



Manual of administrative and financial procedures

**Programme for Sustainable Management of Natural Resources
For South West Region
PSMNR - SW**

Manual Of Administrative And Financial Procedures

For Nguti Council

Contains the council Organisational Chart, Management and
Accounting procedures for the Council Forest Fund

Nsangou Chimy

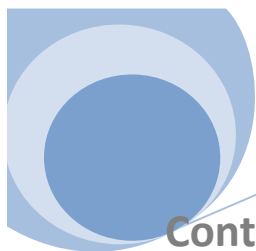
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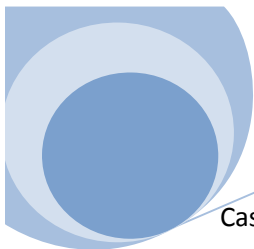
Buea, December 2008



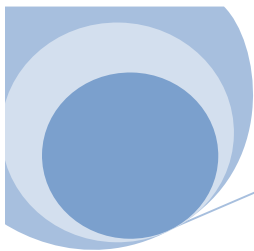


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Abbreviations

ACT: Additional Council Tax

CDB: Council Development Budget

CDEB: Council Development Expenditure Budget

CDRB: Development Revenue Budget

CFFAB: Council Forest Fund Development Budget

CFMC: Council Forest Management Committee

ET: Export Timber

FOB: Forest Operating Budget

LMT: Local Market Timber

MVPMC: Main Village Forest Management Committee

PIT: Personal Income Tax

VAT: Value Added Tax

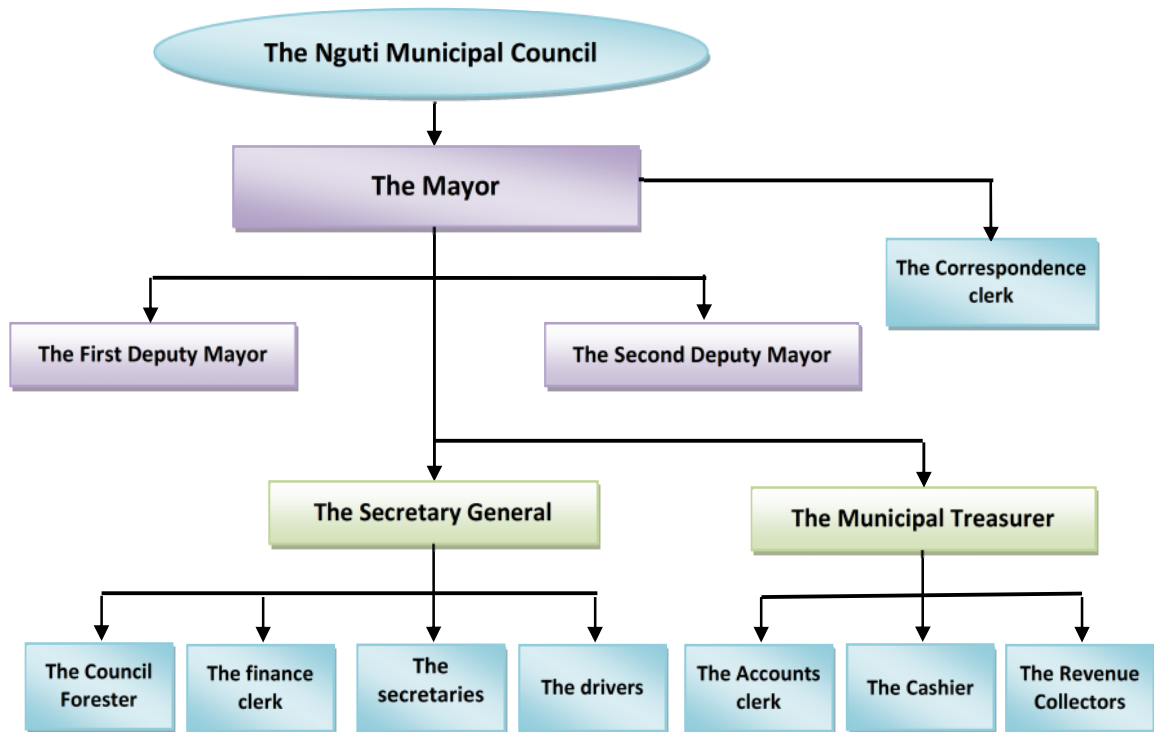
VDB: Village Development Budget

VDRB: Village Development Revenue Budget

THE ORGANISATION OF NGUTI COUNCIL

The present situation

Now there is no concrete organisation in Nguti Council. From our observation, the present situation can be sketched out as the following organisation chart:



Characteristics of the present situation:

Overstaffing

The present staffs of Nguti Council are 18, for less than 10 identified positions. The council is actually overstaffed for duties are not clearly defined. Professionalization of positions will enable a redeployment of personnel.

Emphasis on administration

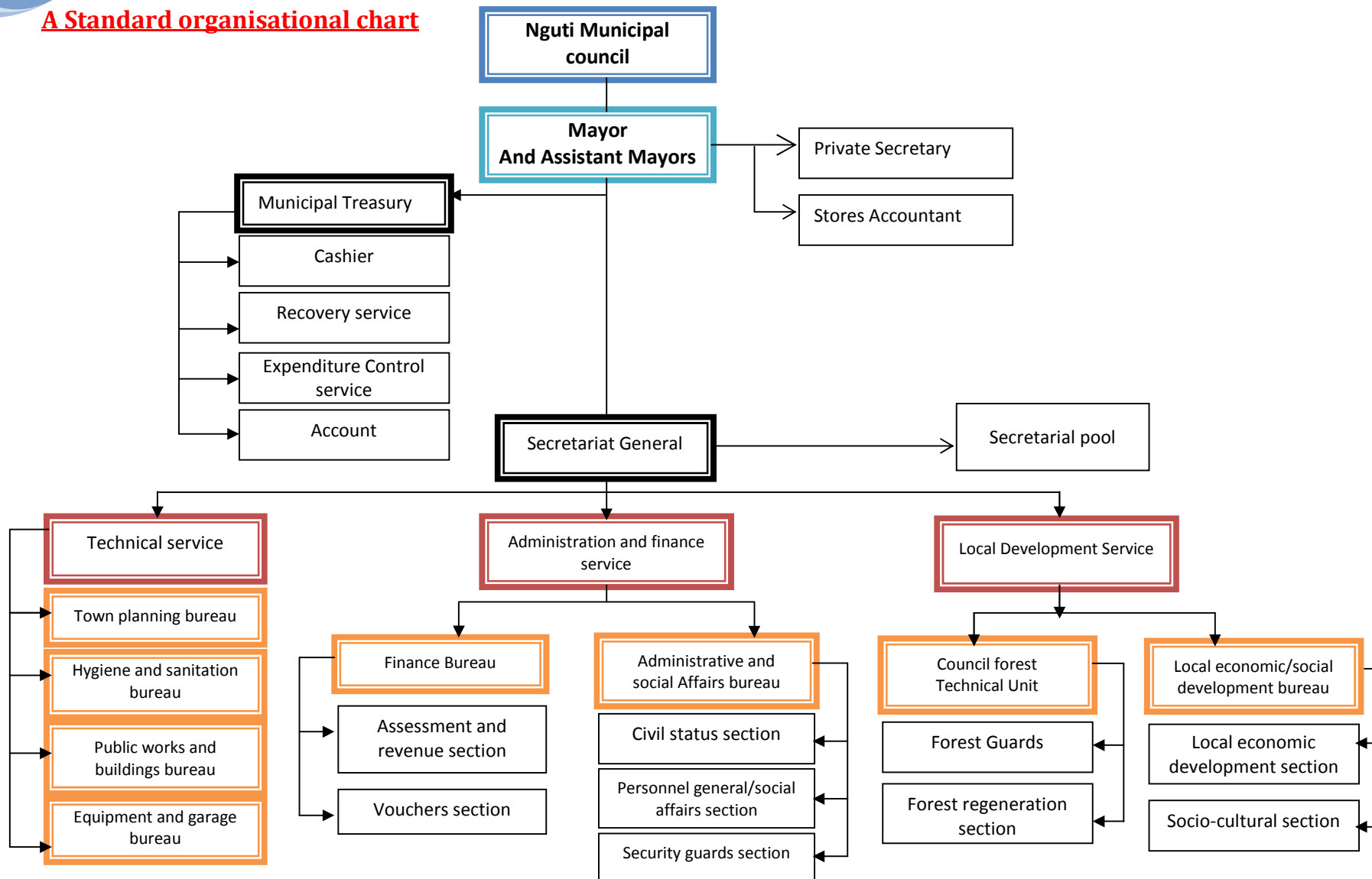
The present structure is designed for administrative and financial management. There is no executive structure for socio-cultural, development and technical duties. These are left to the committees of the municipal council

Unqualified staff

The present staff are aged and, in the majority, holders of the First School Leaving Certificate. This is a serious drawback for the implementation of the devolved competencies that requires skilled social, development, and technical workers. If the council is to perform its role properly, training should therefore be envisaged for socio-cultural, technical and development staffs.

The following organisation chart has been adapted from a model conceived after current studies on the mission of councils, and several consultative meetings with Nguti Council executive, staff and councillors. It is a structure that will enable the Nguti Council accomplish its missions in the decentralisation era, with a scope above 5 years.

But due to the actual limited capacity of the staff of this council, we will propose, after developing this standard organisation chart, a more realistic chart with a medium-term scope.

A Standard organisational chart

The municipal council

The role of councillors

The council performs all the ordinary duties as prescribed by the law. In matters of council forest the Municipal council performs the following duties

- Decides on the overall council action plans;
- Chooses the councillors that are members of the Council Forest Management Committee (CFMC);
- Approves the composition of the CFMC;
- Chooses council projects to be financed by the council forest fund annex budget;
- Approves an annex budget for the management of council forest revenue;
- Authorises the council executive to negotiate contracts with particular economic operators for generating forest revenues;
- Approves the external auditor chosen by the CFMC for the council forest annex budget;
- Approves the council forest administrative account and management account;
- Fixes the allowances to be granted to members of various forest management committees;

The council committees

The municipal council creates committees under conditions provided by law.

The Council Forest Management Committee (CFMC)

Duties of CFMC

The council forest management committee is a permanent committee in charge of managing and supervising all council forest related activities, in terms of revenues and in terms of expenditures. The committee:

- Prepares all documents and makes the necessary report to enlighten the municipal council on forest management issues.
- Chooses the projects to be implemented for the villages within the council forest with the funds from council forest;
- Elaborate the annual action plan to be implemented within the context of forest fund management;
- Directs the municipal council on the types of convention to be contracted with various forest operators generating revenues;
- Supervises the implementation of project and contracts and reports to the municipal council;
- Reports back to the population, through the Main Village Forest Management Committee, all decisions relating to the exploitation and management of the council forest.
- Proposes an external auditor to be appointed for the council forest fund annex budget to the municipal council;
- Votes its representatives to different tender boards;
- Supervises the activities of the council forest unit headed by the council forester.



Functioning of CFMC

The CFMC is made up of 10 members and 3 advisory members. The members are the Mayor, 5 councillors and 1 representative of each of the 4 villages. The advisory members are:

- The council forester,
- A representative the local MINFOF service,
- A representative of the Senior Divisional Officer;

The CFMC meets quarterly and before the municipal council sessions. Its meetings are chaired by the Mayor. Its secretary is the council forester. Its decisions are taken by a simple majority. In case of a tie, the vote of the president of the committee breaks the tie. The quorum is 50% of the members.

Membership in the CFMC is honorary. However, they may be granted allowances as determined by the existing regulations. These allowances and other sitting expenditure are charged to the council forest fund annex budget.

The Main Village Forest Management Committee (MVFCM)

This is an agreement forum where members of the council forest management committees meet to harmonise their views on issues on hand before or after the CFMC meetings. It is made of 8 representatives of the 4 villages. Priority activities agreed upon by villagers to be financed by the council forest fund are identified at this level. The council forester is the secretary of this meeting.

The Village Forest Management Committee (VFMC)

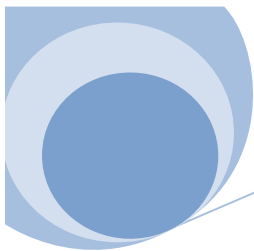
Duties of the VFMC

The VFMC is a dialogue structure at the level of each village. It:

- Animates and sensitises the population on forestry laws and environmental issues;
- Mediates and promotes dialogue between the council and various organisations in charge of forest issues;
- Mediates between the council and the local communities;
- Searches for local labour to be used in the implementation of forest management plans;
- Participates in the revision of forest management plan when it is necessary;
- Ensures that the local population usage rights of natural resources within the council forest are respected;
- Participates in conflict resolution;
- Monitors forest activities and reports any illegal activities (poaching, illegal exploitation of forest or mineral resources, farmland, etc.) to the competent authorities;
- Works closely with other villages concerned with council forest to draft development plans at village level

Functioning of the VFMC

A committee is created at the level of each of the 4 villages concerned by council forest. It is composed of 8 members. It functions in conformity with the provisions of the joint decision No 1354/D/MINEF/CAB of 26th November 1999 regulating the composition and duties of VFMCs. It



meets before and after CFMC meetings to agree on action plans. Its decisions are taken by consensus. The council forester is the secretary.

The executive structures

The Mayor

The Mayor is the head of the Municipal Council and the head of the council executive. As such, he/she performs all the ordinary duties as required by law. In matters of forest management, he contracts for the council and authorises all movements of assets and liquidities.

The Mayor's cabinet

The Mayor's cabinet is made up of 2 staff, the stores accountant and the private secretary:

The Mayor's private secretary

- Drafts the Mayor's letters and reports;
- Receives and direct the Mayor's visitors;
- Takes care of the council protocol;
- Takes care of the Mayor's communications in and out of the council;

The stores accountant

The Mayor is the de facto stores accountant. He appoints a staff to take care of this activity under his personal direction and responsibility. The stores accountant:

- Assists in the acquisition of equipment, materials and supplies;
- Receives goods supplied to the council;
- Evaluates the quality of materials bought;
- Assists in determining the cost of assets acquired;
- Prepares entry vouchers, allocation vouchers and exit vouchers;
- Records the movement of goods in the stores journal and other stores accounting books;
- Manages stocks of supplies;
- Carries out inventory of assets possessed by the council, as required by law.

The Deputy Mayors

The Deputy Mayors perform the duties as assigned to them by the Mayor.

However, the First Deputy shall be in charge of economic and territorial development, He /she will take care of business development, environmental and territorial development, etc.

The Second Deputy shall be in charge of health, social, sport, and cultural development. He/she will manage education and social action of the council, youth and gender problems, disease prevention, etc.



The Secretary General's services

The Secretary General

The secretary general takes the necessary measures to make sure that policy decided by the Municipal Council is implemented. He coordinates and manages municipal services and assist the councillors in their duties. The Secretary General therefore performs the following duties:

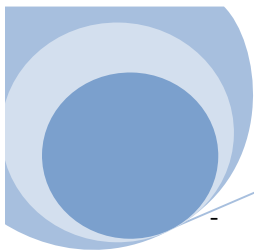
- Coordinates and supervise council services ;
- Assists the mayor and the assistant mayors in the implementation of the policies decided upon by the municipal council ;
- Assists the mayor in organising the functioning of municipal council and committees (scheduling meetings and drafting minutes) ;
- Assists the mayor and assistant mayors in their administrative duties ;
- Drafts the council budget;
- Makes sure that council documents are filed and archived according to norms;
- Prepares the mayor's contracts and administrative documents;
- Manages council litigation files;
- Conceives and advises council executive on policies relating to the management of the council notably in the domain of efficient use of:
 - o The council staff: recruitment, training and deployment;
 - o The council financial resources;
 - o The human resource potential of the council;
 - o The council patrimony (natural resources, cultural potentials, built structures, etc.)
- Under the authority of the Mayor, evaluates the impact of development policies ;
- Advises council executive and contributes to the development of the following domains:
 - o the relationship between the council and State services, notably the relationship with supervisory authorities;
 - o the communication and public relation policy of the council;
 - o the dialogue with all the partners and development agents that are present on the council territory, like NGOs;
 - o enhancement of decentralised cooperation
- Represents the council when requested by the Mayor.
- Directly supervises the proper functioning of the following services: the administrative and finance service, the technical service, the local economic and territorial development service and the secretaries pool.

In the domain of personnel management,

- Manages and follows up the administrative career of council personnel;
- Makes sure that all the legal requirements are applied in matter of personnel;
- Assesses training needs and evaluates trainings;
- Evaluates staff performance;
- Organises the payment of salaries;

In the domain of decentralised cooperation,

- Advises and assists the executive and the council on decentralised cooperation strategy;
- Drafts cooperation projects with external and local partners;
- Monitors the smooth execution of partnership agreements;



- Evaluates cooperation action.

The Secretary pool

- Drafts recurrent letters, reports and instructions;
- Types and print documents following administrative writing norms;
- Receives, registers and dispatch mails;
- Receives and informs the general public;
- Helps the public to fill forms;
- Maintains office equipment and furniture;
- Answers phone calls, and redirects them;
- Files and archives documents
- Receives and redirects the public,
- Registers council visitors;
- Does any other task on request;
- Checks the council post box ;
- Reports to the Secretary General

The Administration and finance service

- Manages the services under his/her supervision;
- Follow up the council's administrative files;
- Proposes a public relation and communication strategy to the council and to the executive;
- Takes care of council relation with media;
- Takes care of council publications;
- Organises conferences and council communications
- Coordinates and ensures the smooth functioning of the financial services under his/her supervision;
- Advises the council executive on financial strategy;
- Ensures good allocation of staff and council properties;
- Supervises staff recruitment;
- Advices the council executive on budgetary strategies;
- Participates in the budget preparation by providing data from the Vote Holder's administrative accounts
- Produces the Vote Holder's end of year administrative account;
- Ensures the application of public finance laws and internal procedures in the process of drafting revenues and expenditure documents;
- Ensures the respect of budgetary provisions;
- Reports to the Secretary General

The administrative and social affairs bureau

- Manages staff under its jurisdiction;
- Takes care of staff allocation;
- Supervises allocation of council assets;
- Implements council communication and public relation policy;
- Evaluates staff performance;
- Takes care of the implementation of council organisation chart;
- Reports to the head of administrative and finance service.

The Civil Status Section

- Records births, deaths and marriages and issues certificates;
- Delivers copies of birth, death and marriage certificates;
- Keeps civil status register,
- Informs the public on civil status matter
- Reports to the Service Head Administrative and Finance Service

Personnel, general/social affairs section

- Takes care of the implementation of legal provisions in matter of personnel management;
- Implements the council policy towards council staff;
- Ensures the implementation of legal provisions in matter of staff management;
- Prepares and coordinates staff training;
- Coordinates and animates staff socials activities;
- Prepares staff vacation schedule;

The Security Guards

- Take care of the security of council assets and people;
- Carry out errands ordered by the Mayor, The Deputy Mayors or the Secretary General;
- Deliver administrative documents and letters upon request;
- Report to the Head of Administrative and Finance Service

The Finance Bureau

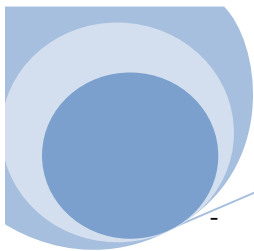
- Coordinates the activities of the Vote Holder's financial services;
- Ensures the respect of legal provisions in matter of revenues and expenditures;
- Ensures the production of periodic financial reports from the Vote Holder's services;
- Prepares and requests training needs for personnel of the financial services;
- Contributes to the drafting of the budget;
- Report to the Head of Administrative and Finance Service

The Assessment Agent

- Ensures the application of financial procedures in matter of revenues
- Drafts revenue orders;
- Keeps the council's taxpayers' file;
- Implements the fiscal and revenue policy decided by the municipal council;
- Calculates third parties' rights on revenues collected or on revenue collectible;
- Prepares issue slips, and payment orders and other revenue orders;
- Keeps the Vote Holder's revenue accounts;
- Files and archives documents relating to the transactions recorded;
- Provides statistical data on revenues for the elaboration of the budget;
- Produces the monthly revenue certificate;
- Reports to head of Finance Bureau.

The Voucher Section

- Prepares purchase orders and performs purchase transactions;
- Manages public contract files;



- Receives invoices and process invoices;
- Calculates third parties dues on various expenditures;
- Prepares payment vouchers;
- Manages the council's debt service;
- Prepares monthly pay statements and payslips;
- Evaluates the quality of equipment, materials and supplies bought in collaboration with the stores accountant;
- Keeps the Vote Holder's revenue accounts;
- Files and archives documents relating to transactions recorded;
- Produces monthly expenditure certificates;
- Produces the annual revenue administrative accounts required by law;
- Reports to the head of Finance Bureau.

The Head of Technical Service

The head of the council technical service:

- Controls and manages the staff under his/her service;
- Takes care of council assets;
- Contributes to the development of town planning policy;
- Proposes environmental protection policy to the executive;
- Monitors environmental study and development projects;
- Monitors the implementation of hygiene and sanitation policies;
- Oversees the maintenance of council buildings and equipment
- Manages the implementation of town planning policy;
- Supervises the execution of infrastructure projects;
- In matters of council forest fund, monitors and approves community and council infrastructure projects;
- Contributes to the council development plan by proposing technical alternatives and feasibilities;
- Contributes to council budgeting by evaluating the cost of infrastructure and land development projects;
- Ensures the link between the council and government services in charge of territorial and environmental development;
- Reports to the Secretary General

The Town Planning bureau

- Implements town planning policies
- Contributes to infrastructure feasibility and financial studies;
- Ensures the smooth functioning of council infrastructure and movable assets;
- Prepares building permits
- Takes care of community electricity supply and street lights;
- Plants and takes care of the street trees;
- Takes care of the beauty of feast sites during official ceremonies in collaboration with the sanitary inspectors;
- Creates and maintains public gardens;
- Identifies offences in matter of building and occupation of public spaces;
- Report to the Service Head Technical Service

The Hygiene and Sanitation Officers

- Participate in the disease prevention and sensitisation campaigns;
- Control the respect of standards by foodstuff merchants in markets and restaurants;
- Inspect classified establishments: hotels, factories and workshops, quarries, etc.
- Supervise the disposal of household refuse and other wastes;
- Organise the fight against mosquitoes and other harmful flies;
- Organise the cleaning of markets and other public spaces;
- Coordinate general labour days;
- Takes care of the beauty of feast sites during official ceremonies in collaboration with the town planner;
- Takes care of the beauty of council external sites (flowers and gardens);
- Reports to the Service Head Technical Service

Public works and building bureau

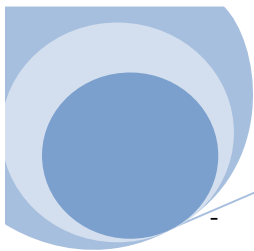
- Supervises and reports on council public work contracts;
- Takes care of the maintenance of council buildings;
- Reports regularly on the state of council roads;
- Prepares council road maintenance and construction action;
- Prepares the road map of the council;
- Reports to the head of technical service.

Equipment and garage bureau

- Takes care of the management of council movable assets;
- Drive council vehicles;
- Ensure preventive maintenance of council vehicles;
- Ensure the smooth functioning of council vehicles;
- Identify faults in the vehicles and needs of repairs by specialists;
- Draft requests in matter of vehicle spare parts;
- Monitor the repair of vehicles;
- Clean the council vehicles;
- Reports to the Head of Technical Service.

The Head of Local Economic and Social Development bureau

- Makes contributions to the development of local economic development policy in matter of tourism, agriculture, handicraft, trade and industries;
- Makes proposals for sourcing finance for economic development activities
- Makes contributions to the development of social welfare policies;
- Promotes and supervises training of youth professional training employment in the municipality;
- Ensures the link between the council and government services in charge of economic development;
- Proposes actions for the development of tourism in the council;
- Collaborates with state local State agencies in charged of the development of agriculture, tourism, industry and handicraft;
- Collaborates with local State agencies in charged of social welfare, family and women empowerment, protection of the needy;
- Implements the council action plan in matter of local economic and agricultural development



- Oversees the implementation of the social and cultural policy of the council;
- Reports to the Secretary General

The local economic development section

- Manages the council's economic action towards the local community;
- Organizes and supervises training for the business community and the civil society;
- Organises business development training for the youth;
- Manages economic, touristic, handicraft, trade, agricultural and industrial shows and activities organised by the council;
- Evaluates the business potentials of the council;
- Drafts a business map of the council;
- Drafts council need in terms of economic action and prepares council economic action plan;
- Reports to the head of local economic and social development bureau.

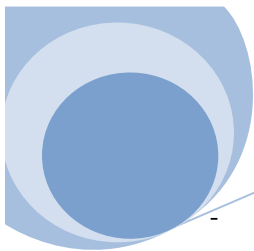
The socio-cultural section

- Implements council social welfare policy;
- Identifies marginalised, excluded or vulnerable persons;
- Organises assistance to these persons;
- Identifies cultural and sport needs in the municipality;
- Manages cultural and sport equipment and structures;
- Organises cultural and sport events;
- Coordinates cultural activities of cultural and sport groups;
- Organises literacy training;
- Makes contributions to the development of council social and cultural policy;
- Proposes action for the development of local culture;
- Manages council cultural action;
- Evaluates needs of cultural and sport equipments and structures;
- Ensures the link between the council and government services in charge of educational and socio-cultural developments;
- Reports to the Service Head for Local Economic and Territorial Development bureau

The Council Forest Technical Unit

The CFTU is made of the forester and any other staff placed under his responsibility in case of necessity. It is concerned with the exploitation and management of forest activities. It is concerned with the following tasks:

- Carries out inventory of plant and animal species in the council forest;
- Elaborates yearly operation plan for the exploitation and for the safeguard of the forest;
- Elaborates plan for forest regeneration;
- Organises regular survey of the council forest and supports MINFOF in repressing illegal activities;
- Responds to technical questions from the CFMC and assist in the preparation of their meetings;
- Responds to technical questions from the municipal council;
- Coordinates activities with other structures that intervene in forestry issues;
- Advises community forest managers within the Nguti Sub-Division on forest management issues (timber exploitation, processing and commercialisation);



- Monitors and evaluation forest management activities (inventory and prospecting, logging, hauling of logs, evacuation of logs, cubing of logs, etc.)
- Oversees forest activities and reports any illegal activities (poaching, illegal exploitation of forest or mineral resources, farmland, etc.) to the competent authorities;
- Collaborates with local MINFOF personnel in the execution of their duties regarding the council forest and elaborates any reports required by the State administrative authorities;
- Collaborates with the PSMNR-SW in its support to Nguti council for the elaboration and implementation of the management plan;
- Controls the exploitation of plant and animal species in the council forest;
- Issues the authorisation for the exploitation of plant and animal species in the council forest;
- Issues monthly and annual statistical production reports on the exploitation volume per specie, identification of buyers, and estimation of the value of sold timber;
- Reports to the Service Head of Local Economic Development Service.

The council forest guards

- Survey the council forest;
- Make sure that contracts are respected by forest operators in matter location and quantity of timber cuts;
- Monitor the transportation of logs;
- Control the exploitation of plants and animal species in the forest;
- Identify infringements in the council forest;
- Prepare compliance certificates;
- Execute the inventory of trees, plants and animal species in the forest;
- Report to the Head of Council Forest Technical Unit

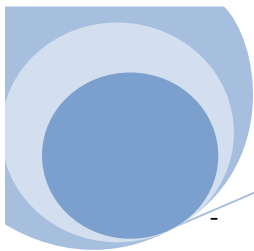
The forest regeneration section

- Implements council forest action plan;
- Identifies and assesses animal and plant species in the council forest;
- Prepares council action plan in terms of plants and animal species regeneration;
- Draws up the forest map of the council;
- Implements council plan in matter development of plant and animal species;
- Reports to the Head of Council Forest Technical Unit.

The Municipal Treasurer's services

The municipal treasurer

- Ensures the implementation of public finance rules and regulations in council transactions;
- Ensures the respect of internal council procedures in financial transactions;
- Contributes to the development of council revenue base;
- Manages and facilitate the job of the staff under his/her administration;
- Establishes cash planning schedules and ensures that the council meets its cash commitments on regular basis;
- Provides revenue statistics for the elaborations of various budgets;
- Signs out bank payments in collaboration with the Vote Holder;
- Controls expenditure orders issued by the Vote Holder before payment by cashier;
- Ensures the implementation of forceful recovery measures;



- Make sure that council accounts are kept in conformity with norms;
- Produces managements accounts and statistical reports required by law and other contracts;
- Reports to the mayor.

The cashier

- Receives and keeps the council funds;
- Issues cash and bank receipts for funds received;
- Disburses cash upon request of the Vote Holder, after approval of the Municipal Treasurer;
- Assists in the preparation of cash budgets (cash schedule);
- Reports to the municipal treasurer;

The recovery service

- Receive and execute tax issue slips, revenue orders and other council claim documents;
- Recover taxes and other debts;
- Follows up council claims
- Issue temporary receipts after collection of council dues;
- Remit sums collected to the council treasury
- Report to the Municipal Treasurer

The expenditure control service

- Controls the form and content of expenditure orders and documents attached before payment;
- Controls respect of procedures in matter of expenditure;
- Prepares payment documents after approval by the Municipal Treasurer;
- Reports to the Municipal Treasurer

The accounting service

The accounts clerk centralises all council financial transactions. He guarantees transparency in council financial transactions. In this respect, he or she:

- Centralises all documents relating to financial transactions;
- Controls their regularity in terms of respect of public finance laws and internal procedures rules;
- Records transaction on various accounting data processing documents required by law;
- Records and monitors council claims and council debts
- Calculates the cost of various projects and services in collaboration with the stores accountant;
- Produces periodic management report and calculates management indicators required by law;
- Assists in the preparation of the cash schedule of the council;
- Produces monthly trial balance;
- Produces the annual accounting statement;
- Files and preserves accounting documents;
- Reports to the Municipal Treasurer.

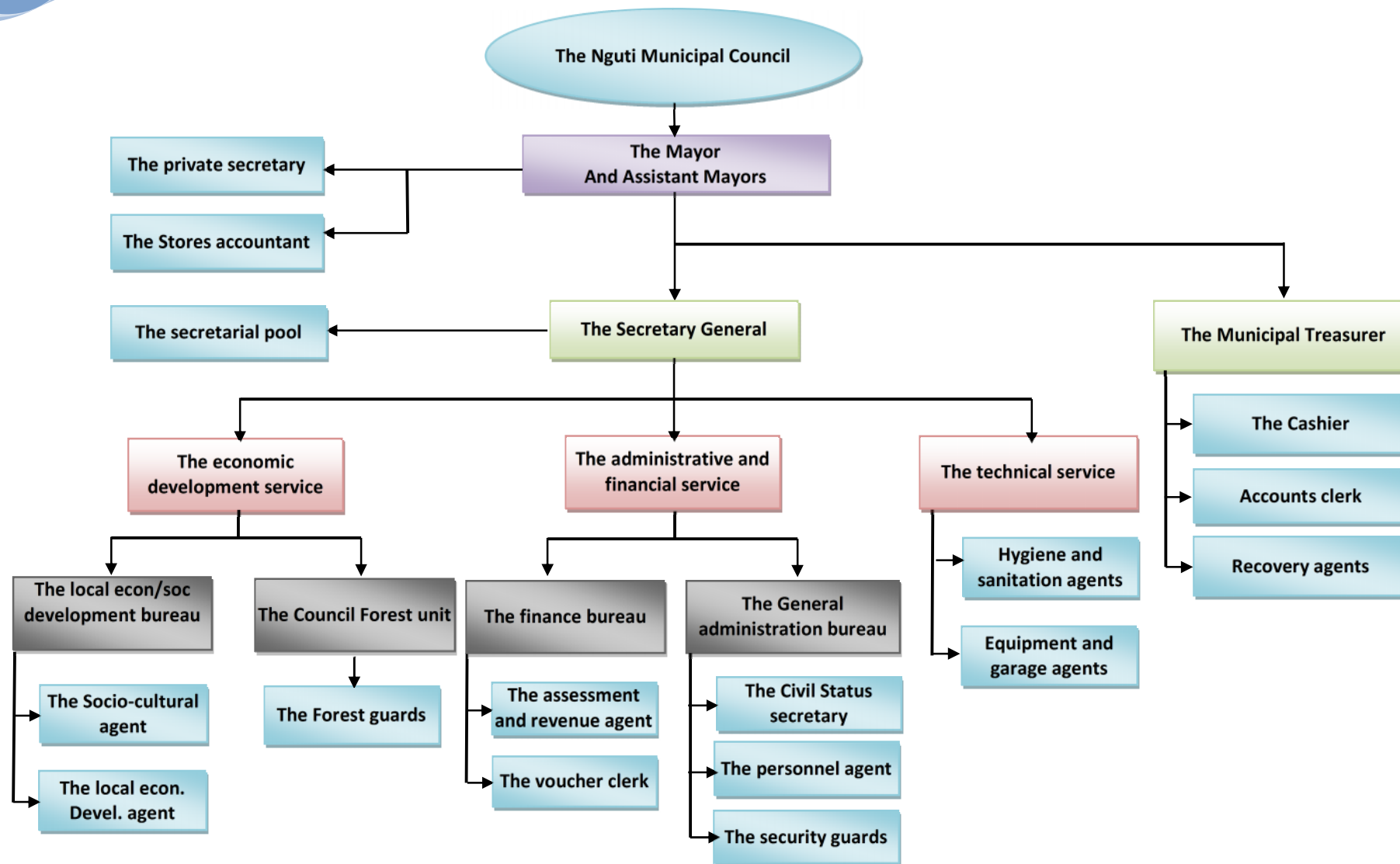


A realistic organization chart

This chart is proposed as a minimum organization of this council that can enable it meet its forest management challenge and open opportunities for it to prepare its decentralization requirements. We have also taken the financial constraints into consideration. This is why some line positions have been suppressed, as well as certain duties that are not crucial for the council.

The duties that appear in the standard organization chart and do not appear in this chart must be performed by the head of service or the head of bureau concerned. In this sense, the head of technical service must be a town planner and a public works supervisor while the forester also performs the duties of forest regeneration agent.

Due to the present condition of Nguti Council staff, we recommend, for the application of this chart, the recruitment of qualified staffs in sensitive areas such as the technical service, the accounting services and the socio-economic development services.



FINANCIAL MANAGEMENT OF THE COUNCIL FOREST

Administrative processes

Contracting with third parties

In matter of revenues, the CFMC chooses the economic operators with whom the council is to contract and authorises the Mayor to do so. The Secretary General prepares all the contracts, in collaboration with the Council Forester that the Mayor signs.

In matter of expenditures, all contracts must be done in respect of legal provisions governing public finances:

- Any invoice from 50,000 FCFA must be paid by bank cheque or bank transfer;
- Any expenditure from 1,000,000 FCFA must go through a local tender board;
- The local tender board for any expenditure charged to the forest annex budget must have a representative of the CFMC as member;
- Any expenditure from 5,000,000 FCFA must go through an extended tender board;
- The extended tender board for any expenditure charged to the forest annex budget must have a representative of the CFMC as member;

Revenue management

Procedures of operating revenues

The main operating revenues that the forest management will yield are the following:

- Export timber (ET) revenues: they are paid in by the forest operator who cuts timber from the forest.
- Local market timber (LMT) revenues: they are paid in by the saw operator that processes timber for the local market;

In the case of timber revenues, the council contracts with a forest operator that cuts both export and local market timber from the council forest. The export timber is sold back to them while the local market timber is sold to a local saw operator..

- Revenues from exploitation of plant and animal species: they are miscellaneous revenues collected from harvesters and hunter that are interested in the plant and animal species found in the council forest, for commercial purpose.

The Municipal Council decides on the conditions of exploitation of various species under prescriptions of the CFMC.

All transactions on timber, plants or animal species with the various operators should be done in conformity with the regulations in force in matter of forest exploitation, environment and nature protection.

The reception of timber

Before reception, timber cut from the forest should be certified by the council forester, as figure 1 below shows. This certification approves that the contract has been respected by the forest operator:

- The location of cut should be the same as that on the contract;
- The quota must not be exceeded;

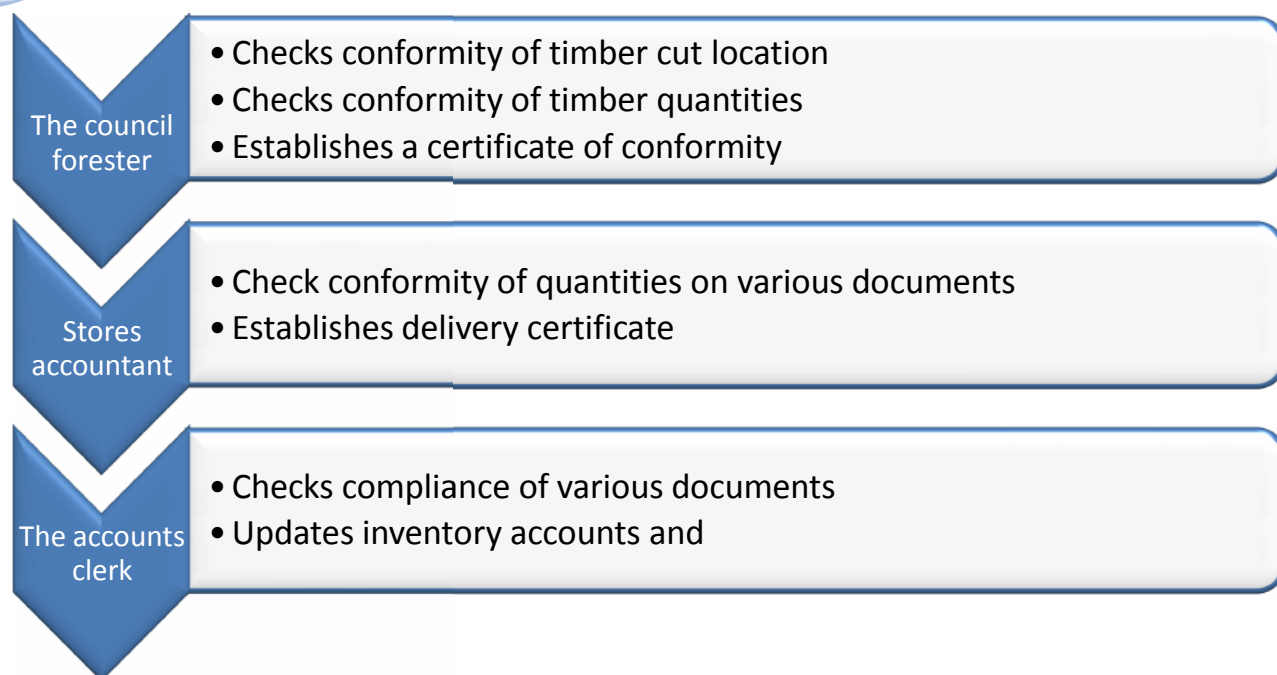


Figure 1: Administrative procedure in matter reception of timber

The conformity certificate is established in 3 copies, from the Way Bill: the original goes to the forest operator, a copy goes to the stores accountant for the establishment of a reception certificate.

The conformity certificate must include the following information:

- The date of establishment,
- The date of timber cut;
- The reference of the Way Bill (No and date of establishment);
- The location of timber cut;
- The name and address of the forest operator,
- The Specie and quantity of timber cut,
- The cumulated quantity of that specie till date,
- The reference of the contract of timber cut that is thus executed,
- The quota of that specie on the contract and its location of cut;
- A chronological number of the document;
- The signature of the council forester,
- The signature of the Mayor.

From the conformity certificate, the stores accountant establishes a delivery certificate in 3 copies: the original goes to the forest operator while a copy goes to the accounts agent. The reception certificate must include the following information:

- The date of the reception certificate,
- The name and address of the timber deliverer,
- The reference of the conformity certificate (number and date),
- The date of the reception,
- The species and quantities received as well as their production price taxed by the forest operator,

- A chronological number of the reception certificate,
- The signature of the stores accountant,
- The signature of the mayor,

A copy of the reception certificate and that of the conformity certificate are forwarded to the expenditure agent for the establishment of the expenditure order. He/she checks conformity of information on various documents and updates inventory and account payable.

The reception certificate gives the basis for the calculation of debts towards the forest operator for timber cut.

Recognition of council debt towards the forest operator for timber cut

The price of timber cut is charged to the council by the forest operator. The contract specifies the amount of cost that can thus be invoiced to the council.

The forest operator's invoice is received by the expenditure agent who checks compliance with the delivery certificate and prepares an expenditure order. This order is established in 4 copies and must contain the following information:

- The date and the chronological number of the order,
- The name and address of the beneficiary (timber supplier),
- The reference of the delivery certificate,
- The reference of the supplier's invoice,
- The species and quantities delivered to the council,
- The unit price and the amount payable,
- VAT invoiced,
- VAT and AIT collectible at source if applicable,
- The total payable by the council,
- The accounts to which the various elements of the total of the expenditure order are charged,
- The signature of the Vote holder

The original of the expenditure order is sent to the forest operator, 2 copies are forwarded to the accounts clerk who updates the accounts payable and expenditure accounts.

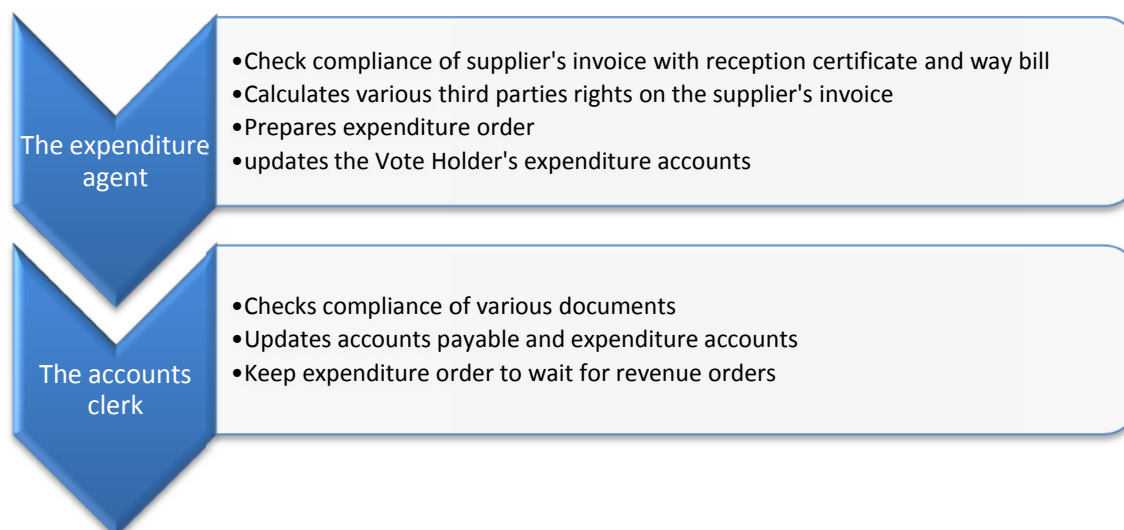


Figure 2: Recording of council timber debt

Delivery and invoicing of timber

Export timber (ET) is delivered and invoiced to the forest operator while local market timber (LMT) is delivered to the local saw operator. The delivery certificate is prepared by the council forester or the council forest stores keeper and endorsed by the stores accountant. It shows that timber is in the hand of the operator for transformation and sale. This certificate is established in 3 copies: the original is sent to the operator concerned, while a duplicate is sent to the assessment agent for the drafting of a revenue order (invoice).

The delivery certificate must contain the following information:

- The date of issue of the certificate,
- The reference of the way bill;
- The name and address of the addressee
- The reference of the timber (date of cut, quantity, specie),
- The unit price and the total amount per specie as specified on the contract,
- The chronological number of the certificate,
- The signature of the Stores accountant,
- The signature of the Mayor.

The delivery certificate opens the way for the revenue order which must include the following information:

- The date of issue of the order,
- The name and address of the timber payee,
- The reference of the delivery certificate (Number and date),
- The reference of the timber invoiced (specie, quantity, unit price and total amount),
- The total amount before tax:
- The accounts to which the various components of the revenue order are charged,
- Value Added Tax (VAT) and Advance of Income Tax (AIT) if applicable,
- The total amount payable,
- The chronological number of the revenue order,
- The signature of the Vote Holder.

The order is drafted in 4 copies: the original is sent to the operator concerned, 2 copies are sent to the accounts clerk who forwards one copy to the recovery agents in case of necessity.

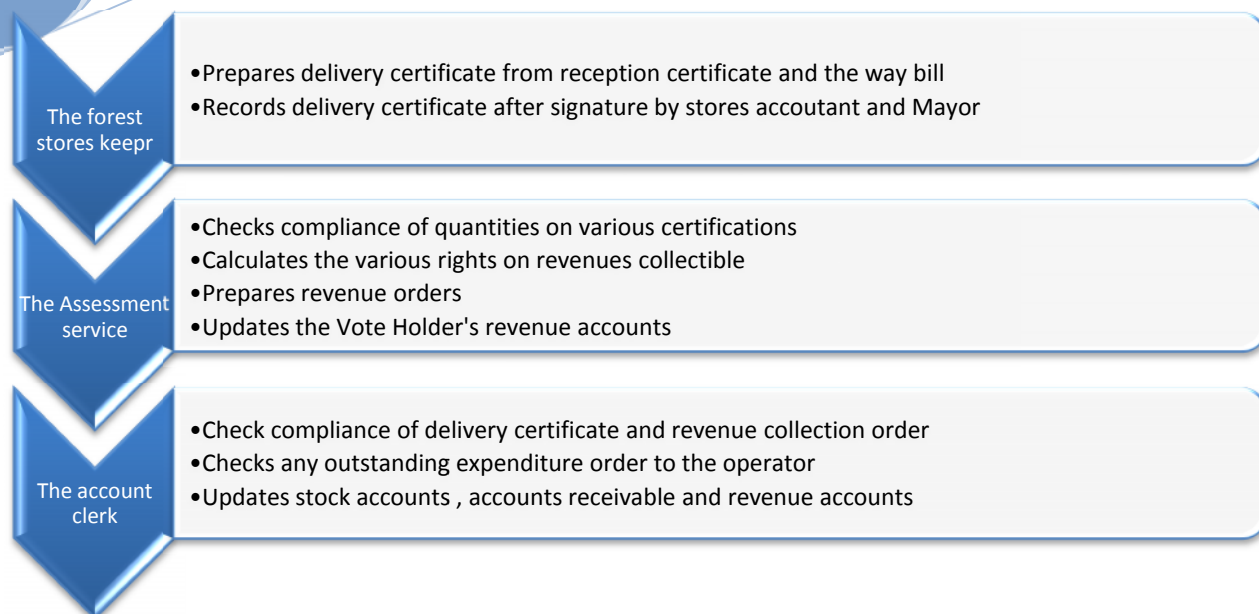


Figure 3: Invoicing of timber

Collection of timber revenues

Case of export timber revenue

In the case of export timber revenue orders are not sent directly to the recovery service for effective collection. The accounts clerk checks any outstanding payment order issued to the forest operator for timber supplied to the council. He/she balances up the account and calculates the amount that is payable to the council. It is advised to do this exercise on monthly basis. All the revenue orders and payment orders issued during the month are summarized on a statement of accounts. A cash collection order is drafted on the balance of this account. The statement of account can also be designed to serve the purpose of cash collection order in this case. It will therefore contain the following information:

- The date and the chronological number of the collection order,
- The address of the debtor (forest operator),
- The references of revenue orders concerned (dates, numbers, amounts),
- The total of revenue order,
- The references of the expenditure orders (dates, numbers, amounts),
- The total of expenditure orders,
- The balance collectible,
- The bank account number of the council,
- The indication that the payment must be done by bank transfer,
- The deadline of the payment,
- The signature of the Vote Holder.

Copies of revenue order and expenditure orders must be attached to this statement of accounts that is forwarded to the assessment service on a mail transmission slip.

When payment is done the cashier issues a settlement receipt that indicates the reference to the cash revenue order concerned.

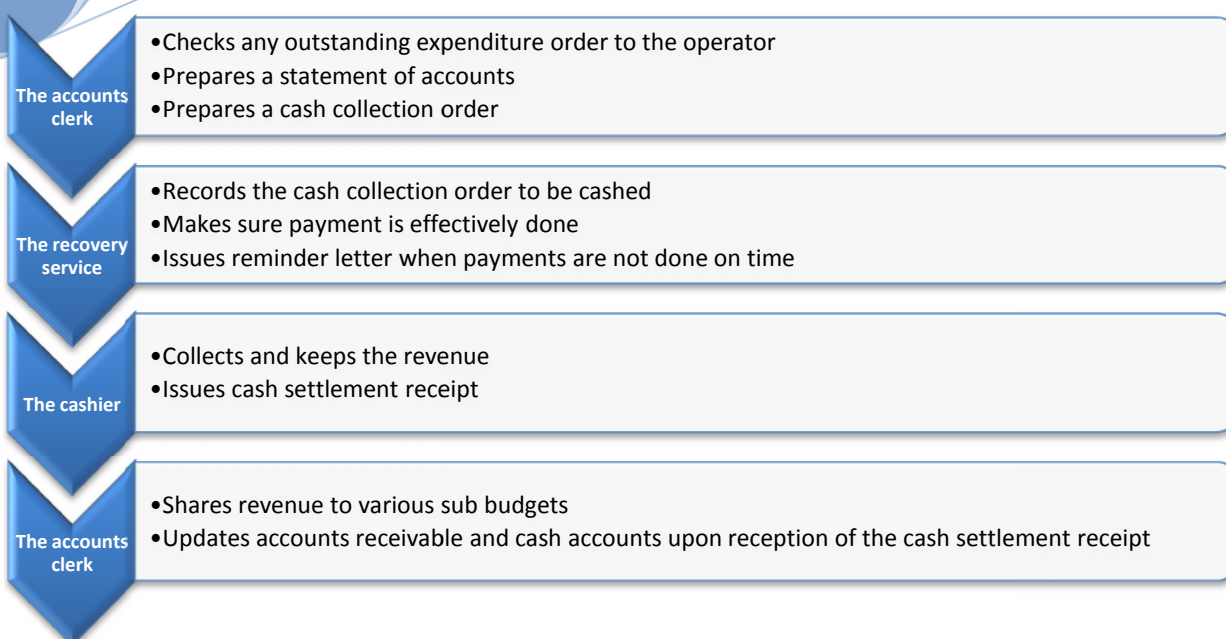


Figure 4: Collection of revenue from forest operator

Case of local market timber

In the case of local market timber, the revenue order issued in 4 copies. The original is sent to the local saw operator and 2 copies are sent to the accounts clerk who drafts cash collection order, attach to one and send it to the collection agents for effective collection. This can be done on monthly basis. In this case, a statement of account is established at the end of the month that includes all the revenue orders sent to the operator during the month. This statement of account can also serve as a cash collection order. In this case all the revenue orders are attached to it and forwarded to the collection.

The statement of accounts/cash collection order must include the following information:

- The date and the chronological number of the collection order,
- The address of the debtor (forest operator),
- The references of revenue orders concerned (dates, numbers, amounts),
- The total of revenue order,
- The bank account number of the council,
- The indication that the payment must be done by bank transfer,
- The deadline of the payment,
- The signature of the Vote Holder.

The cashier collects the cash and issues settlement receipt in 3 copies: one copy is sent to the operator, another is sent to the accounts clerk.

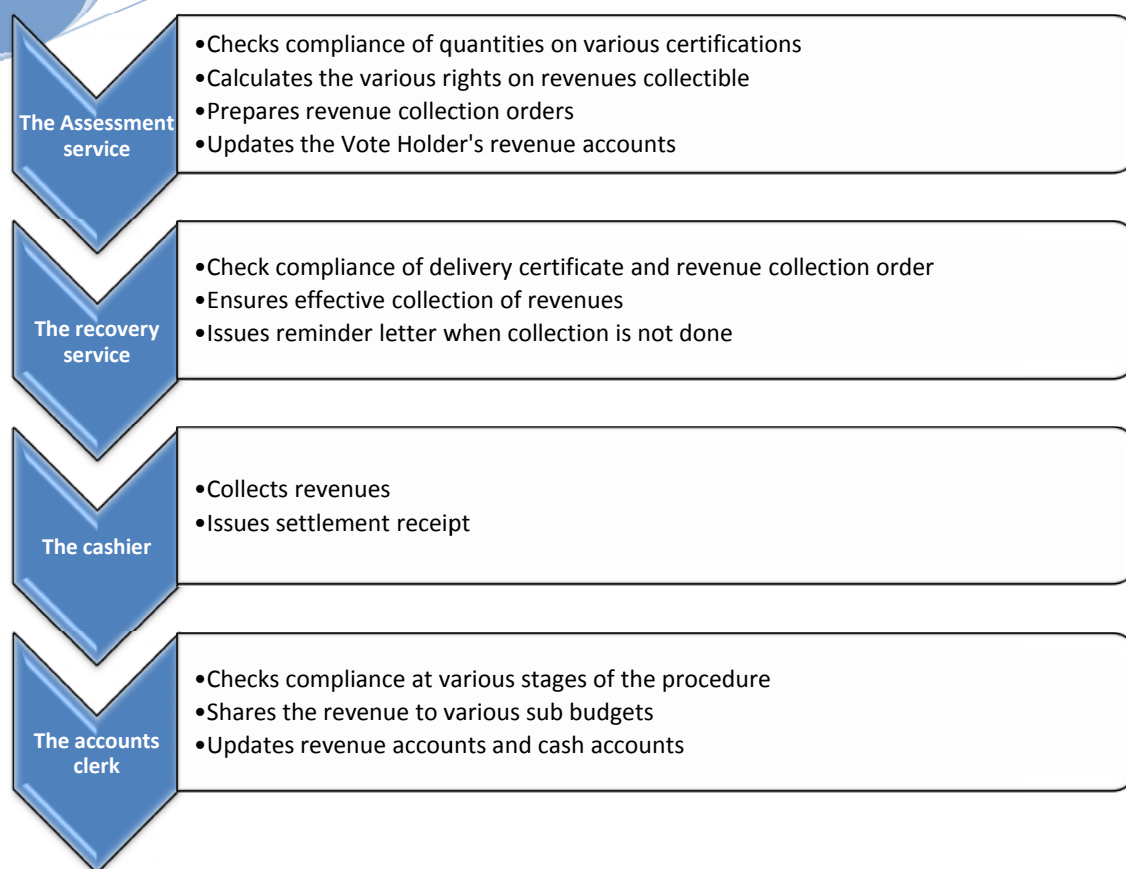


Figure 5: Collection of revenue from local market operator

Revenues from the exploitation of plant and animal species

The council may offer special authorisation to economic operator to hunt some animal species or to harvest certain tree leaves or barks from the council forest. The municipal council fixes the conditions for the establishment of such authorisation upon proposal from the CFMC: location of exploitation, quotas to be signed out, price, penalties in case of non respect of the contract, etc.

The dues are granted before authorisation is given. All the conditions for this exploitation are given to the operator who signs to respect them. The respect of these conditions is checked subsequently by the forest guards who report any irregularity to the council.

The assessment agent receives the operator's request and prepares collection order in 3 copies, 2 copies are sent to the cashier who forwards another copy to the accounts clerk.

The cashier receives payment that may be done on cash, and prepares the cash payment receipt in 3 copies: the original is given to the economic operator who presents it to the council forester for establishment of the exploitation licence. A copy is forwarded to the accounts clerk for records on revenue and cash accounts.

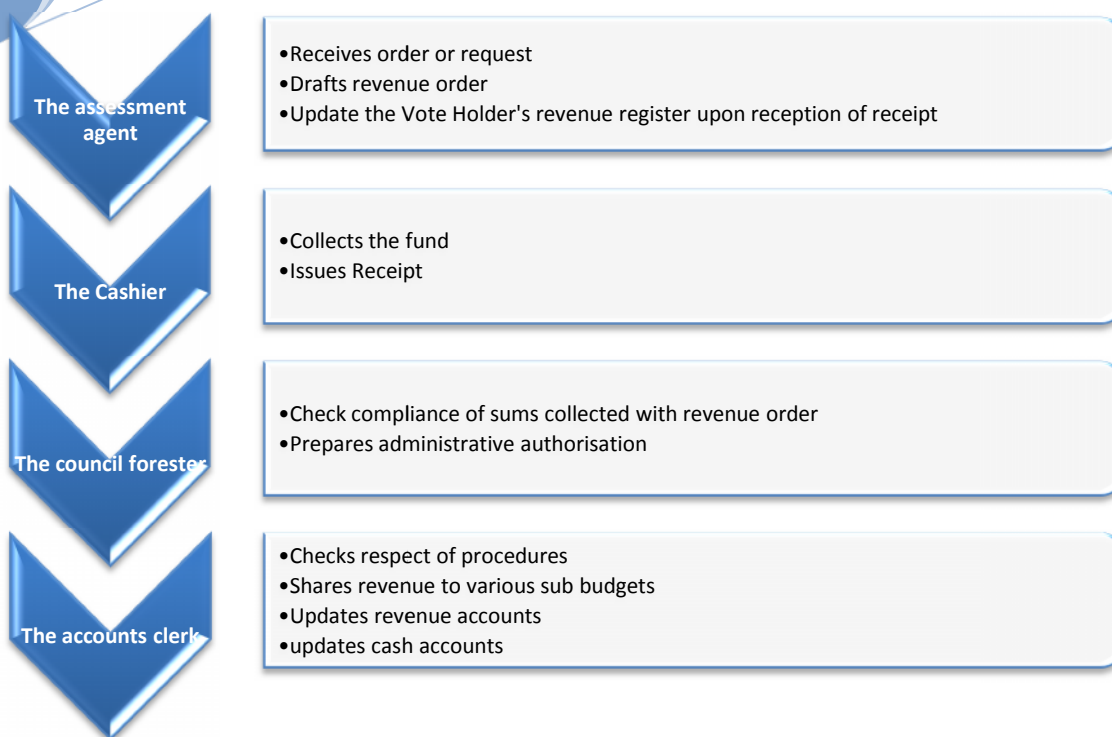


Figure 6: Revenue from exploitation of plants and species

Other revenues

Other revenues may arise from the exploitation of council forest such as penalties. The procedures here follow the general management procedure of council revenues. Payments of these revenues may be done on cash.

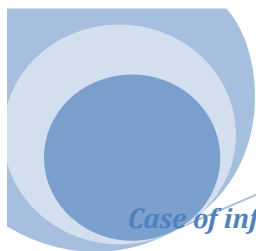
Management of expenditures

Case of forest fund recurrent expenditure

Recurrent expenditure in matter of council forest fund includes all short-term expenditures applied to village development costs or to operating costs. Their management procedure is similar to that of all other council expenses, with a difference that payment on cheque or by bank transfer is compulsory for any expenditure which amount is at least 50,000 FCFA.

For small recurrent expenditures, the treasurer should keep a petty cash fund which amounts do not exceed 500,000 F (five hundred thousand francs CFA) per month. When there are payments on cash chargeable to the forest fund annex budget, the cashier should make deposits to the bank account and avoid withdrawals, to limit the amount cash in hand to 500,000 F, and the amount of monthly cash payments to the same amount.

For any expenditure amounting to at least 1,000,000 FCFA, a local tender board must seat according to regulations in force. The reception committee that must include a member of the CFMC receives the good or service before the supplier's invoice is received and expenditure order prepared by the expenditure agent.



Case of infrastructural investments realised on CFAB

For any infrastructural investments from 5,000,000 FCFA that is charged to the CFFAB, a tender board which includes a member of the CFMC must seat. The work is done under the supervision of the head of the technical service and the VFMC who report any irregularities. The reception committee should include a member of the CFMC. Invoices are received after reception and expenditure orders are prepared and sent to the cashier for execution. No project should be undertaken if the sufficient financial provisions have been made.

Case of agriculture development expenditure

The CFMC defines the conditions for contracting with a local NGO which executes the contract under the supervision of the Head of social/local economic development service. The council pays according to the prescriptions of the CFMC.

The Council Forest Fund Annex Budget (CFFAB)

The CFFAB is a forecast of overall council forest revenue and expenditure for the coming financial year. It is an annex of the overall council budget, which is obtained by consolidation of the council budget and the CFFAB.

The council forest fund should be managed on the basis of an annex budget for many reasons:

- Accountability: the annex budget clearly identifies what is the component of the council forest revenue, and what has been done with it. This would not be the case if these revenues and expenditures are diluted into the overall council accounts;
- Tax incidence: forest activities involve taxable transactions. It is necessary to isolate this type of activities from others, in order to measure and account for tax incidence;
- Clear information: the general council budget has not been designed for this particular type of activities. It is not made to provide detail information on it. So the only way to have specific information is to manage it on a separate basis, and produce consolidated accounts at the end of the process.

Preparation of the budget

This budget is prepared by the secretary general, in collaboration with the municipal treasurer, the council forester and the other heads of services that contribute in providing cost of projects to be undertaken in their areas. It is drafted with data from the council forest fund action plan which includes council and village development project to be financed by the forest fund. It also includes data from other operating sources. It should be prepared and presented to the CFMC before end of October. It is approved by the council at its budgetary session.

It made of combination of 3 self-balancing sets of accounts:

- The Forest Operating Budget (FOB) which is composed of the Forest Operating Revenue Budget (FORB) and the Forest Operating expenditure Budget (FOEB);
- The Council Development Budget (CDB) which is made of the Council Development Revenue Budget (CDRB) and the Council Development Expenditure Budget (CDEB);
- The Village Development Budget (VDB) which is composed of the Village Development Revenue Budget (VDRB) and the Village Development Expenditure Budget (VDEB).

The starting point of the budgeting process is the Forest Fund Recurrent Revenue Budget (FFRR). The whole recurrent revenue is forecasted and shared among the 3 sub budgets in order to obtain the recurrent

expenditures to be allotted to each of expenditure areas (operating costs, council development costs and village development cost).

The forest operating budget is the first to be drafted, as any balance of revenue left should be shared among the 2 other budgets as described hereunder.

The next step is the village development budget and the council development budget (revenue and expenditure). As the recurrent revenues is know for each sub budget, the investment revenues can be forecasted, then the investment expenditure and recurrent expenditures.

When all the sub budgets are drafted, the Forest Fund Investment Revenue can be drafted as the consolidation of the 3 investment revenue sub budgets. The Forest Fund Expenditure Budget (Revenue + expenditure) is also drafted as the consolidation of the 3 other sub expenditure budgets.

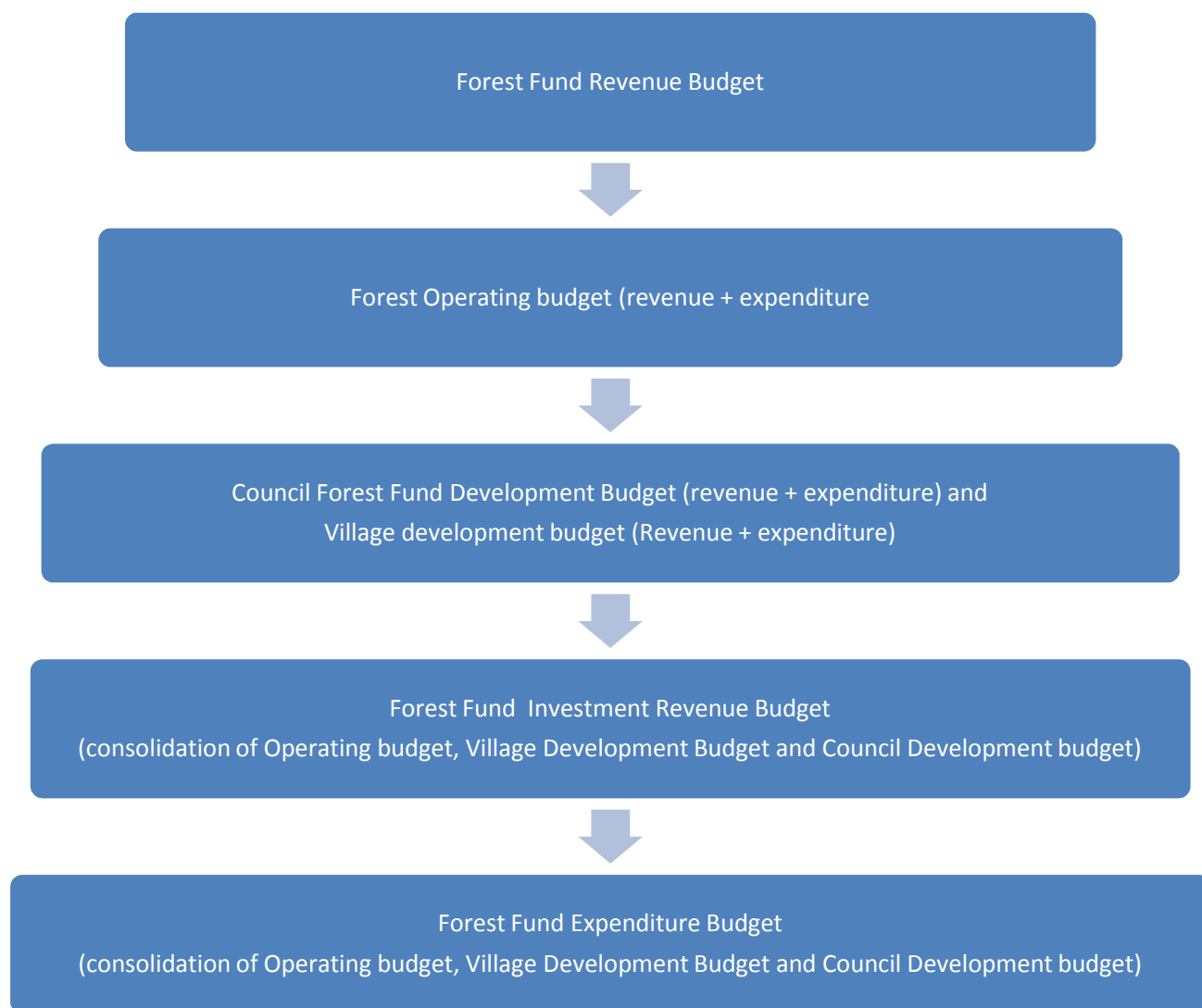


Figure 7: The budgeting process

The Forest Fund Revenue Budget

The budgeting process starts with the identification of revenues, recurrent revenues first, and the investment revenues after.

This budget is made of an investment budget (The FFIR) that identifies long and medium term resources awaited for the finance of village development and a recurrent budget (the FFRR) that shows the recurrent revenues awaited from the exploitation of the council forest. The formats of these 2 budgets are presented in appendix 1.

The budgeting process starts with the FFRR for it commands the whole budgeting structure as the net cash derived from it is shares to 3 expenditure budgets as follows:

- 20% for forest operating budget,
- 30% for Village development budget and
- 50% for council forest development budget.

The net cash is the total invoiced, less timber cut expenses charged by the forest operator.

$$\text{The net cash} = \text{Export timber sale} + (\text{Local market timber sale} - \text{local market timber cut expenses})$$

The Forest Fund Expenditure Budget

The forest fund expenditure budget is the consolidation of 3 sub budgets: the forest operating budget (FOB), the village development budget (VDB) and the council forest fund development budget (CFFDB).

The Forest Operating Budget (FOB)

The FOB shows the revenues and expenditure expected for forest operations. It is a set of 2 self balancing budgets: the forest operating revenue budget and the forest operating expenditure budget, as appendix 2 shows.

The forest operating revenue budget (appendix 2.1) shows revenues that will be allocated to forest operations. While the forest operating expenditure budget (appendix 2.2) shows how this revenue will be used. The investment expenditure budget here is a forecast of fixed assets that will be acquired to be used within the context of forest management.

The recurrent expenditure budget identifies short-term expenditures that will be undertaken in the coming financial year. The total of these expenditures should not exceed 20% of the forest fund recurrent revenue budget.

$$\text{FOB investment} + \text{FOB recurrent} \leq 20\% \times \text{FFRR}$$

When the above calculation is less than 20%, any variance to 20% of FFAB recurrent is shares between the CFFDB and the VDB in such a way that the ratio is not more than 5/3.

$$\frac{\text{CFFDB}}{\text{VDB}} \leq \frac{5}{3}$$

The Council Forest Fund Development Budget (CFFDB)

This budget is a forecast of revenues and expenditures to be undertaken for overall council development projects to be financed by the CFFAB. This budget is presented in appendix 3.

The revenue budget (appendix 3.1) shows the share of forest revenues applicable to council development.

The expenditure budget (appendix 3.2) is divided into investment budget and recurrent budget. Investment budget forecasts acquisition of long and medium term assets while recurrent budget forecasts short-term costs applicable to maintenance and depreciation of those assets.

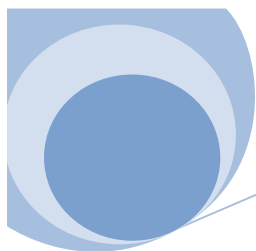
The total of this budget, excluding projects financed by external resources, should not exceed 50% of the FFRR.

The Village Development Budget

The VDB is a set of self balancing budgets that shows revenue expected for, and expenditures to be undertaken from village share of forest revenue.

This budget is shown in appendix 4. It is divided into a revenue budget and an investment budget. Investment revenues and recurrent revenue is shown in appendix 4.1; investment expenditures and recurrent expenditures in appendix 4.2.

The total of this budget, excluding projects financed by external resources, should be at least 30% of the FFRR.



ACCOUNTING PROCEDURES

The chart of accounts for council forest annex budget

The chart of accounts for the council forest fund annex budget is drafted from the council sector accounting nomenclature. The account number is made of 8 digits: the six first digits are in conformity with the accounting nomenclature. The 2 last digits are specific digits to this annex budget. For budgetary accounts (classes 1, 2, 6 and 7), the 7th digit specifies the type of revenue while the 8th digit specifies the sub-budget to which it applies as follows:

- The overall budget number ends at 7 digit;
- The revenues and expenditures charged to the forest operating budget ends with 1;
- The revenues and expenditures charged to council development budget ends with 2;
- The revenues and expenditures charged to village development ends with 3.

This chart of account is given in appendix 5.

Accounting principles

Accounting of revenues includes some derogation to the council finance rules as forest products are marketable and taxable goods. These derogations are the following:

- Accruals principles applied to revenues instead of cash principle as it is the case for council accounting. This derogation enables the application of fiscal provisions relating to VAT.
- Recording transactions to account "610200xx, cost of timber sold" is submitted to delivery instead of expenditure order.

Accounting for forest revenue

Reception of local market timber

Upon reception of timber, the stores accountant drafts a reception certificate; the accounts clerk debits account "31020020, Local market timber" and credit account "38020020, Forest operator, invoices awaited" at the net price of timber, VAT excluded, while waiting for the invoicing and issue of expenditure order.

Account "31020020, Local market timber" traces all the timber received and delivered by the council, while account "38020020, Forest operator, invoices awaited" stands as a suspense account, waiting for the debt towards the forest operator to be confirmed.

Recording of council debts from timber cut

After reception of timber, the forest operator sends an invoice to the council. An expenditure order is then drafted by the expenditure agent. If the forest operator is not a legal taxpayer (an enterprise authorised to retain VAT at source on its expenditures like councils), VAT and Advance of Income Tax (AIT) are calculated, and subtracted from the invoice. The expenditure agent should also make sure he/she shares the Additional Council Tax (ACT) on AIT cut at source to various stakeholders according to various quotas as the example below shows.

The accounts clerk debits account “38020020, Forest operator, invoices awaited” and credits account “40251000, Forest operator, timber debt” for the net price after deduction of VAT and AIT. It should be noted that to simplify accounting recordings, it is useless recording VAT as it is a recoverable tax that is retained at source, since forest activities are taxable activities.

The advance of income tax cut at source is recorded on the debit of account “38020020, Forest operator, invoices awaited” and on the credit of the following accounts: “43220200, State, AIT recorded”, for the share the State (principal + 10% ACT); account “44021100, FEICOM, share of ACT cut at source on PIT” for the share of Feicom (62% of ACT) and account “710100, ACT on PIT” for the share of the council.

A complete procedure would be to record VAT shared from the forest operator’s invoice as recoverable taxes, cut it at source and record it as taxes cut at source, then balance the 2 sets of accounts in a tax payable account, which makes a nil balance. This is why it is easier to ignore VAT at this level. The following example shows the complete processing of timber debts.

If the forest operator is a legal taxpayer, his account is credited for the total amount of invoice, VAT included, against the debit of the following accounts: “38020020, Forest operator, invoices awaited” for the amount before VAT, and “43220100, State, VAT recorded” for the amount of VAT deducted.

Any credit balance of class 4 accounts shows an outstanding debt towards the various stakeholders concerned.

Example:

Suppose on 1st June 20N, 20 cubic metres of timber are delivered to the council at 40,000 F a cubic meter before VAT, a reception certificate No RC0100 is drafted. 2 days later, the forest operator’s invoice is received and corresponding expenditure orders and tax issue slips are prepared. Let us show the calculations done and accounting records

1- Reception certificate

	Quantity	Unit price	Amount
Timber X	20 m ³	40,000	800,000
Net amount of timber received			800,000

Accounting records			
Account numbers		Amounts	
Debit	Credit	Debit	Credit
31010020		800,000	
	38020020		800,000

2- The forest operator’s invoice

	Quantity	Unit price	Amount
Timber X	20 m ³	40,000	800,000
VAT	19.25%		154,000
Net payable			954,000

Accounting records if the forest operator is a legal taxpayer			
Account numbers		Amount	
Debit	Credit	Debit	Credit
38020020		800,000	
43220100		154,000	
	40251000		954,000

3- Calculating stakeholders’ rights if the forest operator is not a legal taxpayer

Invoice elements		Amounts
Net payable		954,000
VAT cut at source	800,000 x 19.25%	154,000

Accounting records if the forest operator is not a legal taxpayer	
Account numbers	Amount

AIT cut at source		$800.000 \times 1.65\%$	13,200
Net payable to the forest operator			786,800
Sharing of AIT			
Stakeholders	Calculation	Amount	
State	$(13,200/1.1) + (13,200 \times 10\%/11)^1$	12,120	
Feicom	$13,200 \times 62\% / 11^2$	744	
Council	$13,200 \times 28\% / 11^3$	336	

Debit	Credit	Debit	Credit
38020020		800,000	
	40251000		786,800
	43220200		12,120
	44021100		744
	71110000		336

Delivery of local market timber

Upon delivery of the local timber to the local saw operator, a delivery certificate is drafted by the stores accountant; the accounts clerk debits "61020020, Cost of Export market timber sold", against the credit of account "31020020, Local market timber".

Invoicing of timber

The Assessment agent calculates VAT and AIT⁴ that are added to the invoice. It should be noted that there is no ACT on AIT added on invoices. They are added to the invoice at the current rate (the present rates are 19.25% of the invoice price for VAT and 1% for AIT). It should be noted that there is no ACT on AIT invoiced.

Invoicing of timber is done by the revenue agent. The revenue order is recorded on the debit of account "41251000, Forest operator, timber invoiced" against the credit of account "72012110, Export timber revenue ordered" for ET, or on the debit of account "41252000, Local Timber operator, timber revenue ordered" against the credit of account "72012120, Local market timber invoiced" for LMT at the price before VAT.

They are recorded on the debit of accounts "41251000, Forest operator, timber invoiced" or "41252000, Local Timber operator, timber invoiced", against the credit of the following accounts:

- 43220100, State, VAT recorded for VAT and ACT on VAT
- 43220200, State, AIT recorded, for AIT invoiced
- 44021000, Feicom, share of ACT on VAT, for the share of Feicom recorded on VAT
- 71110300, ACT on VAT

Example:

The above timber is invoiced to the local forest operator at 60,000 F before tax per m³. Let us calculate the net payable by the local operator and the right each stakeholder involved in VAT.

	Quantity	Unit price	Amount
Timber X	20 m ³	60,000	1,200,000

Accounting records	
Account numbers	Amounts

¹ The share of the State is the principal of AIT plus 10% Additional Council Tax (ACT) on AIT.

² The share of Feicom is 62% of ACT on AIT

³ The share of the council should be calculated and recorded as revenue. It is equal to 28% of ACT on AIT.

⁴ Application of Section 21 of the General Tax Code

VAT	17.5%		210,000
ACT on VAT	1.75%		21,000
AIT	1%		12,000
TOTAL			1,443,000
<i>Sharing VAT</i>			
State	$210,000 + 21,000 \times 10\%$		212,100
Feicom	$21,000 \times 62\%$		13,020
Council	$21,000 \times 28\%$		5,880

Debit	Credit	Debit	Credit
41252000		1,443,000	
	43220100		212,100
	43220200		12,000
	44021000		13,020
	71110300		5,880
	72012110		1,200,000

Balancing the operators' accounts at the end of month

On monthly basis, a consolidated statement of the forest operator's accounts is established. The balances of accounts "40251000, Forest operator, timber debt" and "41251000, Forest operator, timber invoiced" are compared. If timber debt is more than timber invoiced, the balances of the 2 accounts are transferred to account "40251100, Forest operator, net debt carried forward". If timber debt is less than timber invoiced, there is a net claim collectible from the forest operator; the 2 accounts are balanced in account "41251100, Forest operator, net claim collectible".

When there was an outstanding balance of account "40251100, Forest operator, net debt carried forward", it is compared to the current balance of account 41251100, "Forest operator, net claim collectible". If the net debt brought forward is less than the net claim collectible, the first is balanced into the second to determine the actual net claim collectible.

On the contrary, the net claim collectible is balance into the net debt carried forward account, to wait for next month invoicing. A cash collection order is drafted for the amount of the outstanding balance collectible.

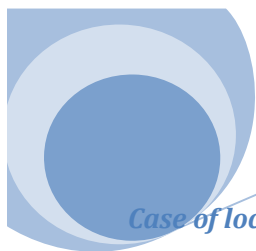
Cash collection

Upon receipt of the credit advice from bank, the cashier issues a bank settlement receipt to the operator concerned, and accounts clerk "562100, X Bank" is debited against the credit of accounts "41251100, Forest operator, net claim collectible" and "41252100, Local Timber operator, net claim collectible".

Sharing of forest proceeds

Case of export timber

After the net ET proceeds are cashed from forest operator, the accountant should share it to the various sub budgets according to the following quotas: 50% for the CDB, 30% for VDB, and 20% for FOB. He/she will then debit account "72012110, Export timber revenues" against the credit of accounts "72012111, Export timber revenues allocated to operating costs", account "72012112, Export timber revenues allocated to council development", and account "72012113, Export timber revenues allocated to village development".



Case of local market timber

Sharing the proceed

After the net LMT proceeds are cashed from the Local saw operator, it is share 50% for CDB, 30% for VDB and 20% for FOB. They are recorded on the debit of account “72012120, Local market timber revenue ordered” and on the credit of accounts “72012121, Local market timber revenues allocated to operating costs”, “72012122, Local market timber revenues allocated to council development” and “72012123, Local market timber revenues allocated to village development”.

Sharing the cost of timber cut

The cost of the LMT sold (charged to account “61020020, Cost of LMT sold” at the moment of delivery and identifiable by the reference to the delivery certificate) should also be calculated and shared at the same percentages as the corresponding revenues. The various shares are recorded as follows:

- Debit of account “72012121, Local market timber revenues allocated to operating costs” against the credit of account “72012111, Export timber revenues allocated to operating costs” for the share charged to FOB;
- Debit of account “72012122, Local market timber revenues allocated to council development” against the credit of account “72012112, Export timber revenues allocated to council development” for the share charged to CDB;
- Debit of account “72012123, Local market timber revenues allocated to village development” against the credit of account “72012113, Export timber revenues allocated to village development” for the share charged to VDB;

Settlement of Taxes recorded

During the month, VAT and AIT are calculated by the Expenditure Agent on expenditure orders and the Assessment agent on revenue orders. They are recorded on the credit of accounts “43220100, State, VAT recorded”, “43220200, State, AIT recorded”, “44021000, FEICOM, share of ACT on VAT”, and “44021100, FEICOM, share of ACT cut at source on PIT”. At the end of the month, the statements of these accounts are prepared as cash orders with equivalent cheques for the settlement of the State and Feicom. The above accounts are then debited and account “56120000, X Bank” credited for the amount of cheques issued.

Case of revenues from exploitation of plant and animal species

Upon reception of the revenue order duly paid, the accounts clerk shares the amount collected to various sub budgets according to specified percentages, and debits the cash account against the credit of account “72012151, Revenues from exploitation of plant species allocated to operating costs”, account “72012152, Revenues from exploitation of plant species allocated to council development” and account “72012153, Revenues from exploitation of plant species allocated to village development”.

Accounting for expenditures

The particular case of timber cut expenditure is integrated in the management of revenues. All the other expenditures are recorded as prescribed by the joint instruction No 000366/IC/CNIL/MINATD/MINEFI bearing application of decree No 98/266/PM of 21st August 1998. In this sense expenditure orders are recorded in 2 phases:

- The recording of budgetary charge where expenditure accounts (Class 1, class 2 and class 6) are debited against the credit of third party accounts (class 4);
- The payment of expenditure where third party accounts (class 4) are debited against cash account (account 56 and account 57)

In this sense, the following third party accounts can be used:

- 40010000, Ordinary debtors, expenditure orders payable on cash, for minor transactions payable by petty cash;
- 40210000, Ordinary debtors, expenditure orders payable through bank accounts, for transactions with supplies above 50,000 F, payable by cheque or by bank transfer;
- 42110000, Personnel, salary advances, for salary advances paid;
- 42230000, Personnel, Stoppages on salaries, for stoppages on salaries to be paid to third parties
- 42610000, Personnel, Remuneration due, for the net salary payable to the staff;
- 43120000, State, PIT cut from salaries and rents;
- 43150000, State, Audio-visual tax, for Audio-visual tax cut from salaries
- 43160000, State, Contribution to National Housing Fund, for land bank tax cut at source from salaries
- 43170000, State, Additional Council Tax, for the State's share of ACT recorded;
- 43220100, State, VAT recorded, for VAT cut at source on expenditures;
- 43220200, State, AIT recorded, for AIT cut at source on expenditures
- 44021000, FEICOM, share of ACT on VAT
- 44021100, FEICOM, share of ACT cut at source on PIT (invoices and salaries)
- 44030000, National Social Insurance Fund, for various dues of the NSIF recorded from salaries;
- 45020000, Imp rest holder, for various expenditures payable on roll to third parties through petty cash held by cashier.
- 46010000, for matured long and medium term debts.

Preparation of accounting statements

Stock taking works

The stock taking at end of year should be done on all the elements of assets and liabilities:

Assets

Fixed assets and depreciations

A statement of inventory should show all the assets acquired by the council, which are useful to the community, at the cost of acquisition. This statement should show the cost of assets per domain of forest annex budget. This statement should show it per category of assets, which are: land, infrastructural assets, movable assets, financial assets.

An appended statement of depreciation of depreciable assets should show the for each asset, the cost of acquisition, the depreciation of the year, the accumulated depreciation and the book value of the asset at the closing of the accounting year.

Inventories

At the end of the year, a statement of inventories should show the amount of timber held by the council by species, quantities and prices.

Receivables

A statement of claims recoverable shows the outstanding revenue orders to be collected. It should indicate, per operator, the Number of revenue order, the date of issue, the amount of the revenue order, as well as the total amount collectible, which could not be collected during the complementary period of January.

Cash

Cash in hand and cash at bank should be inventoried as required by law.

Liabilities

Council's own resources

The council's own resources are the endowment fund, the reserves, the excess or deficit, the investment subventions, and the special reserve of revaluation of asset under conditions laid down by law.

A statement of subsidies should show the subventions granted to the council, the period of amortisation, the amount remaining to be amortised at the beginning of the year, the amount amortised at the end of the year and the amount remaining to be amortised at the end of the year.

Long and medium term debts

A statement of long and medium term debts indicates the loans acquired by the council, as well as the loan taken by other organisations with council surety. A statement should indicate the reference of the loan, the account to which it is recorded, amount of the loan, the amount payable at the beginning of the year, the amount paid during the year as well as the interest paid, the remaining amount at the end of the year, the amount payable during the coming accounting period, as well as the corresponding interest.

Recurrent Debts

A statement of debts should show the total of all unpaid debts per account. It should be noted that the complementary period should be used to clear off all debts, particularly taxes payable to the State and to Feicom. Only those that could not be cleared off, with resources of the year ended, would appear on the balance sheet. One should then make sure that a statement is drafted per unsettled account that indicates the number of the expenditure order, the date of the order, the amount of the order and the total amount payable.

The administrative accounts

The administrative account is made of:

- The statement of execution of revenues (investment and recurrent) which sorts and shows all the revenue orders issued during the accounting period;
- The statement of execution of expenditures (investment and recurrent), which shows all the expenditure orders issued during the period.

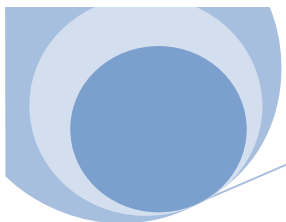
The management accounts

The management account for the forest annex budget includes the management account in figures and the management accounts in documents. The elements of the management accounts in figures are the following, in conformity with the joint instruction No 000366/IC/MINATD/MINEFI/ of 15th February 2006, except the income statement which should be drafted according to Ocam Accounting standards, as this is a business unit. The following managerial balances should be calculated:

- The gross timber margin = the revenue from timber transactions – cost of timber sold;
- The value added = gross timber margin + Other timber revenues – Consumption of goods and services (Other accounts 61xxxxxx)
- The operating excess = the value added – All other expenses (accounts 62 to 68)
- The Net disposable excess = The net operating excess + excess on disposal of long and medium term assets – deficit on disposal of long and medium term assets.

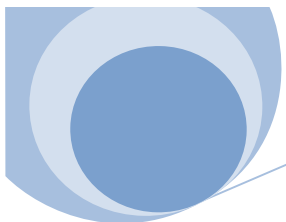
APPENDIX 1: The Forest Fund Budget1.1 Forest Fund Investment Revenues (FFIR)

Head	Title	Forest operations costs budget	Council development budget	Village development budget	COUNCIL FOREST FUND BUDGET
1001400	Voluntary community contributions				
1101100	Reserves allocated for investments				
1201000	Surplus to be allocated				
1401000	Equipment and investment grants received from the State				
1401100	Equipment and investment grants received from FEICOM				
1401300	Equipment and investment grants received from other organisations				
1501000	Long and medium term borrowing				
2801000	Accumulated depreciation of forest fund long and medium term assets				
8401000	Disposal of long and medium term assets				
	TOTAL				



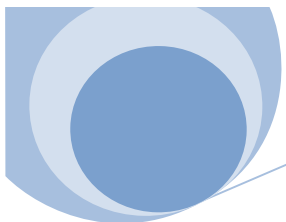
1.2 The Forest Fund Recurrent Revenues (FFRR)

Head	Title	Shared revenues	Total amount forecasted	Amount approved by the council	Amount approved by the supervisory authority
71110000	ACT on PIT				
71110300	ACT on VAT				
72012110	Export timber revenues				
72012120	Local market timber revenues				
72012150	Revenues from exploitation of plant species				
72012160	Revenues from exploitation of animal species				
77010500	Proceeds from forest penalties				
	TOTAL OF SHARED RECURRENT REVENUES				
77011202	Equipment and investment grants for council development written back				
77011203	Equipment and investment grants for village development written back				
	TOTAL OF RECURRENT REVENUES				



1.3 The Forest fund investment expenditure (FFIE)

Head	Title	Forest operations costs budget	Council development budget	Village development budget	COUNCIL FOREST FUND BUDGET
	<u>Investment expenditure</u>				
2201001	Community Buildings				
2201002	Education infrastructure				
2201003	Health infrastructure				
2201500	Road infrastructure				
2221000	Transport equipment				
2221100	Topographic equipment				
2221200	Road maintenance equipment				
2221700	Potable water equipment				
2221900	Computer equipment				
2222000	Education equipment				
2222001	Health equipment				
2222100	Office equipment and furniture				
2501002	Village development loans				
2601000	Acquisition of business shares				
	TOTAL OF INVESTMENT EXPENDITURE				



1.4 The forest fund recurrent expenditure (FFRE)

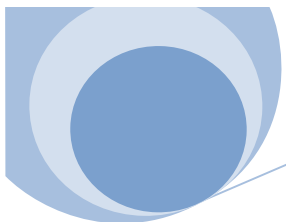
Head	Title	Forest operations costs budget	Council development budget	Village development budget	COUNCIL FOREST FUND BUDGET
6101000	Office supplies and stationery				
6101030	Expenses for accounting registers and printouts				
6101050	Purchase of light equipment				
6101070	Maintenance of road infrastructure and equipment				
6101081	Maintenance of community buildings				
6101082	Maintenance of water supply equipment				
6101083	Maintenance of potable water equipment				
6101084	Maintenance of education infrastructure and equipment				
6101085	Maintenance of health infrastructure and equipment				
6111000	Transport of members of CFMC				
6111010	Transport of Mayor for forest activities				
6111020	Transport of Secretary General for forest activities				
6111030	Transport of Municipal Treasurer for forest activities				
6111040	Transport of council forest management staff				
6121000	Telecommunication expenses for forest activities				
6121060	Experts fees and honorariums (lawyer, accountants, etc.)				
6120190	Banking fees				
6201000	Basic salaries of forest staff				
6201010	Indemnities to forest staff				
6201020	Gratifications to forest staff				
6201030	Overtime of forest staff				
6201050	Contributions to NSIF for forest staff				
6201110	Part-time staff expenses for forest activities				
6301000	Windscreen licence for forest vehicles				
6301100	Fiscal stamp for forest activities				

Head	Title	Forest operations costs budget	Council development budget	Village development budget	COUNCIL FOREST FUND BUDGET
6301040	Toll gate taxes for forest vehicles				
6401030	Interest on long and medium term loan				
6501010	Contributions to operational cost of education				
6501021	Contributions to operational cost of water supplies				
6501022	Contributions to operational cost of health provision				
6701010	Reception and secretariat expenses for sessions of forest management committees				
6701030	Indemnities to members of CFMC				
6701130	Seminar/community training expenses				
65010423	Contribution to agriculture development				
6801001	Depreciation of community buildings				
6801002	Depreciation of education infrastructure				
6801003	Depreciation of Health infrastructure				
6801500	Depreciation of road infrastructure				
6802000	Depreciation of Transport equipment				
6802020	Depreciation of road maintenance equipment				
6802030	Depreciation of potable water equipment				
6802080	Depreciation of education equipment				
6802101	Depreciation of Health equipment				
6802200	Depreciation of Topographic equipment				
6802300	Depreciation of Computer equipment				
6802400	Depreciation of Office equipment and furniture				
1201000	Net surplus				
	TOTAL OF RECURRENT EXPENDITURES				
	TOTAL OF EXPENDITURES				

APPENDIX 2: Forest Operations Budget (FOB)

2.1 Forest Operating Revenue Budget (FORB)

Head	Title	Amounts
	<u>Forest operation investment revenue</u>	
28010001	Accumulated depreciation of long and medium term assets, operating costs	
12010001	Surplus to be allocated, Operational costs	
84010001	Disposal of long and medium term assets, operating costs	
	<u>TOTAL INVESTMENT REVENUES</u>	
	<u>Forest operating recurrent revenue</u>	
71110001	ACT on PIT allocated to operating costs	
71110301	ACT on VAT allocated to operating costs	
72012111	Export timber revenues allocated to operating costs	
72012121	Local market timber revenues allocated to operating costs	
72012151	Revenues from exploitation of plant species allocated to operating costs	
72012161	Revenues from exploitation of animal species allocated to operating costs	
77010501	Proceeds from forest penalties allocated to operating costs	
	TOTAL RECURRENT REVENUES	
	<u>TOTAL OF FOREST OPERATIONAL REVENUE</u>	



2.2 Forest Operational expenditure budget (FOEB)

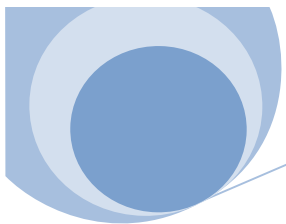
Head	Title	Amounts
	<u>Investment expenditure</u>	
22210001	Transport equipment	
22211001	Forestry topographic equipment	
22219001	Computer equipment	
22221001	Office equipment and furniture	
	TOTAL OF INVESTMENT EXPENDITURE	
	<u>Recurrent expenditure</u>	
61010001	Office supplies and stationeries	
61010301	Expenses for accounting registers and printouts	
61010501	Purchase of light equipment	
61110001	Transport of members of CFMC	
61110101	Transport of Mayor for forest activities	
61110201	Transport of Secretary General for forest activities	
61110301	Transport of Municipal Treasurer for forest activities	
61110401	Transport of council forest management staff	
61210001	Telecommunication expenses for forest activities	
61210601	Experts fees and honorariums (lawyer, accountants, etc.)	
61201901	Banking fees	
62010001	Basic salaries of forest staff	
62010101	Indemnities to forest staff	
62010201	Gratifications to forest staff	
62010301	Overtime of forest staff	
62010501	Contributions to NSIF for forest staff	
62011101	Part-time staff expenses for forest activities	
63010001	Windscreen licence for forest vehicles	

Head	Title	Amounts
63011001	Fiscal stamp for forest activities	
63010401	Toll gate taxes for forest vehicles	
67010101	Reception and secretariat expenses for sessions of forest management committees	
67010301	Indemnities to members of CFMC	
67011301	Seminar expenses	
68010001	Depreciation of Transport equipment	
68011001	Depreciation of topographic equipment	
68019001	Depreciation of computer equipment	
68021001	Depreciation of office equipment and furniture	
12010001	Surplus of operating cost	
	TOTAL OF RECURRENT EXPENDITURES	
	TOTAL OF EXPENDITURES	

APPENDIX 3: Council Forest Fund Development Budget

3.1 The Council Development Revenue Budget (CDRB)

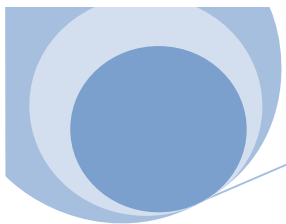
Head	Title	Amounts
	<u>Investment revenues</u>	
10014002	Voluntary community contributions for the council for development	
11011002	Reserves allocated for council investments	
12010001	Share of surplus from operating costs	
12010002	Surplus to be allocated, council development	
14010002	Equipment and investment grants received from the State for council development	
14011002	Equipment and investment grants received from FEICOM	
14011002	Equipment and investment grants received from FEICOM for council development	
14013002	Equipment and investment grants received from other organisations for council development	
15010002	Long and medium term borrowing for council development	
28010002	Accumulated depreciation of long and medium term assets, council investments	
84010002	Disposal of long and medium term assets, council investments	
	TOTAL OF INVESTMENT REVENUES	
	<u>Recurrent revenues</u>	
71110002	ACT on PIT allocated to council development	
71110302	ACT on VAT allocated to council development	
72012112	Export timber revenues allocated to council development	
72012122	Local market timber revenues allocated to council development	
72012152	Revenues from exploitation of plant species allocated to council development	
72012162	Revenues from exploitation of animal species allocated to council development	
77010502	Proceeds from forest penalties allocated to council development	
77011202	Equipment and investment grants for council development written back	
	TOTAL OF RECURRENT REVENUES	
	TOTAL OF REVENUE	



3.2 The Council Development Expenditure Budget

Head	Title	Amounts
	<u>Investment expenditures</u>	
22010022	Education infrastructure	
22010032	Health infrastructure	
22015002	Road infrastructure	
22212002	Road maintenance equipment	
22217002	Potable water equipment	
22220002	Education equipment	
22220012	Health equipment	
26010002	Acquisition of business shares	
	TOTAL INVESTMENT EXPENDITURES	
	<u>Recurrent expenditures</u>	
61010702	Maintenance of road infrastructure and equipment	
61010812	Maintenance of community buildings	
61010822	Maintenance of water supply equipment	
61010832	Maintenance of potable water equipment	
61010842	Maintenance of education infrastructure and equipment	
61010852	Maintenance of health infrastructure and equipment	
64010302	Interest on long and medium term loan	
65010102	Contributions to operational cost of education	
65010212	Contributions to operational cost of water supplies	
65010222	Contributions to operational cost of health provision	
67011302	Community training expenses	
68010222	Depreciation of education infrastructure	
68010032	Depreciation of Health infrastructure	
68015002	Depreciation of road infrastructure	
68020202	Depreciation of road maintenance equipment	

Head	Title	Amounts
68020302	Depreciation of potable water equipment	
68020802	Depreciation of education equipment	
68021012	Depreciation of Health equipment	
	TOTAL RECURRENT EXPENDITURES	
12010002	Net operating excess	
	TOTAL EXPENDITURES	



APPENDIX 4: The village development budget

4.1 The Village development Revenue Budget (VDRB)

Head	Title	Amounts
	<u>Investment revenues</u>	
10014003	Voluntary community contributions for the village for development	
11011003	Reserves allocated for village investments	
12010001	Share of surplus from operating costs	
12010003	Surplus to be allocated, village development	
14010003	Equipment and investment grants received from the State for village development	
14011003	Equipment and investment grants received from FEICOM for village development	
14013003	Equipment and investment grants received from other organisations for village development	
15010003	Long and medium term borrowing for village development	
25010003	Village development loan redemption	
28010003	Accumulated depreciation of long and medium term assets, village investments	
84010003	Disposal of long and medium term assets, village investments	
	TOTAL INVESTMENT REVENUES	
	<u>Recurrent revenues</u>	
71110003	ACT on PIT allocated to village development	
71110303	ACT on VAT allocated to village development	
72012113	Export timber revenues allocated to village development	
72012123	Local market timber revenues allocated to village development	
72012153	Revenues from exploitation of plant species allocated to village development	
72012163	Revenues from exploitation of animal species allocated to village development	
77010503	Proceeds from forest penalties allocated to village development	
77011203	Equipment and investment grants for village development written back	
	TOTAL OF RECURRENT REVENUES	



4.2 The Village Development Expenditure Budget (VDEB)

Head	Title	Ayong village	Baro Village	Osirayib village	Sikam village	Total
	<u>Investment expenditures</u>					
22010013	Community Buildings					
22010023	Education infrastructure					
22010033	Health infrastructure					
22015003	Road infrastructure					
22212003	Road maintenance equipment					
22217003	Potable water equipment					
22220003	Education equipment					
22220013	Health equipment					
25010023	Village development loans					
	TOTAL INVESTMENT EXPENDITURES					
	<u>Recurrent expenditures</u>					
61010703	Maintenance of road infrastructure and equipment					
61010813	Maintenance of community buildings					
61010823	Maintenance of water supply equipment					
61010833	Maintenance of potable water equipment					
61010843	Maintenance of education infrastructure and equipment					
61010853	Maintenance of health infrastructure and equipment					
64010303	Interest on long and medium term loan					
65010103	Contributions to operational cost of education					
65010213	Contributions to operational cost of water supplies					
65010223	Contributions to operational cost of health provision					
65010423	Contribution to agricultural development					
67011303	Community training expenses					
68010013	Depreciation of community buildings					
68010023	Depreciation of education infrastructure					
68010033	Depreciation of Health infrastructure					

Head	Title	Ayong village	Baro Village	Osirayib village	Sikam village	Total
68015003	Depreciation of road infrastructure					
68020202	Depreciation of road maintenance equipment					
68020303	Depreciation of potable water equipment					
68020803	Depreciation of education equipment					
68021013	Depreciation of Health equipment					
	TOTAL RECURRENT EXPENDITURES					
12010003	Net operating excess					
	TOTAL EXPENDITURES					

APPENDIX 5: The accounting nomenclature for the council annex budget

Class 1 accounts: Long and medium term resources accounts

10014002, Voluntary community contributions from the council for development
10014003, Voluntary community contributions from the village for development
11011002, Reserves allocated for council investments
11011003, Reserves allocated for village investments
12010001, Surplus to be allocated, Operational costs
12010002, Surplus to be allocated, council development
12010003, Surplus to be allocated, village development
14010002, Equipment and investment grants received from the State for council development
14010003, Equipment and investment grants received from the State for village development
14011002, Equipment and investment grants received from FEICOM for council development
14011003, Equipment and investment grants received from FEICOM for village development
14013002, Equipment and investment grants received from other organisations for council development
14013003, Equipment and investment grants received from other organisations for village development
15010002, Long and medium term borrowing for council development
15010003, Long and medium term borrowing for village development

Class 2 accounts: Long and medium term assets accounts

22010022, Education infrastructure
22010032, Health infrastructure
22015002, Road infrastructure
22210001, Transport equipment

22211001, Topographic equipment
22212002, Road maintenance equipment
22217002, Potable water equipment
22219001, Computer equipment
22220002, Education equipment
22220012, Health equipment
22221001, Office equipment and furniture
25010003, Village development loan redemption
26010002, Acquisition of business shares
28010001, Accumulated depreciation of long and medium term assets, operating costs
28010002, Accumulated depreciation of long and medium term assets, council investments
28010003, Accumulated depreciation of long and medium term assets, village investments

Class 3 accounts: Stock and special operations accounts

31020010, Export timber
31020020, Local market timber
38020020, Forest operator, invoices awaited

Class 4 accounts: Third parties accounts

40251000, Forest operator, timber debt
40251100, Forest operator, net debt carried forward
41251000, Forest operator, timber invoiced
41251100, Forest operator, net claim collectible
41252000, Local Timber operator, timber invoiced
41252100, Local Timber operator, net claim collectible
43220100, State, VAT recorded

43220200, State, AIT recorded
44021000, FEICOM, share of ACT on VAT
44021100, FEICOM, share of ACT cut at source on PIT

Class 5 accounts: Cash accounts

56120000, x Bank

Class 6 accounts: Expenses accounts

61010001, Office supplies and stationeries
61010301, Expenses for accounting registers and printouts
61010501, Purchase of light equipment
61010702, Maintenance of road infrastructure and equipment, CDB
61010703, Maintenance of road infrastructure and equipment, VDB
61010812, Maintenance of community buildings, CDB
61010813, Maintenance of community buildings
61010822, Maintenance of water supply equipment, CDB
61010823, Maintenance of water supply equipment
61010832, Maintenance of potable water equipment, CDB
61010833, Maintenance of potable water equipment
61010842, Maintenance of education infrastructure and equipment, CDB
61010843, Maintenance of education infrastructure and equipment
61010852, Maintenance of health infrastructure and equipment, CDB
61010853, Maintenance of health infrastructure and equipment
61020010, Cost of Export market timber sold
61020020, Cost of local market timber sold
61110001, Transport of members of CFMC
61110101, Transport of Mayor for forest activities
61110201, Transport of Secretary General for forest activities
61110301, Transport of Municipal Treasurer for forest activities
61110401, Transport of council forest management staff
61201901, Banking fees
61210001, Telecommunication expenses for forest activities
61210601, Experts fees and honorariums (lawyer, accountants, etc.)

62010001, Basic salaries of forest staff
62010101, Indemnities to forest staff
62010201, Gratifications to forest staff
62010301, Overtime of forest staff
62010501, Contributions to NSIF for forest staff
62011101, Part-time staff expenses for forest activities
63010001, Windscreen licence for forest vehicles
63010401, Toll gate taxes for forest vehicles
63011001, Fiscal stamp for forest activities
64010302, Interest on long and medium term loan, CDB
64010303, Interest on long and medium term loan, VDB
65010102, Contributions to operational cost of education, CDB
65010103, Contributions to operational cost of education, VDB
65010212, Contributions to operational cost of water supplies, CDB
65010213, Contributions to operational cost of water supplies, VDB
65010222, Contributions to operational cost of health provision, CDB
65010223, Contributions to operational cost of health provision, VDB
67010101, Reception and secretariat expenses for sessions of forest management committees
67010301, Indemnities to members of CFMC
67011301, Seminar expenses
67011302, Community training expenses, VDB
67011303, Community training expenses, VDB
68010001, Depreciation of Transport equipment
68010012, Depreciation of community buildings, CDB
68010022, Depreciation of education infrastructure, CDB
68010023, Depreciation of education infrastructure, VDB
68010032, Depreciation of Health infrastructure, CDB
68010033, Depreciation of Health infrastructure, VDB
68010222, Depreciation of education infrastructure, CDB
68011001, Topographic equipment
68015002, Depreciation of road infrastructure, CDB
68015003, Depreciation of road infrastructure, VDB
68019001, Computer equipment
68020202, Depreciation of road maintenance equipment, CDB
68020203, Depreciation of road maintenance equipment, VDB
68020302, Depreciation of potable water equipment, CDB
68020303, Depreciation of potable water equipment, VDB
68020802, Depreciation of education equipment, CDB

68020803, Depreciation of education equipment, VDB
68021001, Office equipment and furniture
68021012, Depreciation of Health equipment, CDB
68021013, Depreciation of Health equipment, VDB

Class 7 accounts: Revenue accounts

71110000, ACT on PIT
71110001, ACT on PIT allocated to operating costs
71110002, ACT on PIT allocated to council development
71110003, ACT on PIT allocated to village development
71110300, ACT on VAT
71110301, ACT on VAT allocated to operating costs
71110302, ACT on VAT allocated to council development
71110303, ACT on VAT allocated to village development
72012110, Export timber revenue ordered
72012111, Export timber revenues allocated to operating costs
72012112, Export timber revenues allocated to council development
72012113, Export timber revenues allocated to village development
72012120, Local market timber revenue ordered
72012121, Local market timber revenues allocated to operating costs
72012122, Local market timber revenues allocated to council development
72012123, Local market timber revenues allocated to village development
72012150, Revenues ordered from exploitation of plant species
72012151, Revenues from exploitation of plant species allocated to operating costs
72012152, Revenues from exploitation of plant species allocated to council development

72012153, Revenues from exploitation of plant species allocated to village development
72012160, Revenues from exploitation of animal species
72012161, Revenues from exploitation of animal species allocated to operating costs
72012162, Revenues from exploitation of animal species allocated to council development
72012163, Revenues from exploitation of animal species allocated to village development
77010500, Proceeds from forest penalties
77010501, Proceeds from forest penalties allocated to operating costs
77010502, Proceeds from forest penalties allocated to council development
77010503, Proceeds from forest penalties allocated to village development
77011202, Equipment and investment grants for council development written back
77011203, Equipment and investment grants for village development written back

Class 8 accounts: Managerial balances accounts

80010000, Gross timber margin
81010000, Value Added of timber transactions
82010000, The operating excess of timber transactions
84010001, Disposal of long and medium term assets, operating costs
84010002, Disposal of long and medium term assets, council investments
84010003, Disposal of long and medium term assets, village investments
87010000, The net disposable excess of timber transactions

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2. Decree No 2008/0752/PM of 24th April 2008, clarifying certain organisation and functioning methods of deliberative organs and executive of councils, city councils and syndicates of councils
3. Decision No 0122/MINEF/MINAT of 29th April 1998 regulating the conditions management of revenues from forest exploitation destined to neighbouring village communities
4. Decision No 1354/D/MINEF/CAB of 26th November 1999 regulating the composition and duties of VFMCs
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