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L'AMENAGEMENT DU TERRITOIRE

SECRETARIAT GENERAL

PROGRAMME NATIONAL DE DEVELOPPEMENT PARTICIPATIF

CELLULE REGIONALE DE COORDINATION DE SUD OUEST



REPUBLIC OF CAMEROON

Peace – Work – Fatherland

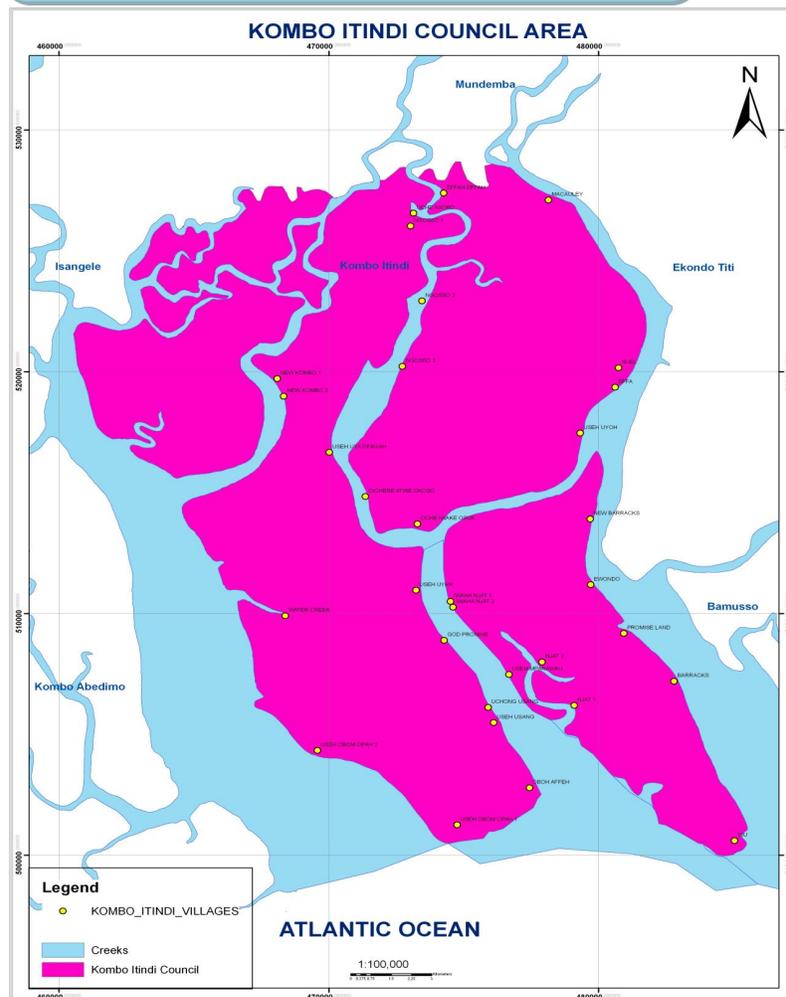
MINISTRY OF ECONOMY, PLANNING AND REGIONAL
DEVELOPMENT

SECRETARY GENERAL

NATIONAL COMMUNITY DRIVEN DEVELOPMENT PROGRAM

SOUTHWEST REGIONAL COORDINATION UNIT

COMMUNAL DEVELOPMENT PLAN KOMBO ITINDI COUNCIL



December 2011

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LIST OF ABBREVIATIONS

No	Abbreviation	Full Name
01	CDP	Communal Development Plan
02	CEFAM	Centre de Formation de l'Administration Municipale (Local Government Training Center)
03	CIG	Common Initiative Groups
04	CID	Council Institutional Diagnosis
05	DO	Divisional Officer
06	FEICOM	Fonds Special d'Equipement et d'Intervention Intercommunale (Special Council Support Fund for Local Authorities)
07	FSLC	First School Leaving Certificate
08	GCE	General Certificate of Education
09	GESP	Growth Employment Strategy Paper
10	GoC	Government of Cameroon
11	HIV/AIDS	Human Immuno Deficiency Virus/Acquired Immune Deficiency Syndrome
12	LSO	Local Support Organization
13	KIC	Kombo Itindi Council
14	MDG	Millenium Development Goals
15	MINEPAT	Ministry of the Economy, Planning and Regional Development
16	MINEPIA	Ministry of Livestock, Fisheries and Animal Husbandry
17	MINATD	Ministry of Territorial Administration and Decentralization
18	MITEF	Mid Term Investment Framework
19	MUDEC	Municipal Development Counselling Group
20	MT	Municipal Treasurer
21	PIB	Public Investment Budget
22	PNDP	Programme Nationale Developpement Participatif (National Community Driven Development Program)

23	PV	Payment Voucher
24	SDO	Senior Divisional Officer (Supervisory Authority)
25	SOWEDA	South West Development Authority
26	ST	Sub Treasurer
27	SWOT	Strengths Weaknesses Opportunities Threats
28	BIR	Bataillon Intervention Rapide (Rapid Intervention Batallion)
29	NBDC	National Book Development Council
30	VDC	Village Development Committee
31	VTC	Village Traditional Council

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1.0. INTRODUCTION

1.1 Context and Justification

The Government of Cameroon in July 2004 enacted the Law on Decentralization as Applicable to Local Council which mandated councils to provide basic services in several domains including economic, social, health, education, and culture and sports development within their municipalities. The Government has since fostered the process through other instruments such as the Growth and Employment Strategy Paper (GESP), the MDGs, the MAPUTO & ACCRA Conventions which are geared at making the country an emergent economy by 2035. Councils have received funds transferred through the Public Investment Budget (PIB) in some key ministries such as Basic and Secondary Education, Public Health, Women Empowerment and Social Affairs.

The following decrees have also fostered the process:

- Decree N° 2010/0242/PM of 26th February 2010 with regards to the promotion of agricultural production and rural development.
- Decree N° 2010/0242/PM of 26th February 2010 with regards to the promotion of livestock and fish farming.
- Decree N° 2010/0242/PM of 26th February 2010 with regards to the construction and maintenance of rural unclassified roads and with regards to potable water supply in the zones not covered by the public network for the distribution of water conceded by the State.

Further to all these efforts, the National Community Driven Development Programme (PNDP) was commissioned to contribute meaningfully toward poverty alleviation using participatory strategies at the level of local councils. Within the framework for the execution of PNDP activities, a cooperation agreement was signed in July 2011 between Kombo Itindi Council, the PNDP (SW-RCU) and MUDEC Group (a Local Support Organization) in which the PNDP has offered technical and financial support to enable MUDEC Group accompany Kombo Itindi Council toward the elaboration of its Communal Development Plan (CDP).

1.2. Overall Objective of the CDP:

The overall objective of the Communal Development Plan is to participatorily involve all development stakeholders toward the identification, analysis and documentation of their felt human, material and financial needs and to collectively ensure the follow up of the execution of all development initiatives within their municipality.

Specific Objectives include to;

- Sensitize all development stakeholders within the municipality to encourage participation and ownership of the planning process.
- Conduct participatory diagnosis at the council level (CID), urban level (USD), and village level (consolidated village diagnosis).
- Institute a Follow up Committee to monitor the implementation of micro projects.
- Build partnership and resources (financial, material, human) between the council and its development stakeholders.
- Encourage communal development planning as a process in participatory development and sustainability in poverty reduction, growth and employment creation.

1.3 Structure of the CDP :

This document is structured in nine (09) sections as follows:

- Introduction.
- Executive Summary
- Methodology.
- Presentation of the Council.
- Summary of Diagnosis Results.
- Strategic Planning.
- Operational Planning.
- Monitoring and Evaluation Mechanism.
- Conclusion

EXECUTIVE SUMMARY

With a determined effort at poverty reduction at the level of local councils, the GoC has instituted several instruments (GESP, 2004 Law on Decentralization, Inter Ministerial/ Sectorial Commissions, the 2010 Transfer of Resources and Competencies) which collectively are designed to positively impact on the lives of the average Cameroonian. In the same vein, the National Community Driven Development Programme (PNDP) was recently commissioned to actualize this GoC effort by facilitating the elaboration of Communal Development Plans (CDP) in the country. In KIC in Ndian Division of the South West Region, the PNDP supported the council in engaging the Local Support Organization (MUDEC Group) to accompany it in participatory planning processes. From 4th July to 15th December 2011, the methodology prescribed by the PNDP was carefully followed which resulted in the production of this document.

A summary of the key findings reveal the major concerns of the population to include; low agricultural productivity, poor fishing methods, deforestation, environmental degradation, high insecurity, poor urban space planning, insufficient educational and health facilities, high prevalence of HIV/AIDS, poor drinking water, no electricity, enclavement and exposure to erosion.

The strategic plan accounts for problems and needs in thirty (30) sectors with an estimated cost of three thousand four hundred seventy four million, three hundred thousand francs CFA (3.474.300.000 FCFA). The plan is expected to cover six (06) Annual Investment Plans (AIP) beginning with the 2012 AIP. The Monitoring and Evaluation Plan includes a follow up team comprising of competent and available individuals who have been coached with the appropriate tools designed to facilitate their work. A Communication Plan has been included to enable widening the circulation of the contents of this CDP.

The main challenge for the council lies in its ability and resolve to implement the contents of this CDP. The council executive (whether there are changes after the upcoming municipal elections) should continue to play the pivotal role of mobilizing and organizing all stakeholders through inclusive strategies that will enable the vision of the municipality to be steadily realized.

2.0. METHODOLOGY

2.1. Preparatory Process

The preparatory phase of the elaboration of the CDP of Kombo Itindi municipality involved several activities. The process started with the training of key LSO personnel in Ekona by officials of the PNDP which culminated with the signing of the contract between the council (represented by the mayor), the LSO (represented by its team leader) and the South West Regional Coordinator of the PNDP. A restitution of the training to other MUDEC research assistants was conducted and several planning meetings were held with the management of Kombo Itindi council. Secondary data on the socio economic and environmental situation within the municipality was collected and triangulated from technical services at the subdivisonal, divisional and regional levels. This was followed by an elaborate sensitization campaign of stakeholders including traditional authorities, women and youth group representatives, the local administrative heads of technical services, socio professional groups and international organizations operating within the municipality. Some sensitization material (including fliers, posters, banners) carried the planning process as well as messages designed to heighten participation of all stakeholders. This process ended with the holding of the official launching workshop on the 2nd of August 2011. MUDEC presented an elaborate program of the data to be collected at the council, urban space and in all villages per sector. A Steering Committee was put in place by the Mayor with clearly defined terms of reference. An expected result was that stakeholders returned with vivid plans on the agenda of the data collection teams. The workshop was chaired by the Senior Divisional officer for Ndian and was attended by 53 participants (mostly councilors) who represented all shades of opinion within the municipality.

2.2. Collection and Analysis of Information

Primary data was collected and diagnosed at three different levels namely; the Council Institutional Diagnosis (CID), the Urban Space Diagnosis (USD) and the Sectorial Village by Village Diagnosis. During the CID, researchers started with literature review by reading through council documents relating to financial, material and personnel matters. Interviews and focus group discussions were also conducted to enable the team update and triangulate information

gathered. At the internal level of the CID, council authorities including the Mayor, Councilors, the Secretary General and the Finance Clerk represented sources of information while at the external level public and private development partners such traditional and religious authorities, VDC members, technical service heads, contractors and beneficiaries of council services were interviewed. This strategy enabled us to collect descriptive data on the systems, structures, staff, management style, culture of the council as well as to establish strengths and weaknesses of the council. Data related to the level of interaction between development partners and the council was also collected. A combination of data collection tools were utilized including semi structured interviews, direct observations, focus discussions and questionnaires. All information collected was triangulated with other sources at the council, divisional or regional levels.

The USD was conducted in Barracks (commercial center) and Ngosso I (administrative headquarter). Though relatively very small by most standards in terms of population and infrastructure, several villagers participated mostly out of curiosity and later testified that the meetings represented the first time that the main speakers were neither military, administrative or council authorities. The services of local facilitators were highly solicited and this contributed to the high rate of participation. Data was collected and analyzed using a variety of tools including participatory mapping, socio economic and environmental surveys and meetings with socio professional group representatives. Participants also engaged in transect walks, simple ranking, producing venn diagrams, focus group discussions and problem analysis using problem and objective trees. Waypoints were collected using the Global Positioning System (GPS). Interactive discussions, direct observations and site visits were also utilized in certain areas in the municipality. The historical timeline assisted participants to identify previous development efforts and their partners within the urban spaces.

The participatory village by village diagnosis covered thirty two (32) villages including; Ngosso I, Ngosso II, Ngosso III, Useh Uya Ofagah, Useh Obom Opah I, Useh Obom Opah II, Oche Iwake Osuk, Useh Uyah, Iwaha Njat II, Barracks, New Barracks, Useh Usang, Promise Land, Useh Uyoh, Macauley, Ewondo, Water Creek, Oichere Atire Okoso, Uchong Usang, Oboh Affeh, God Promise, Isu, Njat I, Njat II, Useh Mparawah, Uche Asord, Effah Effah, Iwaha Njat I, New Kombo I, New Kombo II, Effah and Suel. Six research assistants went to the field for this exercise and they spent an average of three days in the critical villages in order to actually solicit

and secure valuable information from a cross section of community members. Their security within the municipality was assured by the constant presence of the BIR.

The village by village and sector by sector data collection and diagnosis (Problem Identification and Analysis) were participatory in that all the different stakeholders and all shades of opinion were given equal opportunities to make valuable contributions. During plenary exercises men, women and youth collectively identified the core problems per sector which were later prioritized, analyzed and reformulated using problem and objective trees for causes and effects.

Participatory Rural Appraisal (PRA) methods with gender considerations were utilized to assemble field realities. These included: meetings, semi structured interviews, focus group discussions, participative mappings, transect walks, simple ranking, venn diagrams, and problem analysis using problem and objective trees. Interactive discussions, direct observations and site visits were also utilized in certain areas in the municipality. Waypoints were collected using the Global Positioning System (GPS). Information collected was triangulated with various sources at the council, sub divisional, divisional and regional levels.

2.3. Consolidation of Data, Mapping and Diagnosis

Data consolidation was engaged immediately after the collection process. Facilitators used statistical software for data entry which facilitated the differentiation and presentation of qualitative and quantitative analysis. GIS software was used for the production of geo referenced maps.

The consolidated data (presented on excel sheets) was analyzed to generate tables, graphs, pie charts and bar charts. The consolidation effort secured the new names (established by the KIC) of the villages and also the diagnosis identified three uninhabited villages (Useh Uya Ofagah, Iwaha Njat II and Suel) because the Nigerian settler population has not returned since the cessation of hostilities that took place within the Bakassi Peninsular.

2.4. Planning Workshop, Resource Mobilization and Programming

During this workshop several activities were carried out including:

- ❖ Restitution of the diagnosis report by sector and by village ;
- ❖ Restitution of the Logical Framework sector by sector;
- ❖ Programming and Prioritisation of investments for the MITEF (3 years) and the AIP (first year) ;

- ❖ Evaluation of the environmental strategy of the AIP
- ❖ Putting in place the Follow up Committee with clear terms of reference with an action plan.
- ❖ Elaboration of a contract award plan for the first year (2012).

2.5. Implementation of Participatory Monitoring and Evaluation Mechanism

A Steering Committee was constituted and installed by the Mayor and the Divisional Delegate of MINEPAT for Ndian. It comprised six members (one female) all but one were councillors who represented various constituencies within the municipality. A major criterion for their selection was their availability and ability to comprehend development information and to communicate with the settler population who constitute more than 95% of the population in Kombo Itindi council area.

Steering Committee members:

No	Name	Position	Other Information
01	Richard Njombe Akime	Chairperson	Secretary General, KIC
02	Mary Esuk Effiong	Secretary	Councilor
03	Ayuk Hanson Baiye	Member	Councilor
04	Amah Alphonse Ake	Member	Councilor
05	Bau Henry	Member	Councilor
06	Beta Emmanuel	Member	Councilor

Source : CID Survey 2011

Steering Committee functions:

- ❖ Review the daily slates and action plans submitted by the LSO.
- ❖ Follow up the activities of the LSO in the various villages.
- ❖ Assure a healthy working relationship between the council, villagers and the LSO
- ❖ Hold monthly meetings and submit reports with recommendations to the Mayor.
- ❖ Make valuable inputs during plenary and validation meetings.

Data Collection in Villages.



Banners were also used in villages



Decisions by voting



Focus Group meeting



Meeting Venues



Environmental Degradation (Ngosso I)

3.0. BRIEF PRESENTATION OF THE COUNCIL AREA

3.1. Description of the municipality

3.1.1. The South West Region:

The South West Province was created by decree no 72/349 of June 1972 with Buea as its administrative headquarters. The 1996 Constitution (Article 61) created the regional system in Cameroon thus the current appellation of South West Region. It covers a surface area of 24,910 km² (representing about 5.2% of Cameroon). Climatic conditions can be primarily divided into maritime and mountain. There is a wide disparity in the population of 1,361,981 persons (source: SOWEDA, 2010) with varied occupations and resources. The population density is 55 inhabitants per km². There are six (06) administrative divisions and 32 sub divisions which are simple extensions of the State and enjoy neither financial nor legal autonomy and are dependent on the central government for all decisions. The division (Ndian) and Kombo Itindi council which is the subject of this report are located within the South West Region.

3.1.2. Ndian Division:

Ndian division is one of six administrative units that constitute the South West Region with its headquarters in Mundemba. Ndian has a surface area of 6,165km² (25% of the region). The population (17% urban and 83% rural) in 2010 was 118,465 comprising 63,065 women and 55,399 men (source: SOWEDA projections) representing a population density of about 22 inhabitants per km². This is largely due to the inaccessibility and the unfertile soils. The division covers a very low and indented point of contact with the sea. It has an amphibious area dominated by mangroves and creeks which make it difficult to penetrate and cannot be accessed by land. The use of creeks and canals as means of transport is not regular. Numerous sandbanks render access to sea difficult and limit movement only through small boats. There is no drinking water during the dry season coupled with the lack of drugs, food, schools and administrative offices make life difficult. There is a lot of marine erosion going on in the delta zone of the Ndian River and if nothing is done to check it, localities such as Ngosso and Barracks will soon disappear.

3.1.3. Kombo Itindi Council:

The council was created within the framework of Law number 77/203 of 19 June 1977 to setup councils and define their boundaries. In April 1995 a Presidential decree created Kombo Itindi municipality and clearly defined it as bordered to the north by Mundemba, to the south by Idabato and Bamusso, to the east by Ekondo Titi and to the west by Isangele. The council became operational in February 1996. Figures from the Bureau of Census and Population Studies indicate the population at two thousand nine hundred and fifty eight (2.958) inhabitants of whom there are 1.830 men and 1.128 women. Current council documents however indicate the total inhabitants to be 4.780 inhabitants. The reasons advanced by council management for this disparity include threats of insecurity that limited the counting as census agents did not exhaust

coverage of Bakassi and settlers of Nigerian origin did not want to offer information. KIC has about five (05) inhabitants per km² (source: South West Master Plan of MINEPAT/SOWEDA, 2004). The population is made up of tribes from Cameroon (Isangelle, Masaka, Oron, Bateka) and Nigeria (Obioio, Ijaw, Orong) who are mostly fishermen. 32 villages (most of them very small and uninhabited creeks) constitute the municipality with headquarters in Ngosso I. No government service effectively operates in Ngosso due to the insecurity prevalent in the area. All heads of Government Technical Services including the Divisional Officer, the treasurer, the forces of law and order, Inspector of Basic Education and Health Officers reside in Mundemba. The council operates a temporary office in Mundemba. Ngosso is simply a deserted village with little or no ongoing activity. On the contrary, Barracks which is the economic capital of the municipality has an effective resident population and a border market where fishing and general merchandise constitute the main commodities between traders and fishermen from Cameroon and Nigeria. Since becoming operational in February 1996, the council area has been administered by twelve (12) appointed Divisional Officers and one elected Mayor.

3.1.4. Historical Timeline

Dates	Activity
21/12/1993	Nigerian soldiers invade Bakassi (Jabane and Diamond Island)
18/02/1994	Cameroonian soldiers put up resistance.
24 – 29/03/1994	President Paul Biya opts for diplomatic channels (United Nations, Organization of African Unity, International Court of Justice) to resolve the conflict.
April 1995	Creation of Kombo Itindi Council (KIC) within the Bakassi Peninsular
10/10/2002	International Court of Justice passes judgement in favour of Cameroon
12/06/2006	Cameroon and Nigeria sign the Greentree Accord concerning the modalities of withdrawal of Nigerian soldiers and transfer of authority in Bakassi to Cameroon.
14/08/2008	Nigeria withdraws her administration and police force signalling total transfer of Bakassi to Cameroon through lowering the Nigerian flag and hoisting the Cameroonian flag.

The Bakassi Commission and the Greentree Accord: KIC is one of five councils that constitute the Bakassi Peninsular which was fiercely contested through the use of arms and diplomacy by Cameroon and Nigeria during the period 1993 to 2006 when the Greentree Accord bringing peace and normalizing relations was signed. There is a Bakassi Commission lodged at level of the Prime Minister's Office which spearheads all development projects within the peninsular. Among the several stipulations of the Greentree Accord, the GoC and by implication the KIC are committed to:

- ❖ Not force Nigerian national (who constitute more than 90% of Kombo Itindi inhabitants) to leave the zone or change their nationality and respect their culture, language and beliefs.
- ❖ Respect their rights to continue their agriculture and fishing activities.
- ❖ Protect their property and their customary land rights.
- ❖ Not levy in any discriminatory manner any taxes and other duties on Nigerian nationals. (KIC is not collecting any taxes until after 2013).
- ❖ Take every necessary measure to protect Nigerian nationals from harassment and harm.

3.1.5. Description of the Biophysical Environment

Kombo Itindi municipality has a distinct biophysical environment surrounded by an evergreen mangrove ecosystem with high variety of biodiversity including birds and animal species. Accessibility to villages in the area is through the creeks or by high sea. Most of the villages are located at 0m-5m above sea level with many swampy critical points due to the nature of the sea.

3.1.5.1. Climate

Kombo Itindi has distinct equatorial climatic conditions where February is the hottest with an average temperature of 31.9°C at midday while July is the coldest with an average temperature of 21.6°C at night. September is the average month with the most of sun shine. The temperatures at night are cooler than during the day time. The wet season has an estimated rainfall of between 3,500 and 5000mm with the peak of rainfall around the month of August and the dry season is around the month of February. This is characterized by dry winds that blow across the Sahara desert from the North East to a South Westerly direction. During this period, daily temperatures are high with a slight drop in the night.

3.1.5.2. Soils

Sandy soils composed of muddy deposits are commonly found within the municipality. This soil type is not good for agriculture and is subject to flooding which justifies fishing as the main occupation of the inhabitants.

3.1.5.3. Relief

The Municipality has an undulating and a gentle relief with generally lowlands area. There are areas as low as 0m altitude at the sea level. The council has an average altitude of about 10m. Close to the Atlantic Ocean are the mangrove swamps, several creeks with white sand beaches that stretch to the Ndian River Basin.

3.1.5.4. Hydrology

The main water course in the council area is the sea including a few inland streams which are used for domestic activities and also periodically for drinking during the dry season.

3.2. History and people of the council

3.2.1. Ethnic Groups and inter-ethnic relations

About 95% of the inhabitants of Kombo Itindi municipality are of Nigerian ethnicity including the Ibiobios, Orons, Ijaws and less than 5% are of Cameroonian ethnicity including the Masakas and Batekas of Isangele. The entire population are fishermen who still cohabit with a high sense of mistrust as a result of the Bakassi war.

3.2.2. Religion

Proximity of the council to the Federal Republic of Nigeria has facilitated the influx of several New Christian Religious Movements including the Full Gospel Mission, the Apostolic and the Assembly of God who are the predominant religious institutions that are involved in evangelization within the municipality.

3.2.3. Mobility of the population

Migration into this part of the country is extremely low due to the highly risky nature of the area. The sea is rough and highly deserted creating a conducive environment for pirates who take

advantage of unsuspecting travellers who are mostly traders or fishermen. The presence of a border market in Barracks also accounts for some movements of humans and cargo in and out of the municipality.

3.2.4. Size and structure of the population

Figures from the Bureau of Census and Population Studies indicate the total population of the Municipality stood at two thousand nine hundred and fifty eight (2,958) inhabitants of whom there are 1,830 men and 1,128 women. Current council documents however indicate the total inhabitants to be 4,782 inhabitants. The reasons advanced by council management for this disparity include threats of insecurity that limited the counting exercise as census agents did not exhaust coverage of Bakassi settlements where some settlers of Nigerian origin did not want to offer information. The municipality has an estimated five (05) inhabitants per km² (source: South West Master Plan of MINEPAT/SOWEDA). The population is made up of tribes from Cameroon (Isangelle, Masako, Oron, Bateka) and Nigeria (Obioio, Ijaw, Orong) who are mostly fishermen. 32 villages (most of them very small and uninhabited creeks) constitute the municipality with headquarters in Ngosso I. Three of the 32 villages (New Jerusamlem, Suel and Authority) are uninhabited. There are very few government services operating in Ngosso due to the insecurity prevalent in the area.

Table 1: Population Densities by Age Group

Age bracket	Total Population
0—6 years	215
6—14 years	854
15—19 years	1057
20—34 years	2242
35—59 years	287
60+ years	127
Total	4,782

Source: Village Survey, Aug. 2011

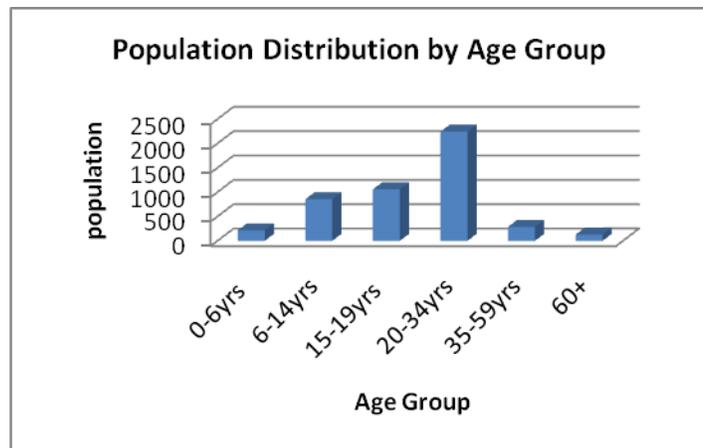


Fig 1: Population Distribution by Age Group

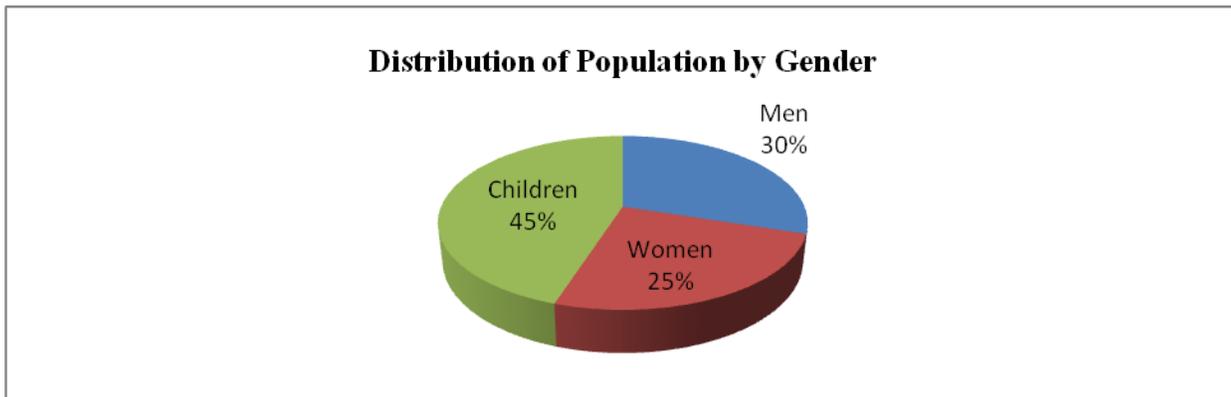


Fig 2: Population by Gender.

Source: Village Survey, Aug. 2011

Table 2: Population Distribution by Gender in the Municipality

No.	Old Name	New Name	Men	Women	Children	Total
1	Ngosso I	Ngosso I	77	65	116	258
2	Ngosso II	Ngosso II	41	34	61	135
3	Ngosso III	Ngosso III	42	35	63	140
4	Authority	Useh Uya Ofagah	0	0	0	0
5	<i>Kombo Adibo I</i>	<i>Useh Obom Opah I</i>	150	125	225	500
6	Kombo Adibo II	<i>Useh Obom Opah II</i>	90	75	135	300
7	<i>Gold Coast</i>	<i>Oche Iwake Osuk</i>	200	164	277	640
8	Ngoboko	Useh Uyah	23	20	35	78
9	New Jerusalem	Iwaha Njat II	0	0	0	0
10	Barracks	Barracks	272	227	408	907
11	New Barracks	New Barracks	33	28	50	110
12	Ine Okon Ibak	Useh Usang	59	49	88	195
13	Promise Land	Promise Land	10	8	15	33
14	Useh Uyoh	Useh Uyoh	3	3	5	10
15	Macauley	Macauley	11	9	16	35
16	Ewondo	Ewondo	9	8	14	31
17	Water Creek	Water Creek	3	2	4	9
18	Living Ground	Oichere Atire Okoso	5	4	8	17
19	Ine Usuk	Uchong Usang	5	4	7	15
20	Oboh Afeh	Oboh Affeh	63	52	94	209

21	God Promise	God Promise	5	4	8	17
22	Isu	Isu	212	177	319	708
23	John New Town	Njat I	15	13	23	50
24	Okokiri	Njat II	8	7	12	27
25	Ariaria	Useh Mparawah	9	8	14	31
26	Uche Asord	Uche Asord	8	7	12	27
27	Effah Effah	Effah Effah	5	5	8	18
28	Inyang Creek	Iwaha Njat I	15	13	23	50
29	New Kombo I	New Kombo I	32	26	47	105
30	New Kombo II	New Kombo II	21	18	32	70
31	Effah	Effah	17	14	26	57
32	Suel	Suel	0	0	0	0
	Total		1,443	1,204	2,145	4,782

Source: Village Survey, Aug. 2011

The consolidation effort secured the new names (established by the KIC) of the villages and also the diagnosis identified three villages namely Useh Uya Ofagah, Iwaha Njat II and Suel which are uninhabited because the Nigerian settler population has not returned since the cessation of hostilities within the Bakassi Peninsular

The analysis of the population in the council area by gender shows that; Men make up 30%, Women 25% and children 45% of the population of the municipality. The disparity in population of male and female is because of the economic activities and risky nature of the area which tend to discourage resident females.

3.3. Assets, Potentials and Constraints within the Municipality

Table 3: Assest, Potentials and Constraints

Assets	Potentials	Constraints
Fauna	-Existence of fresh water, marine and forest species - Bird Watching (Tourism)	-Habitat destruction (clearance of forest and water pollution) - Pirate Attacks
Mangroves	-Fuel wood -Breeding grounds for bird and animal species	-Illegal exploitation of mangrove for fish smoking -Destruction of breeding sites
Lowlands	Good for human settlement	-Floods - Pirate Attacks - Harrasment from Uniform Officers
Sea and Creeks,	-Fish processing & marketing - white sand for construction - Employment opportunities	-In accessibility of the area
Crude Oil Reserves	-ADDAX & KOSMOS Comapies -Glencore Company Limited	-Habitat destruction (clearance of forest and water pollution) - Pirate Attacks

3.4. Basic Socio – economic Infrastructure :

There is a Border Market in Barracks which seldom functions as most fishermen and women take their catch directly to Nigeria (which was planned to be daily). The municipality has no infrastructure that caters for socio-cultural meetings. There are a few drinking spots which are located only in Barracks (the commercial center of the municipality).

4.0. SUMMARY OF DIAGNOSTIC RESULTS

4.1. SWOT Analysis of KIC

Strengths	Weaknesses	Opportunities	Threats
Youthful and Committed Staff	<ul style="list-style-type: none"> No Municipal Treasurer No clearly elaborated Job Descriptions for staff Absence of Staff Meetings Under Staffed with limited knowledge on Council Management Limited training opportunities for council staffs Untrained Councilors Non Functional Council Standing Committees (recently created in May 2011) 	Access to International Markets (Nigeria, Equitorial Guinea)	Absence of basic Government Technical Services
<ul style="list-style-type: none"> Legal Entity with identified boundaries 	<ul style="list-style-type: none"> No Effective Presence of the Council within the municipality No Permanent Council Structures Limited Delegation of Authority Limited Flow of Information at all levels Poor Filing System (No archives) Absence of Basic Council Services such as Civil Status Registry and Hygiene & Sanitation No Standard Operating Manuals and Procedures on Council Functioning 	Availability of Touristic Potentials e.g. marine life, water travel & mangroves	Limited collaboration between the council and government technical services
<ul style="list-style-type: none"> Regular Deliberations by Councilors 	<ul style="list-style-type: none"> Poor Tax Base Limited Cooperation between the Council and the business community <p>Limited exploitation resources potentials</p>	Availability of Funding Partners e.g. FEICOM, PNDP	Poor Tax base and Attitude of Nigerian population limits proper tax assessments and collection.
Regular remuneration of Council Staff (No salary arrears)	<ul style="list-style-type: none"> No permanent Council buildings No council real estate <p>Non usage of data processing equipment</p>	Possibilities for Decentralized cooperation with other maritime councils (Kombo Abedimo, Idabato, Bamusso, Idenau)	High costs of Transportation for Council services

Available Standard Operating Procedures for Revenue Collections	<ul style="list-style-type: none"> • Non collaboration with business community and other development actors within the municipality No Policy for Public Private Partnerships within the municipality	Possibilities of Twinning with other Costal Councils in border countries	High rate of Insecurity within the municipality
Available Data Processing equipment (computer & printer)		Potentials to generate more taxes from Chinese Trawlers, transporters of Forest Products, Tollgates on sea transportation.	
Good Relationships with the Supervisory Authority			

4.1.1. Organisation of Kombo Itindi Council

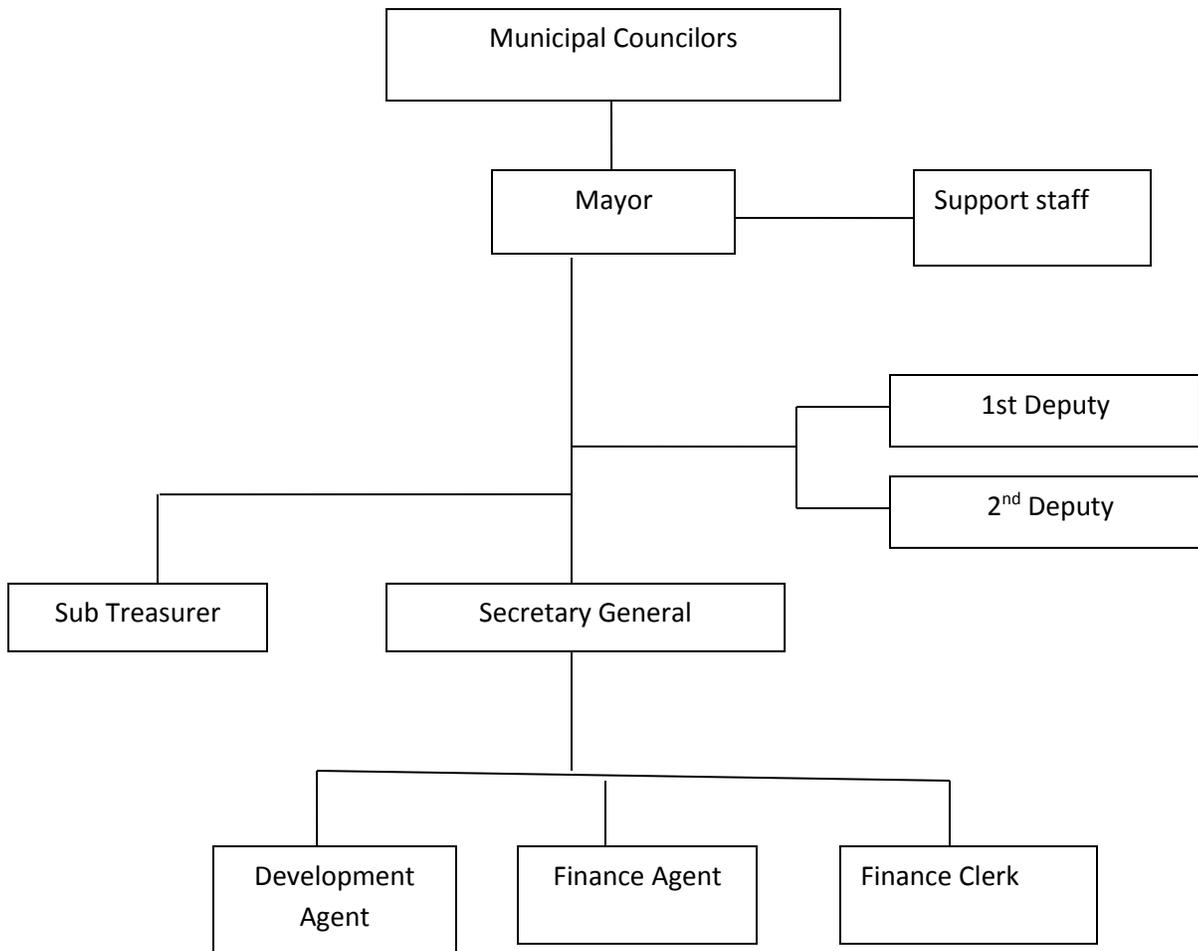


Fig. 4: Organizational Structure of KIC

Source: Council Documents, Aug. /Sept. 2011

- In reference to the above structure, it is easy to observe that Kombo Itindi Council is a very small institution which is not capable of handling the challenges of insecurity as well as render the huge workload that is required of local councils within the dispensation of decentralization. When compared to the standardized council organizational structure proposed by the Supervisory Authority (MINATD), it is evident that the council urgently needs to build its capacity in several areas in order for it to play its pivotal role of fostering development within the municipality.

The deliberative organ of Kombo Itindi council comprises of twenty five (25) councillors; fourteen (14) women and eleven (11) who represent all thirty two (32) villages that constitute the municipality. The council has two permanent committees (Finance and All Purpose) which were recently created and have not been trained. The executive organ constitutes of the Mayor and the two deputies; the first deputy is a male while the second deputy Mayor is a woman.

The Secretary General is responsible for the overall coordination of the administrative and technical services of the council. He is the main collaborator of the council executive as well as with other technical services within the municipality. He is assisted by a Finance Clerk who is in charge of all financial records of the council. She also assists in keeping all financial records of tax payers, draw up budgets and administrative accounts of the council. The Sub Treasurer (ST) is acting in the place of the Municipal Treasurer (MT).

Table: 4. Financial situation (budgeted) of the council between 2008 and 2010.

Fiscal Year	Total Budget	Re Current Expenditure	Investment
2008	74.740.552 FCFA	52.318.389 FCFA	22.422.165 FCFA
2009	76.805.997 FCFA	52.383.382 FCFA	24.422.165 FCFA
2010	93.674.703 FCFA	53.674.578 FCFA	40.000.000 FCFA

Source: Council Documents, Aug. /Sept. 2011

A detailed look at the administrative (actual) accounts below reveals that the budget realization rates for 2008 was 10.2% and in 2009 and 2010 the rate stood at 12.3% and 12.2% respectively. This means that KIC has a very weak financial base which renders it incapable (on its own) of rendering basic services to its population.

General Situation	2008	2009	2010
Total Revenue	7.691.388 FCFA	9.449.159 FCFA	11.502.335 FCFA
Total expenditure	7.673.229 FCFA	8.933.229 FCFA	11.502.335 FCFA
Surplus	18.159 FCFA	513.460 FCFA	-

. Source: Council Documents, Aug. /Sept. 2011

4.2. Core Problems and Needs (4.3.) identified by Sectors

Sector	Core Problem	Causes	Effects	Needs
Livestock, Fisheries and Animal Husbandry	Low Fish production and productivity	<ul style="list-style-type: none"> • Poor fishing methods. • Insufficient fishing equipment. • Inappropriate processing and storage facilities • Insufficient assistance to fishermen • Unorganized sector • Unfair competition 	<ul style="list-style-type: none"> • Reduction in fish production • Destruction of fish/habitat • High exploitation of mangrove for fish smoking • High rate of eye infections for fish smokers using traditional methods of drying • Unsustainable harvesting of fish 	<ul style="list-style-type: none"> • Construct modern ovens • Organize fishing sector • Organize training on appropriate fishing methods • Provide modern equipment to existing fishing groups • Initiate contacts with HPI Cameroon
Territorial Administration and Decentralization	Weak Local Administration	<ul style="list-style-type: none"> • Non recognition & classification of traditional rulers as auxiliary of administration • Non resident administrative staff • Limited sensitization of the population 	<ul style="list-style-type: none"> • Harassments of the population by pirates • High rate of kidnappings by pirate • Refusal of transtered staff to reside in the municipality 	<ul style="list-style-type: none"> • Recognize, classify and compensate traditional rulers • Facilitate effective presence of administrative staff • Sensitize population on residency and citizenship
Basic Education	Limited access to quality Basic Education	<ul style="list-style-type: none"> • Insufficient qualified teaching staff • Insufficient classrooms • Insufficient latrines and water points in schools • Limited classrooms, equipment and furniture • Absence of nursery schools • Limited access to didactic materials (pupils and teachers) • No play grounds 	<ul style="list-style-type: none"> • Low scolarisation rate • High illitracy rate • Juvenile delinquency • High rate of prostitution • Drop in school performance 	<ul style="list-style-type: none"> • Construct additional classrooms • Lobby for the recruitment of qualified teaching personnel • Supply didactic materials and other school needs • Equip schools (pupil desks, tables, chairs for teachers) • Construct water points, latrines, fences, libraries and recreational amenities to schools

Secondary Education	Limited access to quality Secondary Education	<ul style="list-style-type: none"> • Limited classrooms with furniture • Insufficient qualified teaching staff • Limited access to didactic materials • Absence of a functional school library • Absence of latrines and water points in schools • Few non academic activities and recreational facilities • No high school 	<ul style="list-style-type: none"> • Low scolarisation rate • High rate of illitracy • Juvenile delinquency • Limited socio-professional insertion of youths • High rate of prostitution • Low performance in public exams • High School drop out • Rural exodus 	<ul style="list-style-type: none"> • Lobby for the creation of a technical schools in the municipality • Construct additional classrooms in school • Lobby for the transfer of qualified teaching personnel • Supply didactic materials and other school needs • Equip schools with furniture (desks, tables, chairs for teachers, etc.) • Construct water points, latrines, fences, libraries and recreational amenities
Environment, Nature Protection and Sustainable Development	High rate of Environmental degradation	<ul style="list-style-type: none"> • Unprotected coast lines • Poor management of natural resources • Poor disposal of human and household waste • High rate of exploitation mangroves for fish smoking • High rate of water pollution by hydro carbon substances 	<ul style="list-style-type: none"> • High rate of erosion • Increase in global warming • Increase in pollution • Loss of species • Low fish catch • Drop in house hold income • Low standards of living 	<ul style="list-style-type: none"> • Sensitize on alternative methods for fish smoking • Educate on sustainable harvesting of mangroves • Sensitize on waste disposal • Initiate contacts with Bgosso oil Drilling Company
Public Health	Limited access to quality Health care	<ul style="list-style-type: none"> • Insufficient qualified medical personnel • Limited health coverage of the council area • Insufficient health equipment • Limited access to essential drugs • Unhealthy cultural practices • Poor disposal of human waste • Poor drainage systems • Long distance of travel for 	<ul style="list-style-type: none"> • High cost for health care • High prevalence of diseases • High rate of infant mortality • Automedication • High rate of rural exodus • Drop in labour force • Drop in per capital income • High death rate • Poor living standards 	<ul style="list-style-type: none"> • Recruit more Qualified medical personnel • Sensitize on basic hygiene • Equip health centers (beds, refrigerators, laboratory equipment, staff lodging etc.) • Organize Trainings and seminars on health issues • Intensify Community outreach programmes

		health care • Poorly maintained surroundings		• Initiate contacts with Ngosso oil Drilling Company
Energy	Poor access to Electricity supply	<ul style="list-style-type: none"> • No access to electricity supply • No functional thermal electricity plant • None functional community generator • Poorly mobilized communities 	<ul style="list-style-type: none"> • High rate of insecurity • High expenditure on fuel for personal generators • Reduced economic activities • Difficult usage of electrical appliances • Difficult access and usage of new technologies • Difficulties to study or work at night 	<ul style="list-style-type: none"> • Mobilize for community electricity scheme • Lobby for support of community electricity scheme • Initiate contacts with Ngosso oil Drilling Company
Arts and Culture	High deterioration rate of cultural values	<ul style="list-style-type: none"> • No Council policy to promote culture • Absence of annual cultural festivals • Absence of protected shrines • Absence of community halls • Poor community mobilization 	<ul style="list-style-type: none"> • Loss of cultural values • No cultural contribution in the economic growth of the families and the communities • Influx of foreign cultural values 	<ul style="list-style-type: none"> • Construct community halls in critical villages • Organize annual cultural jamborees • Provide scholarships on cultural values
Water	Poor access to potable water	<ul style="list-style-type: none"> • No access to potable water. • Consumption of Poorly treated water sources • Poorly mobilized communities 	<ul style="list-style-type: none"> • High prevalence of water borne diseases • High expenditures on water (pure water from neighbouring Nigeria) 	<ul style="list-style-type: none"> • Construct boreholes in all critical villages • Initiate feasibility studies
Tourism and Leisure	Non exploitation of tourist potentials	<ul style="list-style-type: none"> • No council policy on tourism • No promotion of tourism • No support from the central government 	<ul style="list-style-type: none"> • Lost income potentials to the council • Poor image of Bakassi area • Limited Pro Poor tourism activities. 	<ul style="list-style-type: none"> • Develop Tourism Policy • Identify Tourist sites • Secure partnerships to rehabilitate tourist sites • Organize annual cultural jamboree

Agriculture and Rural Development	Low agricultural production and productivity	<ul style="list-style-type: none"> • Insufficient training of producers • Insufficient technical personnel • Low fertility of the soil • Weak organisational and financial capacity of producers • Limited access to improved planting materials and agricultural inputs 	<ul style="list-style-type: none"> • Low revenue • Poor living standards • Limited intake of starch and vegetables • Low harvest • Rural Exodus • High expenditure on feeding 	<ul style="list-style-type: none"> • Provide agricultural inputs (fertilizer) • Reclaim land for agriculture • Train on farming in marshy and wet lands • Initiate contacts with Ngosso oil Drilling Company
State Property and Land Tenue	High insecurity of state property	<ul style="list-style-type: none"> • Absence of title deeds for state and private property • Cultural limitations • Poor community sensitisation on the importance of land titles • Limited Settler motivation 	<ul style="list-style-type: none"> • Illegal possession and occupants of land • Conflict between communities 	<ul style="list-style-type: none"> • Sensitize population on land issues. • Facilitate access to title deeds.
Housing and Urban Development	Poor Town Planning	<ul style="list-style-type: none"> • Absence of Town Planning Policy at local level • Absence of Town planning service in the council • Haphazard construction of houses • Absence of waste management plan • Construction of housing using local and temporal materials • Low financial capacity of the population • Insecurity of occupied land 	<ul style="list-style-type: none"> • Environmental pollution and poor waste disposal • High rate of water borne diseases • High rate of fire disasters • High rate of promiscuity 	<ul style="list-style-type: none"> • Develop Town planning policy (Municipal Order) • Put in place Town planning service in KIC • Facilitate access to construction and building materials/equipment
Forestry and Wildlife	High rate of Deforestation	<ul style="list-style-type: none"> • Illegal exploitation of the amangrove forests • Insufficient administrative control measures • Poor knowledge of Forestry Laws • Illegal poaching/hunting of animal species 	<ul style="list-style-type: none"> • Destruction of biodiversity • Climate change • Disappearance of marine life 	<ul style="list-style-type: none"> • Increase the number of technical staff in the forestry post • Sensitisation on the forestry laws • Initiate contacts with Ngosso oil Drilling Company

Higher Education	Inaccessibility to higher education facilities	<ul style="list-style-type: none"> • Absence of professional education facilities • Insufficient financial means of parents 	<ul style="list-style-type: none"> • Difficult access to socio-professional training • High educational fees • Abandonment of studies • Juvenile delinquency • Under-development • Insufficient number of educated elites 	<ul style="list-style-type: none"> • Offer scholarships to youths who have completed secondary education • Implant Professional School for Fisheries
Public Works	High rate of floods	<ul style="list-style-type: none"> • Poor drainage system • No embarkment around coastlines 	<ul style="list-style-type: none"> • Soil erosion resulting in soil infertility • Increased environment for mosquito breeding. • Destruction of property 	<ul style="list-style-type: none"> • Construct embarkment • Initiate contacts with OSRI
Social Affairs	Insufficient social services and empowerment of vulnerable persons	<ul style="list-style-type: none"> • Non existence of a data base of vulnerable persons • Absence of social centre and other infrastructure • None existence of social workers • No assistance to vulnerable population 	<ul style="list-style-type: none"> • Psychological trauma • Juvenile delinquency 	<ul style="list-style-type: none"> • Construct social centre • Recruit social workers to be at their disposal and to offer psycho-social assistance to them when need be • Establish lists of vulnerables. • Initiate contacts with REACHOUT Cameroon
Women Empowerment and the Promotion of the Family	Marginalisation of women and children	<ul style="list-style-type: none"> • Absence of social structures • Insufficient and inadequate social facilities • Weak economic power of women • Insufficient and inadequate representation and participation of women in development and political issues • Ignorance of women on their rights • Under scholarisation of the girl child • Absence of gender policy 	<ul style="list-style-type: none"> • Insufficient opportunities for the women and the girl child • High dependence of women on the men • High prevalence rate of the child-mother phenomenon (pikin born pikin) • High prevalence rate of abandoned children • Rural exodus • High prevalence rate of early girl child marriages • Ignorance on gender equality issues 	<ul style="list-style-type: none"> • Mobilize and sensitize on gender equality and related topics • Train administrative, traditional and council authorities on gender mainstreaming • Creat & Equip Home Economics Center in Barracks. • Sensitize and train on women's rights and the family • Train and support women on income generating activities • Initiate contacts with REACH OUT, Cameroon

Youth and Citizen Education	Insufficient youth empowerment facilities and programmes	<ul style="list-style-type: none"> • Insufficient trainers and youth animators • Limited entrepreneurial capacities • Limited access to funding youth interests • High illiteracy rate • Absence of youth empowerment structures and services • Limited mobilization of youths on income generating activities 	<ul style="list-style-type: none"> • High rate of unemployment • High illitracy rate • Juvenile delinquency • High rate of teenagers pregnancies • Early marriages • High prevalence and spread of STIs • High rate of rural exodus 	<ul style="list-style-type: none"> • Increase sensitization of youths on different opportunities available • Create functional youth empowerment centres • Recruit youth trainers and animators
Sports and Physical Education	Insufficient sporting activities	<ul style="list-style-type: none"> • Insufficient sporting activities • Insufficient sport equipment in schools • Insufficient sport teachers in the different schools 	<ul style="list-style-type: none"> • Low rate of physical exercise • Poor development of sports and leisure disciplines • Absence of sport organisations • Insufficient sport competitions 	<ul style="list-style-type: none"> • Construct a sports complex • Institute Proper management of the available sports facilities • Employ sport teachers in schools • Organize local sporting activities
Transport	Poor Enforcement of Maritime Transport Policy	<ul style="list-style-type: none"> • Non respect of transport rules (use of life jacket) • Poor state of engine boats used for transportation • Overloading of transport boats • Insufficient transport boats and engines 	<ul style="list-style-type: none"> • High rate of insecurity of sea transport • High rate of accidents • High cost of transport • High costs of basic foodstuffs 	<ul style="list-style-type: none"> • Institute maritime transport policy (Municipal Order) • Sensitize population on maritime transportation
Employment and Vocational Training	High rate of unemployment	<ul style="list-style-type: none"> • Absence of a vocational training center • Insufficient employment opportunities • High illitracy rate • Absence of professional training for potential job seekers • Absence of professional training schools 	<ul style="list-style-type: none"> • High rate of illegal activities • Juvenile delinquency • High crime wave • Early marriages 	<ul style="list-style-type: none"> • Construct SAR-SM • Construct professional training centre for the youths • Support youths with seed capital

Small and Medium Size Enterprises, Social Economy and Handicraft	Poor development of economic activities	<ul style="list-style-type: none"> • Absence of structures and facilities • Limited access to services • Slow and weak promotion of the sector • Limited opportunities for youths (mechanics, tailoring, panel beating/welding etc) • Low capacity and skills of the population 	<ul style="list-style-type: none"> • Clandestine businesses • High taxes for existing enterprises • Weak economic power of the population and the council • Insufficient revenue collection and diversification strategies 	<ul style="list-style-type: none"> • Creation and institution of functional facilities • Sensitize on small and medium size enterprises services
Scientific Research and Innovation	Limited access to research instruments	<ul style="list-style-type: none"> • Absence of research facilities (structures, personnel, equipment) • Poor dissemination of scientific innovations • Poor policy formulation and programming by the state with petroleum companies • Absence of government will • Absence of informations on agropastoral innovations • Absence of improved planting materials • Poor promotion of sectoral activities 	<ul style="list-style-type: none"> • Low quality of livestock produce • Rudimentary production technics • Poor production • Low revenues • High poverty rates 	<ul style="list-style-type: none"> • Train local community researchers • Institute Research Center • Award of best innovative research projects
Industry, Mines and Technological Development	Poor Development of the Industrial sector	<ul style="list-style-type: none"> • None availability of data base on research carried out on possible sector potentials • Absence of trainings • Absence of mining industries 	<ul style="list-style-type: none"> • Poor conception of development plans • Over exploitation of resources • None financing of micro projects by companies • Weak economic power of the council and population • High rate of poverty in the communities 	<ul style="list-style-type: none"> • Provide Data base of existing minerals within the municipality. • Organize a Kombo Itindi Development Conference • Initiate Bakassi Development Conference • Initiate contacts with Oil Drilling Companies operating in the area

Commerce	Poor diversification of commercial activities	<ul style="list-style-type: none"> •Insufficient market facilities •Poor information on prices of goods in other areas •Poor road network 	<ul style="list-style-type: none"> •Insecurity of users and operators •High price speculation on products •Weak and insufficient revenue •Risk of diseases and loss of goods •Exploitation of the communities by traders (buyam-sellam11) 	<ul style="list-style-type: none"> •Construct modern periodic market in Esu •Improve on Market in Barracks Information Systems •Support Vigilante Surveys •Initiate contacts with Oil companies operating in the area
Post and Telecommunications	Difficult access to information and postal services	<ul style="list-style-type: none"> • Poor access to Cameroonian TV and radio signals • Poor Mobile Telecommunication network • Absence of Community radio station 	<ul style="list-style-type: none"> • Population is less informed on Cameroon • Foreign stations are the main sources of information • Reduced allegiance to Cameroon • Difficulties in communicating with persons in and out of the community 	<ul style="list-style-type: none"> • Install CRTV network antennas • Establish a Bakassi community radio
Labour and Social Security	High rate of Job insecurity	<ul style="list-style-type: none"> • Insufficient number of stabilised enterprises and organisations • Poor organisation and structuring of self employment • High taxes • Poor sensitisation 	<ul style="list-style-type: none"> • Poor participation in development activities • High rate of poverty • High rate of rural exodus 	<ul style="list-style-type: none"> • Attract enterprises in the municipality • Sensitize on the rights of the employee
Public Security	High rate of insecurity	<ul style="list-style-type: none"> • Insufficient security staff • Non resident security staff • No permanent security offices • Refusal of transferred staff to reside in the municipality 	<ul style="list-style-type: none"> • Harassment of the population by pirates • High crime wave 	<ul style="list-style-type: none"> • Construct Police Post • Increase security staff • Construct houses for security staff • Sensitize security personnel on the Greentree Accord

Communication	Poor communication networks	<ul style="list-style-type: none"> • Poor access to Cameroon TV and Radio signals • Poor lobbying capacity • No community radio • Poor initiation of community radio project • Poor circulation of newspapers • No newspaper agents 	<ul style="list-style-type: none"> • Poor circulation of information • Limited access to development programmes • Limited access to world events 	<ul style="list-style-type: none"> • Install CRTV antenna • Create community radio • Install news paper vendors
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**4.3. Table of priority projects in the key Social Sectors per village
(villages which have similar ranking of their priority projects per sector have been grouped together).**

Villages	Sector	Micro-projects in order of priority	Estimated Costs (before FS)
Barracks	Energy and Water	Install thermal electricity plant	24.000.000
		Install water scheme	9.000.000
	Public Health	Equip the health centre with essential drugs and equipment	8.000.000
	Basic Education	Equipment and furniture (pupil desks, table and chairs for teachers)	56.300.000
	Secondary Education	Renovate GSS and supply of didactic materials	28.000.000
	Commerce	Activate Border market	10.000.000
	Environment	Construct Environment Post	10.000.000
	Transport	Enforce maritime laws	20.000.000
	Public works	Construction of embankments	200.000.000
Ngosso I, II & III	Energy and Water	Install thermal electricity plant	24.000.000
		Install water scheme	27.000.000
	Environment	Construct Environment Post	10.000.000
	Transport	Enforce maritime laws	20.000.000
	Public Works	Build embankment to reduce coastal degradation and flood	200.000.000
	Basic Education	Equipment and furniture (pupil desks, table's chairs for teachers, etc.)	2.050.000
	Secondary Education	Construct GSS and supply of didactic materials	38.000.000
	Public Health	Supply of basic health equipment and drugs	20.000.000

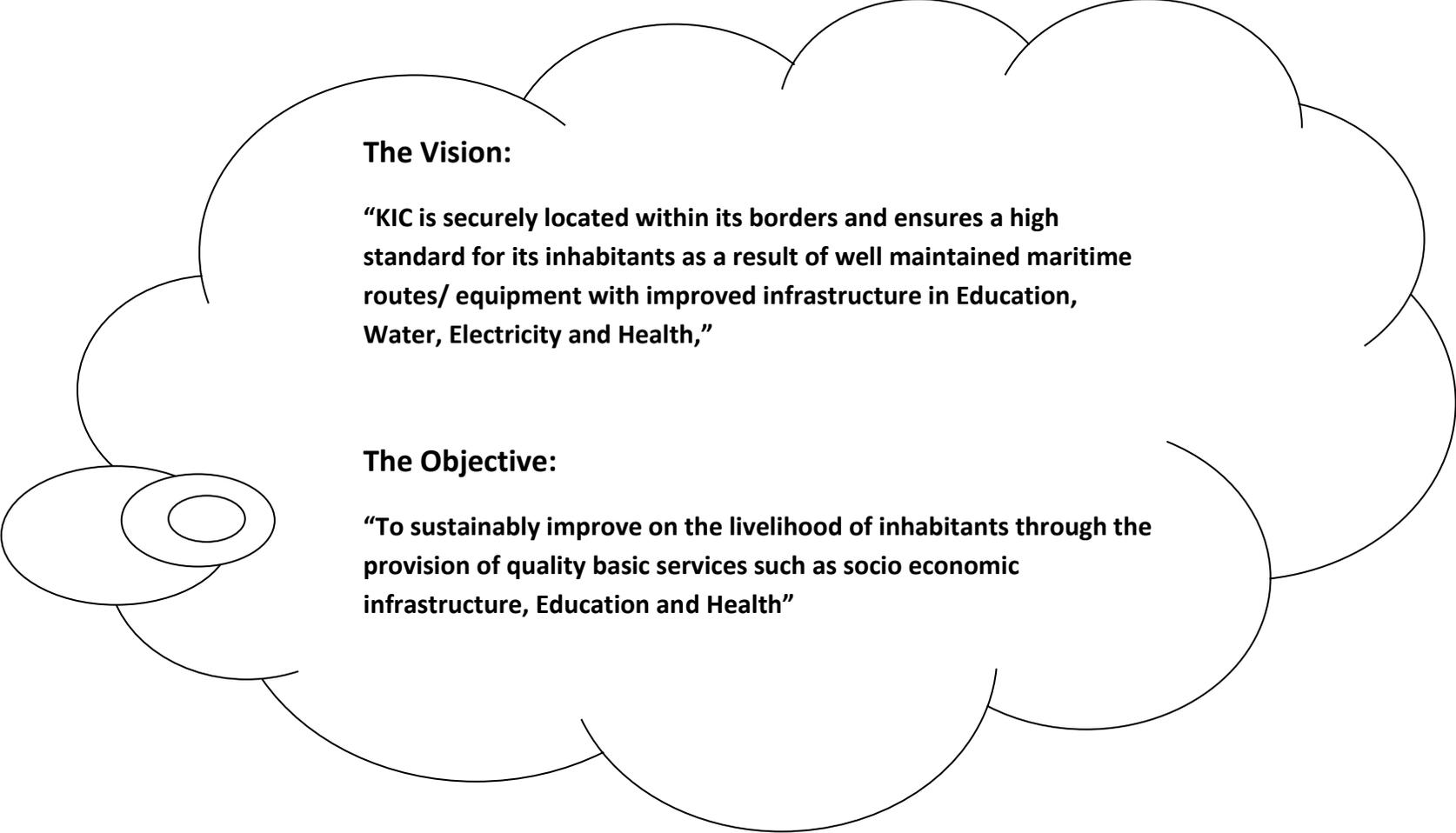
Isu	Public Health	Construction of a health centre and public toilets	40.000.000
	Basic Education	Supply didactic materials	17.800.000
	Water and Energy	Install water scheme	9.000.000
		Install thermal electricity plant	38.500.000
	Public Works	Build embankment to reduced coastal degradation and flood	20.000.000
	Transport	Enforce maritime laws	20.000.000
Commerce	Construction of a modern periodic market	20.000.000	
Gold Coast (Oche Iwake Osuk)	Culture	Construction of a community hall for cultural manifestation	10.000.000
	Water and Energy	Construction of a water scheme with gravity	15.000.000
		Install thermal electricity plant	38.500.000
	Basic Education	Construct 4 additional classrooms in GS and supply of didactic materials and teachers tables and chairs	76.500.000
	Public Health	Construct and equip health centre	20.000.000
	Transport	Enforce maritime laws	20.000.000
Public Works	Construct embankment	26.000.000	
Njat I,II	Water and Energy	Construction of stand pipes	29.500.000
		Install thermal electricity plant	38.500.000
	Public Health	Construct health center and equip with basic essential drugs	50.000.000
	Basic Education	Construct classrooms and supply of didactic materials	50.000.000
	Public Works	Construct embankment	12.000.000
	Transport	Enforce maritime laws	20.000.000
Commerce	Construction of a modern periodic market	20.000.000	
Kombo Adibo I & II	Energy and Water	Install thermal electricity plant	24.000.000
		Install water scheme	10.000.000
	Public Health	Construct and equip health centre	20.000.000
	Basic Education	Construct classrooms and supply of didactic materials	50.000.000
	Public Works	Construct embankment	12.000.000
	Transport	Enforce maritime laws	20.000.000
Environment	Construct Environment Post	10.000.000	
Iwaha Njat I, II	Public Health	Construction and equip health centre	20.000.000
	Energy	Install thermal electricity plant	38.500.000
	Water	Install water scheme	10.000.000

	Public Works	Construct embankment	6.000.000
	Basic Education	Construction of additional 3 classrooms and supply with teacher desks	24.000.000
	Culture	Construction of a community hall for cultural manifestation	10.000.000
	Transport	Enforce maritime laws	20.000.000
	Commerce	Construction of a modern periodic market	20.000.000
Oboh Affeh	Water and Energy	Install water schemes	27.000.000
		Install thermal electricity plant	38.500.000
	Public Health	Construction of health center	26.000.000
	Public Works	Construct embankment	30.000.000
	Culture	Construction of a community hall for cultural manifestations	10.000.000
Useh Uyoh	Water and Energy	Install water scheme	25.000.000
		Install thermal electricity plant	50.000.000
	Public Health	Construction of health centre and equipped with basic essential drugs	20.000.000
	Transport	Enforce maritime laws	20.000.000
	Public Works	Construct embankment	30.000.000
New Barracks	Public Works	Construct embankment	46.000.000
	Water and Energy	Supply of a potable water scheme	50.000.000
		Install thermal electricity plant	38.500.000
	Transport	Enforce maritime laws	20.000.000
	Public Health	Construction of health centre	26.000.000
New Kombo I & II	Water and Energy	Supply of pipe borne water scheme by gravity	15.000.000
		Install thermal electricity plant	38.500.000
	Culture	Construction of a community hall for cultural manifestation	5.000.000
	Public Works	Construct embankment	16.000.000
	Commerce	Creation and construction of modern periodic market structure	20.000.000
	Environment	Construct Environment Post	10.000.000
	Transport	Enforce maritime laws	20.000.000
	Culture	Construct a community hall for cultural manifestation	10.000.000
Ewondo, Water Creek, Oichere	Public Health	Construction and equip health centre	20.000.000
	Energy	Install thermal electricity plant	38.500.000

Atire Okoso, Useh Usang	Public Works	Construct embankment	6.000.000
	Basic Education	Institute a primary school	100.000.000
	Culture	Construction of a community hall for cultural manifestation	10.000.000
	Commerce	Construction of a modern periodic market	20.000.000
	Transport	Enforce maritime laws	20.000.000
	Environment	Construct Environment Post	10.000.000
	Water	Supply of a potable water scheme	50.000.000

5.0. STRATEGIC PLAN

5.1. Vision and Objective of the Communal Development Plan



The Vision:

“KIC is securely located within its borders and ensures a high standard for its inhabitants as a result of well maintained maritime routes/ equipment with improved infrastructure in Education, Water, Electricity and Health,”

The Objective:

“To sustainably improve on the livelihood of inhabitants through the provision of quality basic services such as socio economic infrastructure, Education and Health”

5.2. LOGICAL FRAMEWORK BY SECTOR

PUBLIC SECURITY :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Peaceful environment enhanced within the municipality	At least 80% of the population lead a peaceful life yearly	- Testimonies - Security reports	- Pirate harassment reduced
Specific objective	Security increased	Crime wave reduced by at least 60% by 2015	- Testimonies - Security reports	- Security officers resident in the municipality
Results	1. Security staff increased	At least 80 security staff in place and functional yearly	- Security reports - Testimonies	- Favourable policy framework
	2. Security staff permanently in place	All security staff reside in the municipality by 2013 and maintain peace and order	- Security reports - Testimonies	- Favourable policy framework

TERRITORIAL ADMINISTRATION AND DECENTRALISATION :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Harmonious relationship between traditional rulers and local administration increased	By 2015 at least 80% of population actively participates in development activities.	- Testimonies - Realized project reports	- Solidarity of community members ensured
Specific objective	Local administration strengthened	By 2014 at least 80% of traditional rulers lead their communities and conflicts reduce	- Testimonies - Case files	- Favourable political climate

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
		by at least 10%		
Results	1. Control over the population increased	At least 80% of population respect laws governing the communities yearly	- Case files - Administrative Reports	- Favourable political climate
	2. Recognition of traditional rulers increased	At least 60% of traditional rulers recognized and classified by 2015	- Testimonies - Administrative Reports	Favourable political climate

LIVESTOCK :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Nutritional condition of the population improved	By 2015 malnutrition cases reduced by at least 10%	- Health centre reports - Administrative records	Nutritional foodstuff available
Specific objective	Livestock production and productivity increased	Conventional and non conventional (snails) livestock increase by at least 20% 2015	- Farm visits - Testimonies	Diversification of eating habits ensured
Results	1. Interest of the population in livestock production increased	By 2014 at least 20 of the population keep pigs, poultry, snails etc	- Farm visits - Administrative reports	Enabling economic conditions
	2. Access to livestock production increased	At least 50% of livestock farmers have access to improved breeds, feed and drugs yearly	- Farm records - Reports	Enabling economic conditions

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	3. Knowledge in livestock production increased	At least 70% of livestock farmers manage their farms and increase production yearly	<ul style="list-style-type: none"> - Farm records - Administrative reports 	Epidemics reduced

FISHERIES :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Nutritional condition of the population improved	By 2015 malnutrition of least 50% of the population reduced by at least 40%	<ul style="list-style-type: none"> - Health centre reports - Testimonies 	Favourable political environment
Specific objective	Fish production and productivity increased	By 2015 fish production increased by at least 20%	<ul style="list-style-type: none"> - Administrative reports - Observations 	Favourable economic and political environment
Results	1. Fishing methods improved	At least 40% of fishermen and women use improved fishing methods	<ul style="list-style-type: none"> - Visits - Administrative reports 	Enabling economic conditions
	2. Fishing equipment increased	By 2013 at least 30% of fishermen and women use improved fishing equipment	<ul style="list-style-type: none"> - Observations - Reports 	Enabling economic environment
	3. Competition from trawlers reduced	By 2013 at least 30% of fishermen and women increase their harvest by at least 5%	<ul style="list-style-type: none"> - Testimonies - Reports 	Favourable policy framework

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	4. Processing and storage facilities improved	By 2013 at least 4 chokor ovens and 4 ice plants are constructed and used	<ul style="list-style-type: none"> - Visit - Administrative report 	Enabling economic conditions
	5. Organization of the fishery sector improved	By 2013 at least 5 fish associations is created and functional	<ul style="list-style-type: none"> - Reports 	Collaboration of fishermen and women ensured

BASIC EDUCATION :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Global objective	Basic Education Literacy rate reduced	At least 30% of children between the ages of 10 and 13 can read and write by 2015	<ul style="list-style-type: none"> - Testimonies - F.S.L.C - Administrative reports 	- Security ensured
Specific objective	Access to quality basic education increased	At least 60% of children in primarily six obtain FLSC yearly by 2015	<ul style="list-style-type: none"> - F.S.L.C results - Testimonies - Administrative reports 	- Security ensured
Results	1. Qualified teachers increased	All primary schools have at least 6 functional teachers by 2014	<ul style="list-style-type: none"> - Transfer decisions - Administrative reports 	- Favourable policy framework
	2. Classrooms increased	By 2015, all the schools have at least four classrooms	<ul style="list-style-type: none"> - Visit - Administrative report 	Enabling economic conditions
	3. Latrines and water points increased	All schools have 1 latrine and 1 water point by 2014	<ul style="list-style-type: none"> - Visit - Administrative report 	Enabling economic conditions
	4. Equipment increased (desks, tables)	By 2015 all the classrooms have at least 20 benches 1 table and 1 chair in all the schools	<ul style="list-style-type: none"> - Visit - Inventory list 	Enabling economic conditions
	5. Access to didactic material increased	Didactic materials are evenly distributed to all the schools each year	<ul style="list-style-type: none"> - Distribution least - Administrative report 	Enabling economic conditions

SECONDARY EDUCATION :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Global objective	Literacy rate increased at the secondary level	At least 30% of children between the ages of 12 and 18 can read and write by 2015	- Administrative reports - Testimonies	Security ensured
Specific objective	Access to quality secondary education increased	By 2015 at least 40% of students in class five pass in at least 4 "O" level papers	- GCE 'O' level results - Administrative report	Enabling economic conditions
Results	1. Qualified teachers increased	By 2015 at least 6 functional qualified teachers in place	- Transfer decision - Administrative report	Favourable policy framework
	2. Classrooms increased	By 2014 at least 2 classrooms are constructed at GSS barracks	- Site visit - Administrative reports	Enabling economic conditions
	3. Latrines and water points in schools increased	By 2014, 1 latrine and 1 water point constructed and used	- Site visit - Administrative report	Enabling economic conditions
	4. Equipment increased (desks, tables, chairs)	By 2014, all the classrooms in GSS Barracks are equipped with desk tables and chairs	- Visit - Inventory list - Administrative report	Enabling economic conditions
	5. Library put in place	1 library constructed and functional in GSS barracks by 2015	- Visit - administrative report	Enabling economic conditions

ENVIRONMENT, NATURE PROTECTION AND SUSTAINABLE DEVELOPMENT :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Management of natural resources improved	At least 20% of natural resources are sustainably managed by 2015	- Visits - Administrative reports	Favourable economic and political environment
Specific objective	Environmental degradation reduced	By 2015 pollutions reduced by at least 25% yearly	- Visits - Administrative reports	- Collaborative community and industrial companies
Results	1. Protection of Coastlines improved	At least 40% of functional coastlines have embankments	- Visits - Administrative reports	- Enabling economic conditions
	2. Disposal of human and household waste improved	At least 20% of households own and use toilets and household waste regularly disposed by 2015.	- Visits - Administrative reports	collaborative Community
	3. Exploitation of mangrove for fish smoking reduced	By 2015, at least 20% of fish smokers use improved fish ovens for smoking	- Visit fish smokers - Administrative reports	- Respect of environmental laws ensured
	4. Water pollution by hydrocarbon substances reduced	Water pollution reduced by at least 10% yearly	- Site visits - Administrative reports	- Collaboration of industrial oil companies

PUBLIC HEALTH :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Health status improved	By 2015 at least 50% of the population spend less 20% of their income on drugs	<ul style="list-style-type: none"> - Testimonies - Health centre record 	<ul style="list-style-type: none"> - Epidemics reduced
Specific objective	Access to quality health care improved	By 2015 at least 40% of the population have access to health services	<ul style="list-style-type: none"> - Testimonies - Health centre records 	<ul style="list-style-type: none"> - Superstition reduced - Enabling economic conditions
Results	1. Qualified medical staff increased	By 2014 at least 4 functional qualified staff exist in 2 health centres in Ngosso 1 and Barracks	<ul style="list-style-type: none"> - Transfer decisions - Administrative reports 	<ul style="list-style-type: none"> - Favourable policy framework - Staff are motivated
	2. Health coverage of the council area increased	By 2014, an outreach programme is designed and implemented to cover all the municipality	<ul style="list-style-type: none"> - Designed programme - Administrative report 	Security ensured
	3. Access to essential drugs increased	At least two functional pro pharmacies in place and regularly stock with essential drugs, by 2014	<ul style="list-style-type: none"> - Visit - Testimonies 	Favourable policy framework
	4. Health equipment increased	By 2014, two health centres are equipped with beds, delivery kits and beds, laboratory equipment etc and used	<ul style="list-style-type: none"> - Visit - Administrative reports 	<ul style="list-style-type: none"> - Enabling economic conditions - Qualified staff in place

ENERGY :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Living standards increased	By 2015, economic activities increase by at least 25% each year	- Visits - Council reports	- Favourable economic and political climate
Specific objective	Access to electricity supply increased	At least 40% of the population use electricity daily by 2015	- Visits - Councils Reports	- Enabling economic conditions
Results	1. Thermal electricity plants made available and functional	Thermal electricity plants installed and regularly used in Ngosso I & Barracks by 2013	- Visits - Administrative Reports	- Enabling economic conditions
	2. Community generators increased	By 2015, Functional communities generators exist in at least 10 communities and regularly maintained	- Visits - Administrative Reports	Community collaboration

WATER :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Water borne diseases reduced	Water borne diseases reduce by at least 50% by 2015	- Testimonies - Health centers records	- Enabling economic environment
Specific objective	Access to potable water increased	At least 60% of the population drink potable water by 2015	- Testimonies - Administrative Reports	- Favourable policy framework
Results	1. Functional potable water schemes increased	At least 10 potable schemes constructed and functional in 10 villages	- Visit - Administrative Reports	- Enabling economic environment - Collaborative communities

TOURISM AND LEISURE :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Revenue from the tourism sector for the council increased	Revenue increased by at least 20% yearly from tourism by 2015	<ul style="list-style-type: none"> - Council accounts records - Testimonies 	- Security ensured
Specific objective	Exploitation of tourism potentials increased	By 2015 at least 100 tourists visit the municipality yearly	<ul style="list-style-type: none"> - Administrative reports - testimonies 	Security ensured
Results	1. Council policy on tourism made available	By 2013 a council policy on tourism is developed and applied	- council policy on tourism	- favourable policy framework
	2. Developed tourist sites increased	By 2014 the white sandy beaches, sea creeks, virgin mangrove, vegetation sites are developed and attract tourists	<ul style="list-style-type: none"> - site visits - Administrative report 	Enabling economic environment
	3. Tourism infrastructures increased (hotel, restaurant)	By 2014 at least one standard hotel and restaurant exist and functional	<ul style="list-style-type: none"> - Visit to the hotel - Administrative report 	Enabling economic environment

ARTS AND CULTURE :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Awareness on Cultural values increased	By 2015 at least 30% of the population respect cultural values	- Testimonies - Administrative reports	Security ensured
Specific objective	Promotion of cultural values increased	By 2015, cultural values of the municipality are known and documented	- Documented cultural values	Favourable economic and political environment
Results	1. Council policy to promote culture made available	By 2013 a policy on culture is in place and applied	- Policy on culture - administrative reports	- Favourable policy framework
	2. Cultural festivals increased	By 2013 at least 2 cultural festivals are organized yearly	- Testimonies - Administrative reports	Collaboration of all stakeholder ensured
	3. Community halls and museum increased	By 2015 at least 2 community halls and museum put in place	- Administrative reports - visit	Enabling economic conditions
	4. Community mobilization improved	At least 60% of the population actively participate in cultural festivals yearly	- Observations - Administrative reports	- Solidarity of community members

AGRICULTURE AND RURAL DEVELOPMENT:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Global objective	Production of high quality foodstuff increased	At least 50% of the population have access to quality food stuff by 2014	<ul style="list-style-type: none"> - Home visits - Reports 	Exportation of foodstuff to neighbouring countries reduced
Specific objective	Production of food crops increased	By 2015, foodcrop production increase by at least 25%	<ul style="list-style-type: none"> - Observations - Testimonies - Administrative reports 	Favourable climatic conditions
Results	1. Technical knowledge increased	At least 30% of farmers use improved technology each cropping season by 2015.	<ul style="list-style-type: none"> - Observations - Testimonies - Administrative reports 	Favourable climatic conditions
	2. Soils improved	By 2015, at least four food crops are grown with high yields each year	<ul style="list-style-type: none"> - Report - Farm records 	Favourable climatic conditions
	3. Organization of producers improved	By 2014, 25 functional common initiative groups exist	<ul style="list-style-type: none"> - Reports - Registered CIGs 	Solidarity increased
	4. Access to improved planting materials increased	At least 30% of farmers, use improved planting materials	<ul style="list-style-type: none"> - Reports - Observations 	Timely availability of planting materials

STATE PROPERTY AND LAND TENURE:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Global objective	Security of state and private property increased.	At least 30% of state property and land are properly maintained each year	- Site visits - Administrative report	- Favourable policy framework
Specific objective	Legal possession and occupation of land increased	By 2015 at least 30% of state property and land are legally possessed	- Legal documents - Administrative reports	- Favourable policy framework
Results	1. Title deeds for state and private land increased	By 2015 at least 20% of state property and land have land titles.	- Land title documents - Administrative reports	Cooperative population
	2. Cultural limitations reduced	Cultural limitations reduced by at least 10% by 2015	- Testimonies - Reports	Cooperative population

HOUSING AND URBAN DEVELOPMENT:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Master plan for the municipality developed	At least 2 major towns in the municipality have master plans by 2015	- Visit - Administrative reports	Enabling economic and political environment
Specific objective	Town planning improved	By 2015, the towns of Ngoso 1 and Barracks are well presented with streets	- Visit - Administrative reports	Favourable policy framework
Results	1. Master plans of the municipality made available	Master plans of Ngoso 1 and Barracks put in place and used by 2013	- Master plan	Collaboration between council and urban development service ensured
	2. Construction of houses using permanent materials increased	At least 20% of the houses in the municipality are permanent structures by 2015	- Visits - Administrative reports	Collaboration of communities ensured

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	3. Haphazard building of houses reduced	At least 30% of the population construct their houses with building permits by 2015	<ul style="list-style-type: none"> - Visits - Building permits 	Collaboration of communities ensured

FORESTRY AND WILDLIFE:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Destruction of biodiversity reduced	By 2015, destruction of biodiversity reduce by at least 5%	- Administrative report - Visits to forest	- Favourable policy framework
Specific objective	Deforestation reduced	By 2015 at least 20% of the population sustainably manage forest resources	- Site visits - Administrative report	- Community collaboration
Results	1. Exploitation of mangroves for fish smoking reduced	At least 30% of fish smokers use improved fish smoking ovens by 2015	- Administrative report - Visits to forest	- Community collaboration
	2. Implementation of forestry law increased	At least 20% of forestry laws applied in the municipality by 2015	- Administrative report - visits	- Conflict reduced

HIGHER EDUCATION:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Number of professional institutions increased	At least 1 professional institution exist in the municipality by 2015	-Testimonies -Reports	Favourable policy framework
Specific Objective	Access to quality higher education increased	At least 5% of youths obtain Diplomas and degrees by 2015	-Certificates -Reports	Favourable policy framework
Results	1. Access to professional schools increased	At least 15% of youths are admitted into professional schools by 2015	-Admission letters	Favourable policy framework
	2. Higher professional schools in the division	At least 1 professional school created by 2015	-Visit -Reports	Favourable policy framework

	increased			
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PUBLIC WORKS

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Environmental degradation reduced	Environmental degradation reduce by at least 20% by 2015	- Visit - Administrative reports	Security ensured
Specific objective	Rate of floods reduced	Floods reduce by at least 10% yearly	- Visit - Administrative reports - Testimonies	Security ensured
Results	1. Drainage systems improved	By 2015, culvert, gutters are constructed and functional	- Administrative reports - Visits	Security ensured
	2. Embankment along the coastline increased	Embankments are constructed along the main coastline by 2015	- Visits - Administrative reports	Favourable economic environment

SOCIAL AFFAIRS:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Empowerment of vulnerable persons increased	At least 20% of vulnerable persons are socially empowered by 2015	Administrative reports. Testimonies	Favourable policy framework
Specific objective	Social services to vulnerable person increased	By 2015 at least 30% of vulnerable persons have access to social services	Administrative Reports. Testimonies	Favourable policy framework
Results	1. Social facilities increased	By 2015 at least 1 social centre exist and functional	- Visits - Administrative Reports	Enabling economic environment

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Empowerment of vulnerable persons increased	At least 20% of vulnerable persons are socially empowered by 2015	Administrative reports. Testimonies	Favourable policy framework
	2. Social workers increased	By 2013, at least 2 qualified social workers are in place and provide services regularly	-Transfer decision -Administrative report	Favourable policy framework
	3. Social benefits increased	By 2015 at least 20% of vulnerable groups receive social benefits annually	-Administrative reports -Testimonies	Social benefits evenly distributed

WOMEN EMPOWERMENT AND THE PROMOTION OF THE FAMILY:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Empowerment of women socially, economically, culturally, politically and personally	At least 50% of women are involved in various economic, cultural, social and political activities by 2015.	- Testimonies - Administrative reports	Negative cultural practices against women reduced.
Specific objective	Marginalization of women and girls	At least 50% of women take decisions that favour them and their children by 2014	- Administrative reports - Testimonies	Male domination reduced
Results	1. Education of women and girls increased	At least 50% of girls in the municipality enroll in schools at all levels each year by 2015.	School enrollment register	Early marriage of the girl child reduced
	2. Representation and participation of women in development and political issues increased.	By 2015, at least 50% of members in development and political committees are women	List of members in various committees	Male domination reduced
	3. Knowledge of women on their rights increased	At least 50% of women know their rights and apply them by 2015	- Testimonies - Administrative Reports	Negative traditional practices against women reduced.
	4. Economic power of women increased.	Income level of at least 50% of women increase by at least 50% by 2015	- Testimonies - Business records	Enabling economic conditions

YOUTH AND CITIZEN EDUCATION:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Awareness on youthful living and civic responsibilities increased	At least 50% of youths are living responsible lives by 2015	-Testimonies -Visit to jobsites -Reports	Favorable economic climate
Specific Objectives	Youth empowerment facilities and programmes increased	By 2013, realistic youth programmes are drawn up and implemented yearly in conducive environments	-Youth programmes -Administrative reports	Favourable policy framework
Results	Trainers and youth animators increased	By 2013 at least 2 functional youths animators are in place and functional	-Transfer decisions -Administrative reports	Favourable policy framework
	Youth empowerment structures and services increased	By 2014 at least 1 youth animation centre is constructed and functional	-Visits -Administrative reports	Favourable policy framework
	Mobilization of youths on income generating activities increased	At least 20% of youths operate gainful businesses by 2014	-Visit to business places -Council reports	Favourable business climate

SPORTS AND PHYSICAL EDUCATION:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Importance attached to Physical education increased	At least 50% of the population carry out physical exercises at least once a week by 2014	- Testimonies - Reports	Enthusiasm of population
Specific objective	Sporting activities increased	By 2013, at least 4 sporting activities are carried out annually	-Testimonies -Reports	Favourable policy framework
Results	1. Sporting facilities increased	By 2013, at least 1 sports complex exist in the municipality	-Visits -Reports	Enabling economic environment
	2. Sporting equipment in school increased	By 2013 all the schools are supplied essential sporting equipment	-Distribution reports	Enabling economic environment
	3. Sports teachers increased	By 2013, at least 2 new sports teachers exist and are functional	-Transfer decision -Administrative report	Favourable policy framework

TRANSPORT :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Circulation of goods and persons improved	By 2015, at least 80% of the population travel safely and on time	- Testimonies - Reports	Security ensured
Specific objective	Maritime transport route system improved	By 2015, transport engine boats increased and passengers travel all the time	- Observation - Reports	Enabling economic environment
Results	1. Landing sites improved	By 2014 at least 2 landing sites are constructed and functional	- Site visits - Reports	Enabling economic environment
	2. Transport engine boats increased	By 2014 at last 4 transport engine boats available for travel between Barracks & Ngosso I	- Reports	Enabling economic environment
	3. State of engine boats used for transport improved	Break downs and boat accidents reduced by at least 10% yearly	- Observations - Reports	Cooperation of boat owners
	4. Respect for maritime transport route system regulations improved	At least 70% of passenger boats have life jackets and reduce overloading by 2015	- Observations - Reports	Cooperation of boat owners

EMPLOYMENT AND VOCATIONAL TRAINING :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Marketable skills of citizens increased	At least 2 self employment programs are instituted and at least 30% of the population acquire gainful skills by 2015	Testimonies Business reports	-Security ensured -Enabling economic environment
Specific objective	Household incomes increased	At least 50% of households experience a 50 increase in their incomes by 2015	-Testimonies -Business reports	-Security ensured -Enabling economic environment
Results	Knowledge and skills in self employment increased	By 2013, at least 30% of citizens acquire knowledge and skills in small enterprises management	-Visits -Council reports	Favourable policy framework
	Capital for businesses increased	At least 20% of citizens have access to loans to start businesses by 2014	-Testimonies -Training reports	Enabling economic conditions
	Employment opportunities increased	At least 20% of citizens start their own business by 2014	-Visit to business places	Functional micro finance institutions exist in the municipality

SMALL AND MEDIUM SIZE ENTERPRISES, SOCIAL ECONOMY AND HANDICRAFT :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Informal Sector Actors within the municipality increased	By 2015 informal sector actors increase by at least 25% yearly	- council revenue reports - testimonies	- security ensured - enabling economic environment
Specific objective	Small and medium size enterprises increased	By 2015 at least 20 small and medium size enterprises are operational in the municipality	- Visit - Council reports	enabling economic environment
Results	1. Capacity and skills of the population increased	At least 300 persons acquire knowledge and skills and operate small enterprise (carpenters, mechanics, tailoring, etc)	- Visit to business places - Council reports	- enabling economic environment - enthusiasm of youths
	2. Access to the services of small and medium size enterprises increased	At least 40% of the population attend various training organized by this sector by 2014	Training reports	- enabling economic environment - wiliness of the youths ensured

SCIENTIFIC RESEARCH AND INNOVATION:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Access to Scientific benefits increased within the municipality	By 2015 at least 50% of the population have access to scientific innovations	- Testimonies - Council accounts report	- Favourable economic environment
Specific objective	Technological innovations increased	By 2015, improved scientific technologies in livestock and agriculture available within the municipality	- Reports - Testimonies	- Favourable economic and political environment
Results	1. Dissemination of scientific innovations (inputs) improved	By 2015 scientific inputs in livestock and agriculture made available to all the villages	- Testimonies - Scientific bulletins	- Favourable economic environment
	2. Research outreach programs increased	By 2014, research outreach programs exist in the municipality	- Testimonies - Administrative Reports	Enabling economic environment

INDUSTRY, MINES AND TECHNOLOGICAL DEVELOPMENT:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Industrial base of the municipality increased	Council industrial policy put in place by 2013	- Council records - Testimonies	- Favourable policy framework
Specific objective	Development of the mining and industrial sector improved	At least two prospections conducted by 2014	- Administrative reports - Visit	Existence of minerals
Results	1. Mining activities in the municipality promoted	At least 1 oil company functional by 2014	- Administrative reports	- Existence of oil
	2. An industrial zone put in place	By 2014 at least one industrial zone exists	- Visits - Administrative Reports	Favourable political framework

COMMERCE :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Global objective	Commercial activities increased within the municipality	By 2015, revenue of the council from commercial activities increase by at least 25% annually	<ul style="list-style-type: none"> - testimonies - council revenue records 	Favourable policy framework
Specific objective	Commercial activities increased	Diversified commercial activities increase by at least 25% by 2015	<ul style="list-style-type: none"> - Visit - Council reports 	<ul style="list-style-type: none"> - Enabling economic conditions - Security ensured
Results	1. Micro – enterprises increased	At least 30 lucrative micro – enterprise exists by 2015	<ul style="list-style-type: none"> - Visit - Council report 	<ul style="list-style-type: none"> - Security ensured - Enabling economic conditions
	2. Marketing of products improved	By 2015 at least 80% of the population market their products in appropriate environment and fetch good prices	<ul style="list-style-type: none"> - Visits - Testimonies - Council report 	<ul style="list-style-type: none"> - Security ensured - Enabling economic conditions

POST AND TELECOMMUNICATIONS:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Telecommunication in and out of the municipality increased	At least 80% of the population send and receive information using telecommunication services by 2014	Testimonies Communication installations	Favourable policy framework
Specific objective	Post and telecommunication services improved	At least 60% of the population are satisfied with post and telecommunication services	-Testimonies -administrative reports	Favourable policy framework
Results	1. Functional post office put in place	At least 1 functional post office exist by 2013	-Visits -Administrative report	Enabling economic environment
	2. Mobile telephone networks increased	At least 1 functional mobile telephone network exist by 2013	-Visit -Administrative report	Enabling economic environment
	3. Multimedia services put in place	At least 1 multimedia service is put in place and functional	-Visit -Administrative report	Enabling economic environment

COMMUNICATION :

Strategy		Indicators	Sources of	Assumptions
Level	Formulation		Verification	
Overall objective	Circulation of information increased	At least 50% of the population receive and send information using mass communication services by 2015	- Testimonies - Administrative report	Favourable economic and political environment
Specific objective	Communication networks improved	At least 2 functional communication networks exist in the municipality by 2015	-Home visits -Administrative reports	Favourable economic and political environment
Results	1. Access to CRTV signals increased	By 2013, CRTV antenna in place and functional	-Visits -Testimonies -Observation	Favourable policy framework
	2. Community radio put in place	By 2013, a community radio in place and functional	-Visit -Radio programmes	Enabling economic climate
	3. Circulation of newspapers increased	By 2013, at least 1 news paper vendor in place selling at least 2 national newspapers	-Newspapers	Readers increased.

LABOUR AND SOCIAL SECURITY:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Job security increased	At least 30% of the working population have job security by 2015	<ul style="list-style-type: none"> - Visit - Administrative reports 	- Enabling economic environment
Specific objective	Employee Social security payments improved	By 2015, at least 25% of employers regularly contribute social security of their workers	<ul style="list-style-type: none"> - Testimonies - Administrative reports - Visits 	Enabling economic environment
Results	1. Stabilized enterprises increased	By 2013 at least 10 stabilized profitable enterprises exist	<ul style="list-style-type: none"> - Visit - council reports - Financial records 	- Security ensured
	2. Civil society organizations increased	At least 1 resident civil society organization exists and enhance development	<ul style="list-style-type: none"> - Visit - Administrative reports 	Favourable political climate
	3. Organization and structuring of self employment improved	At least 30% of the population run gainful businesses and make social security contributions	<ul style="list-style-type: none"> - Visits - Council revenue records 	Stable economic environment

KOMBO ITINDI COUNCIL:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Provision of basic services to the population increased	By 2015, at least 60% of the population have access to basic services within the municipality	Visits Testimonies Administrative reports	Favourable economic and political conditions
Specific objective	Functioning of the council improved	By 2015, at least 80% of functional services of the council put in place	-Council reports	Favourable economic and political conditions
Results	1. Council funds increased	Council funds increased by at least 20% yearly and used as budgeted	-Financial records	Favourable business climate -Security ensured.
	2. Council assets increased	By 2015, council basic assets such as council chamber, office equipment are in place and used.	-Inventory report -Visits	Enabling economic conditions
	3. Management of the council improved	By 2012, an approved council organigram is in place and implemented. Yearly planning, regular monitoring of activities carried out.	-Council organigram -Council reports	Favourable policy framework
	4. Staff performance improved	By 2015, at least 70% of staff implement their duties according to specified job descriptions and receive regular salaries	-List of staff -Staff evaluation reports -Interviews	Residence of staff ensured
	5. Relationship with main stakeholders improved	At least 60% of identified stakeholders actively participate in development activities of the municipality yearly.	-Council testimonies	Collaboration of stakeholders ensured



6.0. OPERATIONAL PLANNING (PROGRAMMING)

6.1. Total cost of the Communal Development Plan (CDP)

No	Sector	Cost of Activities (FCFA)
1	Kombo Itindi Council	283.500.000
2	Public Security	100.300.000
3	Territorial Administration and Decentralization	3.640.000
4	Livestock	18.640.000
5	Fisheries	216.600.000
6	Basic Education	164.360.000
7	Secondary Education	66.740.000
8	Environment, Nature Protection and Sustainable Development	147.000.000
9	Public Health	32.000.000
10	Energy	83.000.000
11	Water	1.362.000.000
12	Tourism and Leisure	100.500.000
13	Culture	58.100.000
14	Agriculture and Rural Development	31.500.000
15	State Property and Land Tenure	1.480.000
16	Housing and Urban Development	9.700.000
17	Forestry and Wildlife	59.820.000
18	Higher Education	400.000
19	Public Works	210.000.000
20	Social Affairs	100.150.000
21	Women Empowerment and the Promotion of the Family	47.000.000
22	Youth and Citizen Education	72.300.000
23	Sports and Physical Education	54.300.000
24	Transport	18.000.000
25	Employment and Vocational Training	55.000.000
26	Small and Medium Size Enterprises, Social Economy and Handicraft	6.820.000
27	Scientific Research and Innovation	7.500.000
28	Industry, Mines and Technological Development	1.500.000
29	Commerce	110.000.000
30	Post and Telecommunication	25.300.000
31	Communication	26.250.000
32	Labor and Social Security	1.500.000
33	Total Cost of KIC CDP	3.474.300.000

Total cost of the Communal Development Plan (CDP) for Kombo Itindi Municipality is three thousand four hundred seventy four million, three hundred thousand francs CFA

6.2. Mid Term Expenditure Framework (MITEF) 3 years (2012 – 2014)

No	Sector	Micro Projects / (Locations)	Cost	Funding Source
1	Energy	Install 2 thermal electricity Plants (Barracks & Ngosso)	80.000.000	PIB
2		Maintain 2 thermal Electricity Plants (Barracks & Ngosso)	500.000	Council Budget
3		Institute Resettlement mechanisms in 12 villages (Njat I, Isu, Gold Coast Iwaha Njat I & II, Kombo Adibo I & II, New Kombo I & II, New Barracks, Oboh Affeh, Useh Uyoh)	2.000.000	KIC / VDC
4		Supply 12 Community Generators (Njat I, Isu, Gold Coast Iwaha Njat I & II, Kombo Adibo I & II, New Kombo I & II, New Barracks, Oboh Affeh, Useh Uyoh)	50.000.000	PIB
5		Maintain 12 Community Generators (Njat I, Isu, Gold Coast Iwaha Njat I & II, Kombo Adibo I & II, New Kombo I & II, New Barracks, Oboh Affeh, Useh Uyoh)	5.000.000	KIC / Villages
6	Water	Conduct 2 Studies (Barracks & Ngosso)	2.050.000	PNDP
7		Construct 4 Bore holes (Barracks & Ngosso)	140.000.000	PNDP / PIB
8		Institute 2 Sustainability Mechanism (Barracks & Ngosso)	500.000	Council Budget
9		Maintain 2 Water Schemes (Barracks & Ngosso)	500.000	Council Budget
10	Public Works	Construct 240 gutters and Culverts in 8 villages (Ngosso I, Barracks, Njat I, Isu, Gold Coast,	48.000.000	PIB

		Iwaha Njat I, Kombo Adibo I, New Kombo I)		
11		Construct 240 Embankments along the Coastline in 8 villages (Ngosso I, Barracks, Njat I, Isu, Gold Coast, Iwaha Njat I, Kombo Adibo I, New Kombo I)	380.000.000	PIB
12	Transport	Construct 2 Landing Sites (Barracks & Ngosso)	2.000.000	PIB
13		Purchase 1 Boat with engine (in Ngosso I)	15.000.000	PIB
14		Maintain 1 Boat (in Ngosso I)	2.000.000	PIB
15	Fisheries	Train fishermen and women on improved fishing methods in 12 villages (Njat I, Isu, Gold Coast, Iwaha Njat I & II, Kombo Adibo I & II, New Kombo I & II, New Barracks, Oboh Affeh, Useh Uyoh)	5.000.000	- PNDP - HPI -Tele Food
16		Supply Equipment to fishermen and women in 12 villages (Njat I, Isu, Gold Coast, Iwaha Njat I & II, Kombo Adibo I & II, New Kombo I & II, New Barracks, Oboh Affeh, Useh Uyoh)	60.000.000	- SOWEDA - MINATD - PIB
17		Organize 12 Control Missions (in Ngosso I)	12.000.000	MINATD
18		Construct 4 ice plants (Ngosso I, Barracks, Isu, Gold Coast)	84.000.000	PNDP/ SOWEDA
19		Construct 12 Chokor Ovens (Njat I, Isu, Gold Coast Iwaha, Njat I & II, Kombo Adibo I & II, New Kombo I & II, New Barracks, Oboh Affeh, Useh Uyoh)	40.000.000	PNDP/ SOWEDA
20		Create 12 Fish Associations (Njat I, Isu, Gold Coast, Iwaha Njat I & II, Kombo Adibo I & II, New Kombo I & II, New Barracks, Oboh Affeh, Useh Uyoh)	100.000	Council budget
21	Basic Education	Lobby for the transfer of (13) trained teachers (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	500.000	Council budget

22		Construct 12 Classrooms (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	120.000.000	- PIB - PNDP - FIECOM
23		Construct 5 latrines (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	34.000.000	- PIB - PNDP - FIECOM
24		Construct 5 Water Points (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	52.000.000	FEICOM
25		Supply 402 desks (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	12.060.000	PIB
26		Supply 8 lots of tables and chairs (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	2.000.000	PIB
27		Supply 5 lots of didactic materials (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	5.000.000	PIB
28	Public Health	Lobby for the transfer of 4 staff (Barracks & Ngosso)	300.000	Council budget
29		Design 2 out reach programs (Barracks & Ngosso)	100.000	- GIZ - MINSANTE
30		Implement 2 Outreach Programs (Barracks & Ngosso)	5.000.000	- MINSANTE
31		Auquire a boat for Ngosso Health Centre (Ngosso I)	15.000.000	- PNDP
32		Create 2 Pro- Pharmacies (Barracks & Ngosso)	5.000.000	GIZ
33		Train 2 Pharmacy Attendants (in Ngosso I)	1.000.000	SWSFH
34		Supply 2 sets of Assorted Drugs (Barracks & Ngosso)	3.000.000	-GIZ -SWSFH
35		Equip health centers with beds, delivery kits, laboratory Equipment and Generators (Barracks & Ngosso)	15.000.000	- PNDP
39	Secondary Education	Lobby for the transfer of 6 trained teachers (Barracks)	500.000	Council budget
40		Construct 2 classrooms (Barracks)	18.000.000	PNDP
41		Construct 1 latrine	3.500.000	PNDP

		(Barracks)		
42		Construct 1 Water Ponit (Barracks)	30.000.000	PIB
43		Supply 50 Desks (Barracks)	1.500.000	PIB
44		Supply 6 lots of Tables and Chairs (Barracks)	1.500.000	PIB
45		Construct 1 Library (Barracks)	30.000.000	PIB
46		Equip Library (Barracks)	2.000.000	NBDC
47	Kombo Itindi Council	Build Council Chambers (in Ngosso I)	175.000.000	FEICOM
48		Equip Council Chambers (in Ngosso I)	25.000.000	FEICOM
49		Build Capacity of Council Staff (in Ngosso I)	1.000.000	PNDP
50		Organize trainings for councilors and committees (in Ngosso I)	2.000.000	PNDP
51		Organize a forum with main stakeholders (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	1.000.000	MINATD
52		Facilitate the Creation of Common Initiative Groups especially among the Nigerian communities (Ngosso I, Barracks, Njat I, Isu, Gold Coast)	1.000.000	SOWEDA
53		Initiate decentralized cooperation with other Bakassi councils (in Ngosso I)	1.000.000	MINATD
54	Public Security	Construct Police Station (in Ngosso I)	17.000.000	PIB
55	Total KIC MITEF		2.197.160.000	

KIC MITEF cost two thousand one hundred ninety seven million one hundred and sixty thousand francs CFA.

6.3. Annual Investment Plan

6.3.1. Available Resources and Deadlines

No	Donor	Amount (FCFA)	When	Donor Conditions
1	FEICOM	200, 000,000	June	Submit proposal to FEICOM (special status for Bakassi Councils)
2	PIB	46, 550,000	March	Decentralized Transfer of Funds
3	MINATD	30, 000,000	June	Operating costs for Bakassi councils
4	Global Tax	7, 500,000	October	Tax recovery team on the field
5	PNDP	201, 000,000	March	Partner contribution available
6	FEICOM	7, 500,000	June	Grants for Running costs
7	KIC	21.000.000	March	Partner contribution
8	TOTAL	513.550.000		

6.3.2. Annual Program of Priority Projects (2012)

No	Sector	Name of Project	Type of Project	Objective	Location (s)	Financing	Execution Period	Project Cost / Vote Holder
1	Basic Education	Construct 4 classrooms in Primary schools	Construction	To increase access to quality education facilities	Barracks, Njat I	PNDP/KIC	July 2012	36.000.000/ Mayor
2		Construct 2 classrooms in	Construction	To increase access to	Gold Coast (Oche Iwake	PIB	July 2012	23.000.000 / Mayor

		Primary schools		quality education facilities	Osuk)			
3		Supply of Yamaha Power Generator	Supplies	To increase access to quality education facilities	Gold Coast (Oche Iwake Osuk)	PIB	July 2012	1.500.000 / DD Basic Education
4		Supply 60 benches	Supplies	To increase access to quality education facilities	Gold Coast (Oche Iwake Osuk)	PIB	July 2012	1.800.000/ Mayor
5		Supply Tables and Chairs	Supplies	To increase access to quality education facilities	Gold Coast (Oche Iwake Osuk)	PIB	July 2012	250.000/ Mayor
6		Construct 3 latrines in Primary schools	Construction	To increase hygiene in educational institutions	Barracks, Gold Coast, Isu	PNDP/KIC	July 2012	10.500.000/ Mayor
7	Secondary Education	Construct 2 classrooms in GSS Barracks	Construction	To increase access to quality education	Barracks	PNDP/KIC	July 2012	18.000.000/ Mayor

				facilities				
8		Construct 1 latrine in GSS Barracks	Construction	To increase hygiene in educational institutions	Barracks	PNDP/KIC	July 2012	3.500.000/ Mayor
9	Energy	Install 2 Thermal Electricity Generators	Supplies	To improve the standard of living of inhabitants within the municipality	Barracks and Ngosso	PIB	July 2012	18.000.000/ Mayor
10	Fisheries	Training on improved fishing methods	Supplies	To transfer efficient self sustaining skills to the fishing population	Ngosso I	PNDP/KIC	February 2012	1.000.000/ Mayor
11		Construct (2) ice plants	Construction	To reduce post harvest losses and increase preservation of fish	Barracks and Isu	PNDP/KIC	June 2012	42.000.000/ Mayor
12		Construct two (2) chokor ovens	Construction	To reduce post harvest losses and	Ngosso and Barracks	PNDP/KIC	June 2012	8.000.000/ Mayor

				increase preservation of fish				
13		Supply of Fishing equipment	Supplies	To ensure sustainable harvest of fishes	Barracks and Isu	MINATD	June 2012	30.000.000 / MINATD
14	Public Health	Equip Health centers	Supplies	To increase access to quality health care	Ngosso I and Barracks	PNDP/KIC	July 2012	15.000.000/ Mayor
15		Acquire Engine boat	Supplies	To increase access to quality health care	Ngosso I	PNDP/KIC	July 2012	15.000.000/ Mayor
16	Water	Construct 2 Bore holes	Construction	To increase access to quality portable water	Barracks and Ngosso I	PNDP/KIC	July 2012	70.000.000/ Mayor
17	Kombo Itindi Council	Train Staff and Councilors	Supplies	To improve the functioning of the council	Ngosso I	PNDP/KIC	February 2012	3.000.000/ Mayor

18		Construct Council Chambers	Construction	To ensure the effective presence of council services within the municipality	Ngosso I	FEICOM	October 2012	175.000.000 / DG FEICOM
19		Equip Council Chambers	Supplies	To improve the functioning of the council	Ngosso I	FEICOM	October 2012	25.000.000 / DG FEICOM
20	Public Security	Construct Police Station	Construction	To increase security and safety within the municipality	Ngosso I	PIB	October 2012	17.000.000 / Delegate General of National Security
21	Total AIP							513.550.000

KIC Micro projects for 2012 stands at five hundred thirteen million five hundred and fifty thousand francs CFA

6.4. Simplified Environmental Management Framework for the MITEF.

6.4.1. Main Potential Impact (socio- environmental) and Mitigation measures

a) Possible Social Impacts :

Micro project type in the MITEF	Possible Social Impacts (Positive)	Possible Social Impacts (Social Risks)	Mitigation Measures
Construct Ice Plants/ Choker Ovens	<ul style="list-style-type: none"> - Increased Income for the population and the council - Increased protein intake - Reduction in malnutrition - Food security ensured 	<ul style="list-style-type: none"> - Site selection & management Conflicts 	<ul style="list-style-type: none"> - Compensation of land lords - Create and train management committees
Construct Classrooms/ Supply Didactic materials	<ul style="list-style-type: none"> - Effective presence of transferes teachers - High performance in public exams - Conducive learning environment - Increased literacy rate - Reduced Rural Exodus 	<ul style="list-style-type: none"> - Reduced playgrounds and farmland 	<ul style="list-style-type: none"> - More allocation of land for play ground
Construct Embarkments, Culverts, Gutters	<ul style="list-style-type: none"> - Improved circulation of persons and goods - Increased safety for landing boats - Increased income for the council 	<ul style="list-style-type: none"> - Increase in accident 	<ul style="list-style-type: none"> - Sign board along the embarkments indicating danger zones
Install two (2) thermal electricity plants with Generators	<ul style="list-style-type: none"> - Increase in socio economic activities - Reduction in rural exodus - Increase in self employment - Increase in communication 	<ul style="list-style-type: none"> - Increased Pirate activities - Fire desasters - Conflict in site selection 	<ul style="list-style-type: none"> - Create and train management committees - Community Vigilante groups - High security control - Installation of circuit breakers
Construct water schemes with water points	<ul style="list-style-type: none"> - Reduction of water borne diseases - Intensification and diversification of socio cultural activities due to increase time available 	<ul style="list-style-type: none"> - Poor sanitation around water systems 	<ul style="list-style-type: none"> - Sensitisation of the population proper hygiene and sanitation

Micro project type in the MITEF	Possible Social Impacts (Positive)	Possible Social Impacts (Social Risks)	Mitigation Measures
	<ul style="list-style-type: none"> - Improved hygiene and sanitation - Better Gender relations 		
Construct Council Chambers	<ul style="list-style-type: none"> - Effective presence of council services within the municipality. - Reduced costs of running council operations - Improved Council Village relationships - Increased revenue collection by the council 	<ul style="list-style-type: none"> - Site selection conflicts - Dirty Surroundings 	<ul style="list-style-type: none"> - Fence the premises and secure nightwatchman - Sensitize population on council services
Supply equipment (beds, delivery kits, laboratories)	<ul style="list-style-type: none"> - Reduction in mobility and mortality rates - Improvement in health status 	<ul style="list-style-type: none"> - Poor hygienic conditions in use of equipments 	<ul style="list-style-type: none"> - Sensitisation on ante natal and patient conditions relating to use of equipments

b) Possible Environmental Impacts :

Micro project type in MITEF	Possible Environmental Impacts (positive)	Possible Environmental Impacts (Environmental Risks)	Mitigation Measures
Construct Ice Plants/ Choker Ovens	<ul style="list-style-type: none"> - Reduction in post harvest losses for fish catches 	<ul style="list-style-type: none"> - Destruction of the soil layers through digging 	<ul style="list-style-type: none"> - Backfilling
Construct Classrooms/ Supply Didactic materials	<ul style="list-style-type: none"> - Better environment for learning & Improved School results 	<ul style="list-style-type: none"> - Alterations in natural habitats 	<ul style="list-style-type: none"> - Backfilled and trees planting
Construct Embarkments, Culverts, Gutters	<ul style="list-style-type: none"> - Safer Landing Ports ,attractive environment ,Reduced floods - Reduced presence of mosquitoes 	<ul style="list-style-type: none"> - Alterations of Water courses and possible flooding in some areas 	<ul style="list-style-type: none"> - Assessment for effective deviation of the water courses
Install two (2)thermal electricity plants with Generators	<ul style="list-style-type: none"> - Better Storage facilities and improved standards of living including eating 	<ul style="list-style-type: none"> - Carbon monoxide Pollution of the atmosphere 	<ul style="list-style-type: none"> - Institute requirement for carbon filter to reduce pollution

Micro project type in MITEF	Possible Environmental Impacts (positive)	Possible Environmental Impacts (Environmental Risks)	Mitigation Measures
Construct water schemes with water points	<ul style="list-style-type: none"> - Better Drinking Water. - Reduced Water borne diseases - Improvement of hygiene and sanitation 	<ul style="list-style-type: none"> - Soil erosion - Waste (human & household) Disposal around water points 	<ul style="list-style-type: none"> - Backfilling - Construct soak away pits - Sensitize on water use
Construct Council Chambers	<ul style="list-style-type: none"> - Beautify Ngosso - Effective presence of KIC within the municipality 	<ul style="list-style-type: none"> - Destruction of flora and fauna - Increase in soil erosion 	<ul style="list-style-type: none"> - Planting of trees around the council - Construct drainage system
Supply equipment (beds, delivery kits, laboratories)	<ul style="list-style-type: none"> - Improved hygienic and sanitation conditions in the health centers and hospitals 	<ul style="list-style-type: none"> - Poor waste disposal 	<ul style="list-style-type: none"> - Dumping site for waste will be created and used - Garbage cans will be installed

6.4.2. Simplified Socio Environmental Management Plan

The plan below outlines the measures, actors, periods and follow up indicators with corresponding costs associated with the MITEF.

Environmental measures	Putting in place actors	Periods	Follow up actors	Costs	Observations
Train Council Follow up Committee on environmental aspects of project implementation (Using PNDP's socio-environmental management framework).	PNDP	2012	<ul style="list-style-type: none"> • Div. Delegations of MINEP & MINAS • PNDP 	Council / PNDP joint budget	
Checklist on the Socio-environmental form.	SG and Development Officer	2012 to 2014	<ul style="list-style-type: none"> • Div. Delegations of MINEP & MINAS • PNDP • Follow up 	Council / PNDP joint budget	Associated Cost are inbuilt at micro project conception level

Environmental measures	Putting in place actors	Periods	Follow up actors	Costs	Observations
			<ul style="list-style-type: none"> • Committee • Municipal councilors 		
Train COMES on Policies to safeguard socio environmental aspects.	PNDP	2012 to 2013	<ul style="list-style-type: none"> • Div. Delegations of MINEP & MINAS • PNDP • Follow up Committee • Municipal councilors 	Council / PNDP joint budget	
Conduct Environmental Impact Studies/ Assessments (EIA)	Council Executives and PNDP.	2012 to 2014	<ul style="list-style-type: none"> • Div. Delegations of MINEP & MINAS ❖ PNDP ❖ Follow up Committee ❖ Municipal councilors 	Council / PNDP joint budget	The Council shall cover any costs associated with settlements.
Monitor Socio Environmental Management Plan and Contractors.	Follow up Committee and Contractors	2012 to 2014	<ul style="list-style-type: none"> • Div. Delegations of MINEP & MINAS 	Council / PNDP joint budget	

6.5.CONTRACT AWARD PLAN

The CAP is presented in three categories namely; construction, infrastructure and supplies which constitute those funded by the PNDP.

Category	Project	Location	Deposit of Tender	Delivery of Tender	Contract Amount (proposed)
Construction	Construct 4 classrooms in Primary schools	Barracks, Njat I	15/ 03/ 12	11/07/ 12	36.000.000 (PNDP financing)
	Construct 2 classrooms in Primary schools	Gold Coast (Oche Iwake Osuk)	15/ 03/ 12	11/07/ 12	23.000.000
	Construct 3 latrines in Primary schools	Barracks, Gold Coast, Isu	15/ 03/ 12	11/07/ 12	10.500.000 (PNDP financing)
	Construct 2 classrooms in GSS Barracks	Barracks	15/ 03/ 12	11/07/ 12	18.000.000 (PNDP financing)
	Construct 1 latrine in GSS Barracks	Barracks	15/ 03/ 12	11/07/ 12	3.500.000 (PNDP financing)

	Construct (2) ice plants	Barracks and Isu	13/03/12	29/06/12	42.000.000 (PNDP financing)
	Construct two (2) chokor ovens	Ngosso and Barracks	13/03/12	29/06/12	8.000.00 (PNDP financing)0
	Construct Council Chambers	Ngosso I	18/06/12	26/10/12	175.000.000
	Construct Police Station	Ngosso I	18/06/12	26/10/12	17.000.000
Infrastructure	Construct 2 Bore holes	Barracks and Ngosso I			70.000.000 (PNDP financing)
Supplies	Supply of Yamaha Power Generator	Gold Coast (Oche Iwake Osuk)	14/03/12	2/07/12	1.500.000
	Supply 60 benches	Gold Coast (Oche Iwake Osuk)	14/03/12	2/07/12	1.800.000
	Supply Tables and Chairs	Gold Coast (Oche Iwake Osuk)	14/03/12	2/07/12	250.000
	Install 2 Thermal Electricity Generators	Barracks and Ngosso	14/03/12	2/07/12	18.000.000 (PNDP financing)

	Training on improved fishing methods	Ngosso I	13/02/12	27/02/12	1.000.000 (PNDP financing)
	Supply of Fishing equipment	Barracks and Isu	13/02/12	27/02/12	30.000.000
	Equip Health centers	Ngosso I and Barracks	14/03/12	2/07/12	15.000.000 (PNDP financing)
	Acquire Engine boat	Ngosso I	14/03/12	2/07/12	15.000.000 (PNDP financing)
	Train Staff and Councilors	Ngosso I	13/02/12	27/02/12	3.000.000 (PNDP financing)
	Equip Council Chambers	Ngosso I	18/06/12	26/10/12	25.000.000
Total CAP					513.550.000

7.0. MONITORING AND EVALUATION MECHANISM

7.1. Composition and functioning of the Follow up Committee

At the end of the elaboration of the CDP, a Follow-Up Committee was put in place and installed giving it legitimacy.

No	Name	Position	Function	Telephone
1	Richard Akime	President	Secretary General	74 88 16 69
2	Valantine Ambai	Secretary	Development Agent	70 21 29 81
3	Esuk Mary Effiong	Member	2 nd Deputy Mayor	74 77 05 35
4	Ayuk Hanson	Member	Councilor	74 85 94 14
5	Anki Clement	Member	Councilor	96 94 52 80
6	Esuk Mary Ateh	Member	Councilor	98 61 55 64
7	MUDEC Group, Buea	Technical Adviser	LSO	77 64 94 30

Main duties of the Follow up Committee:

- Follow up work done by contractors as per the contract specifications including environmental issues
- Execute periodic supervision visits to ensure that effective work is being done
- Obtain funds through communication with the competent persons or structures
- Evaluate and Update the AIP and MITEF
- Update the Consolidated Report (Monographic Study) of Kombo Itindi Council.
- Search alternative sources of Funding for council activities.
- Operate an email address for the council
- Work in close collaboration with Council Executives
- Produce Monthly & Quarterly reports to the council

7.2. Indicators for monitoring and evaluation (relation to the AIP)

Micro project						
Strategic Action to be accomplished						
Date of Monitoring and Evaluation						
Resources needed						
What was planned to be done	Person Responsible	What has been done	What still has to be done	When should it be completed	What will be there to show that it has been done	Comments and reaction of the M&E committee
Activity 1						
Activity 2						
Activity 3						
Activity 4						
Activity 5						

7.3. Follow up Plans, Tools and Frequency (2012)

No.	Duties	Tasks	Tools	Expected Results	Time	Responsible
1	Participatory Management of information related to the execution of the CDP	Collection of data	Data Sheets	Collected data	Permanent	Dev. Agent
		Reporting	Data consolidation charts	Reports	Monthly	Dev. Agent
		Hold Meetings	Minutes	Reports	Monthly	President Follow up Committee
		Review & Dispatch Reports	Project Monitoring book, Progress Reports, Project Schedule	Reports	Monthly	Mayor
2	Participatory Administration of the Follow up process	Prepare Committee Action & submit to Mayor/PNDP	Action Plans	Reports	Monthly	Dev. Agent Committee Chairperson
		Hold Focus meeting on AIP & CAP	Meeting	Report	March 31 st 2012	Mayor/SG/Dev. Agent
		Monitor Tender Process on	Action Plans	Reports	Monthly	SG/Dev. & Fin. Agents

		Feasibility Studies (FS)				
		Monitor Execution of FS	Action Plans	Reports	Monthly	SG/Dev. & Fin. Agents
		Ensure proper validation of FS	Meetings	Reports	Monthly	SG/Dev. & Fin. Agents
		Submit request for financing from PNDP/other funders	Request form	Cash transfer	April	Mayor
		Mobilize Council/Community contributions	Meetings	Reports	March	Mayor, SG/Dev. & Fin. Agents
		Monitor Tender Process on execution of projects	Action Plans	Reports	Monthly	SG/Dev. & Fin. Agents
		Monitor execution of micro projects	Action Plans	Reports	Monthly	SG/Dev. & Fin. Agents
		Plan spot checks during project execution	Project Monitoring book, Progress Reports, Project Schedule	Reports	Monthly	President Follow up Committee
		Unplan spot checks during project execution	Surveys	Reports	Weekly	VDC & VTC, Councilor
		Monitor validation of receipt of completed projects	Meetings	Reports	After project execution	SG/Dev. & Fin. Agents
		Monitor commissioning & use of projects	Meetings	Reports	After project execution	Follow up Committee members
3	Socio Environmental Management	Train Follow up Committee on Environmental PNDP Checklist aspects of project management	Training kit	Report	March	Mayor
		Train Enlarged Council Session on Socio-	Training kit	Report	March	Mayor

		environmental Policies				
		Monitor Socio environment aspects of projects	Action Plan	Report	During project execution	SG/Dev. & Fin. Agents
		Conduct Environmental Impact Assessments (studies)	Action Plan	Report	During project execution	SG/Dev. & Finance Agents
		Monitor Socio Environmental Management Plan	Action Plan	Report	During project execution	SG/Dev. & Finance Agents
4	Logistical Support to Contractors during project execution	Provide Safekeeping for Materials	Rooms	Materials safe	Daily	VDC & VTC, Councilor
		Provide Lodging		Contractor comfortable	Daily	VDC & VTC, Councilor
5	Communication of CDP contents	Review & Execute communication plan	Meetings	Reports	Monthly	SG/Dev. & Finance Agents
		Create & maintain contacts with potential funding partners for 2013 projects	Internet	Reports	Monthly	SG/Dev. & Finance Agents
		Initiate and Maintain Decentralized Cooperation with Bakassi Councils	Meetings	Reports	Monthly	SG/Dev. & Finance Agents
		Maintain liaison role with all technical services at sub divisional, divisional & regional levels	Meetings	Reports	Monthly	SG/Dev. & Finance Agents
6	Participatory Reviews	Update Council Monograph	Meeting	Report	November	SG/Dev. & Finance Agents
		Review 2012 AIP	Meeting	Report	November	SG/Dev. & Finance Agents
		Review MITEF &	Meeting	Report	November	SG/Dev. &

		Prepare 2013 AIP				Finance Agents
		Facilitate Resource Mobilization for 2013	Internet, Correspondences, Meetings	Report	Monthly	SG/Dev. & Finance Agents
		Facilitate Municipal Deliberation 2013 AIP	Meeting	Report	November	Mayor
7	Execute (timely) Financial Contractual Commitments	Raise PV	Checks	Reports	Monthly	Finance Agent
		Sign Checks	Checks	Reports	Monthly	Mayor
		Produce financial reports	Income statement	Reports	Monthly	Fin. Agent

7.4. Review Mechanism of the CDP and preparation of the next AIP

The KIC should organise quarterly reviews of the AIP to ascertain the rate of realisation and also to correct gaps. At the end of the year, there should be an evaluation of planned and realized activities. The evaluation exercise should inform the council on the various lapses and thereby enable them improve on future performances.

After the annual evaluation and a review of the MITEF, a 2013 AIP should be elaborated taking into consideration the gaps and best practices of the previous plan. The council should be current with information on new orientations and emerging issues that could be exploited and integrated in the new AIP.

The services of competent development actors including the technical expertise of the PNDP should be actively solicited before and during the elaboration of the new plan.

7.5. Communication Plan of the CDP

The Communication Plan to be produced annually, is a tool which will inform the council on best possible ways to make the broadest publicity about its CDP to the public and to technical and financial partners.

ACTION	TIMEFRAME	PERSONS RESPONSIBLE
Produce and circulate fliers to all villages containing objectives, activities, and community rights & responsibilities on the CDP	March to April 2012	Mayor /SG/Dev. Officer
Organise Open Day in 5 Key villages and distribute MITEF/ AIP to all socio development groups	March to April 2012	Mayor, Deputies/SG/ Dev. Officer
Jumpstart Decentralized cooperation of Bakassi Councils	March 15th to 28th, 2012	Mayor, Deputies/SG/ Dev. Officer
Lobby potential partners including PNDP, SONARA, HPI, SOWEDA, FEICOM, ADDAX, KOSMOS, GLENCORE, MINADER, MINEPIA, MINEPAT, MINBASE, MINSEC, MINSANTE, MINEE, MINTRANSPORT, MINTP, Elites and Embassies.	March 2012	Mayor, Deputies/SG & Follow-up committee

8. CONCLUSION:

The process to elaborate the CDP of KIC can be effectively appreciated when one looks at the actors and tools at each stage within the process, the timing, the challenges encountered and the way forward. The process took place between the months of July and December 2011 and involved three principal actors including the council (beneficiary), the PNDP (financial and technical support) and the LSO (service provider). Other actors including council management, staff, local stakeholders and technical services were actively involved at various stages of the process which included; preparation, participatory diagnosis, data consolidation and analysis, planning, resource mobilization and programming, monitoring and evaluation. The preparatory stage started with the training of LSO data collectors who later restituted the training to other research assistants. The council and the LSO held several planning meetings and sensitized (using fliers, circulars and the radio) the population on their role and responsibilities which ended with the holding of the official launching workshop. The main result in this first stage was to create awareness and increase the participation rate of the stakeholders. The next stage was the participatory diagnosis stage which witnessed the collection and treatment of information (using a variety of tools) at the level of the council, urban space and in all villages sector by sector. The diagnosis in the council involved councilors, staff, council management, and beneficiaries of council services including technical collaborators located within the municipality. Diagnosis at the level of the urban space was conducted in Barracks (main commercial town) and Ngosso I (administrative head quarters) because they had a few sectors with infrastructure which makes them somewhat urban. Diagnoses involving twenty nine identified sectors were also conducted in all thirty two villages. The main outputs at this stage were the CID and USD reports. The third stage involved the consolidation of the village by village and sectorial data which enabled the production of the consolidated diagnosis and mapping report. The fourth stage in the process included the planning workshop, resource mobilization and programming during which the deliberations of several participants facilitated the production of a draft CDP. The last two stages in the process involved implementation (AIP and CAP) and monitoring and evaluation of financed activities. The entire process was challenging because it was participatory with sometimes conflicting viewpoints. The level of understanding of stakeholders also added to the challenges as planners had to speak through interpreters with

the risk of information being distorted. The timing of the process was problematic in that it data was collected during the heart of the rainy season with violent sea waves that put immense strain on the research assistants. Due to insecurity within the municipality, researchers were accompanied by BIR elements who were constantly putting pressure on the data collection activities by hurrying to return to their bases because they were not well informed on the need for patience when communicating with villagers.

Finally, the collaboration between the main actors in the CDP elaboration process was relatively cordial largely due to the fact that the roles and responsibilities of each were clearly spelt out and constantly being reviewed.