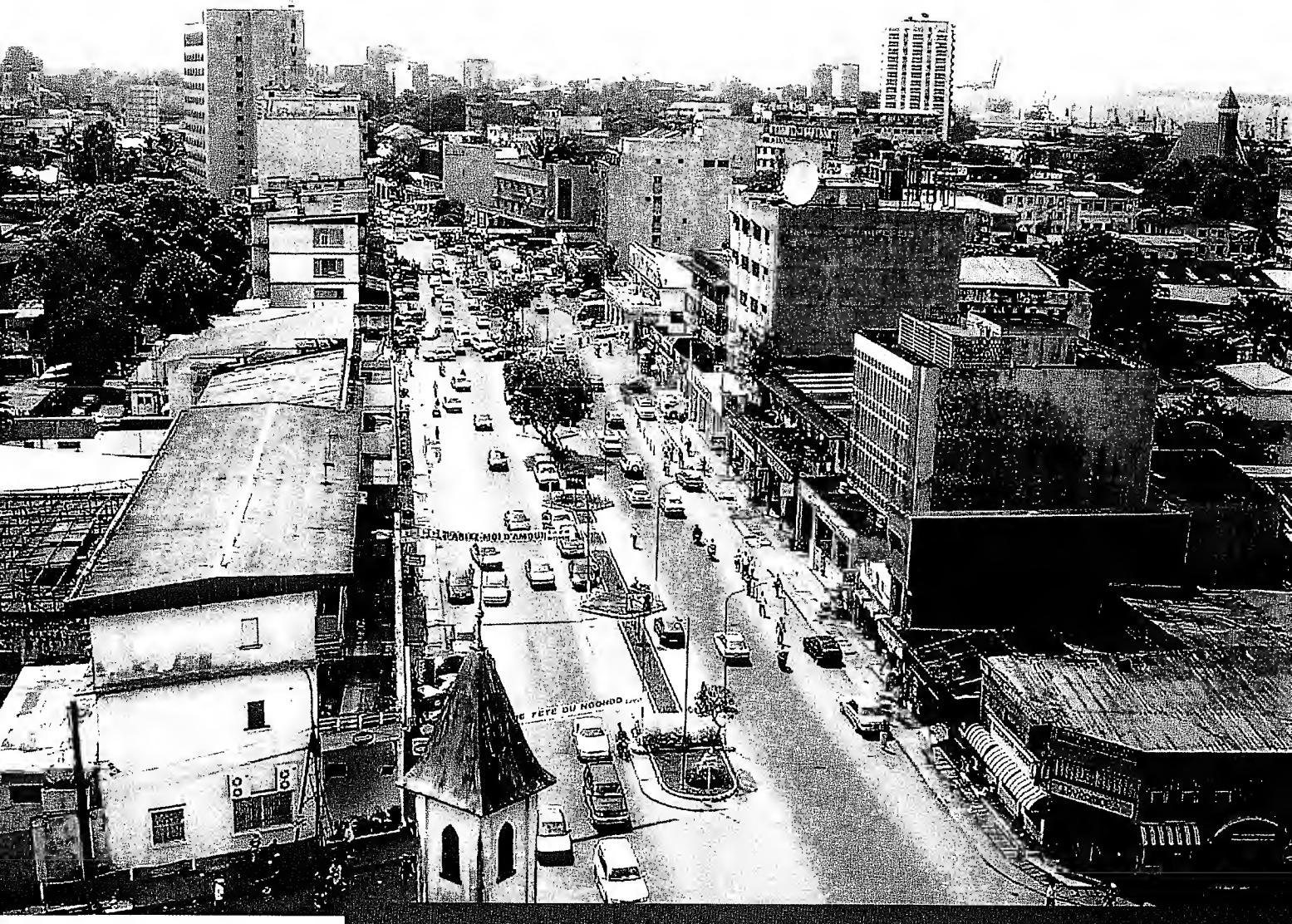


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CAMEROON

and the MILLENNIUM CHALLENGE ACCOUNT



GWI CONSULTING

GoodWorks International, LLC

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EXECUTIVE SUMMARY

PPD/CES/REGISTRATION UNIT

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CAMEROON BOASTS A SURPRISINGLY DIVERSIFIED ECONOMY, A SUBSTANTIAL MIDDLE CLASS WILLING TO PAY FOR EDUCATION AND HEALTH CARE, A TOP-DOWN DESIRE FOR
more trade and investment from abroad, and a core of people from all factions, including the ruling party, who want to do something positive for their people and their country—a sentiment that has been all too rare among African political elites.

The country is not well known in the United States, and much that Americans think they do know is unfavorable. The long incumbency of the government of President Paul Biya, and its limitations in terms of communication and transparency, has contributed to a perception that it is authoritarian and unresponsive. The IMF reports that economic growth rates have been slowed by, among other things, a heavy government role in the economy, delays in privatization of state enterprises, and a poor business climate.

Yet, while Cameroon faces many obstacles on the path to development, and while no one can pretend to be experts in this complex society after just a week's visit, a visiting team in early September saw and heard more than enough to conclude that there is a degree of change brewing at the working level that is not well known, still less understood, in the United States. The steps already taken are impressive and widespread enough that the country deserves a closer look to better understand the nature and extent of these events.



View of Cameroon's capital, Yaoundé

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THE NOTEWORTHY DEVELOPMENTS described and observed in a series of conversations and meetings with government and non-government spokesmen were:

- **a nationwide effort** to create a more transparent and better-organized electoral system, including rationalizing and computerizing the voter rolls and adding to those rolls an estimated 40% of eligible voters who have never been registered;
- **a national effort** to foster awareness and reporting of corrupt practices, including pending legislation to expand the role of the Anti-Corruption Commission in the prosecution of corrupt officials;
- **a small but active** human rights commission that claims some success in adding human rights topics to the training curriculum of the national police, working with the European Union to improve prison conditions, and supporting a new law to shorten periods of pre-trial detention;
- **realization** that the national effort on public health has been underestimated due to a failure to include spending categories outside the Health Ministry's budget;
- **a much freer press** than generally is recognized in the United States, but one that also is much more corrupt, since few outlets have the resources to be independent of interest groups;
- **an activist minister** who decided that the country needed a one-stop shop for the registration of new businesses, and made it happen—cutting the time needed to register a business from more than 35 days to 2; and,
- **an effort to reform** the tax system in order to generate more revenue, broaden coverage, better explain it to the public, and bring it closer to the taxpayers.

THE CHALLENGES: While consideration was given to suggesting specific steps to be taken under each of these headings, it was decided that to do so would be inappropriate since countries that seek MCA programs are asked to define their own programs and solutions. Instead, the GWI team simply wishes to note some of the overall challenges that remain to be addressed in the near term in furtherance of the MCA project:

- completion of the electoral reform process
- consideration of additional legislation to bolster the anti-corruption campaign
- additional support for the human rights commission's work in such areas as prison reform and pre-trial detention
- compilation of national data in such areas as public health
- expanding the one-stop shops from the two largest cities to the rest of the country
- continuation of the Finance Ministry's fiscal and tax reform efforts.

Finally, the visiting team heard repeatedly that President Biya is concerned about his legacy and wants it to be positive. This fact, along with the other findings summarized here, suggest that Cameroon already is on the road to change in coming years. The staff-level reformers in the areas reviewed here would like help for their efforts, provided it is made available in appropriate and manageable ways. The Finance Ministry, for example, receives technical assistance in several areas from the International Monetary Fund, but might welcome additional help from the U.S. Treasury.

THE MCA PROJECT

GOODWORKS INTERNATIONAL (GWI) IS A CONSULTING FIRM DEDICATED TO PROMOTING PRIVATE TRADE AND INVESTMENT BETWEEN THE UNITED STATES AND

the countries of Africa. GWI was retained by the Government of Cameroon in June, 2010 to advise on its efforts to obtain a Compact under the U.S. Millennium Challenge Account. GWI is registered for this purpose with the Justice Department, as required by the Foreign Agents Registration Act. Work on this project will be done under the direction of the MCA Task Force that is part of the Office of the Prime Minister of Cameroon.

During the period September 6–11, 2010, a GWI team visited Cameroon to survey several areas of policy and practice that have a bearing on a country's MCA status. Cameroon's MCA score sheet (Annex 1) shows that it is doing well on indicators measuring inflation, fiscal policy, natural resources management, and immunization rates, but is falling short on others, including the critical Control of Corruption indicator. The visiting team was informed, however, that there have been many changes in relevant areas that are not well reflected in the data, either because they happened recently or because Cameroonian, for cultural reasons, are not very good at telling their own story. Cameroon's Ambassador in Washington observed that in Bantu culture, it is considered boastful and arrogant to talk about one's own achievements, though he agrees that Cameroon needs to do a more effective job of disseminating the facts.

In the short time available to it, the GWI team could not by any means delve into all the complex issues that affect an MCA rating. An additional complication was that part of the week was devoted to work with a private hospital client. Accordingly, the team chose to concentrate its MCA work in three main areas:

- a) understanding certain changes already under way that could affect the political rights/civil liberties/anti-corruption indicators in the top line ("Ruling Justly") of the MCA score sheet, since nothing will be possible without improvement there;
- b) exploring prospects for improving the business indicator in the third ("Economic Freedom") line, since that is a problem area in Cameroon, has a bearing on other indicators, and carries potential for rapid short-term improvement; and
- c) reviewing the fiscal and macroeconomic indicators in the same line of the score sheet, in light of a recent IMF report that suggested there may be some risk to the current high scores in those areas.

Unfortunately, other than a brief meeting with the Minister of Health, it was not possible to delve very far into the "Investing in People" indicators in the second line of the score sheet, or to look at other important issues like "Regulatory Quality."

PRIME MINISTER'S CHEF DU CABINET

THE PROGRAM STARTED WITH A MEETING CONVENED BY THE MINISTER/DIRECTOR OF THE PRIME MINISTER'S CABINET, WHO ALSO IS OVERALL COORDINATOR OF THE Government's MCA Task Force. At this meeting, designated MCA Contact personnel in several Ministries and state agencies provided a summary of their work; see following subject headings.

In opening the meeting, the Minister commented that the government's attention in the last few years had been elsewhere than on the MCA project. Now that the MCA Task Force is in place and reporting directly to the Prime Minister, however, the Government wishes to refocus its efforts. In addition to continuing its domestic work, the Minister/Coordinator expressed an interest in learning from the experiences of other MCA partner countries, particularly with respect to improving the business climate.

The ensuing week's program included meetings with the Anti-Corruption Commission (CONAC), Elections Cameroon (ELECAM), the Human Rights Commission, representatives of the press and radio/TV, the Minister of Small/Medium Enterprises and his staff, (including the Guichet Unique, or One Stop Shop, for registering new businesses), the tax and budget/treasury staffs of the Finance Ministry, a member of the principal opposition party (the Social Democratic Front, SDF), and the U.S. Embassy. The visiting team also had a private meeting with the Prime Minister, under whose direct supervision the MCA Task Force now operates. The following summary is organized by agency, and may aggregate material from more than one source in each case.

RULING JUSTLY

ANTI-CORRUPTION COMMISSION (CONAC)

CONAC WAS CREATED IN MARCH 2006, BUT DID NOT BECOME OPERATIONAL UNTIL 2009—LEADING SOME TO SUSPECT THAT IT WAS A SHADOW ORGANIZATION

without real power. Spokesmen for the Government respond that the delay was caused by the need to prepare a budget; conduct statutorily required public consultations on nomination of its Board members, and to get organized. There were claims it was underfunded, but the Chairman says it now has a budget line under the office of the Presidency. When asked whether its resources are adequate, he said they do need more money and staff.

CONAC's role, as explained by its Chairman, focuses in this initial phase on public information and consciousness-raising, investigation, and sanctions. It has developed programs on the costs and prevention of corruption for radio/TV broadcasts, and in partnership with NGOs has developed school programs from the primary level on up—to implant anti-corruption in the national psyche.'

There are similar programs, in cooperation with international groups like the UNDP and domestic agencies like the Justice Ministry and the Investment Forum, aimed at spreading awareness of corruption in specific "Pillars of Integrity" such as the National Assembly, courts, law enforcement agencies, pension funds, and the media.

CONAC runs training programs tailored to the problems of particular sectors such as forestry, finance, transportation, and education. While the inclusion of education in this list may be surprising, the staff cited as justification the persistence of sexual harassment of students and demands for payoffs for admission, even to primary school. A politician from an opposition party told of building a school with his own money in his home town because there was no other within 80 kilometers, and then being required to pay a Minister \$1500 before the school could be certified by the government.

Such practices led CONAC to develop and implement a plan to declare 2010–2011 “a corruption-free school year,” and to maintain a rapid-response mobile unit to respond immediately to calls, especially in secondary schools. A national anti-corruption strategy in education was to be presented to the Government on September 24.

CONAC’s efforts extend to all agencies and Regions (equivalent to provinces), though most activity in these early phases is concentrated in Yaoundé, the capital. The visiting team briefly looked in on a training session for 50–60 Permanent Secretaries of ministries who were discussing sectoral components of what is to become a national anti-corruption strategy. The Prime Minister publicly endorsed CONAC’s general approach in June.

Sanctions at CONAC’s disposal amount primarily to naming and shaming—including sending reports of alleged official corruption to the President and relevant Minister. This power may carry more weight than first appears, however, since the agency falls directly under the Presidency and is independent of the rest of government. The President may on occasion send a letter to the relevant Minister, in follow-up to a CONAC complaint, asking to be informed of the action being taken.

As a result, the Chairman maintains that there is a certain fear of CONAC that itself can help deter corrupt behavior. There is a national hot-line number, displayed prominently in airports and other public places, on which anyone can submit complaints; the number of such “denunciations” is said to be rising. In some cases the staff has gone directly to an offender’s superiors, as in one instance where evidence of corrupt behavior by the police was sent directly to the offender’s commanding officer. In that case several police officers reportedly were sacked and the commander sent back a report to CONAC.

CONAC does not have authority to arrest or prosecute; those functions are reserved to the Ministry of Justice exclusively. CONAC can, however, assemble evidence and send it along to the Ministry, along with its recommendations for prosecution. As of the time of the visit, CONAC had referred cases involving 47 civil servants for consideration of prosecution. An anti-corruption bill is expected to be tabled in the National Assembly that could provide CONAC expanded authority to appear in court and make presentations in support of its cases.

The team understood that there are gaps in the statutory coverage of issues related to corruption. For



Mt. Cameroon, West Africa's highest mountain

example, there is a legal requirement that government officials make public disclosure of their asset—and indeed, the Ambassador in Washington confirms that he must account for all payments to him of salary, allowances and expenses—but the team was informed that this requirement is widely ignored. The team also was told that there is no protection for whistle-blowers, and no laws to criminalise money laundering or require forfeiture of the proceeds of corrupt activity.

ELECTIONS IN CAMEROON (ELECAM)

HISTORY: CAMEROON'S FIRST MULTI-PARTY ELECTIONS SINCE 1966, PRIOR TO INDEPENDENCE, WERE HELD IN 1992, UNDER THE SUPERVISION OF THE MINISTRY OF Territorial Administration (MINAT—roughly equivalent to the Department of the Interior). After several election cycles were held under this system, critics objected that it gave the government undue influence over the results, and so the National Elections Observatory (NEO) was established in December 2000. The NEO was unable to quiet the criticism, however, since it was charged with supervising, not managing, the electoral process and was not strong enough to control MINAT. In addition, the multiplicity of electoral laws and organizations created conflicts and confusion as well as a persistent outcry from opposition parties. In its final report on the 2004 elections, the NEO recommended that it be replaced by an independent elections commission.

The law creating ELECAM was passed in December 2006, and called for the agency to be operational within 18 months. It actually opened for business in January 2009, with the delay due principally to the time needed for the public consultations mandated by the law, and for the President to appoint its Board Members, Director General and Deputy Director General, and senior staff. The immediate need to manage the 2007 elections also contributed to the delay in the changeover from the NEO to ELECAM.

The composition of the Board has been a source of controversy. The ELECAM law (see Annex 2) calls for a 12-member Electoral Board composed of persons of “stature, moral uprightness, intellectual honesty, patriotism, neutrality, and impartiality.” They are to be appointed by the President of the Republic “upon consultation with political parties represented in the National Assembly and civil society”—though the law does not require that appointees be chosen from the lists of party nominees. A section titled “Conflict of Interests” states that the duties of the Board’s members “shall be incompatible with those of members of government” or a long list of other public positions, as well as with those of a member or candidate of a political party.

ELECAM staff seem to be highly motivated and dedicated to their mission.

As many as 9 of the 12 current Board members are said to have been members of the CPDM, the ruling party. As a matter of historical fact, however, the CPDM once was the only party in the country, so even a major opposition figure like SDF leader John Fru Ndi once was a member. As required by the law, all CPDM members resigned from the party when they were appointed to ELECAM. The Board members are appointed for terms of four years, and can be reappointed. They are immune from arrest or prosecution during their terms in office. Pay and conditions of service are spelled out in the law.

ELECAM’s powers of organizing, conducting, and overseeing all aspects of elections are specified quite clearly in the law. The power to certify and announce the results of the elections, however, is held by the

Constitutional Council. The President of the Republic retains the power to define electoral constituencies.

There are lower-level commissions at the regional (i.e. provincial), divisional (county), and communal levels of public administration that carry ELECAM's mandate to the people. These commissions are responsible for registering voters and counting ballots after an election. They must by law include representatives from the political parties, who are charged with observing the ballot counting and certifying the results by their signatures. During the visit, the media carried lists of such local commissions including the names of their chairmen and their political party members (Annex 3).

The ELECAM staff seems to be highly motivated and dedicated to their mission. They asserted that the agency now is the only one charged with managing elections, and that it is independent of the rest of government. As to membership of the commissions, the staff maintained that by providing a role in the process for the political parties, the law helps to ensure accurate results that will be accepted by the public. The staff also was of the view that it is appropriate for the government to have a role in the commissions, since it has responsibility for the security of elections and for provision of any additional help or equipment that might be needed.

ADMINISTRATION OF ELECTIONS: THE SENIOR STAFF REPORTED THAT ELECAM NOW HAS RECRUITED AND TRAINED 450 FIELD OPERATIVES WHO WILL RUN 360 field offices around the country. They will be responsible for outreach, including: explaining ELECAM's functions to voters; partnering with civil society groups; informing communities about their rights and local political party branches about their roles and duties in an election; receiving complaints; and resolving voter registration issues.

This last is critical. ELECAM's staff says quite credibly that voter registration has been hampered in the past by poor management, weak capacity, and logistical problems. As a result, fewer than 5 million out of an estimated 8.5 million eligible voters are registered, and there are problems even with many of those—such as duplicate registrations. Voter lists that were inherited from MINAT needed to be reconciled and updated, so the United Nations Development Program is providing help in computerization. The visiting team was shown the one-page registration forms, tear-off copies of which are forwarded to Yaoundé after completion to be entered into the computers. Voters are issued a receipt at registration, and if for any reason their names do not appear on local lists at election time, they will be allowed to vote anyway on presentation of the receipt or if they can be positively identified by some other local resident. The visiting team was informed that there are procedures in place to resolve disputes and prevent double voting.

HON. AWUDU MBAYA, OPPOSITION MP

THE TEAM CALLED ON THE HONORABLE AWUDU MBAYA, A MEMBER OF THE NATIONAL ASSEMBLY FROM THE SOCIAL DEMOCRATIC FRONT (THE LARGEST

opposition party) and the official in charge of managing the Assembly's budget. In a wide-ranging and often passionate discussion of Cameroonian society and politics, he remarked that the country has a highly centralized system that sometimes veers toward intolerance. Yet he asserted that "nobody rejects Paul Biya as President; what we want is a level playing field." In his opinion, democracy is "no more alien to Cameroon than soccer," but there are many areas where institutions are weak, there are no "rules of engagement" for political participation, and there are persistent incongruities between electoral law and practice.



He recalled that the original ELECAM law was meant to correct a situation where the NEO did not have the power to be independent of MINAT: “even Paul Biya said so.” The law’s prohibitions on appointment of any official of a government agency, security force, state-owned enterprise, or political party to the Electoral Board were the result. ELECAM was to have the sole power to organize elections and proclaim the results, so the parties duly submitted lists of persons of integrity for appointment to the Board. None of them was

appointed, however—not even from the list forwarded by CPDM.

After the passage of the 2009 constitutional amendment removing term limits on the President, the ELECAM law was amended to institutionalize the participation of party representatives, as well as of MINAT, in all levels of ELECAM’s structure down to the district levels. This, plus the fact that 9 of the 11 new Board members, plus the Chair-man, were former members of the CPDM, created the appearance of undue government influence, in Mr. Mbaya’s view, even though the new members resigned their party positions upon their appointments as required by the law.

The SDF takes the position that Cameroon’s greatest need is for good elections. While the ELECAM law as written is “viable,” the SDF thinks that no good election is possible with the current makeup of the Electoral Board. The government even designates the representatives of civil society who sit on the various ELECAM commissions. Even so, the SDF and the other parties will not boycott the elections but will seek to maintain an open dialogue with the government.

Mr. Mbaya stated that Cameroon needs more diverse points of view to be heard. His is the only voice of the English-speaking opposition that is now heard in the public sphere. He said that, since the multi-party elections of 1992, no private bill from any party (even the ruling party) has been accepted in the National Assembly. He asserted further that the 2002 elections were cancelled when it appeared that opposition candidates would win in some areas. Finally, he recalled that the results of a census conducted six years ago still have not been published.

NATIONAL COMMISSION ON HUMAN RIGHTS AND FREEDOMS

THE NCHRF WAS CREATED AS LONG AGO AS 1992. WHILE IT IS A GOVERNMENT AGENCY, ITS PRESIDENT, A FORMER CAREER DIPLOMAT, SAID THAT ONLY ABOUT

25% of its funds are provided under its line item in the national budget. The rest comes from local and international NGOs, bilateral aid donors, and the UN. As a result the Commission, like many such groups, conveys the appearance of operating on a lean budget. The President conceded that his budget is not what he would like, yet maintained that the agency is effective—as in one case where it went to court over a case of police misconduct and won.

Its primary functions consist of promoting public awareness and acceptance of human rights, intervening where those rights are violated, and supporting the victims whose rights are abused. The Commission

publishes regular reports on such activities as prison visits, investigations of complaints from the public and occasional confrontations with agencies of government. The Commission conducts “intensive” human rights training for police in their training schools and post-training workshops, some of them in partnership with the Catholic University. The Commission’s reports are used in administrative and judicial proceedings.

The Chairman and Vice Chairman are the sole permanent members of the Commission. Other members are appointed by the President from such institutions as parliament, the Supreme Court, the universities, and the churches. The NCHRF has four functional groups, each headed by a chairman, working respectively on civil rights, economic and cultural rights, vulnerable groups such as prisoners and children, and special projects. There are branch offices in various parts of the country and 28 staff, including lawyers who review incoming complaints and offer legal aid to citizens. It has links to some 300 locally active NGOs, and liaison with Ghana and other neighboring countries that are helping to prepare a national human rights action plan.

[NCHRF's] primary functions consist of promoting public awareness and acceptance of human rights, intervening where those rights are violated, and supporting the victims whose rights are abused.

MAJOR ISSUES: Cameroonian law draws on both English common law and the Napoleonic tradition, befitting a country that has English- and French-speaking populations. French legal practice allows for lengthy pre-trial detention while investigations are under way, drawing criticism from domestic and foreign civil rights groups. Recent legislation set a limit on such detention of six months, renewable once for a maximum limit of one year for ordinary crimes and 18 months for more serious offenses. One reason for extended detention is the limited capacity of the courts, so there is an effort underway to open more courts while working with the European Union to improve prison conditions.

The President of the Commission remarked that Cameroon’s press is as obstreperous, and free, as Nigeria’s. He commented, however, that some instances that appear to be press harassment are a consequence of a reporter “going overboard” (see following section).

THE PRESS, RADIO/TV

FREEDOM TO LIE: THE CAMEROONIAN HOSTS REPEATEDLY SAID THAT THE LOCAL MEDIA ARE SO FREE THAT THEY ROUTINELY PUBLISH OUTRIGHT LIES, EVEN ABOUT the President, without any retribution. As evidence, they took the visitors to a large press kiosk in the middle of the city where, on September 10, one of many incendiary front pages quoted an alleged warning by the leader of the SDF, John Fru Ndi, that “Cameroon (is) on Verge of Civil War!” The team also brought back the example at Annex 4, announcing that the President had recruited Ambassador Andrew Young’s firm, at a cost of “billions,” to burnish his image ahead of the 2011 election. GWI wishes to point out that the contract (on file with the Department of Justice) is with the Office of the Prime Minister, not the Presidency, and includes nothing related to the elections; lastly, the stated size of the fee is very far wide of the mark.

The team met with the Publisher of the Standard Tribune, an independent paper printed in English, plus the webmaster of Cameroon Radio/Television (CRTV), a major broadcaster that receives government support, for a lengthy discussion of the Cameroon media. They said that there are some 600 newspapers and 47 broadcasting outlets in the country. One paper, the Cameroon Tribune, is government-owned and acts as a sort of official gazette; CRTV, as already mentioned, receives more than the usual level of government funding. Otherwise the media are privately owned, though the government has a media subsidy fund of CFAF150 million annually (about \$300,000), divided among all outlets that can show that they have published (or broadcast) with some regularity and paid their taxes. The objective is to support an active media that informs the public, though the amount that any single outlet receives is so small as to be nearly irrelevant—especially for radio and TV stations, some of which have corporate owners from South Africa or elsewhere.

CASH IS KING: According to the two media contacts, a central fact of life for Cameroon's press is a constant scramble for money. They estimated that only about a dozen of the 600 newspapers subscribe to serious journalistic standards, and of those only a few—the Standard Tribune and the English-language Post, plus three or four French papers—have enough revenue from circulation and the small advertising market to approach financial viability. None of them can claim circulation of more than 10,000. One of the French papers has the added advantage of controlling the largest newspaper distribution service, which can eat up as much as 40% of a client paper's revenue. (The Standard Tribune is looking for other distribution channels, such as paying intercity buses to carry its copies.)

The rest of the 600 papers, and many broadcast outlets, must rely for support on political parties or other sponsors. Many, including the one shown at Annex 4, are the personal instruments of an individual with an axe to grind, and publish a few hundred copies only sporadically when they have the cash in hand or a particular reason for doing so. In these circumstances the incentive for corrupt behavior is huge. For example, the team was told that it is common for a reporter to demand a bribe to publish favorable information on a public figure, or to claim to have derogatory information and demand blackmail to withhold it. This process can work both ways, of course, but the use of bribes or pressure by officials is much more widely recognized than is similar behavior by the press.

The CEO of the Standard Tribune commented that this environment at its worst can be dangerous or even lethal for serious journalism. He recalled a recent instance in which his paper had developed good information on a visa scam involving members of the National Assembly. A group of unscrupulous "journalists" got wind of it and went to the offending parliamentarians to demand a bribe for keeping it quiet. The Tribune ended up canceling the series they were planning lest they appear to be part of the scam.

Nor is there widespread journalistic adherence to professional standards on treatment of criminal suspects. The idea that an accused person is innocent until proven guilty is not established, and there are virtually no ethical or legal rules covering criminal libel. While a Board of Directors, like Standard Tribune's, might be held accountable for a libelous story, individual sponsors of scandal sheets cannot—if they can even be found. The team heard several reports of vicious but false reporting about public officials that had very negative effects on families and children, with no way to hold the authors accountable.

TOWARD MORE PROFESSIONALISM: There is said to be widespread public agreement in Cameroon that the performance of the media can only be improved in the long run by a combination of vigorous prosecution of corrupt officials and more professional training for journalists. The latter idea is not as simple

as it may sound, however.

Cameroon's media, like its jurisprudence, draw on divergent English and French traditions. The English one emphasizes sourcing, context, and facts, but aims to keep opinion separate. The French press, on the other hand, likes to mix the journalist's opinion with more discursive presentations. In Cameroon, most of the training is done in the French tradition—even for those writing in English. One suggested response is to seek training in professional standards from groups like Reporters Without Borders. To address some of the financial pressures, there is a proposal to consolidate purchases of major imported items like newsprint, possibly as a form of aid in kind if donors can be found.

...there are some 600 newspapers and 47 broadcasting outlets in the country.

INVESTING IN PEOPLE

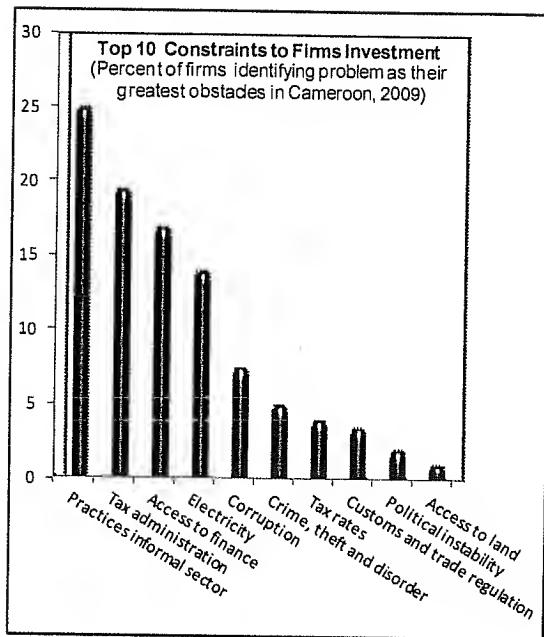
HEALTH EXPENDITURES

IN AN UNAVOIDABLY BRIEF MEETING, THE MINISTER OF HEALTH SAID THAT THE GOVERNMENT HAS TENDED TO ASSUME FOR STATISTICAL REPORTING PURPOSES THAT the Health Ministry budget is the complete record of its efforts in this field. There now is a realization, however, that this assumption ignores significant expenditures in such areas as medical care for the armed forces, documented in the defense budget, or nutrition programs that are the purview of the agriculture ministry. The government is undertaking a review to ensure that its reporting takes a more comprehensive approach, which should help improve its ratings on the MCA score sheet.

IMPROVING THE BUSINESS CLIMATE

A commonly cited problem in Cameroon is an unfavorable business environment. The World Bank's Doing Business Report ranks Cameroon 171st out of 183 countries, with the lowest rankings in Starting a Business, Dealing with Construction Permits, Register-in Property, and Obtaining Credit. Yet Cameroon boasts a highly diversified economy, according to the IMF, with services (including government) accounting for 44% of GDP, manufacturing 19.2%, agriculture 18.9%, oil & mining 7.3%, forestry & livestock 5.9%, and utilities and construction, 4.7%. With a relatively high level of national income for its region, the business potential clearly is high.

The discussions under this heading were conducted mainly with the Ministries of Small & Medium Enterprises, and of Finance.



MINISTRY OF SMALL & MEDIUM ENTERPRISES

LESS BUREAUCRACY: In a lively meeting, the Minister—a university professor—said that on taking office he found that doing business in Cameroon was very difficult for small enterprises, especially startups. Among other things, it took 35–40 days, with costs in proportion, to register a business. He decided on an experimental basis to open one-stop shops for business registration in the two main cities, Yaoundé and Douala, which would be replicated elsewhere if successful.

In the five months following creation of the “Guichet Unique,” or One-Stop Shop, on April 15, the Minister said 112 new businesses were registered in Yaoundé, including 20 by women; in Douala, the total was 127. The time limit for completing a registration now is three days. With only half a year’s experience in the new system, his Ministry’s staff is not yet entirely comfortable with it, but he hopes to do better in the second year and to extend the model to other cities. A major objective is to reduce registration costs, and they in fact have been brought down to CFA 55,000F or just over \$100; we

did not get a comparable pre-April figure. He said he needs more budget resources.

The Minister said that the International Finance Corporation, the private sector lending window of the World Bank, had proposed earlier this year to send a team to look into the prospects for creating a one-stop shop, and was surprised to find that it already had been done. They now will look at ways to improve it.

The Ministry is providing management training in its business support functions for its own staff and others from relevant ministries like Finance. It also is setting up training centers to teach businessmen such basics as accounting, with technical support from the Ministry of Finance and business associations. It also is setting up “business incubators” in the three main cities of Douala, Yaoundé and Maroua, in cooperation with local universities, drawing in their students for research, training, and technical assistance in business development.

The Minister and his staff also are working to reduce “bureaucratic interference” and the visible presence of security forces, where such factors might act as constraints. He firmly denied that crime or access to finance are any more significant than other problems, and pointed out that daily security in Cameroon is much better than in most of its neighbors. (The visiting team can testify that the streets seemed orderly, and the presence of security forces was minimal.)

BREAKING NEW GROUND: The Government’s objective is to expand the industrial sector, focusing on areas of comparative advantage or immediate opportunity. For instance, far too much produce used to rot before it could be consumed or sold, due to lack of storage, refrigeration, and transportation.

Some of the proceeds of the 2006 HIPC debt relief are being used to develop or expand food-processing industries by making available interest-free loans for equipment and other start-up costs. There are ten demonstration projects under way in just one Region, and the Minister is aiming for a total of 150 projects in all Regions of the country.

CAPACITY BUILDING: The Canadians are providing technical assistance in the form of a diagnostic program of major problems for business, and to help define solutions. The Japanese are helping to increase productivity and competitiveness in existing enterprises in such strong job-creating sectors as agriculture, forestry, and major infrastructure.

THE ONE-STOP SHOP: The team paid a brief visit to the “Guichet Unique,” or “One-Stop Shop,” located in a small but well-kept building on a side street in the main business district. Every applicant upon entering is handed a packet of instructions and forms that includes virtually everything needed to register a business. All small-business applicants, local or foreign, must meet the same requirements, which include providing a hand-drawn map of the location of the business if necessary for the many areas of town where no street addresses exist. For larger foreign-owned enterprises, applicants may need notarized evidence of such factors as their financial and technical capacity.

Next, the team met half a dozen officials at a row of desks on the ground floor who were assigned by such agencies as the Justice Ministry, the Finance Ministry’s tax department, and the Social Security Fund, to provide their agency’s approval and clearance. The last stop before an applicant exits the building is the desk of a representative from the Finance Ministry’s Treasury directorate, who accepts a single payment for all fees listed on the printed schedule in the application packet. Signs posted in the hallways warn applicants to pay no fees except those listed on the schedule and to report anyone who tries to make extracurricular collections. The fee schedule is attached at Annex 5.

The team saw two completed small-business registrations, one by a Cameroonian and one from a Chinese applicant, showing that their application processes began on September 7 and were completed on September 9—well within the three-day limit.

MINISTRY OF FINANCE

GOVERNMENT POLICIES WITH RESPECT TO BUDGETING, EXPENDITURES, TAXATION, AND TRADE, BOTH DIRECTLY AND INDIRECTLY VIA THEIR EFFECT ON THE BUSINESS

environment, are central to various MCA indicators. The team therefore met with senior staff of the taxation department and the budget & treasury side of the Ministry. The focus in both was on the reforms being undertaken to regularize and simplify various policy, nomenclature, accounting, and tax procedures, with substantial potential payoff in terms of improving the business climate. The GWI team raised specific questions on certain issues in government finances due to their potential effect on the MCA indicators (see “Fiscal Issues,” below).

FISCAL ISSUES: The latest Article IV report on Cameroon’s economy was issued by the International Monetary Fund on June 28, 2010. Article IV of the IMF charter requires regular—usually annual—reviews by the Fund staff, with every member country, of the country’s economic and financial circumstances. In the case of Cameroon, the report identified a series of problems that, if not addressed, might jeopardize Cameroon’s very favorable ratings for inflation and fiscal policy on the MCA score sheet.

There are ten demonstration projects under way in just one Region, and the Minister is aiming for a total of 150 projects in all Regions of the country.

There were large unfinanced payments owed to State-Owned Enterprises (SOEs) like the oil refinery, SONARA, and a large bank in fragile condition, raising the possibility of a need for bailout, with additional pressure on the budget. Other problems included delays in liberalizing trade and in privatizing SOEs. The team had neither the time nor expertise to delve into these matters, but wished to flag them in the interest of maintaining some of Cameroon's favorable MCA scores.

The Ministry staff assured the visiting team that they have very good relations with the IMF. An IMF mission was in fact due in Yaoundé on Monday, September 13, for a 2-week consultation that would include a review of prospects for the FY 2011 budget.

BUDGET & TREASURY: The Ministry staff reported that a major payment had been made to SONARA the previous month to cover the amount due. To forestall such problems in the future, a number of accounting, statistical, and audit reforms are being implemented, with technical assistance from the IMF, to bring Cameroon's procedures into closer alignment with international practices. New computer software is being installed to provide better fiscal control, including between the Ministry and the regions. New spending limits have been imposed by law, breach of which requires the Minister to appear in the Assembly to provide explanations—and legislative approval is not assured, according to the staff.

Cameroon has a US-style budgetary process including authorization and appropriation stages. The process is said to be the same on paper as it has been for some years, but the Ministry staff observed that there have been recent changes in personnel and attitudes, especially in the National Assembly, that have led to much more skepticism and scrutiny. As an example, they mentioned that the oil windfall of two years ago led to a contentious hearing by the Assembly on the uses made of the money that went on until 4 a.m. Oil revenues and other data, including information on Cameroon's participation in EITI, the Extractive Industries Transparency Initiative, now are posted on the Government's web site at www.spm.gov.cm.

TAX REFORM: The Director General of Taxation described a ten-year-old project in tax reform that includes a substantial focus on reform of business taxes and procedures as well as more dialogue with the business community. It has been "a point of honor" to increase non-oil revenue, and such revenue has in fact risen every year over the period.

The framework for tax policy is set by CEMAC, the 6-nation Economic and Monetary Community of Central Africa, within which Cameroon is the largest economy. CEMAC rules set the broad outlines of tax regimes in member countries and the range in which tax rates can be set. Decisions on the actual rates are then up to the member countries. The permissible range of the Value-Added Tax (VAT), for example, was said to have been set at 15 to 18%. The staff maintained that Cameroon's total business tax burden has fallen to a level between 14% and 16% in the last five years, compared to an average of 17% in Francophone Africa as a whole.

Other taxes, such as income taxes, could be subject to withholding procedures for more effective revenue generation since, where formal street addresses are not available; the authorities cannot always find the taxpayer to collect the amounts due or to refund any overpayments. Those facts, plus the opportunities for corruption, are said to have led aid donors to urge an end to withholding, even for firms doing business with the government.

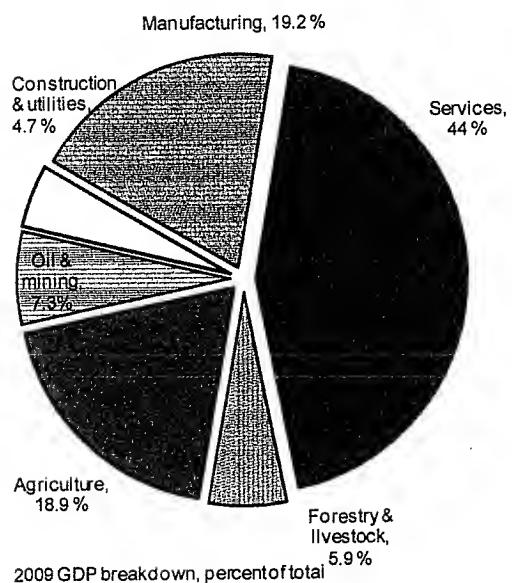
Business lists are being disaggregated in order to identify large taxpayers and provide more targeted services. Tax centers are being established around the country, staffed by specialists in such industries as forestry and energy. There are incentives available to businesses, such as free tax consultations and help

with filing, to encourage them to join the centers. There is a taxpayer hotline for complaints, in addition to the web site already mentioned.

To broaden the tax base and support other policy objectives such as long-term growth, tax incentives are offered to companies for investments in, for example, the social sectors and manufacturing, or for reinvestment in existing businesses. New businesses are given a two-year exemption from the business licensing tax. There is a general move toward simplifying forms and procedures, including a move toward electronic filing of returns—which also should help improve transparency.

To improve relations with the business community the Ministry holds regular meetings, including Tax Open Houses which individual businesses (and media) are encouraged to attend. In addition, there are frequent consultations with industry groups and trade associations to anticipate problems and explain Ministry initiatives. Changes in tax policy and tax administration also are discussed in advance with the private sector.

The Cameroon economy is relatively diversified.



PROBLEMS OF DOING BUSINESS: The IMF's Article IV Report pointed to the need to boost competitiveness and economic growth, and identified the weak business environment as a major constraint. Drawing on such sources as the World Bank and the World Economic Forum, the report identified ten principal constraints to private investment in Cameroon. They included such common problems as inadequate financing, a shortage of electric power, corruption, and crime. Surprisingly for an outsider, however, "Practices of the Informal Sector" were identified as the number one problem.

A discussion of this point with the Ministry staff focused on the fact that most of Cameroon operates as a cash economy in which the informal sector dominates. This sector includes most farmers and small businesses; it accounts for about three-quarters of total employment and 48% of GDP, but only 5% of tax revenue. The sector is under taxed, complies with no safety, health, or other regulations, and may engage in counterfeiting, smuggling, and outright theft. The result is severe competitive disadvantage for formal-sector businesses and a substantial disincentive to private investment—whether foreign or domestic. There is a need for an appropriate mix of incentives and sanctions to bring more informal businesses into the mainstream.

Businesses, formal and otherwise, face difficulties in dealing with regulatory authorities. Among the issues cited by the IMF are tax administration, tax rates, trade and customs regulations, and corruption. The team heard anecdotes about absent or non-responsive officials, time-consuming procedures, and seemingly pointless delays that could only be ended by payment of bribes—though there was no opportunity to pursue these subjects.

MEETING THE PRIME MINISTER



Prime Minister Philemon Yang



Ambassador Joseph B. C.
Foe Atangana

Prime Minister Philemon Yang welcomed the visiting team and expressed the hope that the visit had provided a chance to compare the reality of Cameroon to any erroneous or incomplete information that may have made its way to Washington. The team had been informed that the Prime Minister is a practical man who wants to take concrete action to address some of the obstacles to Cameroon's development, and that was the impression he conveyed on this occasion.

Since there had been no opportunity to discuss the government's privatization program in other meetings, the team raised this issue in the context of improving the environment for business. The Prime Minister responded that the government has made the basic decision to privatize, but it will be a long-term process.

There are areas, he said, where the private sector should intervene and "the state is a bad businessman"—citing mining and railroads as examples of sectors that should not have state funding. The Prime Minister concluded that privatization in these sectors makes particular sense.

IN CONCLUSION

IN WRAPPING UP ITS STAY, THE VISITING TEAM HEARD ONCE AGAIN THAT THE PRESIDENT HAS BEEN THINKING FOR SOME YEARS ABOUT HIS legacy. A recurring theme in his year-end speeches for the last five years has been the need to attack corruption. Audit structures have been established in many ministries for this purpose, and several senior officials have been arrested, including the previous Minister of Finance and the last two Secretaries General at the Presidency. Several of those arrested are from the President's own village

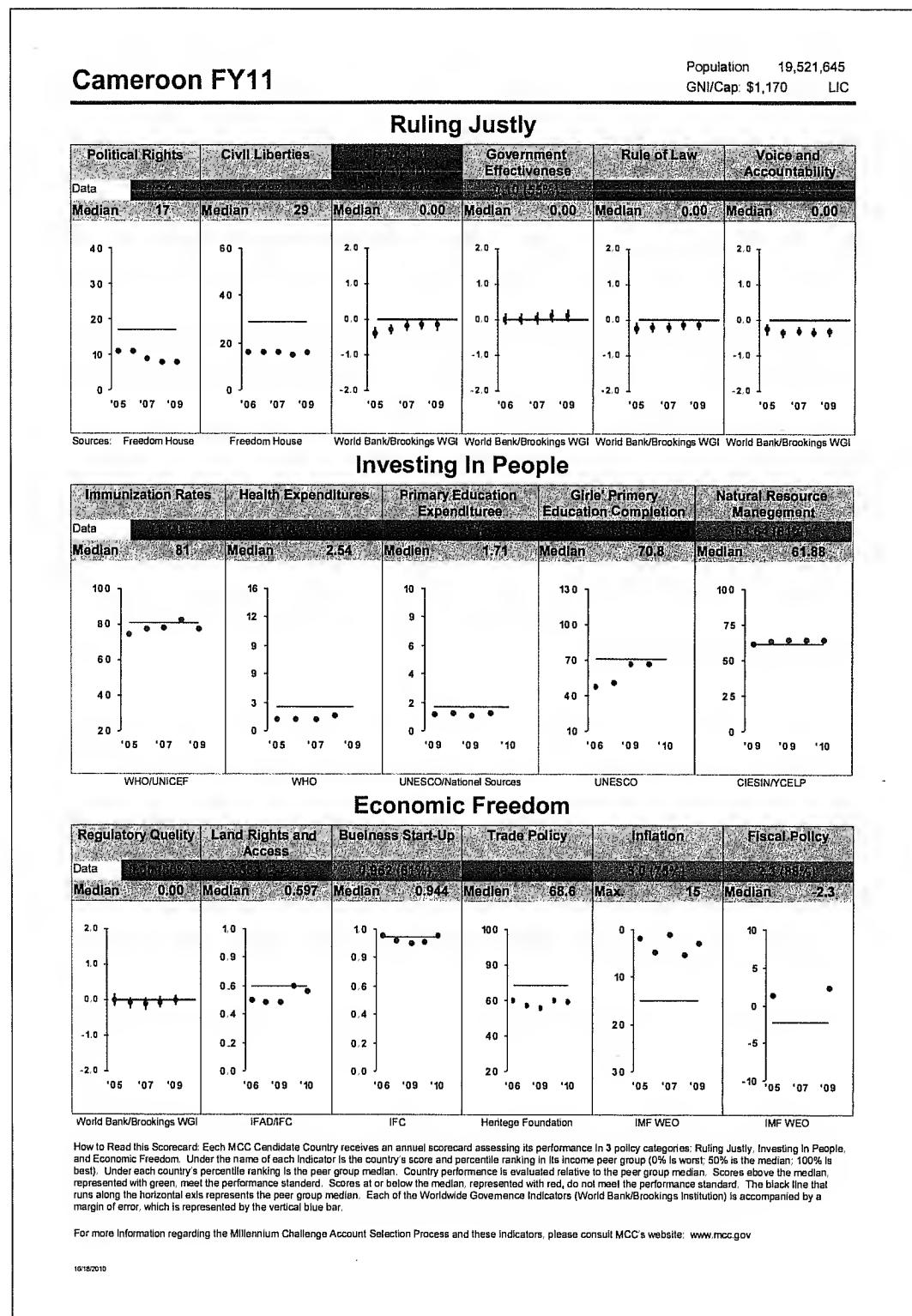
The range of activities around the quest for an MCA program in Cameroon is very broad, extending from the direct involvement of the Prime Minister, through anti-corruption programs, to technical changes in tax policy and tax administration. Under way now for a period of years, these initiatives seem to indicate a substantial commitment to the effort and to constitute a clear example of "the MCA Effect" in action.

The range of activities around the quest for an MCA program in Cameroon is very broad...these initiatives seem to indicate a substantial commitment to the effort and to constitute a clear example of "the MCA Effect" in action.

APPENDIX

ANNEX 1

Cameroon's MCA score sheet showing progress on indicators measuring inflation, fiscal policy, natural resources management, and immunization rates.



ANNEX 2

The ELECAM law calling for a 12-member Electoral Board composed of persons of "stature, moral uprightness, intellectual honesty, patriotism, neutrality, and impartiality."

REPUBLIC OF CAMEROON

PEACE - WORK - FATHERLAND

LAW No. 2006 / 011 OF 29 DEC 2006

**TO SET UP AND LAY DOWN THE ORGANIZATION AND
FUNCTIONING OF ELECTIONS CAMEROON (ELECAM)**

The National Assembly deliberated and adopted,
the President of the Republic hereby enacts the law
set out below:

ANNEX 2, CONTINUED

The ELECAM law

Section 1. (1) This law sets up and organizes an elections management organ hereinafter referred to as Elections Cameroon, abbreviated, ELECAM.
 (2) Elections Cameroon shall be an independent body responsible for the organization, management and supervision of all election operations and referendums.

(3) Elections Cameroon shall perform its duties in keeping with the Constitution and rules and regulations in force.

(4) Elections Cameroon shall be a moral entity with managerial autonomy.

(5) The Head Office of Elections Cameroon shall be in Yaounde.

Section 2. (1) Members of Elections Cameroon shall refrain from acts that may undermine the independence and dignity of their duties. They shall specifically, during their tenure, exercise their powers strictly for the purpose of their mandate.

(2) Members of Election Cameroon shall, under no circumstances, seek or receive instructions or orders from a public or private authority during the performance of their duties.

Section 3. (1) Members of Elections Cameroon may not be prosecuted, investigated, arrested, detained or tried for their views and actions in the performance of their duties.

(2) Save in cases of *flagrante delicto* or violation of the Constitution and law, members of Elections Cameroon shall not be prosecuted during their tenure.

PART II DUTIES

Section 4. (1) Elections Cameroon shall organize, manage and supervise elections and referendums.

(2) In this respect, Elections Cameroon shall be vested with the requisite powers to perform its duties.

PART III ORGANIZATION AND FUNCTIONING

Section 5. Elections Cameroon shall perform its duties through the following organs.

- the Election Board (EB);
- the General Directorate of Elections (GDE).

CHAPTER I THE ELECTORAL BOARD

I – DUTIES

Section 6. (1) The Electoral Board shall ensure compliance with the electoral law of all stakeholders for the purpose of guaranteeing regular, impartial, free, fair, transparent and credible polls.

(2) In this respect, the Electoral Board shall:

- effect scrutines and controls as may be appropriate during elections and non-election years;
- scrutinize candidates and publish the final list or lists of candidates contesting presidential, legislative, senate, regional and municipal elections;
- publish presidential, legislative and senatorial election trends;
- forward election reports to the Constitutional Council or bodies provided for by the law;
- ensure the timely publication and notification of the list of members of polling stations to the appropriate persons outlined in the electoral law, notably representatives of lists of candidates or candidates;
- control the preparation of election material and election documents within the deadlines fixed by law;
- examine claims and petitions regarding pre-election and election operations, subject to the jurisdiction of the Constitutional Council and appropriate courts or administrative services;
- order the correction of errors ascertained upon consideration of claims or petitions filed in respect of elections or referendums.

Section 7. Within the framework of its missions, the Electoral Board shall:

ANNEX 2, CONTINUED

The ELECAM law

- adopt the by-laws of Elections Cameroon;
- submit reports and/or proposals to the appropriate authorities on issues that fall within their competence;
- examine and approve draft budgets prepared by the Director General;
- approve the action programme prepared by the Director General;
- make recommendations or suggestions on any draft bill relating to elections submitted to it;
- determine the organization and functioning of branches;
- hold consultations with the Administration, political parties and civil society for the purpose of managing the electoral process.

II – COMPOSITION AND TENURE

- Section 8.** (1) The Electoral Board shall comprise twelve (12) members, including a Chairperson and one (1) Vice-Chairperson.
- (2) Members of the Electoral Board shall be designated from the midst of independent personalities of Cameroonian nationality, reputed for their stature, moral uprightness, intellectual honesty, patriotism, neutrality and impartiality.
- (3) The Chairperson, Vice-Chairperson and Members of the Electoral Board shall be appointed by decree of the President of the Republic upon consultation with political parties represented in the National Assembly and civil society.
- (4) The Chairperson and Vice-Chairperson of Elections Cameroon shall be the Chairperson and Vice-Chairperson of the Electoral Board.
- (5) The mandate of members of the Electoral Board shall be four (4) years, renewable as appropriate.
- (6) Before taking office, members of the Electoral Board shall take the following oath before the Constitutional Council: *"I swear to fully and faithfully discharge my duties and to exercise my office without fear or favour in accordance with the Constitution and laws in force, to ensure the confidentiality of proceedings and votes, to abstain from talking public positions and to decline any consultation on matters falling under the purview of Elections Cameroon."*
- (7) They shall be bound to declare their property and assets.

- non-renewal of the mandate;
- resignation;
- death.

(2) The resignation referred to in sub-section (1) above shall be duly established by Elections Cameroon. In this case, the member whose resignation has been established shall be replaced by decree of the President of the Republic, upon consultation with the Chairperson of the Electoral Board. The member appointed shall serve the incumbent's remainder term. He shall take the oath as set out in Section 8 (6) above.

Section 10. (1) The temporary incapacitation of a member shall be established by Elections Cameroon. Where such incapacity exceeds six (6) months, the duties of such member shall be terminated by decree of the President of the Republic.

(2) The member appointed to replace the incapacitated member shall serve the incumbent's remainder term. He shall take the oath as set out in Section 8 (6) above.

Section 11. The mandate of members of the Electoral Board may be terminated in the following cases:

- physical incapacity duly established by Elections Cameroon;
- serious misconduct, duly ascertained by Elections Cameroon, notably the breach of oath;
- penalty imposed for a felony (life or fixed-term imprisonment coupled with banishment and civic disqualification).

Section 12. A member whose mandate comes to an end, pursuant to the provisions of Sections 9, 10 and 11 above, shall not be candidate for any election organized by Elections Cameroon immediately following the end of such mandate.

III – CONFLICT OF INTERESTS

- Section 13.** The duties of Chairperson, Vice-Chairperson and member of the Electoral Board shall be incompatible with those of:
- Member of Government and persons ranking as such;

- Member of the Constitutional Council;
- active Magistrate;
- Secretary-General of a Ministry and persons ranking as such;
- General Manager of a public establishment, public and semi-public Enterprise
- Director in the central administration and persons ranking as such;
- person with a running mandate in national, regional or local body;
- Governor, Senior Divisional Officer and Assistant Senior Divisional Officer, Divisional Officer and Assistant Divisional Officer, Head of District in office;
- Traditional ruler;
- official and personnel of the forces of law and order in active service;
- person disqualified or ineligible for elections;
- Candidates contesting elections supervised by Elections Cameroon;
- Member of a political party or support group of a political party, list of candidates or candidate

IV-FUNCTIONING

Section 14. The Electoral Board shall hold 4 (four) annual ordinary sessions which convened by its Chairperson. However, when the need arises or at the request of 2/3 (two-thirds) of its members, the Board shall meet in extraordinary session.

Section 15. (1) During an election period, the Electoral Board shall meet as often as necessary.

- (2) In the event of vacancy of the office of Director General or Deputy Director General, he/she shall be replaced in accordance with the provisions of Section 20 (1) above, to serve for the remainder of the mandate.

(2) The Electoral Board shall meet at least every fortnight upon the convening of the electorate.

Section 16. Meetings of the Electoral Board shall be convened by the Chairperson, and where the latter is unavailable, by the Vice-Chairperson. In the absence of such consensus, decisions shall be taken by a simple majority of members present. In the event of a tie, the Chairperson shall have the casting vote.

- (2) The quorum shall be formed by 2/3 (two-thirds) of members.
- (3) Proceedings of the Electoral Board shall be recorded in a report signed by the Chairperson and Rapporteur.
- (4) The secretarial services of meetings of the Electoral Board shall be provided by the General Directorate of Elections.

CHAPTER II

THE GENERAL DIRECTORATE OF ELECTIONS

Section 18. The General Directorate of Elections shall be responsible for the organization and management of the poll under the supervision of the Electoral Board.

Section 19. The General Directorate of Elections shall be placed under the authority of a Director General, assisted by a Deputy Director General, as appropriate.

I - APPOINTMENT

Section 20. (1) The Director General and Deputy Director General shall be appointed by decree of the President of the Republic for a mandate of four (4) years, renewable as appropriate upon consultation with the Electoral Board.

- (2) In the event of vacancy of the office of Director General or Deputy Director General, he/she shall be replaced in accordance with the provisions of Section 20 (1) above, to serve for the remainder of the mandate.

Section 21. The duties of Director General or Deputy Director General shall expire in the following cases:

- non-renewal of the mandate;
- resignation;
- death.

(2) The mandate of the Director General or Deputy Director General may be terminated in the following cases:

- physical incapacity duly established by Elections Cameroon;
- serious misconduct, duly established by Electoral Board;
- penalty imposed for a felony (life or fixed-term imprisonment coupled with banishment and civic disqualification).

II - DUTIES

Section 22. (1) The Director General shall be responsible for all election operations and referendums under the supervision and control of the Electoral Board, such as:

- drawing up, managing, updating and keeping the national voters' register as well as election documents and materials;
- procuring and distributing election materials and documents;
- drawing up and publishing voters' lists;
- issuing and distributing voters' cards
- organizing and supervising the training of electoral personnel;
- preparing the annual draft budget of Elections Cameroon and draft Election budgets;
- implementing the budget of Elections Cameroon and elections budget;
- managing sundry resources and equipment put at his disposal;
- receiving and submitting to the Electoral Board candidacies for presidential, legislative, senatorial, regional and municipal elections;

- distributing, within the statutory time-limit, samples of ballot papers to candidates or political parties contesting the elections in view of campaigning;
- coordinating the work of observers accredited by the appropriate national authorities;
- organizing polling stations and appointing officers to the said polling stations;
- reporting to the relevant authorities any threats to public order in the polling stations;
- coordinating all bodies responsible for election operations;

- transporting election reports and other documents from polling stations to the head office of Elections Cameroon;
- forwarding election reports to the Electoral Board for the publication of election trends.
- (2) In this respect, the Director General shall be vested with all powers necessary for the performance of his duties.
- (3) He shall submit a progress report to the Electoral Board at least once every six months.
- (4) After every election, the Director General shall be responsible for centralizing and keeping all election documents and materials. He shall draw up the final report on the conduct of the poll.

Section 23. (1) The Director General of Elections shall be responsible for the administration of Elections Cameroon.

- (2) He shall attend Electoral Board meetings in an advisory capacity.
- (3) The Director General shall represent Elections Cameroon within the framework of his duties and may appear in judicial proceedings.
- (4) The Director General shall serve as secretary during Electoral Board meetings.

(5) The Deputy Director General shall perform such duties and carry out such missions as shall be entrusted to him by the Director General within the framework of the administration of Elections Cameroon.

III – SUPPORT BODIES

Section 24. (1) The General Directorate of Elections shall comprise support bodies.

(2) The organization and functioning of support bodies referred to under Section 24 (1) above shall be laid down by the Electoral Board.

(3) Heads of support bodies shall be appointed by the Director General of Elections.

IV- STAFF

Section 25. (1) The Director General shall recruit staff on behalf of Elections Cameroon, in keeping with the laws and regulations in force.

(2) He may also request the secondment of civil servants or transfer of government contract workers and State employees.

(3) Staff of Elections Cameroon shall be bound by the in-house staff rules adopted by the Electoral Board in keeping with the laws and regulations in force.

(4) Throughout their employment, civil servants, contract workers or State employees on secondment or appointment, shall be bound by labour laws subject to the General Rules and Regulations of the Public Service, in respect of retirement, increment and end of secondment.

(5) During the election period, the Director General of Elections may hire temporary staff to perform specific duties.

CHAPTER III BRANCHES

Section 26. (1) Elections Cameroon shall have branches at provincial, divisional and council levels.

(2) The organization and functioning of branches shall be laid down by the Electoral Board.

(3) Officers of the branches shall be appointed by the Director General of Elections upon the approval of the Electoral Board.

PART IV FINANCIAL PROVISIONS

Section 27. The resources of Elections Cameroon shall be public funds managed in compliance with public accounting rules.

Section 28. Elections Cameroon shall have an annual budget and an elections budget in an election year.

Section 29. The Director General shall be the authorizing officer of the Elections Cameroon budget.

Section 30. The draft annual budget of Elections Cameroon as well as the draft elections budget shall be prepared by the Director General of Elections and approved by the Electoral Board. The Chairperson of the Electoral Board shall submit the said draft budgets to Government for consideration and tabling before Parliament for adoption as part of the Finance Law.

Section 31. (1) Upon adoption of the State budget by Parliament, the Minister in charge of finance shall disburse funds to Elections Cameroon as priority State expenditure as set out in the appropriations of the Finance Law.

(2) Where elections are held in a non-election year, the State shall take appropriate measures to allocate requisite resources to Elections Cameroon for the organization of the elections.

Section 32. The Minister in charge of finance shall appoint a Treasury Accounting Officer to Elections Cameroon.

Section 33. An auditor shall be appointed to Elections Cameroon by the Minister in charge of finance for a mandate of three (3) years, renewable once.

Section 34. The administrative accounts and management accounts of Elections Cameroon shall be submitted annually to the Minister in charge of finance and to the Audit Bench of the Supreme Court.

Section 35. The accounts of Elections Cameroon shall be audited annually by the relevant State services.

**PART V
TRANSITIONAL AND FINAL PROVISIONS**

MISCELLANEOUS, TRANSITIONAL AND FINAL PROVISIONS

Section 36. A decree of the President of the Republic shall lay down the protocol ranks and privileges of the Chairperson and Vice-Chairperson of the Electoral Board, members of the Electoral Board, as well as the Director General and Deputy General of Elections.

Section 37. (1) The Chairperson and Vice-Chairperson of the Electoral Board shall be entitled to monthly remuneration and benefits in kind.

(2) Members of the Electoral Board shall be entitled to session allowance during meetings of the Electoral Board and refunded all expenses incurred in respect of such meetings upon production of supporting documents.

(3) Allowances and mission allowances shall be granted to members of the Electoral Board.

(4) The monthly remuneration, session allowances, allowances and mission allowances referred to in sub sections 1, 2 and 3 above shall be determined by decree of the President of the Republic.

Section 38. The Director General and Deputy Director General of Elections shall each be entitled to monthly remuneration and statutory benefits whose nature and amount shall be determined by decree of the President of the Republic.

Section 39. The rules of procedure and *modus operandi* of Elections Cameroon shall be laid down by the by-laws.

Section 40. (1) Elections Cameroon shall receive any collaboration and assistance requested from government services for the performance of its statutory duties.

(2) The Minister in charge of territorial administration shall ensure permanent liaison between government and Elections Cameroon. In this respect, the latter shall submit copies of minutes and progress reports to him.

Section 41. Where Elections Cameroon is duly established as incompetent by the Constitutional Council, the President of the Republic shall, under Article 5 of the Constitution, take the requisite corrective measures.

Section 42. (1) All previous provisions repugnant hereto are repealed and shall so remain.

(2) The electoral duties of relevant State bodies shall be transferred to Elections Cameroon, under the supervision of the President of the Republic.

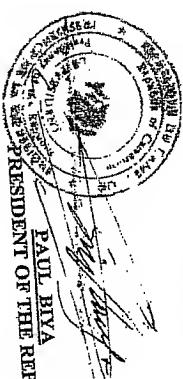
(3) As and until Elections Cameroon is effectively put in place, over a period which should not exceed 18 (eighteen) months, the National Elections Observatory (NEO) and other relevant electoral State bodies shall continue to carry out their respective electoral duties.

(4) A decree of the President of the Republic shall duly ascertain that Elections Cameroon has been effectively put in place.

Section 43. Separate instruments by the President of the Republic shall lay down, as and when necessary, conditions for the implementation of this law.

Section 44. This law shall be registered, published according to the procedure of urgency and inserted in the *Official Gazette* in English and French.

YAOUNDE, 29 DEC 2006


 PAUL BIYA
 PRESIDENT OF THE REPUBLIC

ANNEX 2, CONTINUED

The ELECAM law

ANNEX 3

Lists of representatives from the political parties, including the names of their chairmen and their political party members.

MERCREDI, 08 SEPTEMBRE 2010

DOCUMENTS

Composition des Commissions de révision des listes électorales dans la région de l'Extrême-Nord

Article 1er. Est constaté, pour compter de la date de signature de la présente décision, la composition des Commissions de révision des listes électorales dans la région de l'Extrême-Nord ainsi qu'il suit :

DÉPARTEMENT DU DIAMARÉ				
COMMUNES	PRESIDENTS	REPRÉSENTANTS DE L'ADMINISTRATION	REPRÉSENTANTS DES MAÎTRES	REPRÉSENTANTS DES PARTIS POLITIQUES
BOGO	M. OUSMANOU	M. KOUE VICTOR	M. HAMIDOU LAWANE	M.D. - ADIB MAI BOUCAR (UDPC) - ADOUSSA KARIM (UDPC) - BACHIROU JEDDE GAYE (ADPC) - DUMAROU SANDA (UDPC)
DARGALA	M. HAMADOU WAKILI	M. BELLO YOUSSEFI	M. N'DOUDA BOUHARI	M.D. - ABIBOU IBAZIA (UDPC) - DABANGOU SOUZO (ADPC) - HAMADOU GABDO (ADPC) - ALMAOUJAH JEAN BOISSO (ADPC) - YAYA ABDOU LAYE (ADPC) - OMARA DOUBA (UDPC)
GAZAWA	Mme BAOU DALIBEL M. MASSI KITI	M. NAIMBU	M. SAIDIOU AHMADOU	M.D. - MOUSSA OADIO (UDPC) - YAYA OUMAROU (ADPC) - DABANGOU AIBADOU (UDPC)
MAROUA I	M. ANA SOUTEC CHARLES	M. SILAS	M. ABDUL AZIZ MOHAMAN	M.D. - OUDOUADOU HABOU (UDPC) - MCHAMDOU SAMOUDI (ADPC) - AEDOU ALIOU (ADPC) - ABASSI AMER - ADOUSSA KARIM (UDPC) - MAMA POURI KOUSSOU (ADPC) - MAMADOU HAMMOUDI (UDPC) - ABIBOU ADOU (UDPC) - MAMADOU HADJELINE (UDPC)
MAROUA II	M. MOHAMADOU MOUNTAKH	M. DINAROU BOLBARKY	M. YAYA DAJIL	M.D. - IBRAHIMA ZOUA (UDPC) - ADOUSSA KARIM (UDPC) - ABIBOU AIBADOU (ADPC) - BELLO BOURA (ADPC) - HAMADOU BACHIROU (UDPC) - ADOUSSA KARIM (ADPC) - ADAMA AYALE (ADPC) - ABIBOU AIBADOU BAKARY (UDPC) - ADOUSSA KARIM (UDPC)
MAROUA III	M. ABDOU KAMAN LAUNE BAH	M. ADI	M. ASIMNU ABDUL BAGU	M.D. - ABIBOU AIBADOU (UDPC) - ABIBOU AIBADOU (ADPC) - YAYA VICTOR (ADPC) - ALDOUFAR FENO - ABIBOU AIBADOU (ADPC) - ABIBOU AIBADOU (UDPC) - ADOUSSA KARIM (UDPC)
MEU	M. BIEUDU ENDER	M. BOUBA MOONOM	M. RAISON BADAM	M.D. - BOUBA ADAM (UDPC) - YAYA TAMBALOU (UDPC) - KANDAM YAKUBU (UDPC)

COMMUNES	PRESIDENTS	REPRÉSENTANTS DE L'ADMINISTRATION	REPRÉSENTANTS DES MAÎTRES	REPRÉSENTANTS DES PARTIS POLITIQUES
DEZIGUILAO	M. BANG CLEMENT	M. JEHN ALBERT	M. DOUNIA BARTHELEMY	M.D. - YOUSSE BILAL (UDPC) - DABANGOU SOUZO (ADPC) - LAZELLE DIAMAND (ADPC) - WANDY HANSSEK (UDPC)
GUDIGUES	M. YAYA DANTROU	M. DIAOUYE ENAMEL	M. KOLSE	M.D. - WASSNEME HEURE (UDPC) - TERWA GILBERT (ADPC) - AIBADOU BABA (ADPC) - SABOU DURAMA (UDPC)
KARLE	M. ZOUA ALBERT	M. GOUDE PATCHING	M. GUEULE GASTON	M.D. - ADOUSSA KARIM (ADPC) - MANESTRIE KARIM (ADPC) - DIBERLLA BALOUT (ADPC) - DILINTADA (UDPC)

DÉPARTEMENT DU LOGONE ET CHARI				
COMMUNES	PRESIDENTS	REPRÉSENTANTS DE L'ADMINISTRATION	REPRÉSENTANTS DES MAÎTRES	REPRÉSENTANTS DES PARTIS POLITIQUES
BLANDOUA	M. LIHAMIANA MEY	M. HADJEW ADALI	M. LIHAMIAN LIHAMATE	M.D. - AIBADOU AHMADY ADAKAR (UDPC) - ALI JAHU (UDPC)
DARAK	M. GUÈME ABIAHMET	M. SEINJ ABAKASSIR	M. ABDOU LAYE MICKYLASSOU	M.D. - ALI AHDJI (UDPC)
FOTOKOL	M. DIXYOKOUMI BADI	M. KAWISOKOLOU	M. KALIJI DIBHINE	M.D. - JEFROU'SSA MALLILOU (UDPC) - ABIBOU AIBADOU (UDPC)
GOULFAY	M. ALIFIA ATTABOUKAR	M. MADAM KAHADAT ADAM	M. AIBAKAR AIBA JICI	M.D. - AIBADOU AHMADY (UDPC) - AIBA AH KAKA (UDPC) - BAKARI AHMADY (UDPC) - AIBA HASSEN (UDPC)
HIRE-AIAPA	M. IAHN ADOU ADOU	M. ITRUSA ILSANA	M. ALI CIKIN DEDRINE	M.D. - ALI AHDJI (UDPC)
KOSSERI	M. MANOUMAD MOUSTAPHA DITKO	M. DIBRINI ADDOU	M. HAMADAT ABDOU	M.D. - DIBRINI ABDOU (UDPC) - DIBRINI ABDOU (ADPC) - HAMADAT ABDOU (UDPC) - AIBA CIKIN (UDPC) - AIBA CIKIN (UDPC) - AIBA CIKIN (UDPC)
LOGONE-BIRNI	M. ADOUK AZIZ ABADOU	M. AIBADOU LIJANI	M. AIBADOU LIJANI CHEIKH	M.D. - AIBADOU YOUSSEF (UDPC)
MARAY	M. MOUSSA DIBBE	M. IDUSA CIHTIMA	M. AIBADOU LIJANI CHEIKH	M.D. - MARAY MAT CHEIKH ADOU (UDPC) - AIBADOU GOMI (UDPC)
WAZA	M. BOURA KAMSOLOU	M. AWEERN ASHENDJA	M. ZEYNAH AYEBEL (UDPC)	M.D. - ZEYNAH AYEBEL (UDPC)
ZINA	M. ENSIKI AKTAI ALAO	M. AGUYTA ZICOLA	M. YAH ALAO (UDPC)	M.D. - ZIBRU HANA (UDPC)

DÉPARTEMENT DU MAYO-DANAY				
COMMUNES	PRESIDENTS	REPRÉSENTANTS DE L'ADMINISTRATION	REPRÉSENTANTS DES MAÎTRES	REPRÉSENTANTS DES PARTIS POLITIQUES
DATCHKE	M. KOUF MARTIN	M. DINOUOU CEZETIN	M. DAKOLE ALPHONSE	M.D. - DABANGOU SOUZO (UDPC) - TAOUGUA ROBERT ALDO - HEDZOGUIN CHRISTOPHE (UDPC) - TEGOUING ROGER (UDPC) - YAYANG KERE (ADPC)
GOURO	M. NGOMA DABATE	M. GODI PIERRE	M. PAUTANGOU ERNST	M.D. - GALAKOU ROBERT (UDPC) - ADOUSSA KARIM (UDPC) - AIBADOU AHMADY (UDPC) - DUMAROU SANDA (UDPC)
GUÈME	M. BENTIVE YONAK	M. DASSIKON DIAISNA	M. WARNA PAUL	M.D. - MOULLA JUSTIN (UDPC) - LASANNA CIHAYAVU (UDPC) - DJIAMA ANDRE (UDPC) - LOVYANA BONFACE (ADPC)

Article 2.- La présente décision sera enregistrée et communiquée partout où besoin sera. /-

Yacoundé, le
Le Directeur général des élections,
MOHAMAH SANI TAHIMOU

ANNEX 4

National Anti-Corruption Commission brochure

ACTIVITIES OF THE NACC IN 2008

- Forum on the fight against corruption in the transport sector, 25th March - 1st April 2008;
- Forum on the fight against corruption in the Education Sector ; 29th April, 6th and 8th May 2008;
- Information seminar for Anti-corruption units in ministries, open to NGOs and the media ; 1st September 2008;
- Reflection day on corruption in the media ; 4th and 5th September 2008;
- Investigations and field enquiries;
- Several studies are being carried out, notably the study to prevent corruption in the payment of pension dues;
- The NACC received from the Ministry of the Economy, Planning and Regional Development a listing of projects of the last five years. Such projects are currently being analysed and physical controls are going to be organised in a bid to assess their execution.
- Unannounced field controls were carried out in order to track and sanction corruption deeds in the transport sector (road users being ransomed, assessment of the functioning of road checks, toll gates, and weighing stations).
- Investigations are currently being carried out on important financial misappropriations, as well as on number of corruption deeds.

The NACC is running a radio programme on the national station of CRTV aimed at sensitising, educating and informing the public.

The web site of the NACC is functioning well and dated regularly.

NACC AND COOPERATION

Bilateral and multilateral cooperation with the partners development involved in fight against corruption in Cameroon. NACC is involved in many programs. Among them:

- The CHOC Program (change habits, Oppose to Corruption)
- CASC Program (reinforcing the capacities of the control structures involved in the fight against corruption)
- PARC Program (institutional reforms in good governance).

The Network working with the NACC:

- International Association of Anti-Corruption Agencies (IAAC) which comprises more than 150 countries over the world
- Global Knowledge on transport Partnership which comprises more than 150 countries over the world

NATIONAL COALITION AGAINST CORRUPTION

In order to fit the conditionalities of our partners, our institution, on 19th November 2008, created the National Coalition against Corruption, composed with civil society, NGOs, Public administrations, religious organisations and the media.

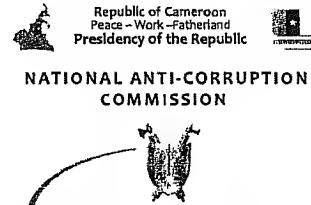
All these structures shall regularly meet under supervision of the NACC, in its capacity as National Commission and Institutional Organ in charge of fighting against corruption in Cameroon, placed under the highest and direct authority of the President of the Republic. It will coordinate the activities of the National Coalition in order to define and put in place the national strategy against corruption according to the law which organizes its functioning.

The National Coalition is still opened to all those who want to be part of it.

Special Guests of the NACC in 2008

- H.E. Janet E. Garvey, United States Ambassador to Cameroon,
- Madam GRACA MACHEL, Member of the Panel of African Peer Review Mechanism (APRM) in charge of Cameroon

NATIONAL ANTI-CORRUPTION COMMISSION



The National Anti-corruption Commission was set up by presidential Decree n° 2006/088 of 11th, 2006.

It is an independent public body charged with contributing to the fight against corruption and placed under the authority of the President of the Republic.

NACC



The NACC is located at the first floor of the Conference Centre, Yaoundé
Website : //www.conac-cameroun.net
Mallto : infos@conac-cameroun.net
Tel : 22 20 37 32 / 22 20 37 31
Fax : 22 20 37 30
B.P. 33 200 Yaoundé

PRESENTATION OF THE NACC

The National Anti-Corruption was set up on the 11th of March 2006 by a decree of the President of the Republic.

It is an independent public body charged with contributing to the fight against corruption.

MISSIONS OF THE COMMISSION

It is notably responsible for:

- Monitoring and evaluating the effective implementation of government's anti-corruption plan;
- Gathering, centralizing and analyzing denunciations and information forwarded to it in respect of corrupt practices, deeds and facts and similar offences;
- Conducting all studies or investigations and proposing any measures aimed at forestalling or curbing corruption;
- Carrying out, where necessary, on-the-spot controls of execution of projects, as well as the evaluation of conditions of public contracts awards;
- Disseminating and popularising anti-corruption elements;
- Identifying the causes of corruption and proposing to the relevant authorities, measures likely to lead to its eradication from all public or semi-public services;
- Performing any other duties assigned to it by the President of the Republic.

The Commission may also initiate proceedings for any corrupt practices, deeds and facts and similar offences in which it is acquainted.

Any natural person or corporate body may also lodge with the Commission, any complaint or denunciation in respect of corrupt deeds and facts.

The Commission shall be bound to protect its sources of information. Provided that, where the malicious intent of the informer is established, the Commission shall disseminate the source concerned at the behest of the court.

STRUCTURES OF THE COMMISSION

COORDINATION COMMITTEE

Besides the Chairperson and Vice-Chairperson, the Coordination Committee comprises nine members chosen from among personalities from the administration and civil society, who have shown proof of integrity in the exercise of their duties and are of good moral conduct.

The Chairperson, Vice-Chairperson of the Commission and members of the Coordination Committee are appointed by decree of the President of the Republic for a term of 3 years, renewable once where necessary.

PERMANENT SECRETARIAT

It is placed under the authority of a Permanent Secretary is the main administrative assistant of the Commission Chairperson. The Permanent Secretary is responsible for:

- handling matters of the Commission;
- coordinating activities of the structures of the Commission;
- ensuring the training and retraining of Commission staff;
- assisting Commissioners on investigation missions;
- participating in gathering evidence within the framework of inquiries conducted by the Commission;
- collecting, centralizing and analyzing information and denunciations in respect of corrupt practices, deeds and facts or similar offences;
- conducting studies on capacity building for anti-corruption bodies;
- analyzing reports from anti-corruption units in ministries;
- preparing meetings and drawing up half yearly and yearly reports of the NACC;
- monitoring the implementation of Commission recommendations.

The Permanent Secretariat shall comprise: The Investigations Division; The Prevention and Communication Division; The Studies and Cooperation Division; The Mail and Records Service; The General Affairs Service; The Translation Service.

FUNCTIONING OF THE COMMISSION

The Coordination Committee meets at least once every month at the behest of the Chairperson. The Coordination Committee validly conducts business only in the presence of two-thirds of its members. Decisions of Coordination Committee are taken by a simple majority of members present. In case of a tie, the Chairperson has the casting vote.

The Commission duly investigates, within reasonable time-frame, upon receipt of any declaration or matter referred to it. Commissioners vested with the relevant powers to monitor, and investigate in the performance of their duties.

To that end, Commissioners on assignment

- have a right to access all government, s public and private services, as well as all documents and information needed for the discharge of their duties;
- may resort to any competent authority for assistance in the discharge of their duties;
- shall be authorized to request information from any public servant, whether an official or no as well as from any natural person or corporate body awarded a public contract.

Where deeds and facts likely to be considered as corruption or any related offences are established, the Commission gathers evidence and forwards the file to the President of the Republic appropriate division. However, in order to establish a criminal offence, the Commission requests the competent Services. The Commission Chairperson may directly contact the Minister in charge of Justice, and the employer of the accused person(s) thereof.

The Commission Chairperson and members of the Coordination Committee may follow up proceedings in court.

ANNEX 5

September 10 newspaper front page announcing that the President had recruited Ambassador Andrew Young's firm, at a cost of "billions," an outright lie, in order to burnish his image ahead of the 2011 election.



... Goodworks international d'Andrew Young pour «kilaver» l'image du président à l'approche de la présidentielle. Sa facture coûte des milliards.

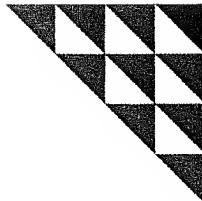
P.3

ANNEX 6

The fee schedule from the Finance Ministry's Treasury directorate, who accepts a single payment for all fees listed on the printed schedule in the application packet.

 MINISTÈRE DE L'ÉCONOMIE DU FINANCIER ET DU DEVELOPPEMENT DURABLE	ORMALITÉS PRÉPRIÉTÉS	CREEZ VOTRE ENTREPRISE EN 72 HEURES !!!
Coûts officiels des prestations pour la création d'une entreprise au CFCE		
⇒ Demande d'attestation pour soumission à la CNPS Quittance de 6000 Fcfa + 02 timbres de 1000 Fcfa = 8.000 Fcfa		
⇒ Attestation de non utilisation de personnel salarié à la CNPS Quittance de 1.500 Fcfa + 01 timbre de 1.000 Fcfa = 2.500 Fcfa		
⇒ Patente 0000 Fcfa (Exonérée pendant les deux premières années)		
⇒ Carte de contribuable 0000 Fcfa (Gratuite)		
⇒ Enregistrement du bail - 10% du montant du bail annuel déclaré par le promoteur, pour un entrepreneur locataire; - 0,11% de la valeur déclarée de l'immeuble, pour un entrepreneur propriétaire de l'immeuble.		
⇒ Enregistrement au Registre du Commerce et du Crédit Immobilier - 53.000 Fcfa pour une personne physique; - 41.500 Fcfa pour une personne morale.		

Procédures préalables à l'arrivée au CFCE (Pièces à établir)
Pour les personnes physiques
⇒ 01 Copie certifiée conforme de la carte nationale d'identité ou de l'acte de naissance, du passeport ou de la carte de séjour pour les étrangers.
⇒ 01 Extrait du bulletin N°3 du casier judiciaire, pour un étranger; 01 extrait du casier judiciaire de son pays d'origine ou tout autre document en tenant lieu.
⇒ 01 Extrait de l'acte de mariage ou un certificat de célibat.
⇒ 02 Photos 4x4.
⇒ Le cas échéant une autorisation préalable d'exercer le commerce.
⇒ Un plan de localisation de l'entreprise signé du requérant.
Pour les personnes morales
⇒ 02 Copies certifiées conformes des statuts.
⇒ 02 Deux exemplaires de déclaration de régularité et de conformité, ou de la déclaration notariée de souscription de versement.
⇒ 02 Listes certifiées conformes des gérants, administrateurs ou associés tenus indéfiniment et personnellement responsables, ayant le pouvoir d'engager la société.
⇒ 02 Extraits de casier judiciaire des personnes visées ci-dessus.
⇒ Le cas échéant une autorisation préalable d'exercer le commerce.
⇒ Un plan de localisation de l'entreprise signé du requérant.
Le reste se passe au CFCE.



ABOUT GOODWORKS



Ambassador Andrew Young, Co-Chairman



Carlton Masters,
Co-Chairman & CEO



Omar Arouna,
Managing Director



Edwin L. Barber, III,
Senior Advisor

In 1996, two men of vision—Ambassadors Andrew Young and Carlton Masters—joined forces to fill a particular set of needs primarily faced by enterprising U.S. multinational companies seeking to enter the emerging markets of Africa and the Caribbean. Combining their experience in international business, finance and politics as well as their substantial contacts and relationships throughout the world and especially Africa and the Caribbean, Ambassadors Young and Masters formed GoodWorks, a private corporation, dedicated to directly linking the potential of emerging markets to the promise of commercial ventures.

GoodWorks entered this environment of untapped promise to offer our clients a unique combination of professional experiences, strategic business alliances and worldwide relationships. These strengths are leveraged on behalf of our clients to produce significant achievements in a variety of industries in various emerging markets. Providing support services to corporations and governments engaged in innovative strategies for a changing global economy, GoodWorks continues to play a catalytic role, linking progressive companies with fast-growing economies to create, develop and pursue profitable business opportunities that might otherwise go unrealized.

Since its formation more than ten years ago, GoodWorks has been actively engaged in efforts that foster improved standards of living, education, health and capacity building in Africa and the Caribbean. We have promoted improvements in U.S. policies toward the regions, including advocating for the African Growth and Opportunity Act (AGOA) and subsequently working with African governments to assist them in harmonizing their national policies to maximize their ability to attract U.S. private investments and gain access to U.S. markets.

Mr. Barber is Senior Advisor for African Development in the GoodWorks Washington office. He serves as a key liaison with African and U.S. Government officials and agencies. Mr. Barber works with congressional offices on legislative issues, and with U.S. Government agencies such as the Departments of Commerce, State and Treasury, Export-Import Bank, Overseas Private Investment Corporation as well as international financial institutions including the World Bank and African Development Bank. He represents GoodWorks as a member of the Financing and Agribusiness Task Forces of the Corporate Council on Africa.

Prior to joining GWI, Mr. Barber had a 43 year career with the United States Government, including 17 years in the Foreign Service, 25 years at the U.S. Department of Treasury, and 13 years as head of the Office of African Nations. In that position he was responsible for shaping U.S. economic and financial policies on issues such as debt relief, trade and investment, International Financial Institutions programs, and macroeconomic and development policy dialogue. He has also played a key role in extended visits to Africa by three successive United States Secretaries of the Treasury.

Mr. Barber holds Masters Degrees in Economics from George Washington University and Asian Studies from the University of Michigan, and a bachelor's degree with honors from Amherst College. He speaks fluent Indonesian.

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