



In association with



## **C A M E R O O N**

### **Sustainable Management of Natural Resources South-West Province**

**BMZ ID: 2004 65 252 (Investment)**

**Elaboration of Provisions for Institutional Set-up for the  
Management of Nguti Council Forest**

Prepared for:

Ministry of Forestry and Wildlife/  
Division of Co-operation and Projects; Yaoundé

KfW Bankengruppe,  
Frankfurt am Main, Germany

June 2008

Your contact person  
with GFA Consulting Group GmbH is

Dr. Susanne Pecher

## **C A M E R O O N**

### **Sustainable Management of Natural Resources - South-West Province**

**BMZ ID: 2004 65 252 (Investment)**

### **Elaboration of Provisions for Institutional Set-up for the Management of Nguti Council Forest**

**by:**

**Prosper NGOMA and Peter Ntaimah TATAH  
(JMN Consultant)**

Address

GFA Consulting Group GmbH

Eulenkrogstraße 82  
D-22359 Hamburg  
Germany

Phone +49 (40) 6 03 06 - 211  
Fax +49 (40) 6 03 06 - 119  
Email: [afrika@gfa-group.de](mailto:afrika@gfa-group.de)

## TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
1.1	Background	1
1.2	Objective of the mission	2
<b>2</b>	<b>METHODOLOGY</b>	<b>3</b>
<b>3</b>	<b>THE NEW PROCEDURE AND THE POPULATION'S REACTION</b>	<b>4</b>
3.1	Organisation and Function of Council Forest Management Committees	4
3.1.1	The Nguti Municipal Council	4
3.1.2	Council Forest Management Committee	5
3.1.3	The Council Forest Technical Unit	5
3.1.4	Council Forest Fund Management Committee	6
3.1.5	Main Village Forest Management Committee	7
3.1.6	Village Forest Management Committee	8
<b>4</b>	<b>MODALITIES FOR REVENUE USE</b>	<b>11</b>
<b>5</b>	<b>MODALITIES FOR REVENUE SHARING BETWEEN THE COUNCIL AND THE VILLAGES</b>	<b>12</b>
<b>6</b>	<b>ORGANISATIONAL CAPACITY OF THE CFMC AND VFMC</b>	<b>13</b>
<b>7</b>	<b>MANAGEMENT AGREEMENT BETWEEN THE COUNCIL AND VILLAGES</b>	<b>14</b>
7.1	Institutional framework	14
7.2	The Articles that bind the management partners	15
<b>8</b>	<b>ANNEXES</b>	<b>18</b>

# 1 INTRODUCTION

## 1.1 Background

The PSMNR – SWP is supporting under its result 3 the elaboration of a forest management plan for a council forest in a pilot scheme. For the moment, no council forest had been created in SWP. This is due mainly to missing knowledge, and missing financial, organizational and technical capacities of the councils.

With the progressing implementation of decentralization, the option of a council forest represents for a council and the villages around the concerned forest area a big opportunity to create a sustainable source of revenue for investment in development issues and to take over the main stakes in the management of their own forest heritage.

Council forests form part of the permanent forest estate and as such have to be gazetted and a forest management plan elaborated for that effect.

Within the framework of PSMNR-SWP, potential council forest areas were identified and sensitization and information workshops were held in three interested councils with participation of village representative of the concerned forest areas (Mudemba, Konye and Nguti). There has been overwhelming enthusiasm for the creation of council forests in these areas as demonstrated through the unanimous acceptance by the local authorities.

Nguti council forest has been selected as a pilot scheme in the South West. A preliminary technical note was elaborated, which was discussed in a workshop with councillors and village representatives in Nguti. An application letter of Nguti council for a council forest including the technical note and a stamped map was sent to the Ministry of forestry and Wildlife end of August 2007. It was forwarded together with positive recommendations by the provincial delegation of MINFOF beginning of September 2007. The public notice for the council forest was signed by the Minister on 20<sup>th</sup> of November 2007.

An international short term expert worked on the concept and programme of the council forest management. This study outlined already a framework and some ideas for the current short term mission as:

- Preliminary concept note for council forest management
- Council forest management agreement between the council and the villages.

In November 2007, a socio-economic study of the council forest area was carried out, in January/February 2008, the forest management inventory was realised.

A market and processing study is programmed for the local market in particular while taking into consideration the inventory results.

Village management plans have been elaborated in the four concerned villages and the PSMNR-SWP will finance some projects for improved resource management in the four direct concerned villages, through result 4 of PSMNR-SWP, in order to support the management of the council forest. The proposed council forest is adjacent the Korup National Park and at least 2 of the concerned villages are target villages for village development intervention under result 4.

Since it is mandatory as regards the Cameroon Forestry Law that communities should be fully involved in the management of their forest resources, the Village Forest Management Committees (VFMC) were formed in the four concerned villages. The overall institutional set-up of the council forest management in Nguti was still lacking. There was need to set up such a structure and to elaborate provisions for the management of the Nguti council forest.

## **1.2 Objective of the mission**

The objective of this short mission was to elaborate provisions, regulations, and documents for the institutional set-up of the council forest management in Nguti through discussions with the concerned stakeholders. The specific objectives were to:

- Discuss with the council and FVMC about the organisation and functioning of Council Forest Management Committee CFMC while defining
  - roles and responsibilities
  - rules and regulation
- Discuss and conclude on the way the CFMC and the council forester are integrated in the overall council organisation structure and functioning:
  - Decision making
  - Information flow
- Discuss how the Forest Village Management Committee (FVMC) will be related to other village structures (village chief, traditional council, village elders, regulatory societies)
  - Decision making
  - Information flow
- Establish a management agreement between the council and villages specifying:
  - Roles and responsibilities
  - Decision structure
  - Modalities for benefit sharing between the council and the villages and between the villages themselves
  - Modalities for revenue use
- Assess the organisational capacity of the FVMC and CFMC
- Propose themes for training and further strengthening

## 2 METHODOLOGY

The method used for this work consisted in organising discussions with all the management partners at all levels. Two types of meetings were held: briefing and consultative meetings.

### **Briefing meetings**

Briefing meetings were held in Buea and Nguti. The first briefing meeting was held in Buea with GFA personnel and the provincial delegate for MINFOF. During this meeting, emphasis was laid on the important points as regards the institutional set up. This helped the consultants to fine-tune their strategy to meet the expected results. It was also an opportunity for the consultants to sample the opinion of those at the decision making level. A second briefing meeting was held at council level with the council executive to inform them about the objective of the mission.

After meetings and discussions with the stakeholders at both village and council levels, another briefing meeting was held with the MINFOF and GFA Personnel. They were given first hand information as regards the institutional set up for the Nguti council forest management. The last briefing meeting was held in Yaoundé at JMN office with GFA personnel present.

### **Discussion meetings**

Discussion meetings were held at both village and council levels. At village level, the consultants presented each point or aspect as concerns the council forest management. Room was given for the participants to freely discuss while being moderated by the consultants. Their opinions were sampled on all the topics. The same process was repeated at council level. At the end of the discussion meetings, all the participants wrote their names on the attendance list.

### **Report writing and presentation of agreement to the partners for endorsement**

A report was written based on facts collected from the partners during discussions. The draft copies were sent to the different partners so that they should read and approve before signing the management agreement in a subsequent meeting.

### **3 THE NEW PROCEDURE AND THE POPULATION'S REACTION**

Generally, the population of the four villages appreciates the procedure adopted for the implementation of the Nguti council forest exploitation activities. According to them, this is the first time they are contacted for a management agreement before the launching of a project. However, there is the desire to understand how money will be shared among the villages. The consultants think the council forest exploitation should leave developmental footprints in the concerned villages. Physical cash should not be channelled to the villages under these circumstances. Funds should be transferred to the villages following village specific development priorities. There is need for an agreement between the council and the four villages. This agreement should guarantee good use of the funds in the villages by the council no matter changes that may occur at the executive helm of the council due to elections.

#### **3.1 Organisation and Function of Council Forest Management Committees**

The overall structures for the Nguti Council forest management will be as follow: the Nguti Municipal Councillors (MC), the Council Forest Management Committee (CFMC), the Council Forest Technical Unit (CFTU), the Council Forest Fund Management Committee (CFFMC), the Main Village Forest Management Committee (MVFMC) and the Village Forest Management Committee (VFMC).

##### **3.1.1 The Nguti Municipal Council**

Conforming to the law on decentralisation, the councillors and the Mayor constitute the supreme organ for the management of the council. The councillors and the Mayor who chairs their deliberations are elected for a five years term of office. This body is responsible for the elaboration of the council overall development plan. They plan and give orientations on what ever action to be taken by the other council management structures. Within the framework of the council forest management, a management structure has been created and placed under the authority of the Nguti council. This management structure is known as the Council Forest Management Committee (CFMC). This Council Forest Management Committee is accountable to the municipal councillors. The Council Forest Management Committee has two executive organs known as the Council Forest Fund Management Committee and Council Forest Technical Unit.

### 3.1.2 Council Forest Management Committee

The Council Forest Management Committee (CFMC) plays the central role in the successful council forest management. Consequently, all relevant bodies are represented here so that the interests of the different parties are considered during management decisions.

The CFMC for Nguti council forest shall be comprised of 14 members. These members are: the Mayor who is the President, the 1<sup>st</sup> Assistant Mayor who is the Vice President, the council forester who is the secretary, 08 representatives of the four villages, the Sub-divisional officer (observer), local MINFOF representative (observer), and one local NGO (observer).

#### Functions of the Council Forest Management Committee (CFMC)

- This body shall take all decisions regarding Nguti council forest management.
- It shall take all decisions concerning the planning of developmental projects in the concerned villages.
- It elaborates an Annual Plan of Action (PTA) to be executed by the Council Forest Fund Management Committee. The PTA should contain all the activities that should be totally or partially financed by the Council Forest Fund.
- It decides on the allocation of the necessary financial packages per projects identified in the different villages
- It shall report back to the population through the MVFMC all decisions relating to the exploitation and management of the council forest taken at the council level
- It shall supervise the functioning of the Council Forest Fund Management Committee
- It decides on the necessity to call for the services of an external auditor to audit the Council Forest Fund Management Committee.
- It shall also supervise the Council Forest Technical Unit

#### Status of the Council Forest Management Committee

The committee meets through the convocation of its president for at least 4 times per year or 1 time per trimester. It can only effectively deliberate when more than half of its members are present. Its decisions are taken through consensus. The municipal mayor is the persons who orders expenditure upon approval by the committee. The indemnities for Municipal councillors could be adopted for CFMC members as their indemnity.

### 3.1.3 The Council Forest Technical Unit

The council forest technical unit is in charge of forest exploitation and management activities.

#### Composition of the Council Forest Technical Unit

The Council Forest Technical Unit which is headed by the council forester who is responsible for the implementation of forest management and exploitation activities. Its members are composed of the council forester and an unspecified number of employed forest guards. The number of these guards will increase as time goes on. The procedural manual will specify the functioning of the different organs.

#### Functions of the Council Forest Technical Unit

- Carry out forest inventory with the support from the concerned villages
- Monitor and evaluate the forest management activities:

- Inventory and prospecting
- Logging
- Hauling of logs
- Evacuation of logs
- Cubing of logs
- Elaborate a yearly operation plan and budget for the council forest
- Make regular contacts to the Village Forest Management Committees and assist them in their meetings, sensitise them about forestry and conservation, and train village staff on specific forestry issues
- Organise regular surveys in the council forest and support MINFOF in repressing illegal activities and especially illegal logging
- Coordinate activities with management structures of other surrounding forest such as the KNP and FMUs within the zone
- Give advice to the community forests within Nguti Sub-Division in forest management, timber exploitation, processing and commercialisation
- Collaborate with local MINFOF personnel in the execution of their duties regarding the council forest and elaborate any reports required by the state administrative authorities
- Collaborate actively with PSMNR-SWP in its support to Nguti council for the elaboration and implementation of the management plan
- Oversee and report all illegal activities (poaching, illegal exploitation of the forest or mineral resources in the forest) to the competent authorities
- Writing of monthly and annual statistical production reports on:
  - Exploitation volume per species
  - Identification of buyers
  - Estimation of the value of sold timber
- Respond to technical questions in the CFMC and assist in the preparation of their meetings.

**Status of the Council Forest Technical Unit committee members**

All the members of this committee are paid employees. Their activities are oriented by a road map elaborated by the Council Forest Management Committee. Considering the workload of the technical unit, the council forester shall in future be supported by an assistant.

**3.1.4 Council Forest Fund Management Committee**

This is the body that will ensure the management of council funds emanating from the council forest. There will be a separate fund within the council solely for revenue coming from the exploitation of the council forest.

**Composition of the Council Forest Fund Management Committee**

- ❖ 2<sup>nd</sup> Assistant Mayor (President)
- ❖ The Secretary General
- ❖ The Council Treasurer
- ❖ Member of works committee

### **Functions of the Council Forest Fund Management Committee**

Following the road map given by the CFMC, this committee shall be responsible for the execution of expenditure. Monetary transactions shall be made exclusively through transfers. The main areas of concern are:

- The transfer of funds for council forest management operation cost. This will comprise: salary for the council forester, vehicles, maintenance cost and other forest management cost.
- The transfer of funds for the various village development measures. Here, funds will be allocated and channelled to the various villages per priority project identified by the CFMC following the village development plans.
- Funds will equally be allocated and transferred to the council so that the council will execute its development plan in the whole council area. Specifically, some projects will be selected at the council area and financed with funds from the council forest following the council Annual Plan of Action (APA).
- Take all decisions concerning contracts regarding the management of the council forest. This especially applies to the contract between the council and the third party (company) that will ensure the exploitation of the council forest.

### **Status of the Council Forest Fund Management Committee**

For any financial transaction to take place there must be at least two signatures. The persons to sign are the 2<sup>nd</sup> Assistant Mayor and the Council Treasurer. The council treasurer is in charge of debt recovery and payment of expenditure. He is the only person to operate financial transactions (accounting) and is responsible for their conservation. It is still the treasurer who keeps all the financial management records per financial year that encompass all operations and expenditure carried out. The CFFMC executes financial transfers upon approval by the Council Forest Management Committee. The members of the CFFMC are both elective and appointed personnel of the council. They have no salaries but are entitled to indemnities that are fixed by the Nguti council.

### **3.1.5 Main Village Forest Management Committee**

The Main Village Forest Management Committee (MVFMC) is an organ where the four villages meet. It is made up of 8 members. Each village sends 2 members (1 man and 1 woman) to this committee. The Main Village Forest Management Committee (MVFMC) plays the role of an interface between the Council Forest Management Committee and the individual Village Forest Management Committees. The MVFMC therefore negotiates with the council for the interest of the village VFMC. It is an inter-village dialogue structure where the four villages exchange ideas and experiences about the management of the council forest. The members of this committee meet on the eve of the Council Forest Management Committee meetings. The meetings of the Main Village Forest Management Committee shall be rotating in the four villages. This will help them understand the problems of the different villages and their priorities.

### **3.1.6 Village Forest Management Committee**

A Village Forest Management Committee (VFMC) is a dialogue and negotiation framework for actors (local population, councils/administration, NGO, businessmen/companies...) involved in forest management.

A Village Forest Management Committee is a group of people elected by the population themselves for a five years term of office to assure their participation in their forest management. The main target is the community which is directly depending on the forest to be exploited.

#### **Objectives**

The main aim of creating VFMC is to respect forest policy requirements through which the government encourages and exhorts the involvement of the local population in forest management (council forest, FMU, sale of standing volume...). The local population will participate in the council forest management through:

- Information and sensitisation meetings
- Involvement in paid jobs (inventory and exploitation activities)
- Denouncing illegal activities (poaching, uncontrolled wood logging...)
- Development of their villages through micro projects with funds generated from the council forest exploitation

#### **Composition of VFMC**

Each village will have a VFMC made up of 8 members and all the VFM committees in the four villages are at the same level. They have the same status and should send 2 representatives to the main VFMC. The 2 members should be made up of 1 man and 1 woman.

#### **Functions of the Village Forest Management Committees**

VFMC have several activities to execute:

- Animate and sensitise the population on the forestry law and management plan,
- Play the role of intermediary between council/administration, businessmen/companies, the community, and NGO that intervene in the zone,
- Faithfully transmit information from the community to the council/administration and report information or decisions of the council/administration back to the community,
- Participate in: offering local labour and in the revision of the forest management plan when it is necessary, and in the identification of certain high values for conservation (HVC) (giant pangolin, elephant etc),
- Ensure that the local population's usage rights of natural resources within the council forest are respected
- Involve in divisional classification meetings or in management plans
- Participate in the execution of activities in the forest (e.g. delimitation activities),
- Participate in conflict resolution through the facilitation of recruitment of local labour,
- Report to the competent authorities (chief of forestry post, NGO and administration) all illegal activities (poaching, illegal exploitation of mineral resources or farmland colonisation in the interior of the forest).

- Participate in the elaboration of village development plan (through the identification of village specific development needs)

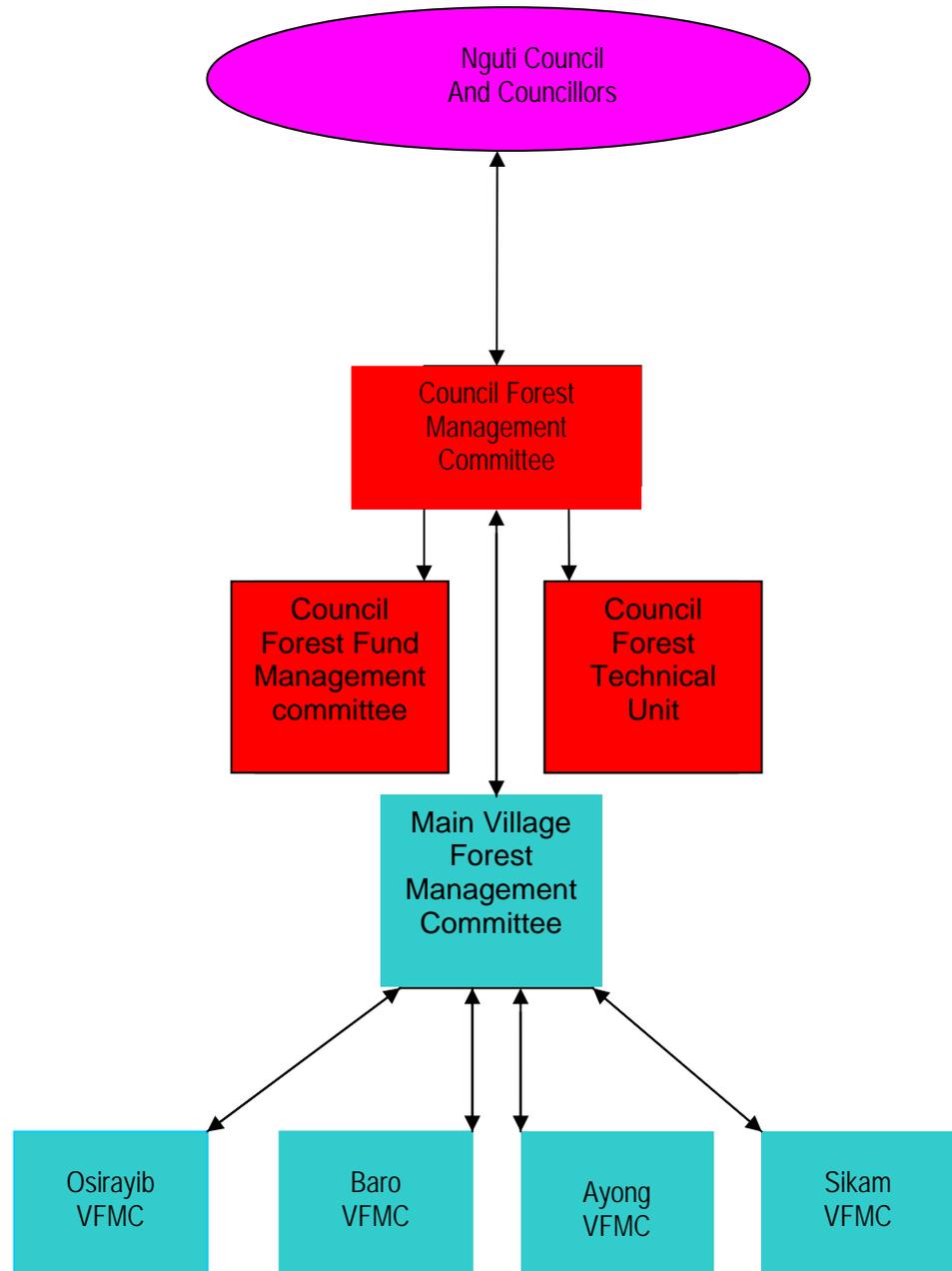
### **Status of VFMC**

A Forest Village Management Committee is a group of people elected by the population itself for a five years term of office. The work of VFMC is voluntary. The members of the VFMC are not paid. VFMC is the only intermediary between the population and the council/administration, businessmen/companies, and NGO in the locality. The village chief as concerns the VFMC has an honorary function and cannot decide for the committee. However, decisions are taken by consensus. The council shall put at the disposition of each VFMC an annual budget for their functioning.

### **Relationship of the Village Forest Management Committee to other Village Structures**

A Village Forest Management Committee (VFMC) is a dialogue and negotiation framework for all the actors involved in the forest exploitation (the local population, administration/council, NGO, and businessmen/companies). This is the only structure that represents the interest of the neighbouring population in the Council Forest Management.

This committee does not replace other village governing structures. Its work is limited to the management of the forest and the defence of the community's user rights. As most of the modalities concerning the exploitation and sharing of natural resources are fixed by other village institutions like the village chief, the traditional council, village elders, and regulatory societies, the Village Forest Management Committee (VFMC) works in collation with them. Their interaction will depend on the context, that is the village in question.



**Diagram 1. Organisational Set-Up of Nguti Council Forest Management Institutions**

## 4 MODALITIES FOR REVENUE USE

As for the modalities of revenue use, the joint Ministerial Order N° 000122/MINEF/MINAT of the 29<sup>th</sup> of April 1998 fixing modalities of revenue use coming from forest exploitation and destined to the neighbouring populations stipulates that:

On the basis of the identified needs, the committee should:

- Adopt programmes and corresponding work plans and budget
- Share resources allocated to each project according to the priority and available revenue
- Monitor and control the execution of projects financed with revenue allocated to the committee

Priority Project plans:

- Potable water supply
- Construction and maintenance of roads, bridges, sporting and leisure equipment.
- Acquisition of drugs
- All other projects of common interest decided by the community itself.

As per results of the socio-economic assessment of the Nguti council forest management, the following priority needs per villages were identified by the community members:

- Roads: Baro, Osirayib, Sikam and Ayong in this order
- Potable water: in all the villages in the same order
- Education: Osirayib, Baro and Ayong in this order
- Health: Baro, Osirayib, Sikam in this order
- The development of agriculture: through the provision of improved seedlings, fertilizers, oven for cocoa drying etc.

To sum this, the priorities per village are:

- Baro: Roads, Potable water, Health, and Education
- Osirayib: Roads, Potable water, Health and Education
- Ayong: Potable water, Roads and Education
- Sikam: Potable water, Roads and health

Communities are capable of identifying other projects of common interest. This can only happen when they unanimously choose agree that the projects are priority and serve the interest of all the people.

## 5 MODALITIES FOR REVENUE SHARING BETWEEN THE COUNCIL AND THE VILLAGES

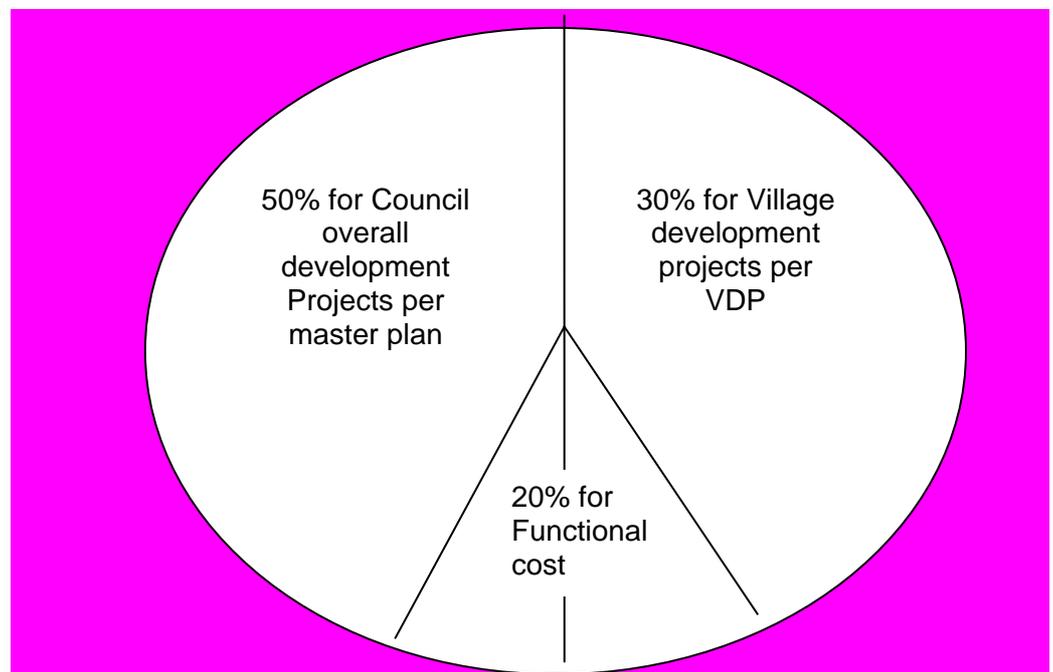
Both proposed responsibilities and benefits are subject to further discussion and consent between the management partners. It is proposed that a revenue distribution scheme for the rational usage of generated income from CFM should be clearly stated. The scheme shall consider the following aspects:

Equal revenue sharing between the management partners (Council and the four Villages).

Revenue allocation following priority needs of each of the villages according to Village Development Plan (VDP).

Revenue allocation following the council's overall developmental priority needs (the whole council area).

There should be a portion of the revenue allocated for operational cost of Council Forest Management. This operational cost should by far be less than the investment budget.



**Diagram 2: Scheme for rational sharing of revenue**

The revenue sharing will be as follows: 20% for functional cost, 30% for the concerned villages' development projects per village development plan (VDP) and 50% for the council's overall development projects per master plan (MP). The funds allocated for the overall investment should be equal to at least 80% of the revenue from the council forest exploitation.

## **6 ORGANISATIONAL CAPACITY OF THE CFMC AND VFMC**

### **CFMC**

The Council Forest Management Committee has some organisational skills given the fact that it has the Mayor and his Assistant, one municipal councillor, a local MINFOF representative, Council forester, and a representative of a local NGO. These are the most eloquent members of the committee, and they know from their experience how to organise and animate meetings and record minutes.

However, they need strengthening in the following domains:

- Their functions within the framework of council forest exploitation
  - ❖ Monitoring and evaluations of activities of subordinate organs
  - ❖ Supervision of CFFMC and CFTU activities
- Presentation of results in a comprehensive manner
- Budget reading
- Planning and understanding of development priorities
- Prevention of conflicts
- Management of Conflicts
- Techniques of negotiation

### **VFMC**

The Village Forest Management Committees are still lacking organisational skills. They need to understand their functions as a community structure. They need capacity building in the following domains:

- Meetings animation
- Identification of community projects and establishment of priorities
- Planning
- Monitoring of projects
- Evaluation of projects
- Prevention of conflicts
- Management of conflicts
- Techniques of negotiation

## **7 MANAGEMENT AGREEMENT BETWEEN THE COUNCIL AND VILLAGES**

### **7.1 Institutional framework**

The forestry law N° 94/01 of 20 January 1994 and its decree of applications stipulate that Cameroon's forest management should be decentralised and particular interest paid to the neighbouring populations.

The law N° 2004/017 of 22 July 2004 on decentralisation in its article 4 – (4) defines local decentralised bodies as public law moral persons, who enjoy administrative and financial autonomy for the management of regional and local interest. Therefore, the councils and councillors' mission are to promote economic, social, health, education, and cultural development of the council areas. This same law in its article 5 stipulates that councils can execute projects in partnership with: the state, public establishments, public and para-public enterprises, non governmental organisations, civil society partners or external partners following the conditions fixed in their specific rules. Article 13 – (1) of the same law also stipulates that any physical or moral person can formulate propositions to the regional or council executive which can go ahead to accelerate or improve the development of the council area.

Law N° 2004/018 of 22 July 2004 fixing rules to councils in its article 3 –(1) stipulates that councils have as their main mission the development and improvement of living conditions of the population. Section (2) of the same article affirms that a council can in addition to its own means solicit assistance from the population, civil society organisations, the state, and international partners in conformity to the law in force.

Conforming to the same law on decentralisation, the councillors who are under the authority of the Mayor are the supreme organ for the management of the council. Within the framework of the Nguti council forest management, a management structure has been created and placed under the authority of the Nguti council. This structure is known as Nguti Council Forest Management Committee (CFMC). The Nguti Council Forest Management Committee is accountable to the municipal councillors. The council forest management committee has two executive organs that follow policies elaborated by it. These organs are the Council Forest Technical Unit (CFTU) and the Council Forest Fund Management Committee (CFFMC)

It is generally accepted that people who adhere to this agreement have as their main concern the development of the Nguti council area.

- They know that this is possible due to the immense revenue that the Council Forest will generate.
- They are conscious that there are many obstacles due essentially to bad management, corruption, and individual interest.

Considering the main worries of the population who consider that transparency, good governance, the respect of common property and accountability should guide the exploitation of the council forest; the following agreement is therefore elaborated to guide the relation between the management partners (council and the villages).

## **7.2 The Articles that bind the management partners**

### **Article 1. The composition of committee members at different levels.**

The VFMC is made up of 8 members and there must be at least two women. The village chief is automatically a member of this committee. The mandate of the VFMC is five years and renewable.

The MVFMC is made up of 8 members. The members are chosen from each VFMC. Each VFMC sends 2 members to the MVFMC. There must be 1 man and 1 woman from each village.

The CFMC shall comprise 14 members. These members are: the Mayor who is the President, the 1<sup>st</sup> Assistant Mayor who is the Vice President, the council forester who is the secretary, 08 representatives of the four villages, the Sub-divisional officer (observer), local MINFOF representative (observer), and one local NGO (observer). The Council Forest Fund Management Committee (CFFMC), is composed of 4 members who are: 2<sup>nd</sup> Assistance Mayor, the secretary General, the council treasurer, and a member of the council works committee. The Council Forest Technical Unit (CFTU) is composed of the Council forester and forest guards. It works with the various Village Forest Management Committees.

### **Article 2. Exclusion of members**

Membership of a given committee is lost through: death, transfer from the locality, gross misconduct, and resignation.

A member is excluded from a forest committee for the following reasons: repeated absence from committee deliberations, gross misconduct (embezzlement of funds, fraudulent acts).

### **Article 3. Revenue allocation**

The revenue allocations will be thus: 20% for functional cost, 30% for the concerned villages' development projects and 50% for the council's overall development projects. The funds allocated for the overall investment should be equal to at least 80% of the revenue from the council forest exploitation.

### **Article 4. The use of funds**

Money emanating from the exploitation of CF is destined first of all for general development of NC. These funds will be used to satisfy the population's basic needs as described by the millennium development goals (health facilities, water supply, education, road infrastructure etc).

### **Article 5. The council forest exploitation account**

Funds emanating from forest exploitation shall be separated from the rest of council funds.

### **Article 6. Projects to be financed**

Funds emanating from the Council Forest will finance activities related to council forest exploitation, village development projects, and will equally participate in the financing of council projects following the Council Development Plan.

### **Article 7. Signatories**

Two signatories shall be required before disbursing of funds from the council forest exploitation fund. The two persons shall be the 2<sup>nd</sup> Assistant Mayor and the Council Treasurer.

### **Article 8. Investment and functioning budgets**

The investment budget of the Nguti council forest exploitation should be 80% of the overall revenue emanating from the council forest exploitation. The functioning budget of the Nguti council forest exploitation should cover only 20% of the overall revenue.

### **Article 9. Manipulation of money**

Monetary transactions are made exclusively through bank transfer where money does not change hands. This shall be done following orientations from the Council Forest management Committee.

### **Article 10. Indemnities**

The revenue from the exploitation of the council forest should first of all serve the interest of the whole council area. Persons involved in the execution of various tasks receive indemnities fixed by the Council Forest Management Committee. These indemnities are not salaries.

### **Article 11. Traditional Ceremonies**

At the beginning of the forest exploitation, traditional rituals are earmarked in the four villages. This ceremony is organised by each village according to its tradition and the amount allocated for this should be at most 200 000 FCFA per village. This is done once and for all.

### **Article 12. Traditional User rights**

During the exploitation of the Council Forest, the local population will conserve their traditional user rights in conformity with the regulation in force.

### **Article 13. Revenue Sharing**

Revenue emanating from the exploitation of the council forest will finance projects in the different villages considering the urgency and priorities of the localities.

### **Article 14. The Commitments**

#### **Article 14.1. The Commitment of the Council**

- The council shall be responsible for the overall development of the four villages. The village development plan of the villages shall guide the council. Projects for development in the four villages will be selected on priority basis following village specific development plans.

- The council shall reserve at least 30% of the revenue emanating from the exploitation of the council forest for the development of the four villages directly concerned.
- The council shall monitor and control the execution of projects at community level.
- The council shall ensure the development of micro-projects in the villages: improved seedlings, pesticides, fertilizers, improved cocoa driers, community grinding mills for cassava etc.

#### **14.2. The Commitment of the Villages**

- The villages shall, through the VFMC, animate and sensitise the population on the forestry law and council forest management plan.
- The villages shall interact with council/administration, any companies who are awarded contracts in the community or in the council forest
- The villages shall offer local labour in the development of projects in their communities. They will equally participate in the identification and conservation of certain species of animals within their communities (giant pangolin, elephant, buffaloes etc),
- The villages shall ensure that the local population's user rights of natural resources within the council forest are respected.
- The villages shall report to the competent authorities (chief of forestry post, NGO and administration) all illegal activities (poaching, illegal exploitation of mineral resources or farmland colonisation within the forest).
- The villages shall monitor the execution of projects financed with revenues emanating from the exploitation of the council forest.

This agreement is entered into force

#### **Between**

The Nguti Council herein referred to as the NC represented by its Lord Mayor on the one part.

#### **And**

The chiefs or representatives of the four surrounding villages of the Council Forest herein referred to as the villages of Baro, Osirayib, Ayong and Sikam on the other part.

#### **For the Nguti Council**

The Lord Mayor: \_\_\_\_\_ Sign \_\_\_\_\_

#### **For the Four Villages**

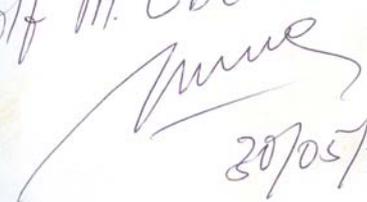
1. Baro Village: Chief \_\_\_\_\_ Sign \_\_\_\_\_
2. Osirayib Village: Chief \_\_\_\_\_ Sign \_\_\_\_\_
3. Ayong Village: C \_\_\_\_\_ Sign \_\_\_\_\_
4. Sikam Village: Chief \_\_\_\_\_ Sign \_\_\_\_\_

## 8 ANNEXES

### Annex 1. Attendance list

PRESENCE LIST OSIRATIB  
30/05/08

- 1) Chief Adolf Mbick Ebelle
- 2) Tambe Tobi Daniel.
- 3) Ebune Elias Ebelle.
- 4) Ebelle Jonas Ayem.
- 5) Mitale Gladys Ayem.
- 6) Ebune clara Ojong.
- 7) Ebelle Agather.
- 8) Epey Bate George.
- 9) Musa Samari Ayem.

Chief Adolf M. Ebelle  
  
30/05/2008

# ATTENDANCE LIST: SIKAM VILLAGE 31/05/08

- 1 Esene Davidson Teacher.
- 2 Elanque Robinson = *[Signature]*
- 3 Ebelle Emmanuel
- 4 Etuka Robert
- 5 ~~Tekwa Philip~~
- 5 Tekwa Philip
- 6 Elanque moss = *[Signature]*
- 7 Miango Robert
- 8 Meklako David
- 9 Prince Basua Emmanuel
- 10 Basua Manfred.
- 11 Enoa Perpetua
- 12 Antasia Anathasia.
- 13 Tetri Samuel

Robinson Elanque Nditor = *[Signature]*

# ATTENDANCE LIST FOR AYONG VILLAGE 01/06/08

- 1<sup>o</sup> Chief Akum Samuel
- 2<sup>o</sup> Epi Charles Evang
- 3<sup>o</sup> Yien Ordélie
- 4<sup>o</sup> Akum Flasco
- 5<sup>o</sup> Akum Salley
- 6<sup>o</sup> Tenders Joseph
- 7<sup>o</sup> Obase Shaddy
- 8<sup>o</sup> Comair Napolim
- 9<sup>o</sup> Mentah John
- 10<sup>o</sup> Tabi Martin
- 11<sup>o</sup> Adolt Bokanda
- 12<sup>o</sup> Deric Mbella
- 13<sup>o</sup> AYUK Johnson
- 14<sup>o</sup> AKUM Robert

## ATTENDANCE LIST FOR BARO 02/06/08

- Mr. Tabi Napoleon Chief of Baro
- Mr. Oben Isaac ✓
- Mr. Tambe Paxson ✓
- Mr. Basua Felix
- Mrs. Ndip Dorothy ✓
- Mrs. Ndumon Cecilia
- Mr. Eban Lane
- Mr. Ngah Anderson ✓
- Mr. Oben Abel Ndip ✓
- Mr. Thomas Obuh
- Tabi Tharest
- Ma. Margaret Ebis
- Mr. Esengwo Adamson Ngah

## **Annex 2. Expectations and worries of the population**

### **Osirayib 30/05/08**

#### ***(Expectations)***

- The construction of roads to disenclave the village by the exploitation of the Nguti council forest. This might lead to the construction of concrete bridges.
- The employment of local labour from the village before looking for qualified staff elsewhere.
- The reservation of at least 40% of the forest revenue for the development of micro-projects (schools, health centres, pipe borne water supply, and improvement of cash crop production) in the four concerned villages.
- The exploitation of the Nguti council forest will open up the area and consequently accelerate the evacuation of food crops to the neighbouring markets.

#### ***(Worries)***

- The first worry given by the Osirayib people is related to the frequent change of elective executive of council. They are worries that an irresponsible mayor might come up one day and reverse the management agreement to the disadvantage of the village
- The Nguti council used to collect forest royalties from timber companies in the past and no social infrastructure were realised in the village. The worry is that this scenario might repeat itself.
- Bridges constructed in the past by timber companies were temporary. These structures do not serve the interest of the villages as they collapse immediately after the exploitation phase.
- There is also the fear that indigenes of the village may not be recruited since they are illiterate. Companies in the past had had the tendency of recruiting from villages out of the locality.

#### ***(Key statements of the management agreement)***

- This agreement shall under no circumstances be changed or revoked except through the mandate of all the parties
- Decisions concerning this agreement should be taken by majority votes but not by proxy. Under this circumstance, there is no room for consensus. A two third majority votes decides for all the parties.
- There should be transparency in the management of all the domains of the council forest. There should be accountability in the management of funds emanating from the council forest exploitation.
- Revenue from the council forest exploitation should be shared by all villages on equal basis reflecting their different development priorities.
- This agreement shall get into force after signing by the representatives of the four villages.

### **SIKAM 31/06/08**

#### ***(Expectations)***

- The provision of pipe borne water in the village
- The recruitment of local labour in the exploitation of NCF
- The offering of scholarships to children

- The subsidisation of medical cost to village population

**(Worries)**

- The terms of agreement may be changed
- Unfulfilled promises

**Ayong 01/06/08**

**(Expectations)**

- The construction of concrete bridges
- The construction of roads
- Change of village face as far as development is concerned:
  - ❖ The provision of pipe borne water
  - ❖ The construction of primary schools
  - ❖ Equipment of the Health centre
  - ❖ The construction of the village Community hall
- The overall investment budget should be higher than the functional cost
- Employment of the local population in the exploitation of the NCF

**(Fears)**

- Unfulfilled promises
- The overriding powers of the mayor may derail the village development priorities
- The manipulation of members of the CFMC by the council authority
- Inappropriate execution of village development projects
- The council may prefer people from other areas than the natives when employment is concerned

**(Key statements of the management agreement)**

- Transparency
- Justice
- Loyalty
- Good governance
- Equity
- Sincerity
- Effectiveness
- Efficiency
- Honesty
- Accountability
- Objectivity
- Incorruptibility
- Results oriented

**BARO 02/06/08**

**(Expectations)**

- The construction of concrete brides
- The construction of all season roads
- The provision of pipe borne water
- The construction of schools
- Revamp generator for electricity abandoned in the village
- Offering of scholarships for young people
- The development of micro-projects:
  - ❖ Development of cocoa seedlings
  - ❖ Provision of a grinding machine for village women's CIG
- Employment of local people during the exploitation of the NCF
- Health centre

**(Fears)**

- Embezzlement of council forest funds by the council administration staff
- The allocation of more allowances as compared to development budget
- The mayor may override the opinion of village representatives in the CFMC
- The change of elective executive may lead to non respect of agreement
- Unfulfilled promises
- Encroachment into the village community forest
- Non respect of village traditional usage rights

## **Bibliography**

Schade, C. 2007. Establishment of Council Forest Management in the SWP of Cameroon. Ministry of Forestry and Wildlife/ Division of Co-operation and Projects Yaoundé KfW Bankengruppe, Frankfurt am Main, Germany

Poissonnet, M et Lescuyer, G. 2005. Aménagement Forestier et Participation: Quelles leçons tirer des forêts communales du Cameroun. La revue en sciences de l'environnement vertigo vol 6 No 2 septembre 2005

ACADER Consulting. 2006. Etude d'impact sommaire foret communale de Moloundou. Rapport Provisoire

Tatah, P. N., Ghysels, A. & Noiraud, J-M. 2007. Socio-economic Survey within the framework of the Nguti Council Forest Management