / Staff
115.	MEKINDA B Eric	FEICOM	–
116.	MESSINANOAH J.B	Commune de Saa / Saa Council	Secrétaire Général / Secretary general
117.	KOMETA Emmanuel	TG - Nkongsamba / General Treasury Nkongsamba	TPG
118.	HOUWE Jacques F.	MINEPIA	DDPIA
119.	ETOUNDI NGA Olivier	MINFI/DGB	CEA
120.	HEI DJOB Pascal	Commune de Datcheka / Datcheka Council	Consultant
121.	MUSUMA George LOBE	Konye Council / Commune de Konye	Mayor / Maire
122.	SEINI BOUKAR LAMINE	Commune Kolofata / Kolofata Council	Maire / Mayor

N°	Noms et Prénoms / Full Names	Structure / Institution	Fonction / Status
123.	AVAMEKONGO	–	Secrétaire Général / Secretary general
124.	MOUSTAFA	CAPEF	Chargé reg. Formation / regional Training Officer
125.	ASSOUMOU ESSONO Roger	Commune d'Olambe / Olambe Council	Maire / Mayor
126.	BOUBA HAMADOU	Commune de Bogo / Bogo Council	AI / 1 st Deputy Mayor
127.	OKENYE MAMBO	GIZ-PADER	Resp. planification / Planning Officer
128.	EKESSI Amanda	MINDDEVEL	CA
129.	NYOBE NYOBE	Commune de Matomb / Matomb Council	Maire / Mayor
130.	NZOUEMBENG	Commune de Nkong-Zem / Nkong Zem Council	Maire / Mayor
131.	MAIWALNE Rosalie	MINDDEVEL	Secrétaire / Assistant
132.	N. ABOUBAKAR	Conseiller	Conseiller / Councillor
133.	BIETEKE Georges	Commune de Nitoukou / Nitoukou Council	Maire / Mayor
134.	Mme SAMBA OWONA	Commune de Ngoyla / Ngoyla Council	Maire / Mayor

Atelier N° 3 : Planification, coopération décentralisée et développement local

Workshop 3 : Planning, Regional and Local Authorities' Cooperation and local development

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
1.	MBASSA NDINE Roger	Sénat / Senate	Sénateur / Senator
2.	EKEME Isaac	PNDP	RFDC
3.	DONFACK Baudelaire	Commune de Dschang / Dschang Council	Maire / Mayor
4.	KUETE Jean	Commune de Melong / Melong Council	Maire / Mayor
5.	SEIBOU François Xavier	Commune de Kaélé / Kaele Council	Maire / Mayor
6.	MAPTUE F. Nicky Love	Commune de Pete Bandjoun / Pete Bandjoun Council	Adjointe au Maire / Deputy Mayor
7.	SABIKANDA Guy Emmanuel	Commune de Kribi 2 / Kribi 2 Council	Maire / Mayor
8.	NGUE NGUE Paul Henri	Commune de Biyouha / Biyouha Council	Maire / Mayor
9.	FOWANG Ignatius	INS	Inspector of services / Inspecteur des services
10.	MVOGO Guy Marie Roger	ONUC/ONAC	Conseiller / Advisor
11.	NDJIDDA BAKARI	Commune de Dargala / Dargala Council	Maire / Mayor
12.	MBIDI Jean	Commune de Moutourwa / Moutourwa Council	Maire / Mayor
13.	ABBA BOUKAR	Commune de Mora / Mora Council	Maire / Mayor
14.	BIEND A. Gabriel	–	Expert en développement / Development expert
15.	OLINGA Rodolphe S.	Commune de Yaoundé 1 ^{er} / Yaoundé 1 Council	Secrétaire Général
16.	WAMY MVEE Brigitte	–	Contractuel de Mairie / Council contract employee

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
17.	AWOUNFAC ALIENOU Yves B.	Lom and Djerem Division / Département du Lom et Djerem	Préfet / SDO
18.	MABOULA MBOYA Jacques	Commune de Yabassi / Yabassi Council	Maire / Mayor
19.	KALLAH Simon	—	Maire / Mayor
20.	JAFF Romanus	Jakiri Council / Commune de Jakiri	Mayor / Maire
21.	AWONO Syrinus	Commune d'Ebedba / Ebedba Council	Maire / Mayor
22.	TSALA MESSI André	Commune de Monatele / Monatele Council	Maire / Mayor
23.	SAME DIKONGUE H.	Tribunal Administratif / Administrative Court	Président / President
24.	ËKENUE Samuel OSANG	Mundemba Council / Commune de Mundemba	Municipal councilor
25.	ALI RAMAT	Commune de Darak / Darak Council	Maire / Mayor
26.	HAMIDOU LAIMANOU	Commune de Garoua 3 Garoua 3 Council	Maire / Mayor
27.	TSAFACK Christophe Achille	Commune de Banyo / Banyo Council	CCD
28.	KOUBOUL René Garcin	Commune d'Eseka / Eseka Council	Secrétaire Particulier Maire / Mayor's PS
29.	KAZI RALAI Josué	Commune de Kaele / Kaele Council	Conseiller Municipal / Councillor
30.	BIMBAI Jean Pierre	Commune de Nyanon / Nyanon Council	Secrétariat Général / Secretary General
31.	NDOCK Walter	Commune de Nyanon / Nyanon Council	1 ^{er} Adjoint au Maire / 1 st Deputy Mayor
32.	ADAMOUCOULAGNA	Commune de Meiganga / Meiganga Council	CCD/AGA
33.	BENGA Colette Grâce	Communauté Urbaine Bafoussam/ Bafoussam CC	Receveur Municipal / Council Treasurer
34.	TAGNE SIMO Léopold	Commune de Bangan / Bangan Council	Receveur Municipal / Council Treasurer
35.	KOH HEN Michel	Commune de Yaoundé 6 / Yaoundé 6 Council	Conseiller Municipal / Councillor
36.	NDOBO KUNTZ Placide	Sous-préfecture Zoetele / SDO Zoetele	Sous-préfet / SDO
37.	MOTAPAM épse NDJOCK Jacqueline	Commune Edea 1 ^{er} / Edea 1 Council	Adjoint au Maire / Deputy mayor
38.	David SOSSO NJANGUI	Université de Douala / Douala University	Chercheur / Researcher
39.	ZOMBOU NGOUNE Marcel	—	Expert planification et suivi- évaluation / Planning. M and E Expert
40.	MEFIRE CHETOU	Commune de Fouban / Fouban Council	Chef / Head SAG
41.	NGNOTCHOUBA Jean	Commune de Makenene / Makenene Council	Représentant Maire / Mayor's representative
42.	ADJIA Norbert	Commune de Dir / Dir Council	Secrétaire Général / Secretary General
43.	KAREN MBOMAZOMO	FEICOM	CPS
44.	NTAMACK Emelie	FEICOM	CUEOP
45.	TSALA Moïse	Commune d'Ambam / Ambam Council	Cadre / Staff
46.	LINZO Huguette Linda	Commune d'Ambam / Ambam Council	Conseiller Municipal / Councillor
47.	BOUKONG Raïssa Sandie L.	PNFMV	A. P
48.	MVOEKOUNOU Sophie Aurélie	BUNEC	CEA1-CPPC BUNEC

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
49.	ZIBI SAMBA Francis	Commune d'ayos / Ayos Council	Maire / Mayor
50.	MANKONGO	PNDP/CNC	ARFDC
51.	ONGON Thomas	PNDP/CNC	ATNSE
52.	LIBOG Liliom Jean René	Commune d'Eseka / Eseka Council	Maire / Mayor
53.	ATANGANA Jean B.	Commune de Mbankomo / Mbankomo Council	Maire / Mayor
54.	NDO Alvine	Commune Ebolowa 1 ^{er} / Ebolowa 1 Council	Secrétaire Général / Secretary general
55.	MBESSA AYISSI Esther V.	MINEPAT	CCAPR
56.	ELHADJ OUMAROU	Commune Nkongsamba 1 ^{er} / Nkongsamba 1 Council	Maire / Mayor
57.	NONGA Jean Pierre	TAO/BFM	Président / President
58.	KALDIE YABONOKA Thomas	3D Conseil	Consultant associé / Associate Consultant
59.	KAMTO Donatien	Commune de BAHAM / Baham Council	Maire / Mayor
60.	NGASSOP F. Nicole	Commune Pète-Bandjoun / Pete Bandjoun Council	CSAGE
61.	TOULOU Philomène B.	Commune de Mbandjock / Mbandjock Council	Maire / Mayor
62.	NGAMNCLAMIE WUSENI	Ndop Council / Ndop Council	Secrétaire General / Secretary General
63.	NGIMBRES Jean E.	Commune de Biyouha / Biyouha Council	Conseiller Municipal / Councillor
64.	NGANKOA Bertille épouse AYISSI	Commune de Ngomedzap / Ngomedzap Council	Adjoint au Maire / Deputy Mayor
65.	FOUDA Théodore	Commune de Yokadouma / Yokadouma Council	ASCORYLE
66.	SABENG Régine épouse EFANDENE	Commune de Meyomessala / Meyomessala Council	1 ^{er} Adjoint au Maire / 1 st Deputy mayor
67.	FOUDA OWOUNDI	MINH DU	DEPC
68.	EDIMA Esther Mireille	MINDDEVEL	Cadre / Staff
69.	FOUAPON RIKIATOU	MINDDEVEL	Cadre / Staff
70.	ONGOLO Lidwine	MINDDEVEL	DPDL
71.	DATHOU Patrick	MINDDEVEL	DPDS
72.	AKISSEH Pierre	Misaje Council / Commune de Misaje	Municipal Treasurer / Receveur Municipal
73.	BITOUMOU Joël Emmanuel	Commune d'Ebolowa / Ebolowa Council	Maire / Mayor
74.	MKA MKA Grégoire	Sénat / Senate	Sénateur / Senator
75.	Rev. RABBIN Jean de la croix	MUSEC	PCA
76.	MBIDI Jean	Commune de Moutourwa / Moutourwa Council	Maire / Mayor
77.	DJEUGA Bernard	Commune de Banka / Banka Council	Maire / Mayor
78.	MAMADOU SANDA	Commune de Touroua / Touroua Council	Maire / Mayor
79.	TSALON Jean Pierre	Commune de Bertoua 2 ^{ème} / Bertoua 2 Council	Maire / Mayor
80.	TAMEN FOTSO Virginie	Commune de Bangangte / Bangangte Council	Adjoint au Maire / Deputy mayor

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
81.	ABOUBAKAR KOMBO	Commune de Meiganga / Meiganga Council	Maire / Mayor
82.	SOUARESSAM Denis	Commune de Dziguilao / Dziguilao Council	Maire / Mayor
83.	MBOMBO ABEL Chenyi	Ndop Council / Commune de Ndop	Mayor / Maire
84.	LIRA WA Pierre	Commune de Yagoua / Yagoua Council	Maire / Mayor
85.	YETE MBOTE Jacques	Commune d'Edea 1 / Edea 1 Council	Maire / Mayor
86.	Pr. SIETCHOUA DJ Augustin	Université de Dschang, MINAC / University of Dschang, MINAC	Directeur / Director MINAC
87.	ZO'O OLOUMAN Guy Roger	Communauté urbaine d'Ebolowa / Ebolowa CC	
88.	LENGUE MALAPA	Commune Douala 1 ^{er} / Douala 1 Council	Maire / Mayor
89.	TEBE Béatrice	Mbengwi Council / Commune de Mbengwi	Mayor / Maire
90.	NTONE NTONE FRITZ	Communauté Urbaine de Douala / Douala CC	Délégué du Gouvernement / Government Delegate
91.	NGUEMBANE Daniel EKOLE	Sous-préfecture Koutaba / SD Office Koutaba	Sous-préfet / SDO
92.	YAMA Gilbert	Commune de Mogode / Mogode Council	Maire / Mayor
93.	MANDENGUE Louis Lucien	Communauté Urbaine de Douala / Douala CC	DLG/A4
94.	NJAPNDOUNKE Jeanne Aimée	Communauté Urbaine de Douala / Douala CC	STCC
95.	NGON A NWANTCHOCK Billy	Commune de Makenene / Makenene Council	Représentant Maire / Mayor's representative
96.	FONGUE Cletus T.	Bamenda 3 Council / Commune de Bamenda 3	Mayor / Maire
97.	YOUPOUO SEIDOU	Trésorerie Générale Garoua / Garoua TPG	Représentant TPG / TPG's Representative
98.	ACHU WONDJIGHE Pride	MINREX	Attaché des Affaires Etrangères / Foreign Affairs Attache
99.	CHARTE HASSANA	Commune de Kousseri / Kousseri Council	Représentant Maire
100.	Colette NGATCHA	Commune de Douala 2 ^{ème} / Douala 2 Council	Receveur Municipal
101.	EDIBA Simon Pierre	Commune d'Obala / Obala Council	Maire / Mayor
102.	RINA TAGNE MBIDA	GIZ- PRADEC	CT / Technical Advisor
103.	Vincent NJI NDUMU	Bamenda City Council / Bamenda CC	Délégué du Gouvernement / Government Delegate
104.	ABDOU LAYE YERIMA	Commune de Maroua 2 ^{ème} / Maroua 2 Council	Maire / Mayor
105.	MBASSI Thérèse	Commune de Douala 1 ^{er} / Douala 1 Council	SG
106.	BOBBO SALIHOU	Commune de Ngaoundere 1 ^{er} / Ngaoundere 1 Council	Maire / Mayor
107.	BEBOHI MOUNET P.S	Communauté Urbaine Kribi / Kribi CC	Chef de cabinet / head of Cabinet
108.	YAMAISSA BOUBA	Commune de Guider / Guider Council	Maire / Mayor
109.	EBONGUE EBONGUE ONESIME	Commune de Dimako / Dimako Council	Maire / Mayor
110.	Arnim Fischer	GIZ-PRADEC	Programme Director/ Directeur du programme
111.	NUBER UTE	GIZ PROPFE	CTS/ Senior Technical Advisor

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
112.	EBALE ADJOMO Richard	Commune d'Efoulan / Efoulan Council	Maire / Mayor
113.	NSEKE LUMA	Limbe 3 Council / Limbe 3 Council	Mayor / Maire
114.	ABELNDOH	Kumba Council / Kumba Council	Mayor / Maire
115.	Charles NKONGHO ARREY	Limbe City Council / Limbe CC	SG
116.	MAZO Louis Jacques	Communauté Urbaine Kribi / Kribi CC	Délégué du Gouvernement / Government Delegate
117.	MEBIAME MFOU'OU Christian	Commune de Meyomessala / Meyomessala Council	Maire / Mayor
118.	DEMANOU Patrick	Association IDEE-AFRIQUE	Président
119.	NGALA NGA Jacob	Nkambe Council / Commune de Nkambe	3 rd deputy Mayor / A3
120.	DIMBAGOMBO Pierre	Commune de Batouri / Batouri Council	Maire / Mayor
121.	NGWA NGONDI Paul	Commune de Melong / Melong Council	Conseiller Municipal / Councillor
122.	EOHE Oscar	Commune de Douala 2 / Douala 2 Council	SG
123.	TSOUGOU Joseph P.	CVUC	RA/SE
124.	EBOGO Nicole Félicité	Commune de Nkolafamba / Nkolafamba Council	Chef Service Technique adjoint / Deputy Technical Service Head
125.	MOSSADIKOU Norbert	Commune de Salapoumbe / Salapoumbe Council	Maire / Mayor
126.	OUSMANOU AMAN SA'ALY	Commune de Pitoa / Pitoa Council	Maire / Mayor
127.	BELINGA Roger	Commune de Mfou / Mfou Council	Maire / Mayor

ATELIER N°4 : Ressources de la commune
Workshop N° 4 : Council Resources

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
1.	AKOA Philippe Camille	FEICOM	Directeur Général/ General Director
2.	EDOU Olivier David	MINDDEVEL	DFL
3.	ALIOU ISSA	FEICOM	DM.FCP
4.	BOSSOKO PIERRE	FEICOM	SDSM.FC
5.	MAMA ABAKAI	Commune de Lagdo / Lagdo Council	Maire / Mayor
6.	OLOUAH ANGOUAN'D Patrick Bertrand	SP/CND (SPM)	Cadre/ Staff SP/CND
7.	ZOKOM Damien	Commune de Mokolo / Mokolo Council	Maire / Mayor
8.	DOHJOSHUA NONGMESE	MINDDEVEL	Translation and interpretation / Traduction et interprétariat
9.	MOUT Estelle	DFL/MINDDEVEL	Cadre / Staff
10.	SAMKIT Elvis GAHNYAM II	Santa Council / Coommune de Santa	Mayor / Maire

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
11.	NGAMBO FONDJO Pierre Vincent	Commission nationale pour la promotion du bilinguisme et du multiculturalisme / national Commission on the Promotion of Bilingualism and multiculturalism	Membre / Member
12.	SHU Gideon FUSI	MINDDEVEL	Cadre / Staff
13.	MOUHAMADOU Awal	MINFI/ DGI	SDS RA/ DGI
14.	MBARGA Jean Claude	–	Expert
15.	TOKTY KANME. B	MINDDEVEL	Cadre / Staff
16.	DJAFSIA André	Commune de Gueme / Gueme Council	Maire / Mayor
17.	SADJO HAMAWA	Commune de Mindif / Mindif Council	Maire / Mayor
18.	TON MANGUELE	Commune de Bonjock / Bonjock Council	Maire / Mayor
19.	ADAMOY IYA Justin	Commune de Betare - Oya / Betare - Oya Council	Maire / Mayor
20.	ETOUNDI Christian J.	FEICOM	DRH / HRD
21.	AHMADOUABOUBAKAR	Commune de Mayo- Hourna / Mayo Hourna Council	Maire / Mayor
22.	ISSA HAMADJOLDE	Commune de Mayo- Baleo / Mayo Baleo Council	Maire / Mayor
23.	MBOUEN Dieudonné	Commune de Magba / Magba Council	Maire / Mayor
24.	YEDE Gilbert	Commune de Ngambe / Ngambe Council	Maire / Mayor
25.	MOHAMADOU DANNA	Commune du Logone-Birni / Logone Birni Council	Representant du Maire / Mayor's representative
26.	TOUMBA MOULYAKAYANG	Commune de Figuil / Figuil Council	Maire / Mayor par interim
27.	DIGHAMBONG Anthony MVO	Wum council / Wum Council	Mayor / Maire
28.	BABIRNG Joseph SAMGWA	Balikumbat Council / Commune de Balikumbat	Mayor / Maire
29.	ONDIGUI OWONA	Commune de Nfolafamba / Nkolafamba Council	Maire / Mayor
30.	WANDJI Thomas	Commune de Nkongsamba 2 ^{eme} / Nkongsamba 2 Council	Maire / Mayor
31.	IDRISSOU ABANA	Commune de Ngaoundere 2 / Ngaoundéré 2 Council	Maire / Mayor
32.	MINONG Etienne	DIADEM (AGE)	President
33.	JARRETH NDI Elisabeth N.	CEFAM	Directeur adjoint / Deputy Director
34.	MVELLE MENDO'O Martin J.	Tribunal Administratif Ngaoundere / Ngaoundéré Administrative Court	President
35.	ETOUNDI NGA Olivier	MINFI/DGB/DPC CCTD	CEA/CCTD
36.	NYAM à MAMBA Achille	Commune de Kiiki / Kiiki Council	Maire / Mayor
37.	TSIAZE FOZANGJ.P.	Commune de Penka Michel / Penka Michel Council	Maire / Mayor
38.	FONGUH Joseph NGU	Commune de Bamenda 2 / Bamenda 2 Council	1 st deputy mayor / A1
39.	MANON Félicité SIDIKI	Commune d'Ebone / Ebone Council	Maire / Mayor
40.	Jean Pierre BIBOUM	Commune de Bot Makak / Bot Makak Council	Maire / Mayor
41.	ABOUZARI MAHAMAT	Commune de Fotokol / Fotokol Council	Maire / Mayor
42.	TAKOE NAH Valère	Commune de Deuk / Deuk Council	Representant Maire / Mayor's representative

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
43.	NZETE Emmanuel	CU Bafoussam / Bafoussam CC	Délégué du gouvernement / Government Delegate
44.	KOUTAPTOU Ibrahim	Commune de Koutaba / Koutaba Council	Maire / Mayor
45.	NSANGOU Idrissou	CU Yaounde / Yaounde CC	Contrôleur financier / Finance Controller
46.	MBOKE Godlive NTUA	Departement du Haut Nyong / Upper Nyong Division	Préfet / SDO
47.	MBAK MBOURI Emmanuel	Commune de Bibey / Bibey Council	A1 Maire / 1 st Deputy Mayor
48.	MALMAMOUDOU	Commune de Djohong / Djohong Council	Receveur Municipal / Council Treasurer
49.	ENI Emmaculate T.	PRADEC-GIZ / PROMUD-GIZ	TL/CL
50.	Chief George Michael MWAFFISE	Isangele Council / Commune d'Isangele	Secrétaire Général / Secretary General
51.	NJIFON Philippe	FENTEDCAM	President National / National Chairperson
52.	Angèle MEYANGA	Commune d'Afanloum / Afanloum Council	Maire / Mayor
53.	AYISSI Stanislas	Commune d'Elig- Mfomo / Elig Mfomo Council	Maire / Mayor
54.	NGOUDAM SEDINA. J	Commune de Koutaba / Koutaba Council	CCF
55.	SANGA Jean Baptiste	Commune de Bana / Bana Council	Maire / Mayor
56.	KOUTA Faustin	Commune de Ngoro / Ngoro Council	Maire / Mayor
57.	DAN RA Raymond	Commune Kar-Hay / Kar-Hay Council	Maire / Mayor
58.	ONANA Théophile	Commune de Bertoua 1 ^{er} / Bertoua 1 Council	Conseiller Municipal/ Councillor
59.	DJABOU	Commune de Koza / Koza Council	Maire / Mayor
60.	MENYONG Lawrence	Nwa Council / Commune de Nwa	Mayor / Maire
61.	TANKOU Martial	FEICOM	ROD
62.	NTIMI Oliver AKAW	Idabato Council / Commune d'Idabato	Mayor / Maire
63.	EVINI AVANG	Commune Yaounde 4 / yaoundé 4 Council	Conseiller Municipal / Councillor
64.	HOULCAOU Edouard	Commune de Belel / Belel Council	A1 Maire / 1 st Deputy Mayor
65.	AMOUGOU NOMA Requine	Commune Yaounde 4 / Yaoundé 4 Council	Maire / Mayor
67.	ELAZE Marie Louise	Commune Biwong Bulu / Biwong Bulu Council	Maire / Mayor
68.	NDAPEYOUENE Ibrahim	Commune de Malantouen / Malantouen Council	Maire / Mayor
69.	Ibrahima BJALALLAHOU	Commune Tcholliré / Tcholliré Council	Maire / Mayor
70.	IPOUA Robert Olivier	Commune de Campo / Campo Council	Maire / Mayor
71.	NKOUDOU BENGONO Jean Raoul	BUNEC	DAF
72.	IYA SOULEYMANOU	Commune de Martap / Martap Council	Maire / Mayor
73.	WAMENE KAISSALA	Commune de Moulvoudaye / Moulvoudaye Council	Maire / Mayor
74.	TATAH Peter NTAIMAH	BUNEC	DAS
75.	ETONGO Grâce MENG	Bamusso Council / Commune de Bamusso	Mayor / Maire
76.	KOUYAM ALASSA	Commune de Kouoptamo / Kouoptamo Council	Conseiller Municipal
77.	BATE EPEY Robert	Tinto Council / Commune de Tinto	Mayor / Maire

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
78.	MBU-EWANE LULU V.	Kumba III Council / Commune de Kumba 3	Treasury Staff
79.	ABEH Hyacinth TALA	Njinikom Council / Commune de Njinikom	2 nd Deputy Mayor / A2 Maire
80.	MENGANAS Alain Wilfried	Commune de Diang / Djang Council	Maire / Mayor
81.	BELLE TITI	Commune de Bonalea / Bonalea Council	Maire / Mayor
82.	TEIV ESSE Albertine	Commune de Dschang / Dschang Council	Receveur Municipal / Council Treasurer
83.	DOUNAH MVETOR Fabrice	Commune de Bafia / Bafia Council	Receveur Municipal / Council Treasurer
84.	AHMADOU ELHADJI BOUBA	CU Garoua / Garoua CC	Délégué du Gouvernement / Government Delegate
85.	MFOUAPON ALASSA	Commune de Banwa / Banwa Council	Secrétaire Général / Secretary General
86.	BITJOKA Albert	CU Edea / Edea CC	Grand Conseiller
87.	O N KAN EVAGLE	Commune Nyanon / Nyanon Council	Maire / Mayor
88.	GAMANAN LAOBOL	Commune Madingring / Madingring Council	Conseiller Municipal / Councillor
89.	NKENG Michael	Muyuka Council / Commune de Muyuka	Mayor / Maire
90.	TSANGA NKOMO B.	Commune Deuk / Deuk Council	Receveur municipal / Council treasurer
91.	MUSONGUI W. Roméo	Commune Bafoussam 3 / Bafoussam 3 Council	Receveur municipal / Council treasurer
92.	MEKA Patrice Olivier	Organisme d'appui au Developpement	Vice- President Executif / Vice-President
93.	OUM Amos	Commune Ngog Mapubi	Maire / Mayor
94.	ZOALANG	FEICOM	Media
95.	NDONG EKANJE Martin	Kumba 3 Council / Commune de Kumba 3	Secrétaire Général / Secretary general
96.	JUIMO Odette	SONAFAAC	Presidente Nationale / National Chairperson
97.	Dr NANKAM Appolinaire	MINFOF	
98.	NDEFONKOU Daniel	Commune de Bafoussam 3 ^{eme} Bafoussam 3 Council	Maire / Mayor
99.	MIKONE Martin Bienvenu	Chambre des Comptes/ Cour Suprême / Audit Bench. Supreme Court	Conseiller Maitre / Counsel Lawyer
100.	ABAH Lévy	Commune de Ouli / Ouli Council	Maire / Mayor
101.	MBA MBO Hyacinthe	Commune d'Ambam / Ambam Council	Maire / Mayor
102.	ABOUEM Bertin	Syndicat des Industries extractives / Renewable Energies' Trade Union	Président / Chairperson
103.	BEUTCHOM TALOM Huguette	CU/ Bafoussam / Bafoussam CC	DAEF
104.	Ibrahim BOUKAR	Commune de Maga / Maga Council	Maire / Mayor
105.	NDJANKOUM Félix J.P	Commune de Somalomo / Somalomo Council	Maire / Mayor
106.	AKETE ENDAMANE DIBOL Epse BEKONO	Commune de Mintom / Mintom Council	Maire / Mayor
107.	NTYE Françoise Virginie	—	Secrétaire Général / Secretary general
108.	FOUDA FOUA Frédéric	Commune de Mboma / Mboma Council	Maire / Mayor

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
109.	COUMAYE Claude Céleste	Commune de Koza / Koza Council	Chargé de la Coopération/ Cooperation Officer
110.	LEMBE MBAPPE	Commune de Mbanga / Mbanga Council	Maire / Mayor
111.	NKOYOCK Gustave	Commune de Massok / Massok Council	Maire / Mayor
112.	MBALA TOGOLO J.M	AFG/CONSUPE	
113.	BEKADA Patrice	Commune d'Ambam / Ambam Council	Consultant
114.	BOSSI Raymond	Commune de Ndelele / Ndelele Council	Maire / Mayor
115.	LANKE Olivier	–	PAINTFOUL
116.	Dr ASSUM	ENS	–
117.	FONYUY Fidelis BERNSAH	Mbiame Council / Commune de Mbiame	Mayor / Maire
118.	Etienne Didier ONANA	Société Civile	Coordonnateur National / National Coordinator
119.	NGO SANA H.	LAJDDHD/ Société Civile	Secrétaire Général / Secretary general
120.	NDJOWE Dominique	Commune Dschang / Commune de Dschang	Secrétaire Général / Secretary general
121.	TAM LIKENG Richard	Sous-Prefecture Ngoro / SDO Ngoro	Sous-Prefet / SDO
122.	MULUH Alfred	ELECAM	Ancien Prefet / Former SDO
123.	HOUSSEINI ISSA	Commune Dir / Dir Council	Maire / Mayor
124.	ENGBWANG Jean Claude	La Plume Hebdo	Journaliste / Journalist
125.	Jonas NLEMALE	Flux Infos	Directeur de Publication / Publisher
126.	AKEFAC Philip	Commune de Mbouda / Mbouda Council	Secrétaire Général / Secretary general
127.	LIBONG Patience	Commune de Bokito / Bokito Council	Secrétaire Général / Secretary general
128.	MESSANGA BESSALA Simon	Commune d'Ayos / Ayos Council	Receveur municipal / Council treasurer
129.	ESSONO Bertrand	Commune d'Ayos / Ayos Council	Secrétaire Général / Secretary general
130.	FANKAM Ulrich	Commune de Bangou / Bangou Council	Conseiller Municipal / Councillor
131.	TOUNDE Eugène	MINFI/ DGD	CEA/ DGD
132.	NFOR Catherine épouse ESSOH	MINDDEVEL	DRH/ CTD
133.	BANU ADU Odi	Njikwa Council / Commune de Njikwa	Mayor / Maire
134.	NANA Charly	Commune de Bangou / Bangou Council	Maire / Mayor
135.	SADJO HAMAWA	Commune de Mindif / Mindif Council	Maire / Mayor
136.	Ruben Etienne MPOCK	Agricnews	Journaliste
137.	NGOYEH Paul	–	Receveur Municipal / Council Treasurer
138.	ETAKA OKALI Jean	Commune d'Elig- Mfomo / Elig Mfomo Council	Receveur municipal / Council treasurer
139.	BILONG Elias	Commune de Bipindi / Bopindi Council	Maire / Mayor
140.	TCHOUMGUINEE	BAD	Charge des Décaissements / Cashier
141.	NANA ALIM	Commune Tchollire / Tcholliré Council	Officier d'etat Civil
142.	ESSOMBA Guy Mathurin	Commune de Melong / Melong Council	Receveur municipal / Council treasurer
143.	NDZINA BASILIE	MINDDEVEL	Cadre / Staff
144.	ASSEMBE Henri Séverin	HEGTD	Directeur / Director
145.	ELA ELA Valère	Commune Meyomessi / Meyomessi Council	Conseiller Municipal / Councillor

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
146.	MBUH Judith	Ndop Council / Commune de Ndop	Municipal Councillor
147.	SANCHO née Martha GHOGONU	Ndop Council / Commune de Ndop	Municipal Councillor
148.	SANANGBIAMB ZANIRI	Furu-Awa Council / Commune de Furu Awa	Mayor / Maire
149.	Jean Bienvenu ABANDA	ENAM	Ancien Prefet, Enseignant / Former SDO, Lecturer
150.	KUATE Jean Pierre		Ancien CT au MINATD/ Former TA at MINATD, Expert
151.	POUOMEGNE Carine	IMUCASTY	Enseignante / Lecturer
152.	ONDOUA Armand	Le Regional	Directeur de Publication
153.	KENYE Dieudonné	Regions	Directeur / Director
154.	Eric AZOMBO	Commune D'Akom 2 / Akom 2 Council	CELCOM
155.	MASSAM Jean Edouard	–	Secrétaire Général / Secretary general
156.	SIMO Paul	Commune de Banwa / Banwa Council	Conseiller Municipal
157.	KEEDI Gabriel	Commune de Deuk / Deuk Council	Maire / Mayor
158.	TANKOU Martial	FEICOM	S/D
159.	MOUEN WALLY Anne Chantal	TGY	CSCTD
160.	MVOGO SYLYAC Marie	Département du Mbere / Mbéré Division	Préfet / SDO
161.	BILOA Armand Pierre	MINDDEVEL	Cadre / Staff
162.	BOADE Hervé Constant	MINDDEVEL	Cadre/ Staff
163.	NOUTCHA Parfait	CCIMA	Chef / Head SID
164.	BOUBA HAMADOU	Commune de Pete / Pete Council	Maire / Mayor
165.	ALIOUM MOUSTAPHA	Commune de Gaschiga / Gaschiga Council	Maire / Mayor
166.	NKOU Guy Raymond	MINEPAT	Cadre / Staff
167.	THYONG epse NDONGO	MINEPAT	Cadre / Staff
168.	S.M. Njitack Ngompe	–	Chef Supérieur Bafoussam / Bafoussam Paramount Chief

ATELIER N°5 : Gouvernance Locale

Workshop N° 5 : Local Governance

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
1.	NGOLE Philip NGWESE	–	Président de l'atelier / Workshop Chair
2.	NNOKE NGWESE Anthony	MINDDEVEL	CT1
3.	NGANE Suzanne	FEICOM	DPPP
4.	NDONGO ETAME David	Chambre des Comptes / Audit Bench	Conseiller Maitre/ Counsel. Lawyer
5.	BOBO GOUNOKO	Sous-Prefecture / SD Office	Sous-Préfet / SDO
6.	BARKINDO Ibrahima	Commune de Garoua 2 / Garoua 2 Council	Maire / Mayor
7.	NZOKE DIEUDONNE	CU Edea / Edea CC	Délégué du Gouvernement / Government Delegate
8.	WELEME VENE	Commune de Yagoua / Yagoua Council	Secrétaire Général / Secretary general

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
9.	NSANE BESSALA	Commune de Nkoteng / Nkoteng Council	Secrétaire Général / Secretary general
10.	BIHINA Richard	Commune de Roua / Roua Council	Maire / Mayor
11.	Dr OSSIMA Gilles André	Commune de Lolodorf / Lolodorf Council	A1 Maire / 1 st Deputy Mayor
12.	MENGUE ESSONO Gervais	Commune de Ma'an / Ma'an Council	Maire / Mayor
13.	MEFIRE Jules	Commune de Bafoussam 1 ^{er} / Bafoussam 1 Council	Conseiller Municipal / Councillor
14.	TANDJONG Martin MESHONGONG	Tubah Council / Commune de Toubah	Mayor / Maire
15.	ABDOURAMANOU LABI	Commune de Ngaoui / gaoui Council	Maire / Mayor
16.	BEUBOUM Roger	Commune de Ngaoui / Ngaoui Council	Secrétaire Général / Secretary general
17.	Dimanche DAIROU	Commune de Ngaoui / Ngaoui Council	Receveur municipal / Council treasurer
18.	Monseigneur EMILIANOS	Eglise Orthodoxe / Orthodox Church	Archevêque / Archbishop
19.	AMIE ASSOUH Antoine	Commune de Ngoumou / Ngoumou Council	Maire / Mayor
20.	MAKOU Lydie	Commune de Bamougoum / Bamougoum Council	Conseiller Municipal / Councillor
21.	TSINDA Bedel	Presse Business Echos	Directeur de Publication / Publisher
22.	MENGACK KHUM Cyprien	Commune de Mbang / Mbang Council	Maire / Mayor
23.	FOKA FOKA Jules Hilaire	Commune de Bafoussam 1 ^{er} / Bafoussam 1 Council	Maire / Mayor
24.	NGANGMAIH	Commune de Sangmelima / Sangmelima Council	Agent Communal / Council employee
25.	ENGOLO ETO Gervais	Commune de Mengong / Mengong Council	Maire / Mayor
26.	MINSILI EBA Thomas	Commune de Mvangan / Mvangan Council	Maire / Mayor
27.	Chief ATEM EBAKO	Nguti	Chief / Chef traditionnel
28.	IVAHA DIBOUA Samuel	Region du Littoral	Gouverneur / Governor
29.	PONMONI Jean Marie	Senat / Senate	Sénateur / Senator
30.	EKUH OJEH Simon	Banguem Council / Commune de Banguem	Mayor / Maire
31.	Dr DJONGO TAZO B.	Commune de Fokoue / Fokoue Council	CCD
32.	FORCHA NDOBEGANG Martin	Kumba 2 Council / Commune de Kumba 2	Mayor / Maire
33.	Chief AKANANGZRANY	—	Chief / Chef Traditionnel
34.	EDONDE Cornegum	Kumbo Itindi Council / Commune de Kumbo Itindi	Mayor / Maire
35.	ARREY Victor A.	Tinto Council / Commune de Tinto	Councillor / Conseiller Municipal
36.	KOUE KAOKAMLA	Tribunal Administratif / Administrative Court	Président du Tribunal / Court President
37.	GHEDO Pierre	Commune de Bayangam / Bayangam Council	Conseiller Municipal / Councillor
38.	KONGA George	AJO PANORAMA	Journaliste / Journalist
39.	YOUSSOUFA TERDE MOUSSA	Commune de Hina / Hina Council	Maire / Mayor

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
40.	ALI CHEICK Djibrilla	Commune de Hile- Alifa / Hile-Alifa Council	Maire / Mayor
41.	ABBA MALOUM MAMA	Commune de Zina / Zina Council	Maire / Mayor
42.	MASSA MEDANG. S	CUD / Douala CC	CFS
43.	BATI Luc	Ndom Council / Commune de Ndom	Maire / Mayor
44.	MADA Michel	Commune de Ngoura / Ngoura Council	Maire / Mayor
45.	ESSAMA EMBOLO	Commune de Soa / Soa Council	Maire / Mayor
46.	BITCHEBE Désiré Raphaël	Commune de Tonga / Tonga Council	Maire / Mayor
47.	HAOUA TIRI	Commune de Mayo- Oulo / Mayo Oulo Council	Maire / Mayor
48.	S.M SADOU YAOUBA	Commune de Poli / Poli Council	Maire / Mayor
49.	BALICK AWA Fidelis	Bamenda 2 Council / Commune de Bamenda 2	Mayor / Maire
50.	ANNIR Dieudonné	Commune de Yoko / Yoko Council	Maire / Mayor
51.	LAKA KOMPELI	Commune de Guere / Guere Council	Maire / Mayor
52.	BOUBAKARI BELLO	Commune de Maroua 3 ^e / Maroua 3 Council	Maire / Mayor
53.	SOUAIBOU SALI	FEICOM	Cadre / Staff
54.	NLOLO Roger	FEICOM	Cadre / Staff
55.	Blaise Testelin NANA	RJ CD	President / Chairperson
56.	GBANGA Emmanuel	Commune de Kette / Kette Council	Maire / Mayor
57.	MOUT ABALANG	Commune de Minta / Minta Council	Maire / Mayor
58.	KON TCHUENTE Barthélémy	ONECCA	Expert Décentralisation / Decentralisation expert
59.	Dr NDJOLE. A épouse TOKPANOU	FCR2SM	Senateur. Présidente Fondatrice / Senator. Founding President
60.	MENYE DWINE NEKENOA	Toko Council / Commune de Toko	Mayor / Maire
61.	ITOE Benjamin	Dikome Council / Commune de Dikome	Mayor / Maire
62.	Olivier NKOUNGA	Banque Mondiale / World Bank	STC
63.	Sylvestre CHEGUE	PNDP	CC
64.	NZOMENE Marthe Pascal épouse TSANANG	Commune de Nkongsamba 2e / Nkongsamba 2 Council	RECEVEUR MUNICIPAL / COUNCIL TREASURER
65.	NJONKAM Anne	Commune de Bafang / Bafang Council	A1 Maire / 1 st Deputy Mayor
66.	KAMDOUM	Commune de Bamendjou / Bamendjou Council	Maire / Mayor
67.	NGOUH SALIFOU	MINMAP	Directeur des marchés des autres Infrastructures / Contract Director of other infrastructure
68.	KAKOUAND EBA épouse TSITSOL Anne Marie	Commune d' Angossas / Angossas Council	Maire / Mayor
69.	MPANS Gisèle Rose	Commune de Doumé / Doume Council	Maire / Mayor
70.	PENKA Michel	MINMAP	Chef / Head CRU DAJ

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
71.	NGAZANG AKONO	Département de la Mvila / Mvila Division	Préfet / SDO
72.	MOLGOM	Commune de Wina / Wina Council	Maire / Mayor
73.	MENDEN Robert	Commune de Gobo / Gobo Council	Maire / Mayor
74.	TAYO Denis AGHEN	Widikum Boffe Council / Commune de Widikum Boffe	Mayor / Maire
75.	BUNYUI NYUGAB Emmanuel	Ndu Council / Commune de Ndu	Mayor / Maire
76.	NYEMECK Marc	Commune de Dibang / Dibang Council	Maire / Mayor
77.	MINTYA René Daniel	MINDEVEL	Cadre / Staff
78.	HAGBE Mathieu	CEFAM	Directeur / Director
79.	LOBE Joseph	MINDEVEL	Inspecteur N°1 / Inspector 1
80.	DEMENOU TAPAMO Adrienne Paule	Commune de Fokoue / Fokoue Council	Maire / Mayor
81.	Dieudonné DAY ZAL	Commune d'Atok / Atok Council	Maire / Mayor
82.	GBEUNGBA TOULALE	Commune de Mayo-Darle / Mayo Darle Council	Maire / Mayor
83.	LOGA Eric	CONSUPE	Verificateur Assistant / Assistant Verifier
84.	Lea MPONDO Jean Paul	CONSUPE	Verificateur Assistant. Chef de Brigade / Assistant Verifier. Squad leader
85.	ONGOLO ELOUNDOU	Commune d'Evodoula / Evodoula Council	Maire / Mayor
86.	ZING Serges Dieudonné	Commune d'Edzendouan / Edzendouan Council	Maire / Mayor
87.	TSIMI ABOMO Rémy	Préfecture de la Lekie	SDL / LDS Head
88.	Ignace Bertin NKIENE	Commune d'Obala / Obala Council	Expert Développement Local / Local development expert
89.	NGBWA née BIKIE Odile	Commune de Zoetele / Zoetele Council	Maire / Mayor
90.	NKAM Georges	PNDP	SSE
91.	EZO'O BIZEME	Chambre des Comptes	Conseiller-Maitre
92.	NJOYA OUSMANOU	Commune Kouoptamo / Kouoptamo Council	Maire / Mayor
93.	NGA NGBWA Leonelle	MINDEVEL	Cadre / Staff
94.	EYOUUM Suzanne	MINDEVEL	Cadre / Staff
95.	MOHAMADOU ADAMOU	MINDEVEL	Cadre / Staff
96.	EWANG Martin	Commune de Mambo / Mambo Council	Maire / Mayor
97.	ESSAM Paul Joël	PNFMV	Gestionnaire Des Projets
98.	WOUAMANE MBELE	CU Bertoua / Bertoua CC	Délégué du Gouvernement / Government Delegate
99.	NJONG FONYUY Donatus	Kumbo Council / Commune de Kumbo	Mayor / Maire
100.	ABENA Julien	Commune de Ngoumou / Ngoumou Council	Secrétaire Général / Secretary general
101.	NGOURANG Etienne	Commune Nkoteng / Nkoteng Council	Maire / Mayor
102.	GATCHO Aude	PRADEC-GIZ / PROMUD- GIZ	Chef d'équipe AMBERO / Ambero Team Lead

N°	Noms et prénoms / Full names	Structure / Institution	Fonction / Function
103.	AKAMESSE Michel	Commune de Yaounde 3 / Yaounde 3 Council	Adjoint au Maire / Deputy Mayor
104.	DJENABOU MAFING Marie	Commune de Madingring / Madingring Council	Maire / Mayor
105.	NDZODO TIBIDI	Trésorerie Générale Douala / Douala General Treasury	Trésorier Payeur N°1
106.	AMBASSA BESSALA	Commune de Kobdombo / Kobdombo Council	Secrétaire Général / Secretary General
107.	ELOUNDOU Maurice	Commune de Kobdombo / Kobdombo Council	CCF
108.	ASSOMO AKONO épouse AYE	Commune de Kobdombo / Kobdombo Council	A2 Maire / 2 nd Deputy Mayor
109.	Mireille ATANGANA	GIZ-PRADEC / PROMUD -GIZ	Conseiller Technique Communication / Technical Advisor Communication
110.	ESSOA ONDOUA Martial	Commune de Kribi Ier / Kribi 1 Council	Agent communal /
111.	ETOUNDI François	Commune de Minta / Minta Council	Receveur Municipal
112.	AKWA Stephen T.	CPDM	Section President / Président de section
113.	MBULLE MBULLE Valentine	Trésorerie Générale Bertoua	TPG Bertoua
114.	YOMSI Edouard	RIDEV	Chef Projet
115.	IPOULE MOUKEKE Prince	Organisation Société Civile / CSO	–
116.	AMBARA Charles Francis	Organisation Société Civile / CSO	–
117.	ADAMOU Joseph	Commune de Mbe / Mbe Council	Maire / Mayor
118.	Marie Madeleine NGA	PNDP	Coordonnateur National / National Coordinator
119.	AGBOR Victor NSO	MINDDEVEL	Cadre / Staff
120.	BONYOMO Donatien	Departement du Noun / Noun Division	Préfet / SDO
121.	DJONSE DJONWANG	Commune de Kalfou / Kalfou Council	Maire / Mayor
122.	Lover	Commune de Yingui / Yingui Council	Maire / Mayor
123.	NGO NDEHA NDEHA Joséphine Eliane	PNDP-IRIC	Chercheur / Researcher
124.	Emmanuel PENDA WOKONYI	Idenau Council / Commune de Idenau	1 st Deputy Mayor / 1 ^{er} Adjoint Maire
125.	BAWADI VOUSSOU Wilfried	Commune de Tonga / Tonga Council	Chef Service Technique / Technical Service head
126.	NGOME EBENE Jean	Commune de Manto / Manto Council	A2 Maire / 2 nd deputy Mayor
127.	IBRAHIM YAYA	Commune de Galim- Tignere / Galim Tignere Council	Maire / Mayor
128.	TEBOU Barthélémy	MINMAP	Directeur / Director
129.	MBAMA Fils II	Village Ndimi / Ndimi Village	Chef Traditionnel / Traditional ruler
130.	OBIEGNI Thomas	Commune de NdiKinimeki / NdiKinimeki Council	Maire / Mayor
131.	MEUNDEU Robert	Commune de Gobo / Gobo Council	Maire / Mayor

