

Agricultural Territory Entrepreneurship and Regional Integration in the CEMAC Zone

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Abstract: The main objective of this research is to demonstrate that it is possible to promote agricultural Territorial Entrepreneurship (TE) capitalising on the opportunities of the CEMAC. To this end, two specific objectives guided this research (1) To prove that the territories (T) where PIDMA Agricultural Cooperative Partners (Agricultural Investment and Market Development Project) are prepared for an agricultural TE; (2) To demonstrate that there is a significant link between PIDMA and TE capitalising CEMAC opportunities. Using the hypothetical-deductive method, base on case study (Bangante and Ngoulemakong Municipality), the institutional diagnostic (of PIDMA), and the documentaries analysis that including economic policies and activities reports of economic development; the research established the unpreparedness of the territories and the communication between PIDMA and TE due to the inadequacy of the political institutional context. This context is marked by a policy of industrialisation, based on poles (10 regional poles) which in fact do not correspond to areas of proximity, territorial identity, community self-promotion and functional specialisation. The research has also shown that the PIDMA has the statutory, organic, cognitive and material to promote an agribusiness that conquers the community and the international markets. Unfortunately, its strategy is ineffective because of: its development objective, which is not the development of territories (T), but rather the completeness of value chain; the failure to observe the principles of community development, in particular: transversally, integration of development action, the development of local partnership and the animation of territories. Given its capacities, age-old traditional institutions and territorial identity favourable to the community development in the territory, and the modest adjustment required for its intervention strategy, it is possible for the PIDMA to promote territorial agricultural entrepreneurship, capitalising on the opportunities of the CEMAC.

Keywords: Territorial Entrepreneurship, Regional Integration, Agricultural Markets, Value Chains

1. Introduction

The favourable context of the clustrization of localized productive system was marked by: the economic and financial crisis of the 1970s and 1980 s, which sounded the death knell of Fordism, the rampant globalization of the economy and the rise or accentuation of decentralization and sustainable development as the spurs of a new development. Since the end of Fordism, developed countries are successfully experimenting with Territorial Entrepreneurship (TE) Thus, “*the territory is becoming the target of a state public policy mobilising geography in favour of economic efficiency*” [14]. In, public, economic and regional

development policies ¹ are focused on the territorial development.

According to Essombe-Edimo [14], the main reasons for the rush in TE are: the decline of the traditional modes of economic regulation, the meso-analytic perspective, the example of successful territories, the PME phenomenon, the local employment issue.

Furthermore, on a scientist level, regulations,

¹ Essombe Edimo Nya Bonabebe Course: "Nouvelles configurations spatiales de la production industrielle" (The New Spatial Configurations of Industrial Production) e-learning master II, IPD-AC, 2017.

institutionalist and meso-analytical theories of endogenous growth are taking over from traditional or classical theories and explain the reasons why economists are devoting their attention to the localised productive system (Territorial Entrepreneurship).

It is with this dual institutionalist logic that Western, Asian, South American and African are refining their grouping into regional economic blocs or macro-regions, with the aim of boosting their economics. In this context, six (6) Central African countries have joined together to form that Economic and Monetary Community of Central African (CEMAC). On one hand, CEMAC as a geographical area still poorly endowed with agriculture and industry, constitutes an outlet for Cameroonian agricultural products and trans-territorial (transnational) entrepreneurship. On the other hand, CEMAC as an economic regulatory system has created the right conditions (institutions) to facilitate industrialisation and trade within and between its member states.

For its emergence planned for 2035, it is urgent that Cameroon should capitalise on the opportunities offered by CEMAC and perhaps the single African market which is being prepared. To do this, following that in view of the financial crisis that is strangling the state, Cameroon, with his traditional institutions, population with a strong territorial identity a century-old community development tradition, is a fertile ground for Territorial Entrepreneurship to conquer the CEMAC community market.

The culture of community development (CD) is a Cameroonian tradition [9]. It is very common to see traditional chieftaincies, development committees, associations, political and economical elites, both from the interior and the diaspora, combining their efforts in a community dynamic of self-promoting development or initiating community infrastructure and social projects in villages and districts. Unfortunately, because the populations remain economically precarious, these projects do not produce the inspected social effect. In this tradition of CD, the Cameroonian state has put in place institutions to promote self-centred development. The Ministry of Agriculture and Rural Development (MINADER) has central, Local and Community Development Directorate (DDLC) whose decentralised services, notably the Community Education and Action Centres (CEAC), have the following missions: support for local development initiatives (in all areas), support for local community entrepreneurship, and the development of partnerships. To this end, Cameroon has about two hundred rural municipalities, each with a Community Education and Action Centres (CEAC).

Nevertheless, it is regrettable to note that these "assets" do not lead to self-promoting community economic projects, supported by all the populations, anchored to their territories (T) and capitalising on the advantages offered by CEMAC. Faced with this embarrassing situation, many questions are being asked about the capacity of the T, support organisations and government economic and development

strategies in terms of ET.

Similarly, it is regrettable that the export of Cameroonian agricultural products in the sub-region is done by bayam sallam², coxeurs³ and exporters who criss-cross the villages to enquire them at low prices and resell them at high prices to foreign consumers, thus robbing the real producers who should have organised themselves in their territories to exploit the opportunities offered by the CEMAC.

To examine this situation, this paper will focus on the Agricultural Investment and Market Development Project (PIDMA), which is the flagship of Cameroonian institutions in terms of promoting agricultural entrepreneurship, given its development objectives (mastering of value chains), its methods (notably the development of productive partnerships) and the seize of the resources made available to beneficiary.

In this context, we note the following question, which is the subject of our research:

What is the potential for PIDMA to promote the agricultural ET capitalising CEMAC opportunities in Cameroon?

This central question leads us to identify the specific questions:

What is the level of preparation of the territories where PIDMA's partner agricultural cooperatives are located for territorial agricultural entrepreneurship?

What is the Link Between PIDMA and Territorial Agricultural Entrepreneurship Capitalising on CEMAC Opportunities in Cameroon?

2. Review of the literature

To answer the research questions, a review of a theoretical and empirical literature is necessary.

2.1. Theoretical Foundations of Agricultural Territorial Entrepreneurship

The work on territorial entrepreneurship is related to the of authors on "systèmes localisés d'innovations" (localised systems of innovation); by Gilly et Grossetti [16], Colletis, Gilly and Pecqueur [5]. These authors seek to understand innovation systems at a meso level; by extending the notion of meso productive system (MSP) to innovation situations [1, 17].

The notion of MSP highlights the strength of organisation proximity [41] in the constitution of systems. it also takes into account the historical dimension, public policies, endogenous processes at the technical-productive and institutional levels, and exogenous processes linked to the environment.

According to Rallet [40], the importance of geographical

2 In Cameroon, Bayam sallam refers to small retail traders

3 Coxeur is a term used in Cameroon to refer to the crooked buyers who trick the price and calculation. They grant credit at usurious rates to recover later through agricultural products

proximity in technological innovation process must be relativized according to the degree of intensity of interactions between agents and the importance of knowledge. The industrial bipolarisation (developing sectors, declining sectors) that threatens to tear apart economic fabrics in the consequences of a "vertical" vision that is too exclusively macro-economic.

While the American Friedman and Douglas developed a doctrine of agropolitan development based on communal solidarity and self-satisfaction of needs, Guigou [18]⁴ emphasised inter-communal cooperation and Perrin [35]⁵, advocated a meso-economic analysis of space which considered territories as ecosystems.

In the inventory of forms of spatial organisation in the proximity of producers, we also find the SYAL (Local Agri-food Systems⁶) which are defined as "organisation of producers and services associated by their characteristics and their functioning with a specific territory" [2].

SYAL demonstrates that the territorialisation of production is not limited to the traditional industry or to innovation. It insists on specific characteristics such as:

- 1) the particular identity role of food good;
- 2) the specificity of the living, perishable, heterogeneous and by nature seasonal raw material;
- 3) The know-how and skills mobilised at both the production and the processing and consumption stages of products.

The SYAL form can become much more complex when the territory produces several goods and services (particularly tourism). In this case, the model is called "panier de biens" [basket of goods]. According to Pecqueur [34], this first basket is a complex combination of element that reveal the existence of "societal ecosystems" in which the elements of geographical proximity first and organisational proximity second are coordinated. these elements are borrowed from the human sphere (technical-economical-anthropic factors) and from the natural sphere (eco-climatological-pedagogical factors).

Based on these different characteristics, we arrive at the idea that it is not products and services that are sold locally, but through the contribution of all the actors (private and public) and the integration of environmental amenities (landscapes, climate, resources), it is therefore the territory that is the most important factor for the development of the local economy. The advantage that can be derived from the passage of the sum of local products to territorial production constitutes an effect of rent known as "territorial quality" [32].

Krugman [23] proposes the idea of local external

economics. These externalities are materialised by clusters. The idea of clusters, which is originated from Italian industrial districts was defined by Porter M [37]: "a clusters is a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities. The geographic scope of a cluster can range from a single city or state to a country or even a group of neighbouring countries".

The clusters are thus considered as relevant mode of organisation of industry for the countries of the south, as shown by the reflections of Courlet C. [7] on the advisability of promoting industrial clusters in Africa.

For a long time, economists have known that the theory of comparative advantage enunciated in the 19th century by David Ricardo no longer makes it possible to explain the evolution of the trade. However, it was not until the end of the 1970s and the new theory of international trade that it was possible to account for it. Today, the academic literature still teaches the virtues of free trade, thus taking into account the important limits posed by Paul Krugman [23-25] to the conclusion s of strategic trade policy.

Under this condition, if there were to be only one doctrine, recognised by all economists, it would be this one: «*advocate Free Trade... [because] international trade benefits a country*» [22] especially since the Ricardian analysis still works. Nevertheless, the latest phase of globalisation, since the 1980s, has changed the pictures somewhat, as some trade falls outside the scope of Ricardian theory.

It seems obvious to us that in parallel to the logic of comparative advantages, there is a territorial logic based on differential advantages Coissard Steven and Pecqueur Bernard [4]⁷. The latter can be considered as a particular of absolute advantage with a specific property, that of being non-reproducible. This notion is directly linked to that of the territory, through the intrinsic qualities, which gives the products their specificities. The concept of territory, derive from Latin *territorium*, was initially used to define an area over which an authority or jurisdiction was exercised.

It was not until the 1980s that geographers considerably broadened its semantic scope to the point where today they are a multitude of definitions depending on the field studied. From an economic point of view, the territory is a bounded physical space "resulting from a complex social construction process over a long period" [33]. It is composed of actors (households, companies, institutions, etc.) determined by a culture, an experience, knowledge, know-how. In this sense, the territory cannot be considered outside the historical context and its past and conditional production processes and the goods produced within its boundaries.

Favreau [15] demonstrates the failure of the various

4J.L. Guigou(1978)," Inter-municipal Mooperation and the New Growth Model " Review of the Regional and Urban Economy

5J. C. Perrin(1984) [Spacial Economic and Meso Analysis] Economica, Paris.

6 This notion was coined in TERA of CIRAD team in a CIRAD-SAR report (1996) and in multiple writings, still in unpublished works but we hope that they will soon be publish in scientific reviews. C. Cerdan and D. Sautier (1998). We can also read the illustration for Andean agriculture in the case of cheese dairies of Cajamarea or Perou, in F. Boucher thesis supervised by D. Requier Desjardins.

7 Coissard S, Pecqueur. B (2007) "Des avantages comparatifs aux avantages différenciatifs, une approche par le territoire" The territorial dynamic debate and issues of different disciplinary approaches, XLIII the ASRDLF Grenoble and Chambéry 11-13 and 13 of July Colloquium

development models and advocates an economy that places the territory at the centre. According to him, development has indeed been achieved where strong state intervention has been combined with appropriate choice of insertion into the global economy with local private entrepreneurs. This is the case of New Industrialised Countries (NICs) of South East Asia. This contradicts the theory of a minimal state and powerful market. It was mainly thanks to the state that industrialisation took off in Brazil (from 1930s to the 1960s and 1970s), or in South Korea (from 1960s to 1980s). The author argues that it can be concluded today with more certainty that: (1) Liberal theories reasoned and acted as if the development economy, with its investments, infrastructure and financial circuits had started in the 19th century in Western Europe without the need for the state; (2) Marxist theories had reasoned and acted as if state intervention could make the economy of local economies and the market *"In all the cases presented (liberal theory, "development" theory and SAP⁸), it is the first development, that of the territories and the popular economy, that has been ignored...."* [12].

Overall, the LPS proposes a generalisation of district situations in which we find two types of coordination of actors: the market and reciprocity [8] which constitute two intertwined systems of exchange.

Essombe-Edimo's [13, 14] work on the spatial configurations of industrial production argues that in developed countries, economic policies in search of efficiency now mobilise geography and particularly territory. He explains conditions that have favoured the emergence of the Local Production System (LPS) model, outlines its different variants and demonstrates the link with local development. We have identified the constants of different types of LPS that constitutes the constitutive characteristics of the theoretical model of Economic Territory (ET) that we have constituted.

As for Djatcho Siefu D. [11], thanks are given to the regulationist and institutionalist thesis that now explain economic behaviours. He denounces the preponderance of the methodological individualism. According to Djatcho Siefu D. [10]⁹, the state must play a decisive role in local of territorial economy, by abandoning the *"vertical sectoral and compartmentalised"* in favour of the *"transversal and integrated"* strategies that will translate into territorial policies". This author maintains that regional development cannot be set in motion without the mobilisation and construction of local resources through the development of the local initiatives.

According to Olivier Coppin [6], the act of entrepreneurship does not only depend on the intrinsic capacity of the entrepreneur and the resources at his disposal, but also and above all the influence and role of the environment. This environment favorable to entrepreneurship

is called *innovative environment*. He supports the importance of immaterial factors such as: a network of participants regulatory authorities. concerning these, the author has showcased their important roles *the definition of "rules of the game" "has both a normative and an inductive character for economic agents. By producing perspective, institutions help to create a certain legibility and opportunities, which is what entrepreneurs are looking for.* To support his argument on the rules of the public authorities, he describes the renowned territories that have benefited from the multifarm support of the state: the Toulouse aeronautics cluster in France, Silicon Valley (IT cluster) the USA etc.

Much earlier, Moises Ikonoff [20] in 1983 in his paper on the role of the State, which we consider as a compass for our research, addresses several essential concepts. He presents the "main features" of development: peripheral societies, structural change, the development plan, project and strategy; and notions such as: International Relations, the State as the main economic agent. The author argues for the preponderant role or interventionism of the state by referring the reader to economic chaos in Argentina and Chile in the 1970s as a result of outrageous economic liberalisation; and to the economic prosperity of South Korea during the same period as a result of very state interventionism.

Citing Perroux [36], he argues: the role of the state, planning development poles and the mixed economy. On the role of the state, he writes: *"An economically creative state is necessary for economically creative enterprises: they will be powerless without it, it will be powerless without them."*¹⁰. Faced with the persistent development failure of the Third World, the author says that it is not the role of the state as an economic agent that must be questioned, but the democratic deficiency that blocks the potential of creativity. The new project of society dear to this author, liberating the potential of creativity is in our opinion in the Territorial Entrepreneurship (TE). This new project of society has motivated us to examine the appropriate preparation of territories by governmental action in the framework of regional integration.

2.2. Review of the Empirical Literature

Due to favourable initial endowments in natural resources or a technological lead, countries have a certain number of sectors of activity (e.g. agricultural markets) in which they have an absolute advantage [43], i.e. in which national companies produce at a lower cost than a foreign company.

The disadvantage of Smith's concept is that it excludes from international trade those nations that have no absolute advantage. This limitation and a particular economic context led David Ricardo [42] to propose a different approach based on the comparison of productivities and comparative advantages. In fact, instead of paying attention to the origin of exchanges (Smith), the British economist

8 SAP: Structural Adjustment Program

9 Djatcho Siefu D. (2012), [Territorial Governance and Industrial Development in Douala], doctorat thesis, Pub April, (2012), Grenoble, France.

10 Perroux F. (1982), " Dialogue des monopoles et des nations « équilibre » ou dynamique des unités actives ?," *PUG*

ask himself “who exchanges what?” by researching on relative cost rather than absolute. This vision makes it possible to explain why certain goods will be produced on the territory and then exported, whereas, others will be imported thus promoting the dynamics territorial entrepreneurship. The Ricardian analysis relies in differences in production technics to explain the specialisation and therefore the international trade. However, today, comparative advantages can no longer explain the structure of trade. Certainly, some extensions have made it possible to postpone the deadline, for example the Heckscher-Ohlin Samuelson model used the notion of relative endowments of factors of production, Leontief highlighted the international heterogeneity of labour, his theorem was interested in the construction of initial endowment and R. Vernon in technological differences without, however, shedding light on the competitiveness that is omnipresent in today regional integration.

Without going back to the rhetoric of competitiveness defended by Pop theory and criticized by Krugman [27], it must be admitted that the notion of competitiveness is omnipresent in the debate surrounding globalisation and regional integration. From a pure technical point of view, it was already underlying Smith's concept of absolute advantage, notably through monetary phenomena. Unlike Ricardo's comparative advantage Smith's concept is established by comparing two countries (whereas for Ricardo, it is a comparison of productivity between two sectors of the same countries) and allows for the consideration of wage or exchange rate differentials [43].

Years later, the 2009 United Nations Conference on Trade and Development (UNCTAD) report diagnoses Regional Integration (RI) in Africa in terms of trade in goods and investment. The report regrets “*that in spite the long history of RI on the continent*” Africa intra-regional trade remains lower than other economic regions. According to that diagnostic, African intra-regional trade is low, and very low in Central Africa (less than 2%). Between 2004 and 2006, the percentage share of intra-Africa trade was 8.7% for exports and 9.6% for imports.

In the Economic Community of Central Africa States, intra-regional trade is less than 1% overall, with Cameroun accounting for more than half. The reason presented for this weakness are: initial conditions (divergence in living standards, similar or non-complementary economies, deficient infrastructure.). With regard to intra-African investment, the report notes that intra-regional Foreign Direct Investment (FDI) is concentrated in Southern and Northern Africa countries. Causes presented are: poor production, lack of technology, know-how and information. Furthermore, the main concepts developed in this report are: the allocation of effect (with these corollaries: scale effect and variety effect), the accumulation effect, trade expansion and diversion, the gravity model and the forces of attraction and repulsion, which justify and explain IR.

On the other hand, is his booklet on the concept and application of the innovative environment [29]¹¹, Proulx [38, 39] shows a more professional or practical inclination in his analysis of the territorial economy. In the theoretical part, he defines seven factors that motivated the emergence of this new paradigm of development. He also defines with reference to

Maillat and al [31]¹², the components of the innovative environment, some of which have been considered by us as characteristics of the Economic Territory (ET). It also presents an “octagon of innovative environments” which we consider as a reference for monographs and development actions. In the technical approach, he presents a planning model both for construction actions and animation of an innovation environment, some of which will also be considered as characteristics of Territorial Entrepreneurship (TE). These include the setting up of a “territorial forum of a collective reflection). It is surprising that that he does not mention anywhere the pillar of “coordination of actors” meanwhile this forum is only the product and a tool of it. His work is of particular interest for the definition of the characteristics of TE, the role of the States and Institutions for the Promotion of Territorial Entrepreneurship (IPET).

In terms of experimentation, we were particularly interested in the study conducted in 2012 by Cristina Lopez and Anthony Hua [28]¹³. To understand the development strategies of Ile de France's territorial projects, the authors start with part I, II and III titled respectively: sustainable development, the stakes of territorial economy, and the capacities of green economy in Ile de France; to establish a theoretical model of a sustainable territorial development strategy. In part IV, they study cases... For the advancement of territorial economy, they put in place the following key elements: scale efficiency, innovation, human resources, the states smart intervention, Participants' organisation, the synergy, external pooling, the flow of riches in the territory, territorial specialisation. According to these authors “*Industrial ecology and functional economy are those which work best theoretically to the present global challenges.*” of territorial entrepreneurship.

What captured our attention more is the empirical specialisation of our study. The methodology is split into three points: sampling, information sources and the analysis grid. For sampling, they chose 11 out of 130. Local authorities They admit that the choice is not statistically represented, “*biased because we selected the agenda 21*

11 MAILLAT D.(1996), from the industrial environment to the innovative environment: contribution to an analysis of territorialized productive environment, Working Paper No. 9, 606a. Regional Economic Research Institution

12 MAILLAT D., et LECOQ B, (1992), “New Technologies and Transformation of regional Structures in Europe: The role of the Milieu”, *Entrepreneurship and Regional Development*, 4, 1-20.

13 Lopez C. and Hua A. (2012): *Economic development strategies in territorial projects for long term development in Ile-de-France*: Presentation of theoretical aspects cas analysis, IAU, Ile-de-France, on the 17-05-2017

http://www.driee.iledefrance.developpementdurable.gouv.fr/IMG/pdf/IAU_Place_de_leconomie_dans_les_AG21_VF092012-1.pdf

that has a strong economic component". The validity relies on: the diversity of analysed documents, the covering of different geographical and temporality scales, etc. presented sources of information are: documentary research (the most important) and maintenance. The analysis grid was elaborated around 4 types of strategies. From our humble point of view, the data analysis strategies and tools lacked to these presenters.

3. Research Methodology

Given the specificity of this study, which falls within the social sciences, the hypothetico deductive method is the one we have chosen to investigate in this research.

We chose the qualitative approach for the research because we would like to understand the non quantifiable social phenomenon, relating to TE. Indeed, the information sought (and thus collected) relates to the situations of the phenomena; the perceptions, the attitudes, the behavior, the perspectives and the projects of territorial actors in the field of TE.

The exploited documents include: the virtual library of the Panafrican Institute for Development in Central Africa (IPD-AC)¹⁴, the virtual library of Pierre Mendes University of France and the University of Yaoundé II, and the published documents on the internet. Concerning CEMAC particularly, access to related documents is exclusively through the internet. With regard to the PIDMA institutional diagnosis, the documents have been made available on the internet and at the headquarters in Yaoundé and in the regional units. With regard to the analysis of the effectiveness of governmental action, the documentation on the official political and strategic decrees were found on the internet; the reference documents and activity reports MINADER were found in the Regional Service of Local Development in the Centre region and in the DDLC, all in Yaoundé.

Amongst the data collection strategies, we have: semi-structured interviews informal in-depth interviews, direct observation, desk research based on significant research units, triangulation, and identification of significant information units using Adobe Acrobat 8 software.

Data analysis strategies include: logic, documentary analysis (qualitative, quantitative and thematic), triangulation, scoring, and the models constructed in our research.

For the first question, the specific elements are the following:

- 1) The institutional diagnostic of PIDMA (on the model of: to be, to relate and to be) to characterise: its intrinsic capacities (statutory, organic, cognitive and material), its management strategy, its support (effective preparation actions). Various documents were viewed: project document, terms of reference for recruiting experts, list of training topics, activity report, interviews, etc.

- 2) Sampling or choice of experimental territories as the study focuses on different aspects or elements influencing the promotion of agricultural TE by PIDMA, one cannot strictly speaking speak of a population and a sampling. There are many depending on the focus: cooperative territories, development policy documents, IPETs, etc. In all the surveys conducted, sampling was based on non-probabilistic choices, guided by a combination of convenience (ease of survey and the opinions of resource persons gathered during primary data collection the performance and the representativeness of population units.
- 3) With regards to the experimentation on the territories, we considered as population the fifty-two (52) priority cooperatives of PIDMA, of which two cooperatives were chosen and their Territories of location constituted the sample according to the criteria defined in table 1 below.

For the second question, the specific features of the methodology are as follow:

- 1) Experimentation with strategic government actions (Sopra level: Geopolitics, macro levels: economic policy) To do this, the most significant documents are cited at the bottom of the page¹⁵. The methods of analysis were, quantitative analysis and qualitative analysis based on the following significant information unit cited at the bottom of the page¹⁶.
- 2) Experimentation with tactical or operational government action: The following development have been selected: MINEPAT and its projects, PNDP and Agropool; MINADER and its DDLC; MINATD For this purpose, the documents used are: organisations' decrees, the laws concerning the CTD, the reference documents the activity reports and interviews Document analysis methods were: quantitative and qualitative analysis, based on significant information; thematic analysis.

4. Results

We distinguish between predictable or expected results that follow automatically from the forum location of the research question or hypothesis and contingent results.

Two models of (agricultural) economic territory: the basic economic territory model (with 24 characteristics) and the advanced economy territory model with 29 characteristics including the 24 basic characteristics. The synopsis of this model called "territorial entrepreneurship checklist...", are attached. (See appendix 2, 3, 4, 5 and 6, tables 3 to 8).

¹⁵ Cameroun vision 35, February 2009 Cameroon Growth and Employment Strategic paper, revised in 2009, the Rural Sector Development Strategy (Agriculture en Rural Development sub-sector), 2005 Cameroon Growth and Employment Strategic paper, revised in 2005, Cameroon's National Agricultural Investment Plan, 2010-2014, Last version before validation 2014.

¹⁶ CEEAC, CEMAC cluster, intelligence, international, local, Territorial marketing, territorial, territory, territorialisation, pool, Sub-region, promotion of territory

¹⁴ Some had been sent since 2016.

Three models of preparing territories for TE were developed. They are: basic preparation (in order for the TE to win the local or national market) advanced preparation for the TE winning international market and especially the CEMAC zone; and the preparation diffuses indirectly or globally, depending governmental action with the goal of at least ameliorating national and international context which liberate and favour operational capacities.

Agrobusiness opportunities on the CEMAC market: Among these opportunities, we have identified those that are purely institutional (harmonisation of trades, banking and tariff rules that ensure predictability of actions, protectionism

through rules of origin and tariffs (zero tariff for products of CEMAC origin and common external tariff for non-CEMAC products), etc.). The results show that the state of the economy in Cameroon is not only due to the fact that the country has a high level of protectionism through rules of origin and tariffs, but also due to the economic gaps (in particular exogenous specialisation and dependence on food imports); geographical advantages, in particular Cameroon's contiguity with all countries which reduces the time and cost of transport and cross-border transactions, and French as a common official language.

Table 1. *Criteria of Socio-economic Representativeness of Sample Territories.*

Territories	Reference cooperative	Region	Division	Culture	Specialities	Seniority
Bangangte Municipality	SOCOOPROM	West	Nde	Bamileke	Corn	New
Ngoulamakong Municipality	SOCOOPROMAN	South	Mvila	Beti	Cassava	Old

Sources: Authors from field data.

The results show that the state of the essential characteristics of the territories is of low level, and that the perspective (level of preparation) is also low; and therefore, not only are the territories not economic territories (ET), but they will not be able to be so in the short term and it will take a long time of preparation for them to be ready to launch into a practical phase of basic E Table 7 in appendix 5 specifies these results.

In fact, results have shown that: the global preparation level in Bagangte and Ngoulamakong international agrobusiness are respectively of: 1.22/5 and of 0.9/5 (they are all very poor)¹⁷. The PIDMA has the intrinsic capacities (statutory, organic, cognitive, and material) to promote international agrobusiness, but these capacities have been abused by an objective that is not revolutionary or original. This objective which is more classical, is the competitiveness of cooperation and chain values; PIDMA is distinguished by a framework that is also classic, not observing the principle of community development (in particular: indeterminacy, the development of local partnerships, the animation of the territory, the transversality and integration of support) and the challenges of international competitiveness of modern enterprises.

The research notes that despite the fact that the development policy in institutional context is not very conducive to TE, institutions are willing to engage in it. They find it possible to use territorial entrepreneurship to capitalise on the opportunities of the CEMAC zone. Acknowledging the intrinsic capacities presented by institutions, especially that of PIDMA, considering the lowness and facility of the require feeding in to the intervention strategies of PIDMA, and above all knowing the identity belonging to the territory and the tradition of community development of Cameroon communities, this research shows that it possible for the PIDMA to promote

a agricultural TE capitalising on the CEMAC opportunities.

In addition, the effectiveness of the government's action or of the political and economic context have been assessed: The economic policy in Cameroon remains inadequate. In fact, this policy advocated 10 regional poles based on different vocations that do not correspond to areas of proximity, territorial identity, community promotion or functional specialisation. There are development institutions (MINEPAT/PNDP and Agropols), MINADER/DDLC and MINATD (CDTs) even though they have intrinsic capacities to promote TE, they do not experience it because of the frame approach which is not ambitious enough and do not respect the principles of community development. So, the political and institutional context is inadequate and may impact negatively on the PIDMA.

The SWOT analysis of territories has been developed: The main mindset issues are glaring lack of affectio societatis and freedom. The SWOT matrix in appendix (see appendix 1 table 2).

The perfect congruence between cooperative principles and values and those of Territorial Entrepreneurship: the goal of this recognition is to demonstrate that a TE relaying on agricultural cooperatives has a better chance of prospering and promoting long-term development of territories, the emergence and influence of the country concerned in the international economy.

Guiding/ assessment tools for territorial development: It is not useless to notice the professional interest of the types of the economic territory and its preparation despite of the scientist interest, the model called "checklist..." (Appendix 2, 3 and 4) are building materials, assessment in territorial engineering.

¹⁷ See in table 8 appendix 6 for more details.

5. Discussion

In spite the scientist observation, we do not think that we have treated with fullness the different aspects of this research. These aspects are many Above are some that to not only leave emptiness in our scientist minds but also need some further analysis.

The notion of pillar: Literature [19] and many other authors) on territorial economy identifies two pillars: the coordination of actors, the construction of territorial resources. According to us, the notion of territorial resources is strange because even in the coordination of actors is a territorial recourse; moreover, because it is locally built and it is adequate to each territory. If the pillar is considered as the main element that sustain and ensure life and the stability of the territory and its entrepreneurship, we had to ameliorate this list which could be ameliorated again for better results This boldness is based not only on bookish, but also on field experiences.

Concept of key characteristics ¹⁸: We have defined the essential characteristics as the operational capability needed to launch a T into a practical phase of TE, recognising that other characteristics are built up over the course of entrepreneurial experiences. Indeed, eight key characteristics were identified.

Notion of international coordination and inter-territorial governance: We have foreseen that two contiguous territories, two deferent countries due to kinship between the communities, can federate the economic project. Without pretending to have delved deeply into the literature related to territorial economic, we thing that this phenomenon must be studied further. It is important to note that it was difficult to name it. In this case, we are witnessing a true regional integration by the people through agricultural entrepreneurship, comparable to that of the European Union in Interreg IV programme Kahn René [21].

The influence of the mindset in general and freedom¹⁹: Our study has identified the seventy of the mental constraints. This is due to the opportunism of actors, of conflicts of interest between main stakeholders, political and institutional interference, in short, a lack of affectio societatis, economic freedom and development culture. We fear that our optimism or belief in TE may have been too great to properly judge the harms of these constraints acceptance of HP. Knowing that the TE attracts a lot of interest and power, and knowing the unfavorable institutional and political context in Cameroun in terms of freedom of democracy and political service; it is not enough to discuss the possibilities of promoting the TE. In our humble opinion, this question in the subject of another research.

6. Conclusion

Territories are not serious in regional agrobusiness (CEMAC). However, the PIDMA has intrinsic, statutory, organic and material characteristics to take into account international and regional dimension (CEMAC). Unfortunately, the framework provided is very classical (for classical companies) and therefore does not lead to a territorial agribusiness conquering the community market (CEMAC).

To this end, we propose the following recommendations to PIDMA: integrate territorial development into its objectives and strategy, favor cooperatives whose territorial springs are relevant and therefore the projects are territorial and not elitist, apply them principles of community development in particular (indeterminacy, animation of the territory, development of local productive partnerships, inter-territoriality), formalize the international dimension with the construction of specific resources in the support and projects of cooperatives, precede the practical engagement of T in TE with a basic preparation time focused on the eight essential characteristics for primary or basic entrepreneurship and in addition on the 4 characteristics or dimensions of territorial intelligence with a accent with a particular emphasis on territorial learning.

This work has faced many weaknesses. This concerns in particular the unavailability of certain key respondents such as the presidents of CDVs and village chiefs, the botched responses because the questionnaire was long, the insufficient resources to extend stays in the territories in order to meet key players and even to rather organize workshops under the Active Method of Research and Participatory Planning (MARPP). The following important points: the tiered study: village territories/ Municipalities, OPA: Basic OPA/ union or federation of OPAs cooperatives; the qualitative approach; logical analysis; triangulation allowed to glean information very decisive for the validity of the results.

Taking into consideration the financial crisis that CEMAC States are going through; the goal of reducing poverty, creation of jobs, the agricultural and industrial revolution (2nd Generation Agriculture), the 2035 emergence in Cameroon²⁰; could be efficiently shape if the agricultural entrepreneurship has a preponderant place.

¹⁸ Eight essential characteristics are presented in table 8; appendix 6:

¹⁹Moïse Ikonicoff (1983; op.cit.): insist on the new society project and declared at the end of his paper that: [It is also necessary that all those whose opinion counts in the Third World agree to revise the strategies which led the totalitarian state and recognise democratisation as currently being the priority objective of the peripheral societies.].

²⁰ the emergence of Cameroon is made to take place in 2035; but that of the CEMAC zone is made for 2025.

Appendix

Table 2. SWOT and TE Matrix of Bangangte and Ngoulamakong.

Forces	T1	T2	Weaknesses	T1	T2
Traditional social organisation: authority, thieves and dignitaries with population to ensure community participation.	xx	x	Ineffectiveness of endogenous development institutions (chiefdoms, VDCs)	x	xx
Populations dynamics	x		Professional disorganization of growers		
Existence of many farmers' associations useful in raising awareness and mobilisation.	x		Mechanism of the foundations, principles and benefactor ET	x	x
Geographical, cultural and economic simulation in 52 villages facilitates the choice of the functional specialisation of the Municipality		xx	Deficits of affectio societatis: endemic, and rampant individualism and opportunism	x	x
Existence of endogenous and financial institutions	x		Non productive specialisation or hyper-pluriactivity	x	x
Identity to the territory	xx	x	lack of local democracy and good governance:	x	xx
Sens of community development:	xx		Conflicts of interest and leadership	x	xx
Existence of local recourses used to support TE		xx	Influence of economic actors for conversion in case of ET.	x	x
Enticing prospects in ethnic typical products		x	Forest density making the soil fertile		x
Availability of territories	x	xx	Lack of deserted track	x	xx
Council organically prepared and staff for local development	x	xx	The multitude of villages makes governance cumbersome and inefficient		xx
Opportunities			Poor condition of village roads and influence of field service roads	x	xx
Existence of numerous political and private institutions that provide various services et ensure the production and circulation of information useful to the ET	x		Danger		
Proximity of many services guiding agriculture.	x		Existence of a number of competing or divergent national programmes and dispersed local actors	x	
Passage of transnational roads and proximity of villages to these roads	x	x	Basic geographical differences between Ts	x	
High external demand (Nigeria and CEMAC)	x	x	Existence of a number of competing or divergent national programmes and dispersed local actors	x	xx
Free movement of people and goods	x	xx	State interference and political interference	x	x
CEMAC's institution (and OHADA)	x	x	Unssufficiency of institutions' resources		x
Proximity of CEMAC's borders markets	x	xx	Lack of electricity	x	xx
			Poor telephone network coverage		xx
			Climatic hazards	x	x

Source: our research

NB: T1= Municipality of Bangangte; T2= Municipality of Ngoulamakong; X= manageable impact; XX= good impact.

The Impact of Advertisement on Preparation of Territories

The SWOT matrix allows us to see whether the following character deficit can be overcome by the issues and strengths present. We note that the weight of assets and constraints appear to be equivalent. But an insightful analysis makes it possible to understand that the following constraints: the glaring deficit of affectio societatis, the absence of local

democracy, leadership conflicts, state and political interference, all depending on culture or mentality, constitute extremely serious obstacles to TE. Moreover, the ignorance of the foundation and the necessity of TE by all institutional actors (under state control and private) and lack of electricity and deserted track, constitute serious constraints which would also annihilate all the assets and effort of TE.

Table 3. Territorial Entrepreneurship or Basic Territory Checklist.

Characteristics	Descriptions
Pillars	
A charismatic and committed leadership team	a. Existence of an initial team or a visionary pioneer b. Existence of a leadership team or a charismatic and committed leadership team
Geographical and spatial proximity	a. Sense of belonging to the same territory b. Facility for residents to meet each other (time and distance) c. Mechanisms and behaviours facilitating meetings and exchanges
Organisational proximity	a. Sense of common professional destiny of the need for solidarity and professional cooperation; b. Belonging to the same economic or professional organisation c. Mechanism built to permit the meeting of actors in order to achieve their professional goals (development).
Institutional or cognitive proximity	a. Existence of formal and informal institutions governing interaction (cooperation, competition, and complementarity, participation in local development, etc.) b. Sens of sharing and submission to the same institutions
Local governance or coordination of actors	a. Existence of an independent and autonomous framework for consultation b. Existence of a combinatory institution or implementation of territorial Project c. existence of coordination structure for endogenous development actions
Territorial Identity	
Geographical space well arrange	Limits well known allowing contacts, meetings, processes of recognition and mutual knowledge, various exchange between actors;

Characteristics	Descriptions
Territory Identity	Things making the T different from others: geography, culture, history
Identify for (or) by the territory	Sens of attachment to the T which is followed by actions leading to its development
Territorial plannings and diferentiations	
Development vision (integrated)	Economical-social-cultural-etc.
Vocation	Economic field well presented: agriculture, agritourism, trade
Territorial Project	Existence of a full development project or plan: economical, social, cultural, etc
	accumulation of actors in a value chain
	Sharing of activities and specialisation of enterprises in the value chain;
Funcional specialisation	Reputation
	same or different products
	holding of specific know-how or distinctive skills
territorial dynamic	
Territoriality (multi-actors approach)	All the actors of the T are committed in the project;
Local device for the support of local entrepreneurship	It could be of information, moral, technical, material or infrastructural use
Endogeneity/autopromotion	Capacity the T has to promote its development, its projects and economic enterprise
Transversality or completeness	a. All areas are considered: economy, environment, spatial planning, health, etc. b. All territorial actors are implicated
Integration	The different activities are strategically linked and work work together for the same results
Agricultural production configuration (SYAL)	Configuration of agricultural production ²¹ :
Predominance of cooperate(s)	The majority of economic actors are grouped in cooperative(s) especially basic producers
	a. The value chains are structured in several activities;
Companies' specialisation	b. Companies are specialised in different activities of the value chains
	c. Companies and institutions are basically grouped by branch or by productive affinity
	a. Professional solidarity (mutual productive efforts): between individuals and between enterprises
Cooperation	b. Some production factors are shared
	c. Equitable sharing of trickle-down, resources or externalities.
	a. Existence of companies specialised in branches of the territorial specialisation sector
Complementarity	b. Exchange of services between local companies and institutions;
	c. Calling for enterprise of the T for needs in T
Compatition	Emulation
	a. Existence of specialised grouping of enterprises, taking into account their various activities;
Institutional networking	b. Existence of gathering of groupings
	c. Existence of an ridge group at T level for development.
Inter-territoriality	Cooperation of territories relying on the cooperation of agricultural cooperation

Source Our research.

Table 4. Second Checklist of Agricultural and Territorial Entrepreneurship Capitalising on the CEMAC Opportunities.

Characteristics	Descriptions
Economic intelligence the broad sense	
	a) -Existence of a local means to educate or to train the target territory.
Education/territorial Learning	b) External learning
	c) Learning from local experiences
	d) Internal learning
	e) Civic education and economy based on the defence of the local economy;
Territorial innovation	a) Improvement of strategies or productive capacities;
	b) Existence of improvement in products or productive strategies.
	c) Building of specific resources
Economic intelligence (sticto sensu)	a) Permanent use of benchmarking;
	b) SWOT diagnostic;
	c) Continuous study of the CEMAC market;
	d) Updating of permanent productive strategies;
Actors coordination	
International coordination of actors or inter-territorial and international governance	a) Existence of businesses out of the country
	b) Existence of institutions coordinating the territorial Project; Or
	c) Existence of territories out of the country, in cooperation with the referred territory;
	d) Existence of a Municipality for the coordination of territories;
Territorial attractiveness	
Promotion of the territory or territorial marketing	a) Promotion of the territory to attract investors and entrepreneurs;
	b) Promotion of products of the territory on the basis of its differential qualities (typicity)

Source Our research.

²¹ SYAL (Localised Agri-food System) is the most acceptable and simplified corresponding to Cameroon's rural context. Any other form of cluster evolved is allowed: Rural Center of Excellence, competitiveness cluster, etc. It depends on the population levels, the existing industrial fabric, the existing industrial profile, and development objectives.

Table 5. Checklist on the Preparation of Territories to Entrepreneurship and Basic Territorial Agriculture.

Designation	Description or details
A/ capitalisation actions	
1. Spatial capitalisation	
Local leadership	a) Identification of local leaders; b) Leadership coordination; c) Re-enforcement of leadership capacities
proximities	a) SWOT research corresponding to each; characteristic; b) Show how the territorial Project can be beneficial for economic actors; c) Design of awareness and education or training message; d) Organisation of awareness campaigns; e) Preparation and assistance in the implementation of concrete actions promoting these proximities.
local governance	a) Implimentation of territorial implimentation mechanisms; b) Organisation of sensibilisation campaign
Planning and defferenciation of territories	a) SWOT diagnostic b) Construction of the territorial project, the outlook of T, its economic vocation, its functional specialisation, its productive strategy, its different productions to offer on the market, specific resources to build, etc.
Territorial Identity	a) Identification of natural or cultural recourses; b) Value resources as referents of identities; c) Incorporation of identity referents in market products d) Setting up or valorization of places, heroes, stories, artifacts (art objects, typical products, etc.) of heritage events;
Territorial Dynamic (local entrepreneurship support system)	a) Development of programs or mechanisms to assist entrepreneurs and businesses; b) Development of local and external productive partnerships; c) Setting up of Business Support Structures: training centres, incubators, administrative training centres, etc;
Spatial configuration of industrial products	a) Appreciation of new evolving enterprises specialised in the value chain; b) Facilitating cooperation between companies and between territories; c) Institutional networking d) Development of a land use plan; e) Cooperation between T's territories (inter-territoriality)
2. Hindering capacitance	
practical support	a) Financial and matirial supports b) Spacial planning
Strategic support	a) Animation of the territory b) Re-enforcement of leadership and main actors' capacities
Mixed supports	a) Location of support institutions b) Development of partnerships
Intervention approach	
Lack of devotion	Adaptation of actions to local realities
Transversality	Consideration of social, economic and environmental aspects
Multiple actors	Involvement of all stakeholders
Integration	Arranging development actions in time and space in such a way that they are linked to contribute to the same development objectives or outcomes
Platform role	Appreciation of local and foreign producers
controle of value chain	The activities of the specialisation sector should be controlled as far as possible by local specialised companies
Companies' specialisation	a) Structuring of active sectors; b) Support for the emergence of productive units in specialised in one or few links in the specialisation chain.
Inter-territoriality	Promotion of productive cooperative between different territories

Source Our research.

Table 6. Checklist of the Preparation of Territories to Territorial Agricultural Entrepreneurship Capitalising the Opportunities of the CEMAC Zone.

Actions	Descriptions
1. capacity through government or economic action	
Macro level: economical geography	1. Rgional integration 2. Business intelligence (strategic monitorind) 3. Territorial marketing a) Promotion of national territory and local territories b) Promotion of local products and territories
Meso level: Elaboration of development policies	1. discentralisation; 2. Economic liberation; 3. Administrative division into "relevant areas "for community projects 4. Elaboration of an economical policy based on territories a) Territorial development policy b) Policies, strategies and national agricultural plans based on the localised productive system.(SYAL and PER)

Actions	Descriptions
Meso level: tactical action	<ol style="list-style-type: none"> 1. Creation of development poles and agricultural competitiveness; 2. Creation of institutions, projects or programmes to support territorial and agricultural entrepreneurship; 3. Deconcentration and localisation in areas with a solution that has strong creative potential and educational settlement
2. Classic specific capacity	<ol style="list-style-type: none"> 1. The development of economic, population and targeted civic education programs and tools; technical capacity building.
Business intelligence (awareness/training, intelligence and territorial innovation)	<ol style="list-style-type: none"> 2. Organisation of communicational or educational campaigns or events; 3. The benchmarking; 4. Diagnosis of the market and territory update; 5. Collecting of information on the market and practical and strategies competitors 6. Formation of T leaders and enterprises
Territorial attractiveness	<p>The territorial marketing</p> <ol style="list-style-type: none"> 1. Design of communication message (SWOT diagnostic, institutional communication and events, etc.); 2. Partnership that can help the territory to sponsor its promotion; 3. Creation of an agencies for international promotion 4. The use of vulgar tools such as the internet

Source Our research.

Table 7. Checklist for the Level of Preparation Municipality of Bangangte for Basic Territorial Entrepreneurship.

Reference characteristics		Remarques/analysis	Perspectives (SWOT effects)		
Designation	Descriptions	Descriptions	SE	Descriptions	SP — SPP
Mainstay					
Existence of a charismatic leadership group	Existence of a charismatic, committed and visionary leaders	With the exception of the SOCOPTOM, leaders, the majority of them have a very limited cognitive material capacities, which undermine their charm and will on a communal scale.	2.5/5	The scarcity, ignorance and scepticism of leaders of the TE would require a long selection, awareness-raising and training for the launch of TE.	2/5 2.25/5
Spacial proximity	Facility meet in terms of distance and time	The villages are relatively assessable because of the existence of roads and short distance to the main road. The current level of proximity is not a mortgage for the TE	3/5	Existence of local radio stations and local media, as well as the availability of premises for state support structures reduce the proximity gap.	3.5/5 3.25/5
Organisational proximity	-Existence of well-functioning organisations of the main value chains Adhesion of the majority of producers	Many branches without OPA; -Very poor adherence of producers to the OPA	1/5		2/5 1.5/5
Cognitive proximity	-Existence of consultation section; -Existence of rules and policies guiding the economic sector; -Adherences of many actors to these policies	-No consultation framework neither in the TB nor at the municipal level; -Non-existence of codes of conduct and aggravated by the sabotage of cooperative and basic moral principles of living together;	1/5	Conflict of leadership and interest could have a negative impact on the implementation of the code -Cognitive and cultural factors (habits, false governance, opportunism, free-riding, etc.) will mortgage the observance of the codes.	2/5 1.5/5
coordination of actors	-Existence of regulatory and steering body for development	-Existence of regulatory and steering body	1.5/5	In case of good proximities, local institutions (chiefdom and CDV) enjoying good listeners and authorities will play a very important role.	2.5/5 2/5
Average 1			1.8/5		2.4/5 2.1/5
Essential characteristics					
Institutional networking	-Existence of a cooperation network of agricultural enterprises by chain link -Existence of a ridge body bringing together specialised networks and development of stakeholders	-except UGICBA at the level of TB, no functional OPA network; -Some opportunist platforms under the aegis of the MINADER; -No daily network grouping all the stakeholder of development.	1/5	Same as for the coordination of actors -But conflicts of interest and leadership, cognitive factors, may mortgage the efforts of TE promotion.	2/5 1.5/5
Economic identity of the territory	-Affinity attachment of actors to the T -Concern of distinction or economic defence of T actions	-Obvious affinity attachment to TB; -Creation of OPA without any problem -No proof of economic citizenship	1 / 5	The construction of a communal economic identity will not suffer from any cultural treat and will rather benefit mutatis mutatis (economic) identities at different TB.	3/5 2 / 5

Reference characteristics		Remarques/analysis		Perspectives (SWOT effects)		SPP
Designation	Descriptions	Descriptions	SE	Descriptions	SP	
Fonctional specialisation of territories	Preponderance of one or two value chains; - The existence of a know-how - T's reputation or distinction	-Lot of multiactivity in the TB and hence in the communal T; -Know-how not spread because of the la of means to do it; - No reputation in any qualified culture;	1/5	The choice of a value chain earns less direct assets cited (populations dynamics) as oppose to many mortgage (see the above organisational proximity).	1/5	1/5
Average 2			1/5		2/5	1.5/5
General average			1.4/5		2.2/5	1.8/5

NB: S: Score; SE: Score of the current State; SP: perspective score; SPP: perspective scoressssss.

Table 8. The Empiric Checklist of Agricultural Entrepreneurship Capitalising the CEMAC Opportunities in Bangangte and Ngoulamakong Municipality.

Characteristic s	Description of the characteristics	Remarque: description of observations		Analysis of factual observations and prospective data	Scores	
Characteristic s	Descriptions	Remarques		Analysis (and forward looking)	SCORES	
		Bangangte(T1)	Ngoulamakong (T2)	Bangangte(T1) Ngoulamakong (T2)	T1	T2
Business intelligence						
Education/ territorial learning	Popular education process civic, technic, etc.); -His own permanent education process; -permanent external learning; -Existence of something to inform and to educate the population. Existence of community entity in charge	-No OPA with the exception of few technical and practical training courses, educates all citizens in terms of their economy and citizenship; -UGICABA proclaim to organise demonstrations in these training fields without succeeding to pay an interest on producers; -Decide SOCOOPROM, no other OPA does autos diagnostics; -Only SOCOOPROM learns prom outside.	Only 2OPA on 4 agrees to train his members. These actions are not systematic.	<i>Concerning the current economic business intelligence:</i> -No T is neither trainer nor trainee from the moment where no decision is taken to spread the Know-hows of the OPA (knowledge, know-how and good behaviors) to all the actors. -Business intelligence even basical as a tool for professionalization is absent and unknown in the majority of OPA	1.5/5	1/5
Business intelligence (stricto sensu)	-Continuous usage of the benchmarking - Continuous study on the market -Permanent updating of production strategies - Existence of community entity in charge	-No OPA mentioned a practice related to business intelligence - Only SOCOOPROM practices bench-making and market research; -No OPA is currently planning to export outside Cameroon; -No OPA or territory produces differentiated products -No OPA mentioned an innovation; -UGIGABA simmers cocoa processing with the project initiator who is a native of the village. SOCOOPROM simmering on irrigation to curd climatic disturbances and also to launch awereness-raising activities, to increase its territorial jurisdiction and therefore the volume of activities.	-Only COCOOPROM partners of PIDMA carried out studies and reflections (meetings) to better produce and sell. Its partnership with PIDMA could further encourage it to do so - The other 3 OPA do not present any ignorance -No OPA mentioned an innovation; -Only the COCOOPROM engaged in agrobusiness develops this concern. The simmering of the distribution of financial support to members could constitute an innovation if it is realised. Its recent partnership with PIDMA could encourage to do it more	-The innovatory concern is not in accord with OPAs. This concept should be thought but this shut coming can not delay the launching of a TE. <i>The business intelligence is very poor in both sight of the two T. concerning the advertisement</i> The learning process would benefit from community media if they are used; as is the case with Bagangte; The current level of innovation and marketing intelligence can not negatively influence the regional market conquest. They will do it after a while due to the competition; -However, the construction of the mechanism depends on that of the coordination of actors of which perspectives were evaluated a above (Bangangte). 2/5, Ngoulamakong: 1/5) were judged unsufficient	1.2/5	1/5
Territorial innovation (innovative area)	- Concern for improving skills and productive capacity (in the Shumpeterian sense) - Existence of community entity in charge				1.2/5	1/5
Territorial marketing	Promotion of T's products; Promotion of the T as the most productive investments place; Existence of community entity in charge	-Organisation each year of Mudumba festivals and Ngastro Nde'lice fair, promoting traditional art and not local products. NB: the gaol is to promote the culture and not the economy;	Nothing is done neither to advertise the T as the most productive investments place nor to present it as the best investment place		1.2/5	0.5/5
Average					1.22/5	0.9/5
Actors coordination						
RAS	RAS	RAS	RAS	RAS	RAS	RAS

Source: our research.

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