









GUIDE AND REPORTING FORMAT







FEICOM: maturity FEICOM : la maturité



Preface of H.E. **Paul BIYA,** President of the Republic of Cameroon Préface de S.E. **Paul BIYA**, Président de la République du Cameroun

A WORD FROM THE GENERAL MANAGER OF FEICOM

Dear Mayors,

The Special Council Support Fund for Mutual Assistance (FEICOM) celebrated its fiftieth anniversary on 05 December 2024. The activities organized on this occasion were placed under the Highly Distinguished Patronage of the President of the Republic, His Excellency Paul BIYA, on the theme "FEICOM: a tool for building national solidarity". In signing the preface to the Golden Book published on this occasion, entitled "FEICOM: maturity", the Head of State underlined his unwavering support to this institution, which is the main tool for providing technical and financial support to the decentralization process.

It is in the wake of this celebration, marked by the consolidation of achievements and the need to increase the contribution of local development players to Cameroon's emergence by 2030, that the 6th edition of the FEICOM National Award for Councils Local Development Best Practices has been launched.

This competition aims to reward Councils and City Councils that have made outstanding contributions to improving the living environment and conditions of their populations. Since its first edition held in 2012, it has benefited from the technical support of the United Nations Human Settlements Programme, and complies with the requirements of the African Charter of values and principles of decentralization, local governance and local development, stated in its article 20.



The FEICOM National Award is henceforth an institution of recognition that continues to innovate from one edition to the next. Indeed, the number of prizes has risen from 14 to 17, with the introduction of 03 Special Prizes for the promotion of Nutrition, Children's Rights and Women's Rights, in order to encourage local elected representatives to take a greater interest in these issues, which contribute to the harmonious and balanced development of our Nation and are in line with the Sustainable Development Goals.

I hereby invite all Councils and City Councils to take part in this $6^{\rm th}$ edition.

Good luck to all the participants.

Philippe Camille AKOA, General Manager of FEICOM Superscale Magistrate

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International conference of FEICOM's fiftieth anniversary

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ABOUT FEICOM

The Special Council Support Fund for Mutual Assistance (FEICOM) was created in 1974 and reorganized by decree No.201/635 of 31 October 2018 under which it is a Public Economic and Financial Establishment.

Its duty is to contribute to the harmonious development of all Regional and Local Authorities based on national solidarity and inter-regional and inter-council balance, in collaboration with the relevant Government services. As such, it:

- pools and redistributes regional taxes subject to equalization, as well as additional council taxes and other council and regional taxes subject to equalization, in accordance with the rules and regulations in force;
- provides to beneficiary regions, councils, council unions and city council parts of the common decentralization fund allocated to them by Government;
- provides the remuneration of Mayors, as well as regional council presidents and bureau members;
- · participates in financial operations aimed at promoting local economic development, in collaboration with the relevant Government services, including: raising of national and international resources as well as financial intermediation in the and quest resources management of from decentralized cooperation, intended for Regional and Local Authorities.

From 2020 to 2024, FEICOM paid out to all 360 Councils and 14 City Councils Additional Council Taxes (ACTs), Council Taxes Subject to Equalization and Special Excise Duties totalling **CFAF 551,702,241,702**.

The organization also granted 2,053 funding packages for a total of **CFAF 199,446,751,078** to 354 Councils, 05 Council Unions, 10 Regions and the UCCC (02) for the implementation of 1,823 development projects.

Since 2009, FEICOM is ISO 9001 certified in the areas of supportive counselling to elected local representatives, raising resources, designing, funding and monitoring local development projects. The management system of the institution has also taken up the ISO 14001 environmental standard, version 2015.

In 2012, the "UN-Habitat Scroll of Honour", the most prestigious distinction of the United Nations system in the field of Human Settlements, was awarded to FEICOM, in recognition of its key role at the local level in helping municipalities throughout Cameroon achieve the Millennium Development Goals.

INTRODUCTION

This Guide provides detailed information on how Councils, City Councils and their groupings with a legal existence can submit for FEICOM National Award for Councils' Local Development Best Practices.

Users will find information on the Award areas, the prizes to be won, the selection criteria and the submission and selection process.

Enclosed herewith is the Reporting Format which is also downloadable from FEICOM's website, www.feicom.cm and available in all FEICOM's Regional Agencies.



Mbalmayo Council, winner of 1st National prize for the 5th edition

1. PURPOSE

FEICOM National Award aims at identifying, evaluating, rewarding and promoting development practices of Regional and Local Authorities that have contributed significantly to improving the living environment of the Cameroonian populations.

2. ELIGIBILITY

- 2.1 The Award is open to Councils, City Councils and their groupings with legal existence.
- 2.2 Each candidate may submit at most three (03) practices. However, the practices submitted must have been carried out by the submitter.
- 2.3 Each practice submitted shall comply with the areas of Award and must have been operational for at least two (02) years.
- 2.4 Initiatives submitted during previous editions of the Award are eligible, except those that won.

3. AREAS OF AWARD

The practices submitted must fall within the following five (05) areas:

Management of resources: it refers to a set of practices which aim at mobilizing and/or developing financial and human resources;

-Management of facilities and infrastructures : it is a process starting from planning to disposal, including acquisition and operation of facilities and infrastructures;

- Local governance : it is a form of leadership exercised by a local authority and characterized by participation, transparency, partnership, accountability for satisfying the needs of the populations;
- -Sustainable development: it is development that meets present needs of the without compromising the ability of future generations to meet their own needs (the Brundtland Report, 1987).
- Local economic development : means an element of local development which emphasises the mobilization of endogenous resources and local knowledge and skills in a manner that attracts investments to generate inclusive economic activities and growth and promotes the equitable redistribution of resources. (African charter on the values and principles of decentralization, local governance and local development, 2014).

Each area may include sub-areas as indicated below.

3.1 Management of resources

3.1.1 Mobilization of financial Resources

- Mobilization of own resources (council taxes, exploitation of land, etc);
- Mobilization of cooperation resources;
- Mobilization of innovative funding;
- Securing of financial resources;
- Controlling the tax base;
- Etc.

3.1.2 - Management of human resources

- Payroll management;
- Training and capacity building;
- Management of social relationships;
- Putting in place standard organization charts;
- Organizational and staffing plan;
- Etc.

3.2. Management of facilities and infrastructures

- Construction and maintenance of community facilities;
- Construction and maintenance of basic social facilities (education,
- Health, water, housing, etc.);
- Innovative construction technology in the management of facilities and infrastructures;
- Highly labour-intensive approach;
- Use of local materials;
- Etc.

3.3 Local governance

- Participatory budgeting;
- Budget transparency and predictability;
- Putting in place of frameworks for civic dialogue;
- Participatory planning;
- Land-use management;
- Civil status registration management;
- Resilience to crises;
- Public/private partnership;
- Decentralized cooperation;
- Equal access to basic social facilities (women, disabled persons, etc.);
- Development of information and communication technologies (web site, community telecentres, computerization, etc);
- Communication (community radio, newsletter, etc);
- Improvement of the quality of the service delivered to citizens;
- Council/University partnership for research

in territorial development;

- Etc.

3.4 Sustainable development

- Preservation of the environment;
- Preservation of the biodiversity;
- Promotion of organic agriculture;
- Eco-tourism;
- Renewable energies;
- Domestic waste management (collection, treatment, enhancement);
- Management of natural resources;
- Greening of the city ;
- Adaptation to climate change and climate change mitigation;
- Etc.

3.5 Local economic development

- Local jobs promotion and creation;
- Promotion of local products;
- Organization of local economic stakeholders;
- Contribution to import/substitution policy;
- Development of production and transformation sub-sectors;
- Wealth and employment generating projects;
- Trading infrastructures and facilities;
- Promotion of handicraft;
- Tourism;
- Etc.

4. PRIZES

- 4.1 Each submitter shall receive a certificate of participation.
- 4.2 The prizes to be awarded at the end of the competition include trophies and funding intended either for improving and/or expanding the winning practice or for financing of new projects whose cost may not exceed the amount of the awarded prize.

- 4.3 The financial prizes are entirely in the form of grants. The composition of the funding application file, the criteria for evaluating the applications and the terms and conditions of disbursement are those defined in FEICOM's Assistance Code for Councils (CIF-C).
- 4.4 Seventeen (17) practices shall be rewarded, including: three (03) at the national level, four (04) special prizes, ten (10) special regional prizes.
- 4.5 A Council may only receive one (01) prize during the edition.
- 4.6 Financial prizes granted under the FEICOM National Award amount to FCFAF 435 million broken down as follows:
 - First Prize: CFA F 70,000,000;
 - Second Prize: CFA F 50,000,000;
 - Third Prize: CFA F 30,000,000;
 - The Alioune BADIANE
 - Special Prize: CFA F 25,000,000
 - Nutrition Special Prize : CFAF 20,000,000;
 - Children's Rights Special Prize : CFAF 20,000,000;
 - Women's Rights Special Prize : CFAF 20,000,000;

- The Regional Special Prize : **CFA F 20,000,000** per Region, giving a total amount of **CFA F 200,000,000** for the 10 Regions.

4.7 The winning Councils shall have a period of 12 months with effect from the prize award ceremony to submit a request for financing to use the said prizes.

Women's Rights Special Prize

MDG 5 is specifically geared towards empowering girls and women. It concerns gender equality and aims at putting an end to all forms of discrimination and violence against women and girls worldwide. Targets include the fight against discrimination and violence against women, women's access to leadership and decision-making positions, and universal access to sexual and reproductive rights.

It interacts with the 16 other SDGs: it enables the design and implementation of all public policies from a gender perspective, and encourages the implementation of policies dedicated to combating inequalities that persist and require positive measures in favour of women.

Children's Rights Special Prize

Children have all the rights provided for in the Convention on the Rights of the Child (CRC) and the African Charter on the Rights and Welfare of the Child (ACRWC). Cameroon signed the Convention on the Rights of the Child on 25 September 1990 and ratified it on 11 January 1993. Section 45 of the Constitution provides as follows: "Duly approved or ratified international treaties or agreements shall, following the publication, override national laws, provided the other party implements the said agreement or treaty".

Children have the right: (i) to have a name, a nationality, an identity, (ii) to be cared for, protected from diseases, (iii) to have an adequate and balanced diet, (iii) to have drinking water and a safe environment to avoid dangers, (iv) to go to school, (vi) to have cultural, sporting and recreational activities, (viii) to be emotionally and mentally balanced, (viii) to be protected from child labour and early marriage, (ix) to be protected from violence, abuse, exploitation and neglect (x) to freedom of information, expression and participation, and in particular to express their opinions on decisions that concern them.

Nutrition Special Prize

MDG 2 commits States Parties to eradicate hunger, ensure food security, improve nutrition and promote sustainable agriculture". In adhering to this international agenda, Cameroon has internalized this goal in its National Development Strategy 2020-2030 (NDS30) by committing to (i) end all forms of malnutrition in children under 5, and (ii) meet the nutritional needs of adolescent girls, pregnant and/or breastfeeding women.

- This is reflected in the Multisectoral Nutrition Development Plan, which focuses in particular on:
- combating malnutrition among pregnant and breastfeeding women and children under 5,
- creating a price support system for access to nutrients and food for infants,
- reinforcing the safety of foodstuffs placed on the market and consumed by the population,
- setting up a nutritional education and awareness mechanism adapted to the socio-cultural context of Cameroon,
- improving people's access to a healthy, balanced diet and,
- ensuring compliance with food labeling standards.



"Green Classes" Project, Trypano 2 Government Primary School, Batouri Council

5. MANAGEMENT BODIES

FEICOM National Award shall be implemented by two bodies: the Steering Committee and the International Jury.

- 5.1 The Steering Committee is the deliberating and coordinating organ of the Award. It is assisted by a Technical Secretariat.
- 5.2 The International Jury shall carry out the selection of best practices.
- 5.3 The operating procedures of these management bodies shall be set out by specific texts.

6. SELECTION CRITERIA OF A GOOD PRACTICE

Selection criteria for Councils' local development best practices include:

- Impact: changes and transformations noticed in addressing the problems identified when designing the practice;
- Participation: involvement of beneficiaries and other stakeholders in project management and ownership;
- Transferability: the possibility of replicating a practice, partially or fully, in a different setting or context as a result of the documentation of the lessons learned;

•Sustainability: perpetuation of the benefits of an initiative over time through the existence of mechanisms that guarantee sustainability;

 Innovation: an original, new and daring approach in addressing problems.

CRITERIA	SUB-CRITERIA	APPRAISAL VARIABLES	DOCUMENTARY SOURCES
EFFECTS / IMPACT	Relevance	Alignment of the practice with international, national and local strategies	 Annual Investment Plans Performance Plan Excerpts from the Council Development Plan identifying the problem Terms of reference Agreements and conventions
		Approval of the practice by the deliberating body	- Deliberations of the Municipal Council
		Proof of problem solving	 Reports from administrative authorities Development committee reports Reports from neighbourhood and village committees Product/service supplied

CRITERIA	SUB-CRITERIA	APPRAISAL VARIABLES	DOCUMENTARY SOURCES
	Effectiveness	Adequacy of forecasts and achievements in terms of results and objectives	 Acceptance reports Progress and final reports Videos, photos, statistics
		Illustration of declared positive changes	- Beneficiary consultation report - Video testimonials from beneficiaries - Beneficiary survey reports
		Optimization of costs to achieve results and objectives	- Estimated cost - Actual cost
EFFECTS/IMPACT		Optimization of time for implementation or achievement of objectives	 Activity schedule Start-up report Completion report Service order Acceptance reports
		Performance beyond initial objectives	 Video testimonials from beneficiaries Reports from administrative authorities Beneficiary satisfaction survey reports Other videos and photos
	Change	Improved living conditions and environment	 Video testimonials from beneficiaries Reports from administrative authorities Beneficiary satisfaction survey reports Other videos and photos Environmental risk management plan evaluation report
		Reduction of inequalities between men and women	
		Adoption of an appro- priate regulatory and/or organizational framework	
		Increase/optimization of resources	
PARTICIPATION	Inclusion of target beneficiaries	Accurate identification of target beneficiaries at the practice formulation stage (number, gender, age, location)	- Community consultation reports - Minutes of municipal council meetings
		Involvement of target beneficiaries in implementation	 Progress report / Final report Report on community consultations Description of the role and activities of the players involved
		Involvement of target beneficiaries in monitoring and evaluating the practice	- Monitoring body activity report - Beneficiary satisfaction survey report

CRITERIA	SUB-CRITERIA	APPRAISAL VARIABLES	DOCUMENTARY SOURCES
	Inclusion of target beneficiaries	Involvement of target beneficiaries in implementation	 Progress report / Final report Report on community consultations Description of the role and activities of the players involved
		Involvement of target beneficiaries in monitoring and evaluating the practice	- Monitoring body activity report - Beneficiary satisfaction survey report
	Inclusion of neighbourhood and village committees	Consideration of the specific aspirations of neighbourhood and village committees	
PARTICIPATION	Inclusion of vulnerable social groups	Consideration of the specific aspirations of the elderly	
		Consideration of the aspirations of people living with disabilities	
		Taking into account the specific aspirations of displaced people at all stages of the practice	 Excerpt from the administrative account Excerpt from the management account Monitoring body activity report Beneficiary satisfaction survey report
		Taking into account the aspirations of people living in poverty	
	Inclusion of children and youth	Consideration of the specific aspirations of young people and children at all stages of the practice	
	Inclusion of women	Considerationofwomen'sspecificaspirations at all stagesof the practice	
	Partnership	Local and international partners involved in all phases of the project	 Opinions of administrative authorities Statement of financial, material, technical or intellectual support provided by partners
SUSTAINABILITY	Institutional sustainability	Existence of a management body	 Deed of creation and/or appointment Any other document attesting to the existence of a management body
		Functioning of the management body	 Procedures manual Organizational structure Activity reports

FEICOM NATIONAL AWARD FOR COUNCILS' LOCAL DEVELOPMENT BEST PRACTICES - 6th Edition

CRITERIA	SUB-CRITERIA	APPRAISAL VARIABLES	DOCUMENTARY SOURCES
		Staff dedicated to managing the practice	 Recruitment, appointment or assignment documents Employment contracts
	Human resource sustainability	Qualification of human resources dedicated to managing the practice	 Activity reports Curriculum vitae Organizational structure of management body
	Financial resource sustainability	Financial resources dedicated to sustaining the practice and/or self- financing capacity Socio-economic operating model	Excerpts from administrative accounts Excerpts from management accounts Excerpts from operating accounts Management model Procedures manual
	Material resource sustainability	Durable material resources dedicated to sustaining the practice	- Durable material resources allocated to the operation of the practice
SUSTAINABILITY		Operation of the practice	 Maintenance plan evaluation reports Operating/activity reports
	Environmental sustainability	Sustainable preservation of the ecosystem and biodiversity	 Description of approach, technical or technological choices Identification of standards applied and/or environmental impact assessments carried out
		Minimization of environmental risks	Environmental sustainability
	Socio-cultural sustainability	Strengthening or preserving social cohesion	
		Abiding by local habits and customs	 Beneficiary satisfaction survey report Progress and final reports
		Promoting living together and multiculturalism	
TRANSFERABILITY	Duplication of the practice	Existence of a similar practice / other sources of inspiration	- Documentation describing the source of inspiration
	Documentation and building on the lessons learned from the practice	Documented lessons learned from the practice	- Documentation relating to building on the experience
		Implementation of lessons learned in Council operations	- Regulatory instruments - Procedures

FEICOM NATIONAL AWARD FOR COUNCILS' LOCAL DEVELOPMENT BEST PRACTICES - 6th Edition

CRITERIA	SUB-CRITERIA	APPRAISAL VARIABLES	DOCUMENTARY SOURCES
TRANSFERABILITY		Originality of the methodological approach to product/service design	-
	Innovation in the solution		 Product/service supplied Product/service operation



Income-generating activities in Nkong-Zem Council (PRODESV2)

7. SUBMISSION PROCESS

- 7.1 Submissions shall comply with the reporting format downloadable in English and French on FEICOM's website (www. feicom.cm) and available in printed form at FEICOM's Head Office and Regional Agencies.
- 7.2 Submissions shall include supporting materials such as:
 - Photographs and/or other graphic material;
 - Digital standard format videos of less than 10 minutes;
 - Reports, minutes;
 - Brochures or other promotional materials;
 - Any other document deemed relevant;Etc.
- 7.3 Submitters may, if need be, be provided technical assistance by FEICOM's Regional Agencies
- 7.4 Bids, written in English or in French, should be submitted at FEICOM Head Office or in any FEICOM Regional Agency and sent by e-mail to the following address: prixnationalfeicom6@feicom.cm.
- 7.5 All submissions received shall be acknowledged.

8. SELECTION PROCESS

- 8.1 All submissions received shall be forwarded to the Steering Committee.
- 8.2 All submissions that shall comply with the reporting format and eligibility criteria shall be subject to document review.
- 8.3 All submissions shortlisted following document review shall be subject to field visit.
- 8.4 An International Jury shall carry out the final evaluation of the good practices and select the best practices.
- 8.5 All submitters shall be notified of the final results.

9. PROMOTION OF WINNING PRACTICES

- 9.1 The best practices shall be made known to local development stakeholders through a communication campaign.
- 9.2 The winning practices shall be supported by FEICOM with a view to their presentation at international awards.

TENTATIVE SCHEDULE

17 April 2025	Official launch
16 June 2025	Deadline for receipt of submissions
23 to 28 June 2025	Retreat for the opening of submissions and document review
07 July to 03 August 2025	Field evaluation
12 to 14 November 2025	Proceedings of the International Jury
14 November 2025	Prize-award ceremony



Award of essential school-kits to the 15 PRODESV 1 beneficiary Councils in connection with the 2024/2025 "back to school" activity



REPORTING FORMAT FOR SUBMISSION

A. IDENTIFICATION OF THE PRACTICE AND THE SUBMITTER

Name of the practice: Region: Division. Council/City Council/ Council Grouping: Contacts: Contact person (1): P O Box E-mail address: Telephone: Fax: Contact person (2): P O Box F-mail address: Telephone: Fax

Area of the practice

Specify under which area your practice falls with respect to the following five (05) categories: management of resources, management of facilities and infrastructures, local governance, sustainable development, local economic development.

Summary of the practice (100 words max.) Summarize the objective and achievements of the practice.

Key dates

Provide no more than 6 dates that are significant to the practice and for each date describe in no more than 10 words its significance.

B. IDENTIFICATION OF THE PROBLEM AND FORMULATION OF IMPROVEMENT OBJECTIVES

Situation prior to the practice (200 words max.)

Describe the situation before the practice began, highlighting the major problems identified, the methods used for their identification and the stakeholders involved. Indicate the population affected by these problems, their specific geographic area, number per sex per age group and sociological composition.

Formulation of objectives (200 words max.)

Describe the strategy and at most five of the main objectives of the practice, how they were established and by whom. Please indicate if the practice has been approved by the deliberating body and state any specific objectives and strategies falling in line with council, national or international strategy papers.

C. EXECUTION AND IMPLEMENTATION

Activities carried out (400 words max.) Is there a management body intended for the practice? What were the main activities carried out? Who were the stakeholders involved and what was their contribution (intellectual, material, financial)? How did the various stakeholders participate in the decision-making process? Has the project taken account of vulnerable social groups (disabled, elderly, destitute, internally displaced), children and young people, women? Specify the innovative nature, if any, of the activities carried out.

Resources mobilised (250 words max.)

Describe how human, financial and material resources were mobilized, while specifying those mobilized in partnership. Indicate for each year the amount of financial resources mobilized over the last 2 to 5 years, where they came from and specify the actors involved per sex and age group and/or accountable for managing the resources. Specify the size, the qualification and the nature of employment contract of the human resources in charge of managing the project.

Results achieved (250 words max.)

Describe the five main results achieved following the activities carried out and specify the users and beneficiaries. Describe the tools, methods used to measure quantitatively and qualitatively these results and who was in charge of measuring them.

Problems faced in the implementation (200 words max.)

Describe the problems faced in implementing the practice, how they were overcome, and the problems that remain to be solved.

D. IMPACT

Changes (300 words max.)

Describe how the results obtained have improved the living conditions and environment of beneficiaries, reduced inequalities between men and women, provided an appropriate regulatory or organizational framework, increased and optimized resources? If your practice has generated financial resources, please specify the amount over the past 2 to 5 years.

Problems faced in the implementation (300 words max.)

Describe the problems faced in implementing the product or service, how they were overcome, and the solutions found.

Lessons learned (300 words max.)

Describe the most important lessons learned and how these lessons have been or are being incorporated in your practice. Describe any lessons learned from other practice that were incorporated into your practice. Describe how these lessons learned have been or are being taken into consideration in determining ongoing or future policies, strategies and action plans.

E. SUSTAINABILITY

Sustainability (300 words max.)

Describe how the integration of the social, economic, environmental, institutional and cultural elements of sustainability was achieved.

Transfers (300 words max.)

Describe how your practice has benefited from the experience or expertise of other practices. Describe how your practice could be replicated or if the process of replication has started, please indicate where and by whom.

Legal and institutional frameworks (200 words max.)

Did the initiative require the adoption of a regulation or policy at local or national level or did it lead to a change in policy?

Use of the financial reward (200 words max.)

In case your initiative wins and is granted financial reward, indicate how you intend to use it to improve the winning practice or implement another practice

E. FURTHER INFORMATION

Partners of the practice

Partner 1:

Contact person: P. O. Box: E-mail address: Telephone: Fax: Type of organization: (Government, NGO, Association, consultants, Private Sector, Foundation, etc.) Type of support: (technical, financial, political or administrative, etc.)

Partner 2:

Contact person: P. O. Box: E-mail address: Telephone: Fax: Type of organization: (Government, NGO, Association, consultants, Private Sector, Foundation, etc.) Type of support: (technical, financial, political or administrative, etc.)

Support documents

Include audio or visual materials: digital device (CD, USB) containing a soft copy of the practice, photographs and/or other graphic material, digital standard format videos of at most 10 minutes, reports, minutes, brochures or other promotional material

F. SPECIFIC COMMITMENTS TO THE PROMOTION OF CHILDREN'S RIGHTS, WOMEN'S RIGHTS AND NUTRITION (OPTIONAL) (max. 300 words)

If your practice promotes one or more of the following development themes: "Children's rights", "Women's rights", "Nutrition", describe what motivated you to take them into account in your practice. Describe the specific problems you set out to solve. Describe the activities implemented and the results obtained. Present the lessons learned and how they have been taken into account in the functioning of the Council.

(Nota Bene : provide information for each theme concerned).



SPECIAL COUNCIL SUPPORT FUND FOR MUTUAL ASSISTANCE



For further information

P.O.Box. 718 Yaounde, Cameroon FEICOM, 381, Street 4565 Mimboman Yaounde 4^{the}

Phone : (237) 222 23 51 64 - Fax : (237) 222 23 17 59 Web site : www.feicom.cm Email : feicom@feicom.cm





@FEICOM1

