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REPUBLIC OF CAMEROON

Peace – Work – Fatherland

MINISTRY OF ECONOMY, PLANNING AND  
REGIONAL DEVELOPMENT

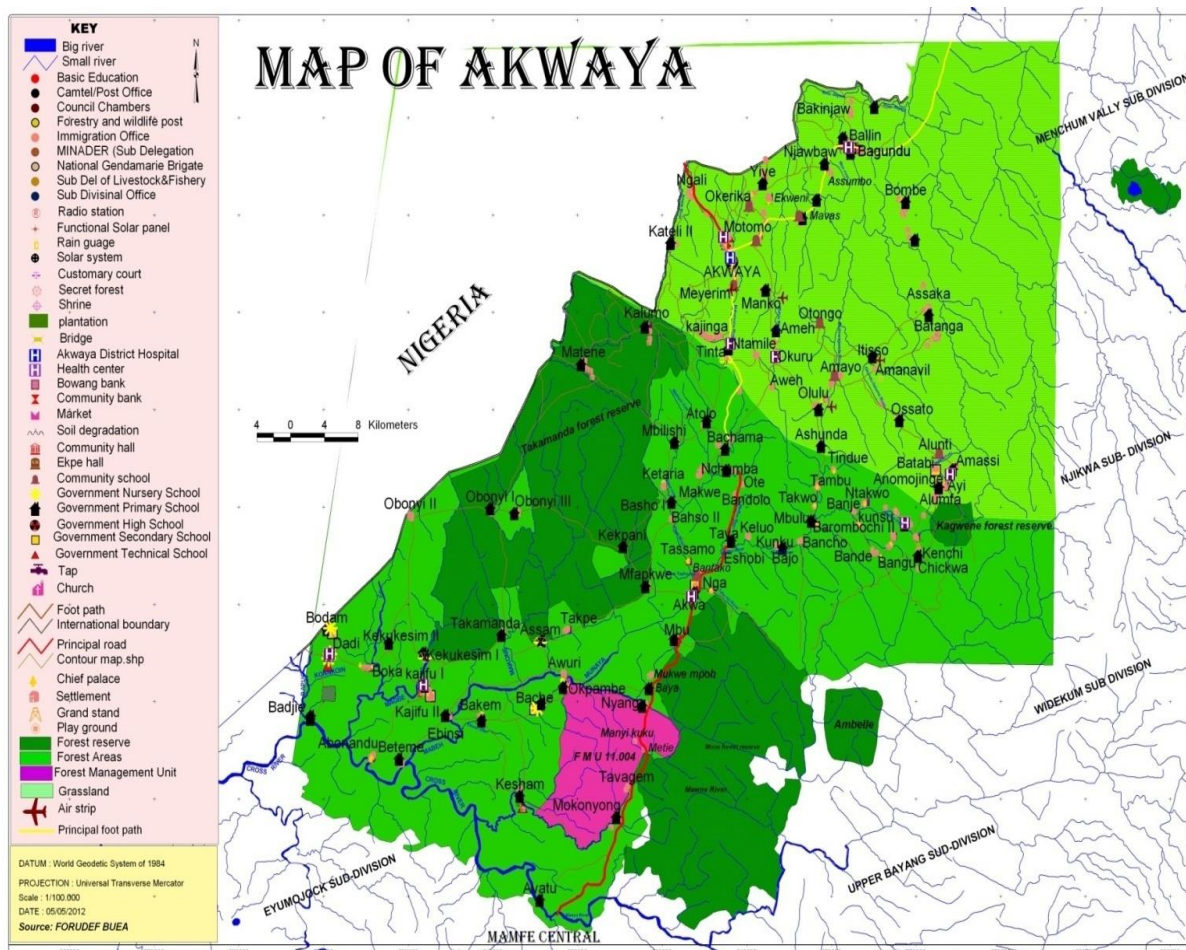
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## AKWAYA COMMUNAL DEVELOPMENT PLAN



May, 2012

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## LIST OF ABBREVIATIONS

ACEFA	Programme D'Amélioration de la Compétitivité des Exploitations Familiales Agro-pastorales
AIDS	Acquired Immune Deficiency Syndrome
AIP	Annual Investment Plan
CBO	Community Based Organizations
CDP	Communal Development Plan
CIG	Common Initiative Group
FEICOM	Support Fund for Local Council
FGD	Focus Group Discussion
FMU	Forest Management Units
FORUDEF	Food and Rural Development Foundation
GHS	Government High School
GNS	Government Nursery School
GPS	Global Positioning System
HIV	Human Immune Virus
M&E	Monitoring and Evaluation
MINADER	Ministry of Agriculture
MINAS	Ministry of Social affairs
MINEPAT	Ministry of Economy, Planning and Territorial Development
MINATD	Territorial Administration, Decentralisation and maintenance of Order
MINCOM	Ministry of Communication
MINCOMMERCE	Ministry of Commerce
MINCULT	Ministry of Culture
MINDAF	Ministry of State property and land tenure
MINEDUB	Ministry of Basic Education
MINDUH	Ministry of Urban development and Housing
MINEE	Ministry of Water and Energy
MINEFOP	Ministry of Employment and Vocational Training
MINEPDD	Ministry of Environment, Nature Protection and Sustainable Development
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINESEC	Ministry of Secondary Education
MINESUP	Ministry of Higher Education
MINFOF	Ministry of Forestry and Wildlife
MINJEUN	Ministry of Youths Affairs
MINMIDT	Ministry of Mines, Industries and Technological Development
MINPMEESA	Ministry of Small and Medium Size Enterprises and Handicraft
MINPOSTEL	Ministry of Posts and Telecommunications
MINPROFF	Ministry of Women Empowerment and the Promotion of the Family
MINRESI	Ministry of Scientific Research and Innovations
MINSANTE	Ministry of Public Health
MINSEP	Ministry of Sports and Physical Education
MINTOUR	Ministry of Tourism
MINTP	Ministry of Publics works
MINTRANS	Ministry of Transport
MINTSS	Ministry of Labour and social Security
TNP	Takamanda National Park

CNPS	National Social Insurance Fund
NTFP	Non Timber Forest Products
PSMNR	Programme for the Sustainable Management of Natural Resources
PNDP	National Community-driven Development Programme
SC	Steering Committee
SDDMINADER	Sub Divisional Delegate for Agriculture and Rural Development
SDDMINEPIA	Sub Divisional Delegate for Fisheries and Livestock
SDO	Senior Divisional Officer
SSI	Semi-Structured Interviews
SWR	South West Region
VDC	Village Development Committee
WCS	Wildlife Conservation Society

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## EXECUTIVE SUMMARY

The Akwaya Council was created in 1966. Akwaya Council area covers 488Km<sup>2</sup>. Following the decentralisation process operational powers are divulged to local councils. In this vein a Development Plan for Akwaya Council has been elaborated beginning August 2011 to February 2012, through the facilitation of Food and Rural Development Foundation (FORUDEF) Buea and the technical support of the National Community-driven Development Programme (PNDP). The Development Plan covers a landscape of sectoral concerns including: process covered a wide range of development concerns of the municipality among which are; Environment and Nature Protection, Health, Water schemes, Electricity, Livestock, Road networks, Fisheries, Women Empowerment and the family and Culture.

Akwaya council area has 99 gazetted villages. There are five court areas viz: Assumbo, Takamnada, Mbulo, Boki and Mesaga-Ekol court areas. The Council and Sub-Divisional head quarters are located about eighty five (85) miles from Mamfe. It is a border area with Nigeria. So far, access to Akwaya is by foot from Mamfe, or by vehicle through Nigeria. The road is impassable in the rainy season. Akwaya Council area is bounded to the North-West by, Momo and Menchum Divisions to the East by the Eyumojock Sub-Division and to the South by Mamfe Central Sub-Division and West by Upper Bayang Sub-Division. In preparing the Akwaya Council Development Plan the process was characterised by the following activities and stages: Council Institutional Diagnosis (CID), Urban Space Diagnosis (USD), Village-by-village Diagnosis, Strategic Planning, Resource Mobilisation and Programming. At each stage data gathered from the field was replayed to the population.

### The vision of Akwaya Council is:

The Akwaya Council becomes AN EMERGING, all inclusive united force in its diversity, forging in participatory stride for sustainable economic, social and cultural development, contributing to the emergence of Cameroon's economy by 2035.

### The goal of the Akwaya Council is:

To sustainably improve on the livelihood of Akwaya population by providing adequate quality basic services in Health, Water and Energy, Education, Tourism, Environmental and Socio-economic Infrastructures so as to reduce poverty and enhance opportunities for growth and employment by 2035.

In view of the enhanced decentralisation of 2010, six strategic objectives were sketched out as follows:

- Access to educational facilities within Akwaya increased;
- Access to quality health care services improved;
- Access to electricity supply increased;
- Tourists' attractions and infrastructures developed
- Income level and participation in development of women increased;
- Roads and other basic infrastructures developed;

Each of these strategic objectives was analysed and key activities developed. Taking into consideration the potential funding sources, the overall cost would be about Twelve billion four hundred and thirty two million nine hundred and forty four thousand three hundred and eighty two francs CFA (**12,432,944,382 FCFA**).





## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Context and Justification

Within the context of decentralisation in Cameroon of 22nd July 2004, powers have been devolved to local councils making them the lead agents promoting local development in their respective council areas in the domains of Water and Energy Education, Culture, Health, Sports, Social and Local Economic Development. Meanwhile the Cameroon Government adopted Vision 2035 as its strategic development tool which emphasises on growth and employment as the key strategies to making Cameroon an emergent nation by 2035.

In regard to the development and improvement of living standards of council areas, the Cameroon Government through MINEPAT charged the National Community-driven Development Programme (PNDP) to facilitate local councils in their process of development. The goal of PNDP is to support local councils in Cameroon in the process of decentralization and help them draw up Council Development Plans as well as improve living conditions of the people within the council by funding their development plans.

The process draws inspiration from the 18th January 1996 Constitution, which states *inter alia* in its Article 55 that: "The duty of councils, regional and local authorities shall be to promote the economic, social, health, educational, sports and cultural development of a given municipality".

Through PNDP, the government has selected nineteen councils in the South-West Region for the second phase of the elaboration of Council Development Plans (CDP) amongst which is the Akwaya Council. Within this context of participatory development and the elaboration of the CDP, Food and Rural Development Foundation (FORUDEF) Buea was recruited to accompany the Akwaya Council in its development planning process.

#### 1.2 Objectives of CDP Process

##### The global objective

The overall objective of the CDP is to guide the Council ensure the Development of its area, whereby the Council takes into consideration the felt-needs of the communities given its scarce resources.

##### 1.2.2 Specifically the objectives are to;

- Enable the Council to develop partnerships that will help her perform her role as a Development Agent of the area.
- Promote good governance in participation and the selection of investment and development actions;
- Facilitate the development of campaign plans of the council executive;
- Improve coherence between the actions of the Council in view of strategic and sectoral policies of the State;
- Facilitate the achievement of the local budget;
- Promote solidarity and synergy of actions between different actors in the Council area;
- Reduce and prevent conflicts in resource use and development actions;
- Improve on the quality of staff

### **1.3 Structure of the document**

The structure of the document constitutes the following sections:

- Executive Summary of the CDP
- Introduction
- Methodology
- Summary presentation of the Council
- Summary of Key findings from the participatory diagnosis
- Strategic Plan
- Programming
- Monitoring and Evaluation Mechanism
- Communication plan
- Conclusion

## **CHAPTER TWO**

### **2.0 METHODOLOGY**

#### **2.1 Preparation of the entire process**

The preparations for the Akwaya Council Development Planning (CDP) process began with the signing of a contract. Food and Rural Development Foundation (FORUDEF) Executive Director then held meetings with the Mayor and Council Executives that led to the adoption of the plan of action for the process. Communities were informed about the process and a steering committee was put in place during the launching workshop. This committee was in charge of monitoring the work of the LSO.

Following the launching was the kick-off of the diagnosis exercise. During the process of the diagnosis, all the government services and relevant institutions in Akwaya and some Divisional and Regional delegations were visited to collect secondary data. Using Semi structured interview guides and the socio- economic and environmental form provided by PNDP, the data collectors held discussions with some key staff and obtained data on relevant areas of the different services.

#### **2.2 Collection and treatment of data**

Different tools were used during the collection of data for the council as institution. During this process, interviews, review of council documents, meetings with sectional staff and observation were used especially to establish the functioning situation of the Council as an Institution. A SWOT analysis was conducted to assess the situation of four council axes viz. human resources, financial resources, council assets and management of relations. The administrative and management accounts for 2008, 2009, 2010 and 2011 were carefully examined to assess revenue and investment expenditure and execution rate of the budget in the different years. In the plenary the participants validated identified areas to re-enforce the council.

The process of USD involved data collection in four areas - Akwaya, Akwa, Kajifu and Ballin. one hundred and two (102) villages in the council area. This took place from the 8th August 2011 to 15<sup>th</sup> February 2012. Data collectors held meetings with socio-professional groups such as bee keepers, farmers, motor bike riders, traders, and vulnerable persons, with the assistance of the local facilitators. They used questionnaires – socioeconomic and environmental surveys (SSI), meetings, transect walk. In the course of this exercise, community members drew participatory maps of the different geographical settings, respecting the gender-sensitive (men, women, and youths) approach. Furthermore, the team collected way points on infrastructures and important geographical features like streams, rivers and water catchments. The problems identified were analysed and the solutions proposed using the problem/objective trees analysis.

The village-by-village diagnosis involved data collection in the 102 villages. This was done through the organisation of working sessions with the chiefs and the traditional councils of the concerned villages. During this exercise the data collectors used different tools beginning with a meeting with the traditional councils, and then the entire village assembly. During this time they gave information about the programme and PNDP and conducted the historical profile of the village - depicting historical events that influenced the communities' life in different domains of development.

Identified problems were listed, village maps drawn using the gender and sector-wide approach. The transect walk complemented the features on the map of the village. The problems were prioritised. This resulted in solution and planning tables drawn to identify the endogenous resources and solutions. The table of priority projects per sector was established and a Venn diagram used to select and put in place a village development committee.

### **2.3 Data Consolidation and Mapping**

A reference situation of the diagnosis was established through the preparation of the synthesis table of all the village data per sector. The excel sheets for the different sectors were filled. The consolidated reformulated problems as well as transversal solutions were identified and enlisted on the problems-causes-effects-needs table per sector. The natural resources matrix and map per sector of the council area was drawn. These natural resources matrix give a picture of these resources in the council area.

Furthermore, the GPS was used to collect points of infrastructures, environmental concerns and other geographical features of all the villages. The GPS data was analysed using the GIS software (Arc GIS 9.3 and Map info) for the production of geo-referenced maps per sector in the municipality.

### **2.4 Strategic Planning, Resource Mobilisation and Programming Workshop**

The global objective of the workshop was to carry out the strategic planning and elaborate the Annual Investment Plan (AIP) of the Akwaya Council. The tools used included: Resource Mobilisation Table Annual Investment Plan table and Planning table for selected projects. During the strategic planning, resource mobilisation and programming workshop, the following activities and methodology were used;

- Restitution of the diagnosis (Consolidated) report by sector and by village: the participants at the workshop reviewed some of the information presented and necessary corrections to the consolidated report made.
- Presentation of the Logical Framework as had been viewed by the different technical services.
- Programming of investments for the first year (AIP) ;
- Evaluation mechanism of the environmental strategy and of the AIP
- Preparation of a contract tender and execution plan for the first year.

### **2.5 Putting in place of a participatory monitoring and evaluation mechanism**

Participants of the CDP workshop were called to suggest ways of ensuring that projects carried out were properly monitored. This request was preceded by an explanation and reiteration by the facilitator of the need for participatory norms to be respected in project monitoring and evaluation. He gave a brief on the terminology and principles of M&E. A follow-up committee for the implementation of the Council Development Plan was put in place to replace the steering committee whose duties ended. It was agreed that a common format for M&E should be designed to ease assessments of projects during site visits and discussions.



## **3.2 Description of the biophysical environment**

### **3.2.1 Geo-physical**

Akwaya Council has two major geographical features – dense forest in the South and savannah in the North. The South consists of the high value conservation forest – the Takamanda National Park as well as the Mone Forest Reserve. The TNP has endemic wildlife like elephants, buffalos, and gorilla. It is a biodiversity hotspot in Africa. On the South-East there is the Kagwene Gorilla Sanctuary bordering with Momo Division in the North-West Region.

The northern part is grassland. It is famous for cattle grazing; the north-west holds the Kalumo and Kajinga grazing land bordering with the Obudu cattle ranch in Nigeria. Further north-east there is also a grazing land at Amassi and Batabi areas. The people of the north carry out peasant farming and the Mbororos are the herdsmen

### **3.2.2 Soils**

The dominant soil type in this municipality is the brown sandy soil with patches of dark soils. These soil types coupled with the level terrain is generally very good for agriculture.

### **3.2.3 Relief**

The topography is varied. From the South there is a gentle upward climb with steep hills bridging the South and North. The Northern and North-Western areas of Akwaya have mountainous terrain – steep hills and slopes characterize the topography with altitude ranging from between 1000 to 1700m. A few areas have plains, like the Kalumo, Olulo and Akwaya central area. Hill slopes are steep to very steep, narrow boulder strewn crests and deeply incised valleys and escarpments. The geomorphic bedrock in most of the terraces is largely Precambrian basement complex of metamorphic and igneous rocks, giving rise to the poor infertile soil surface covering in some parts of the north of Akwaya.

### **3.2.4 Climate**

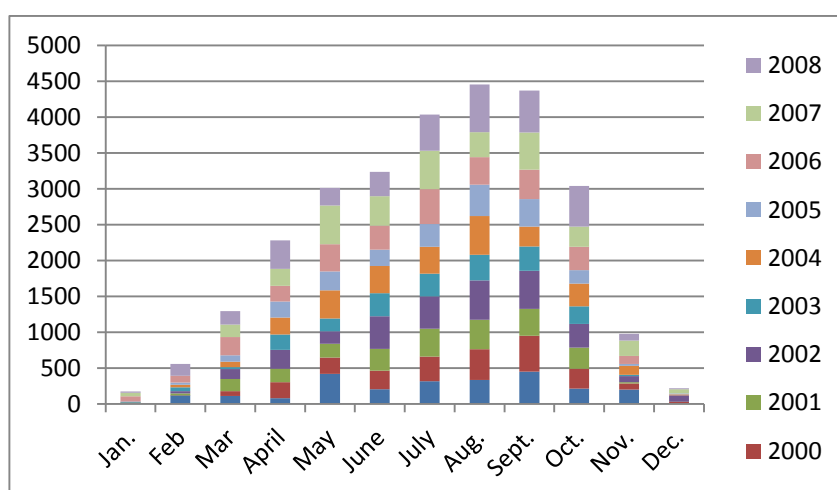
The rainfall is heavy and begins in April sparingly and intermittently, with heavy downpours in July and August. During this period, the weather is cool, rivers are flooded and travelling is very difficult and impossible in some areas. Rainfall is up to 4500mm per year in this region. The mean annual temperature in this area is 27°C<sup>1</sup>. The dry season stretches out from late November to early June. This pattern may however not be respected owing to the phenomenon of climate change. Usually all the rivers flood during the months of July, August, September and October. The temperature for most of the time is humid. There is harmattan in the months of December – February, more severe in the northern part than in the south. During this period there is much wind

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<sup>1</sup> Takamanda: the Biodiversity of an African Rainforest – James Comiskey, Terry Sunderland Jacqueline L. Sunderland-Grovs

Year	Jan.	Feb	Mar	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
1999	12,8	120,9	110,9	79,9	421,5	204,4	316,6	332,6	449,7	213,4	201,7	5,6
2000	1,4	1,1	69	224,2	227,5	260,4	346,2	432,3	499,5	279,3	84,9	25,1
2001	3,4	23	169,8	186,9	192,1	304,3	384,6	407	374,7	291,5	18,4	1,1
2002	0	35,2	137	264,5	172,6	455	454,6	550,8	533	331,9	85	90,3
2003	8,8	50,2	26,9	212,2	176,8	321,5	314,9	356,4	338,8	246,5	17	0
2004	1,4	36,9	74,2	238,1	395,5	377,4	373	541,7	279,5	315,5	126,3	11,2
2005	5,9	33,1	89,7	223,6	261,9	230	321,4	437,9	381,3	186,4	25	12,2
2006	71,4	90,2	256,6	220,2	379,4	334,7	482,6	383,7	413,5	326	110,8	0
2007	48,9	0	171,7	232,7	542,1	408,1	537,1	346,5	516,9	282,7	214,5	60,8
2008	20,6	165,9	189,4	399,6	245,5	341,6	504,5	668	583,9	567,6	94,2	10,1

Monthly Precipitation and Temperatures. Source: Meteorological Centre Mamfe



### 3.2.5 Hydrology

The entire Akwaya Council area is blessed with many rivers, streams, and springs. Some of the main rivers include: Cross river, Ebinsi River, Tachene River, Mamfi River, Eveh River, Mone River, Tafu river, Makumonou River, just to mention a few. Most of the rivers empty themselves into the cross river down to Nigeria and then into the sea. Akwaya shares the cross river with Eyumojock and Mamfe Central Sub-Divisions. The inhabitants use the streams and springs for drinking. The rivers are used for fishing and trade channels into Nigeria in parts of the north – mesaga-ekol and Boki court area in the south.

## 3.3 History and People of the council

### 3.3.1 Ethnic Groups and inter-ethnic relations

Akwaya Council area has many ethnic groups - Anyang, Boki, Becheve, Banta, Oliti, Tiv, Balo, Iploh; Icheve; Evand; Temah; Ekwot, Avande, Ugar, Benage and Beba. There are ethnic groups from other parts of Cameroon, mostly from the North West Region. These groups carry out farming and trading on farm produce and honey, while others are there as civil servants. There is peaceful co-existence.

### 3.3.2 Size and structure of the population

Table 1: Population Distribution by village and gender in Akwaya Council Area

Village	Population				
	Men	Women	The young (less than 16 years)	Children (less than 5 years)	Total
Amassi	450	525	625	575	<b>2,175</b>
Alunti	167	32	119	55	<b>373</b>
Batabi	123	65	126	100	<b>414</b>
AYI	291	200	160	69	<b>720</b>
Alumfa	292	150	244	50	<b>736</b>
Bantakpa	197	140	174	39	<b>550</b>
Bandu	133	97	141	115	<b>486</b>
Okuru	56	76	46	31	<b>209</b>
Kekukesim 1	270	244	158	130	<b>802</b>
Takamanda	250	300	300	150	<b>1000</b>
Tinta	432	422	794	200	<b>1848</b>
Assam	120	115	120	95	<b>450</b>
Nyang	334	324	394	250	<b>1302</b>
Kekukesim 2	72	87	186	165	<b>510</b>
Kekpani	110	130	100	80	<b>420</b>
Boka	74	80	120	60	<b>334</b>
Takpe	75	70	110	45	<b>300</b>
Kesham	947	1247	946	360	<b>3500</b>
Amaiyo	138	135	165	106	<b>544</b>
Bache	325	375	310	190	<b>1200</b>
Bodam	138	238	118	300	<b>794</b>



Eshobi Bajoh	109	100	70	35	314
BALLIN	930	900	1300	750	3880
Keluo	96	108	119	79	402
Kakpenyi	133	141	90	100	464
Bakinjaw	1150	1222	1500	800	4672
Tava	195	200	160	95	650
Kajifu 1	291	436	582	146	1455
Meyerim	350	365	350	135	1200
Ntamili	222	168	290	110	790
Okpambe	103	124	125	98	450
Manko 1,2,3	620	630	1040	390	2680
Awuri	61	67	72	55	255
Obonyi 1	97	82	101	73	353
Obonyi 2	304	333	400	428	1465
Obonyi 3	358	373	379	378	1488
Badjie	110	84	102	104	400
Ameh	359	375	401	279	1414
Dadi	119	156	227	256	758
Nga	539	535	608	284	1966
Mbu	455	465	650	324	1894
Aweh	73	77	90	66	306
Ashunda	123	131	158	150	562
Tindue	125	105	80	110	420
Banchou	299	305	299	280	1183
Kajinga	1000	800	592	304	2696
Enjawbaw	803	930	943	546	3222
Assaka	524	766	576	650	2516
Abonandu	370	360	480	350	1560
Atolo	350	370	450	334	1504
Tassomo	180	220	101	120	621
Nchumba	105	115	50	78	348
Mbulu	330	350	345	310	1335
Olulo	284	411	149	173	1017
Kunku	145	151	185	170	651
Meleyor	226	235	225	148	834
Bakem	170	130	179	120	599
Mukonyong	550	600	750	400	2300
Bandolo	109	112	132	105	458
Mfakwe	280	258	340	295	1173
Ote	430	328	382	313	1453
Bachama	450	474	400	320	1644
Makwe	422	415	365	322	1524

Ketoya	470	394	400	350	1614
Kunsu	60	66	72	40	238
Kenchi	73	67	125	121	386
Yive	736	947	962	822	3467
Takwo	78	75	85	87	325
Barombochi 1	73	76	90	97	336
Barombochi 2	115	135	73	71	394
Chikwa	93	110	144	100	447
Ngali	540	505	765	530	2340
Bande	336	340	450	310	1436
Tambu	322	328	319	325	1294
Anomojinge	230	250	410	130	1020
Kalumu	520	510	440	380	1850
Kateli	1000	1018	1032	450	3500
Basune	40	38	73	59	210
Bangu	20	24	80	36	160
Banje	140	80	90	40	350
Ntakwo	105	115	150	70	440
Baka	84	82	122	60	348
AKWAYA town	1152	1063	1351	648	4214
KAJIFU 2	577	573	476	436	2062
Amanavil	171	198	227	162	758
Beteme	129	119	163	98	509
AKWA	682	574	615	373	2244
Bagundu	762	1017	1273	506	3558
Okerika	233	350	466	117	1166
Otongo	92	138	184	46	460
Motom	364	545	727	182	1818
Mbilishi	431	441	468	316	1656
Ebinsi	42	50	78	27	197
Ossato	118	178	237	59	592
Bombe	470	505	490	245	1710
Batanga	222	334	445	112	1113
Matene	475	552	853	300	2180
Mavas	486	604	722	368	2180
<b>TOTAL</b>	<b>30,384</b>	<b>31,960</b>	<b>35,950</b>	<b>21,821</b>	<b>120,115</b>

Source: FORUDEF Field Survey 2011/District Health Service Akwaya 2005

### **3.3.3 Religion**

Christianity, Islam and Animism (African Traditional Religion) are the religions practised in Akwaya Council area. There are different denominations including the following: Catholic, Presbyterian, Apostolic, Baptist, Gateway Baptist, Church of Christ, Operation Akwaya Mission (Community Library) and Full Gospel.

### **3.3.4 Mobility of the population**

Akwaya municipality is endowed with natural resources, especially forest resources in the south, and opportunities for the average village person. There is the fertile soil in most parts of the council area that make it possible for everyone to engage in farming. Much of the farming in the area is subsistent. Because of the difficult access into the area, most young people go out in search for jobs in cities and hardly return while the older population continue in peasant farming. Nigerians move back and forth in search for farm produce like rice, groundnuts, cocoa, bush mango and honey.

### **3.3.5 Main actors of economic activities**

Akwaya is one of the areas in Cameroon void of development organisations but for a few like PSMNR-SWR, FORUDEF, RUMPI, WCS, TRC and churches. There are common initiative groups and other community based organisations that work together for the development of the municipality. The local development actors in Akwaya council area include the following:

- RUMPI: Has constructed a standard market (not operational yet) and two village banks.
- FEICOM: Has sponsored the construction of classrooms and the council chambers (work in progress)
- FORUDEF: Has organised the communities into CIGs, Cooperative and trained farmers on sustainable farming techniques; carried conservation activities – bee keeping, agro forestry and also activities on HIV-AIDS (VCT, Care of orphans and vulnerable children) organising village forest management committees, provide garri processing unit, etc.
- MINFOF/PSMNR-SWR: This programme has constructed some kilometres of road, provided capacity building and facilitated village development plans through their implementation partners DED. Through WCS, they are involved in the management of the TNP. WCS also manages the Kagwene Gorilla sanctuary.
- TRC: This is a logging company that has assisted in grading the Mamfe-Kesham road in recent years.

## **3.4 Basic Socio-economic infrastructure**

The main socio-economic infrastructures include: secondary grammar and technical colleges, health centres, and river port. There are also some small scale businesses (provision stores) dotted in Akwaya Town and some of the villages. There is the lone standard market constructed with funds from RUMPI, but the market is still unused. Akwaya has the potentials of agricultural activities as well as mining. The many rivers could be a source of high fishing activity, and a source for developing fishing ponds in the area. There is the Takmon Cooperative Society.

The WCS, and TRC (now Boistex) are carrying out wildlife conservation and timber exploitation respectively. PSMNR are developing some roads to link some villages around the TNP area and supporting the villagers with some income generating activities.

### 3.5 Main Potentials and Resources of the Municipality

Akwaya surely has natural resources that if properly exploited would be a booster in the livelihood of the population of the area.

**Table 2:** Assets, potentials and constraints of Akwaya Council area

Sector	Assets/ Potentials	Village	Constraints
Water	Springs, Rivers, Streams	All the villages	Very limited pipe-borne water facility
Energy	Hydro power source	Akwaya	
Mines, Industry and Technology	Sand	All the villages	- Inadequate exploitation - No investment in the sector
Fisheries	Fish species	All the villages	- Chemical fishing, - Improper net size
Livestock	Animal species	All the villages	- Inadequate financial and technical assistance - No cattle dips - No cattle market
Post and Tele-communication	Telecenter (uncompleted)	Akwaya	-None functional telecenter -No network coverage
Commerce	Food crops, crafts, Market structures,	All the villages	- Absence of market structure in 95% of the council area
Small and Medium size enterprises	Craft work, petit traders	All the villages	- Inadequate marketing - Poor identification of skills
Tourism	Takamanda National park	All villages of the south	- Illegal logging - Inadequate knowledge of forestry laws
	Kagwene Sanctuary	All villages of the south-east	- Difficult accessibility to the sites - Inadequate exploitation of the site
	Kajinga/Olulo plains	Kajinga, Olulo, Kateli Aguasho	Difficult access
	Caves of Ote	Ote village	Difficult access
Forestry and Wildlife	Forest, NTFPs, Protected wildlife - Chimpanzee, Monkey, Drill, Elephants, Buffalos, bush pig, pangolins, and other resources	All Southern villages	- Illegal exploitation of timber species - Unsustainable exploitation of forest resources(NTFPs)
Agriculture	Rice, groundnut production	All the villages of the north	- Poor farming techniques - No processing facility - Poor market access
	Cocoa, Oil palm, NTFPs	All villages of the south	- Poor farming techniques - No processing facility - Poor market access

## CHAPTER FOUR

### 4.0 SUMMARY OF KEY FINDINGS FROM THE PARTICIPATORY DIAGNOSTIC

#### 4.1 Summary of Council Institution Diagnosis - Strengths and Weaknesses of Council Institution

##### 4.1.1 Human Resources

<b>STRENGTH</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Staff:	There is insufficient office space for the council staff	PAN African Institute Buea, Survey School, and CEFAM available for staff training.	Staff resignations due to difficult access to the area
Regular monthly salary	No staff training policy	Unemployed youths could be used for temporal jobs	Difficult access for people to seek employment in Akwaya
Staff have good working relation with the Executive	Low salary for council staffs	Available NGO for capacity building of council staff	Better paid jobs in the towns and cities
There is redeployment of staff	Very low staff qualification		
There is high number of permanent staff	No incentive scheme for workers on overtime		
The council has staff delegates	Absence of sensitisation on labour code		
	No Secretary, and PRO		

#### 4.1.2 Financial Resources

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
FEICOM approved construction of new council office structure	There is misappropriation of revenue	Takamanda National Park provides a facility for eco-tourism	Cut down in State budget
PNDP Funds	Poor tax collection	Creation of markets for NTFPs to harness council revenue	End of PNDP Project
Decadal control system revenue collection	Inadequate accountability and transparency system	Timber exploitation company provides royalties for development expenditure of the council	Embezzlement
Timber royalties	Limited sources of revenue – no developed market structures	Enough land for sustainable and improved agriculture	Non-Payment of council taxes by inhabitants (tax evasion)
		PNDP grants for development projects	Supervisory authority non-approval of budget
		Nearness to Nigeria could easily create twinning with Obudu local government institutions	FEICOM refusal to fund council projects
		European Union for development projects	

#### 4.1.3 Council Assets

<b>Strength</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threat</b>
Available Land	No land certificate for council landed property	Sand banks could be exploited	Prolonged absence of motorable road
1 Toyota Hilux 4x4 pick-up	No asset record	Enough land for construction	Burglary
Office space	Insufficient means of transportation	FEICOM for equipment – new vehicle, buildings, etc.	Fire outbreak
50 plastic chairs, 2 sets of semi-upholstery chairs, 2 executive tables and 2 chairs, 5 office	Very Old council building	MIVA Netherlands for vehicle donations and communication equipment	

tables and chairs			
1 Generator	No laid down procedures for use of council properties		
1 computer, printer, guillotine	No market in 3 court areas		
1 voltage regulator	No Council Stores Accountant		
	No waste management system		

#### 4.1.4 Management of Council Relations

<b>Strength</b>	<b>Weaknesses</b>	<b>.Opportunities</b>	<b>Threats</b>
The council has cordial relationship with other stakeholders and Supervisory authorities	No regular coordination meetings	Good relationship with supervisory Authority eases budgetary execution in time.	Closure of Nigerian borders
		Willing youthful community for business development	Other technical services become nonchalant to council activities
		The presence of development organisations and programmes like: PSMNR-SWR (DED, WCS), FORUDEF, Timber company, and churches could act as resources for development information and sponsorship of projects.	Political instability

## 4.2 Main problems and needs identified by sectors

### 1. Secondary Education

CORE PROBLEMS	CAUSES	EFFECTS	NEEDS
Limited access to quality secondary Education	<ul style="list-style-type: none"> <li>- Long Distance to the nearest secondary school</li> <li>-Government policy</li> <li>-Insufficient trained teachers</li> <li>-Insufficient didactic materials</li> </ul>	<ul style="list-style-type: none"> <li>-High drop-out rate,</li> <li>-Early Marriages,</li> <li>-High delinquency rate,</li> <li>-High rate of illiteracy</li> </ul>	<ul style="list-style-type: none"> <li>- Create more secondary schools</li> <li>-Recruit trained teachers for existing secondary schools</li> <li>-Improve on existing infrastructure</li> <li>-Provide sufficient didactic materials</li> </ul>

### 2. Tourism

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Undeveloped touristic potentials	<ul style="list-style-type: none"> <li>-Poor road network</li> <li>- Limited information</li> </ul>	<ul style="list-style-type: none"> <li>-Unexploited source of income for the council and communities</li> <li>-Underdeveloped tourism sector</li> <li>-Unemployment</li> <li>-Retardation in economic growth</li> </ul>	<ul style="list-style-type: none"> <li>-Improve road network</li> <li>-Information and sensitization</li> <li>-Support in identifying and developing touristic potentials</li> <li>-Promote eco-tourism</li> </ul>

### 3. Youth Affairs

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Youth Unemployment	<ul style="list-style-type: none"> <li>-Limited youth program</li> <li>-Difficult access to training centres</li> <li>-Youth dependency</li> <li>-High rate of school drop out</li> </ul>	<ul style="list-style-type: none"> <li>-Adolescent delinquency</li> <li>- Social tension</li> <li>-Migration to Nigeria</li> </ul>	<ul style="list-style-type: none"> <li>-Social Centre</li> <li>-Vocational training centres</li> </ul>

### 4. Culture

REFORMULATED PROBLEMS	CAUSES	EFFECTS	NEEDS
-Limited access to venue for cultural manifestation	<ul style="list-style-type: none"> <li>-Poor community organization</li> <li>-insufficient funds by the villagers to build a venue for cultural manifestations</li> </ul>	<ul style="list-style-type: none"> <li>-Cultural manifestation is open air</li> <li>-Adulteration of culture</li> </ul>	Structure for cultural manifestation



## 5. Agriculture

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
<ul style="list-style-type: none"> <li>-Limited access to modern agricultural techniques</li> <li>-High post harvest loss</li> </ul>	<ul style="list-style-type: none"> <li>-Poor accessibility</li> <li>-Animal Pest and diseases</li> <li>-Lack of improved seeds and seedlings</li> <li>-Lack of modern equipment</li> <li>-Inadequate farm inputs</li> <li>-Distant Markets (Nigeria)</li> <li>-Poor processing techniques</li> <li>-Absence of Agric credit facilities</li> <li>-No subsidies to farmers</li> <li>-Absence of Agricultural extension agent and farm education</li> </ul>	<ul style="list-style-type: none"> <li>-Low Yields</li> <li>-Crop failure</li> <li>-Low income of farm families</li> <li>-Malnutrition</li> <li>-Small farm sizes</li> <li>-Poor Farm management</li> <li>-Low prices of farm products</li> <li>-Blight</li> <li>-Low standard of living</li> <li>-High level ignorance</li> <li>-Low Agricultural production and productivity and conservativeness</li> </ul>	<ul style="list-style-type: none"> <li>-Accessibility</li> <li>- Agricultural extension agent</li> <li>- farm education and training</li> <li>- subsidies and grants to farmers – Chemicals, improve seeds, Equipments protective wears</li> <li>- Agric credit facilities</li> <li>-Cocoa drying ovens</li> <li>-Cassava processing units</li> <li>-Oil mills</li> <li>-Kennel Sheller and press</li> </ul>

## 6. Livestock and Animal Husbandry

REFORMULATED PROBLEMS	CAUSES	EFFECTS	NEEDS
<ul style="list-style-type: none"> <li>-Limited animal breeding</li> <li>-Inadequate skills in animal breeding</li> </ul>	<ul style="list-style-type: none"> <li>-Poor accessibility</li> <li>-Animal diseases</li> <li>-Absence of veterinary agents</li> <li>-Lack of interest in the sector</li> <li>-Unavailability of composed feed</li> <li>-Poorly organized livestock Markets</li> <li>- Low prices</li> <li>- High level ignorance and conservativeness</li> </ul>	<ul style="list-style-type: none"> <li>-Low production</li> <li>-High animal mortality</li> <li>-Low income of families</li> <li>-Inadequate protein sources</li> <li>-Poor breeding techniques</li> <li>- Unemployment</li> </ul>	<ul style="list-style-type: none"> <li>- Veterinary agent</li> <li>- Animal breeding education and training</li> <li>- Subsidies and grants to farmers</li> <li>- Vaccines and medicines, improve breeds, Equipments,</li> <li>- Credit facilities</li> </ul>

## 7. Public Health

CORE PROBLEMS	CAUSES	EFFECTS	NEEDS
Limited access to quality health care	<ul style="list-style-type: none"> <li>-Poor roads to nearest health centres</li> <li>-No doctor at near-by health centres</li> <li>-Absence of diagnostic equipments at H/C</li> <li>-Absence of control over quack medical practitioners</li> </ul>	<ul style="list-style-type: none"> <li>-Trek long distances to Mamfe or Nigeria for health care</li> <li>-High infant mortality</li> <li>-Many deaths from curable illnesses</li> <li>-Slowed down economic activities</li> </ul>	<ul style="list-style-type: none"> <li>-Build up well equipped hospitals and make possible doctors</li> <li>-construct roads and bridges</li> </ul>

## 8. Territorial Administration and Decentralisation

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Underutilised administrative services	<ul style="list-style-type: none"> <li>-Difficult access to administrative head quarters</li> </ul>	<ul style="list-style-type: none"> <li>-Slow processing of documents</li> <li>-Inertia to use the administrative services</li> <li>Administrators absence in the localities</li> </ul>	<ul style="list-style-type: none"> <li>-Move administration nearer the people -</li> <li>Create more sub-divisions in Akwaya</li> </ul>

## 9. Post and Telecommunication

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Difficult access to information and communication	<ul style="list-style-type: none"> <li>-Poor accessibility to the areas</li> <li>- Absence of electricity</li> <li>-No post office</li> <li>- No MTN &amp; Orange signals</li> <li>-No internet services</li> </ul>	<ul style="list-style-type: none"> <li>-Poor circulation of information</li> <li>-High cost of transmitting information</li> <li>-lose of opportunities</li> <li>-Hampers economic activities</li> <li>Long distance to spot usually weak foreign telephone signals</li> </ul>	<ul style="list-style-type: none"> <li>-Post office</li> <li>-CAMTEL signals</li> <li>-Internet</li> </ul>

## 10. Higher Education

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
-Limited access to higher and professional education	-Poor accessibility -Long distances to towns with higher institutions -No school councillors -Expensive nature of higher education -Pessimistic attitude -Unemployment of graduates	-High number of unskilled persons -Unemployment -Retarded economic growth -Underdevelopment	-Accessibility -Information and sensitization -School councillors -Economic empowerment

## 11. State Property and Land Affairs

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Limited access to information on legal land acquisition	-Limited access to legal instruments -No sensitisation on the existing laws	Conflicts	-Legal instruments on land issues -Sensitisation

## 12. Public Works

CORE PREBLEM	CAUSES	EFFECTS	NEEDS
Difficult accessibility	-No Motorable roads, -Difficult topography, -Government policy	-Development is slow - Large scale farming is discouraged - Post harvest losses increased -Low prices of agricultural produce -Low farmers income -underutilization of natural resources -High rate of illiteracy.	-Roads -Bridges -Culverts

## 13. Communication

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Difficult access to information and communication	-Poor accessibility to the area -Absence of electricity - No CRTV radio and TV signals -Absence of news papers -No community radio	-Poor circulation of information -High cost of transmitting information -Lose of opportunities -Hampers economic activities	-Supply of electricity -CRTV Radio and TV signals -Community radio -News papers sales points

#### 14. Commerce

CORE PROBLEMS	CAUSES	EFFECTS	NEEDS
Limited commercial activities and market structures	<ul style="list-style-type: none"> <li>- Distant markets</li> <li>-Insufficient capital</li> <li>-Poor accessibility</li> </ul>	<ul style="list-style-type: none"> <li>-Low income</li> <li>-Slow down of economic growth</li> <li>-Low standards of living</li> <li>-Post-harvest loss of food crops</li> <li>-Long distance trekking to Nigeria to sell goods</li> <li>-High immigration cost to go and sell in Nigeria</li> </ul>	<ul style="list-style-type: none"> <li>-Construct markets and other commercial structures</li> <li>-Construction of farm to market roads</li> <li>- Micro finance institutions for business credits</li> </ul>

#### 15. Women Empowerment and the Family

CORE PROBLEMS	CAUSES	EFFECTS	NEEDS
<ul style="list-style-type: none"> <li>- Limited access to women empowerment and family services</li> </ul>	<ul style="list-style-type: none"> <li>-No empowerment centres for women</li> <li>-Many women are not informed</li> </ul>	<ul style="list-style-type: none"> <li>-Violation of women rights</li> <li>-Very few women are aware of their rights</li> <li>-Untrained girls</li> <li>-Poor family planning</li> <li>-High rate of teenage pregnancies</li> </ul>	<ul style="list-style-type: none"> <li>-Create a women empowerment centres</li> <li>-Scholarship for girls</li> <li>-Vocational training</li> </ul>

#### 16. Social Affairs

CORE PROBLEMS	CAUSES	EFFECTS	NEEDS
Limited access to social services	<ul style="list-style-type: none"> <li>-Absence of social centres</li> <li>- insufficient government subsidies to vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>-Young girls do not have opportunity for training</li> <li>-No data base for vulnerable persons</li> </ul>	<ul style="list-style-type: none"> <li>- Social centres for vulnerable and the handicapped</li> <li>-Trainings workshops on life skills</li> <li>-Support for the vulnerable be increased</li> <li>-Data bank for orphans and vulnerable person</li> </ul>

#### 17. Water and Energy

CORE PROBLEMS	CAUSES	EFFECTS	NEEDS
<b>Energy</b> Limited access to electrical power supply.	<ul style="list-style-type: none"> <li>-Few personal generators.</li> <li>- No AES SONEL</li> <li>-Difficult accessibility</li> <li>-Low income level</li> </ul>	<ul style="list-style-type: none"> <li>- Darkness</li> <li>-Low in economic activities</li> <li>- Stagnation of some social activities</li> </ul>	<ul style="list-style-type: none"> <li>-Installation of electrical power supply system in the area</li> </ul>
Non-supply of electrical energy	<ul style="list-style-type: none"> <li>-Broken-down generator</li> <li>-Inability of the villagers to contribute to maintenance cost</li> </ul>	<ul style="list-style-type: none"> <li>-Blackout</li> <li>-Low economic activities</li> <li>-Stagnation of some social activities</li> </ul>	<ul style="list-style-type: none"> <li>-Maintenance of generator</li> <li>-Installation of AES Sonel electrical power</li> </ul>

<b>Water</b>  Limited access to quality portable water supply	-Insufficient funds to construct portable water points -Non-functional WMC -Poor maintenance of existing water facility	- Frequent outbreak of water borne diseases -Long distance trekking to get water -Low standards of living due to low quality of water	-Install pipe borne water -Install and train a committee to manage the water catchment area - Educate the population on the importance of good and clean water management
Insufficient water supply	-Limited funds to install more water points -Poor management of water catchment areas -Deforestation -Irregular flow of water	-Overcrowding at the functioning water point -Long distance trekking to get water -Outbreak of water borne diseases	-Increase the number of functioning water points -Train a committee to manage the water catchment area - Educate the population on the importance of good and clean water management

## 18. Environment and Nature Protection

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Increased environmental degradation	-Insufficient sensitisation workshops on environment and nature protection -Bush fires -No tree planting exercises -Poor farming methods	-Environmental pollution & fish poisoning -Deforestation -Landslides -Environmental degradation -Soil erosion -Increasing soil infertility	-Organise sensitisation workshops on the importance of environmental & nature protection -Organise tree planting events -Train on environmentally-friendly methods
Poor waste Management	Insufficient trainings and sensitisation workshops on environment and nature protection -No waste management policy	-Littering of dirt in the area -Poor drainage systems -Insufficient latrines	-Waste management system -Public Latrines

## 19. Sports and Physical Education

CORRE PROBLEM	CAUSES	EFFECTS	NEEDS
Inadequate sports infrastructure and facilities	<ul style="list-style-type: none"> <li>-Difficult terrain</li> <li>-Poorly developed play grounds</li> <li>-Limited resources</li> <li>-Absence of sports and physical education service</li> </ul>	<ul style="list-style-type: none"> <li>-Lose of skills since there is no sport infrastructures</li> <li>-limited inter-school competitions and games</li> <li>-Limited children activities</li> <li>-Unexploited talents</li> </ul>	<ul style="list-style-type: none"> <li>- Playing ground for team sports and athletics</li> <li>-Sponsorship of local games especially football and hand ball</li> <li>-Sports equipment</li> </ul>

## 20. Urban Development and Housing

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Poor waste management	<ul style="list-style-type: none"> <li>- Haphazard dumping of refuse</li> <li>- Inadequate sensitisation on environmental health</li> <li>- Absence of waste management scheme</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental pollution</li> <li>- Prevalence of air borne diseases</li> <li>- Increase source of expenditure in health units</li> </ul>	<ul style="list-style-type: none"> <li>- Provide access to urban development facilities</li> <li>- Creation of a functional communication, and pipe borne water network</li> </ul>
Poor town planning	<ul style="list-style-type: none"> <li>- Absence of partnership protocol agreement between the council and MINDUH</li> <li>- Poor financial capacity of the population</li> </ul>	<ul style="list-style-type: none"> <li>- Inability to receive assistance from MINDUH</li> <li>- Haphazard construction of houses</li> </ul>	<ul style="list-style-type: none"> <li>- Put in place a town plan</li> <li>- Facilitate access to construction and building materials/equipment</li> </ul>

## 21. Mines, Industrial and Technological Development

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Difficult access to development within the mining sector	<ul style="list-style-type: none"> <li>- Government policy on balanced development</li> </ul>	<ul style="list-style-type: none"> <li>- High rate of poverty in the communities</li> </ul>	<ul style="list-style-type: none"> <li>- Make available to the council all feasibility studies and research carried out on the mining sector</li> </ul>
<b>Industrial</b> Poor rapport with communities	<ul style="list-style-type: none"> <li>- Inadequate participation of the council in the valorisation of</li> <li>- Inappropriate conduction of consultative talks with the communities</li> </ul>	<ul style="list-style-type: none"> <li>- Conflicts</li> <li>- Poverty</li> <li>- Illegal timber exploitation by community members</li> </ul>	<ul style="list-style-type: none"> <li>- Exploitation companies should fulfil payment of royalties to the council and communities concerned</li> <li>- Employ local labour</li> </ul>

## 22. Basic Education

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Limited access to quality basic education	<ul style="list-style-type: none"> <li>-Inadequate learning facilities</li> <li>-Inadequate trained staff,</li> <li>-Poor sanitary conditions,</li> <li>-Absence of a nursery school</li> <li>-Absence of scholarship</li> </ul>	<ul style="list-style-type: none"> <li>-High drop-out rate,</li> <li>-Early Marriage,</li> <li>-High crime rate,</li> <li>-Poor childhood development,</li> <li>-Low Academic performance of pupils and teachers.</li> </ul>	<ul style="list-style-type: none"> <li>-Create more schools</li> <li>- Class rooms</li> <li>- Nursery school</li> <li>-Trained teachers</li> <li>-Construct desks</li> <li>-School Counsellor</li> <li>-Toilets</li> <li>-Dining shades</li> <li>-Didactic materials, chairs and tables</li> <li>-Administrative blocks</li> <li>-Water points</li> <li>-Classrooms renovation</li> </ul>

## 23. Transport

REFORMULATED PROBLEMS	CAUSES	EFFECTS	NEEDS
Limited access to quality transport facilities	<ul style="list-style-type: none"> <li>-Difficult accessibility</li> <li>-No motor parks</li> <li>-Poor road network</li> </ul>	<ul style="list-style-type: none"> <li>-Unemployment</li> <li>-Retarded economic growth</li> <li>-Underdevelopment</li> <li>- Low standard of living</li> <li>- Road insecurity</li> </ul>	<ul style="list-style-type: none"> <li>-Motor parks</li> <li>- Improved road network</li> </ul>

## 24. Employment and Vocational Training

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Limited access to employment opportunities	<ul style="list-style-type: none"> <li>- Limited capital to establish self reliance skills</li> <li>- Insufficient capacity building on employment strategies</li> <li>- Limited vocational training for the unemployed</li> <li>- Poor qualification of job seekers</li> </ul>	<ul style="list-style-type: none"> <li>- Rural exodus</li> <li>- High crime wave</li> <li>- Prostitution</li> <li>- Juvenile delinquency</li> </ul>	<ul style="list-style-type: none"> <li>- Construct and equip vocational training centres in the 4 urban spaces</li> <li>- Create self reliance schemes</li> <li>- Provide technical services</li> </ul>

## 25. Small and Medium Size Enterprise, Social Economy and Handicraft

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
<b>Enterprises :</b> Inadequate development of economic activities	<ul style="list-style-type: none"> <li>- Absence of structures and facilities</li> <li>- High taxes</li> <li>- Limited opportunities for youths training in technical trades</li> <li>- Low capacity and skills of the population</li> <li>- Ignorance on procedures and formalities on creation of enterprises</li> </ul>	<ul style="list-style-type: none"> <li>- Proliferation of clandestine businesses</li> <li>- Weak economic power of the population and the council</li> <li>- Insufficient revenue collection and diversification strategies</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitisation on the services of small and medium size enterprises</li> <li>- Training workshop on entrepreneurial skills</li> </ul>
<b>Handicraft :</b> Poor development of Handicraft	<ul style="list-style-type: none"> <li>- Limited capital to develop skills</li> <li>-</li> </ul>	Increase unemployment	<ul style="list-style-type: none"> <li>-Funding for handicrafts</li> <li>-Training for commercial scale handicraft</li> <li>-Handicraft centre</li> </ul>

## 26. Forestry and Wildlife

Inadequate knowledge of natural resource conservation	<ul style="list-style-type: none"> <li>-No access to radio and TV programs on conservation</li> <li>-Inadequate presence of MINFOF's outreach programs in the area</li> </ul>	<ul style="list-style-type: none"> <li>-High rate of deforestation</li> <li>-Rampant bush fires</li> <li>-Unsustainable farming methods</li> <li>Unsustainable harvesting of NTFPs</li> <li>-Poaching and water poisoning</li> <li>-Depopulation of wildlife and fishes.</li> </ul>	<ul style="list-style-type: none"> <li>-More Sensitisation on Forestry legislation</li> <li>-Training on improved farming methods</li> <li>-Empower VFMC financially and technically</li> </ul>
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## 27. Labour and Social Security

CORE PROBLEM	CAUSES	EFFECTS	NEEDS
Limited access to labour and social security facilities	<ul style="list-style-type: none"> <li>- Insufficient number of stabilised organisations</li> <li>- Poor organisation and structuring of self reliance services</li> <li>- Non registration of workers with National Social Insurance Fund</li> <li>- Ignorance of the employees</li> <li>- Poor sensitisation from the sectoral personnel</li> </ul>	<ul style="list-style-type: none"> <li>- Underemployment</li> <li>- Ridiculous stipend relative to labour</li> <li>- Poverty and misery</li> <li>- Rural exodus</li> </ul>	<ul style="list-style-type: none"> <li>- Create and equip the sector with active personnel</li> <li>- Promote the rights of the employee</li> <li>- Registration of workers with National Social Insurance Fund (NSIF)</li> </ul>

## **CHAPTER FIVE**

### **5.0 STRATEGIC PLAN**

#### **5.1 Vision and objectives of the Communal Development Plan**

##### **VISION**

The Akwaya Council becomes AN EMERGING, all inclusive united force in its diversity, forging in participatory stride for sustainable economic, social and cultural development, contributing to the emergence of Cameroon's economy by 2035.

##### **GOAL OF THE AKWAYA COUNCIL**

To sustainably improve on the livelihood of Akwaya population by providing adequate quality basic services in Health, Water, Energy, Education, Tourism, Environmental and Socio-economic Infrastructures so as to reduce poverty and enhance opportunities for growth and employment by 2025.

## 5.2 Logical framework by sector in Akwaya Council Area

Sectoral Strategy of MINISTRY OF WOMEN EMPOWERMENT AND FAMILY		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Ensuring that all <b>MINPROFF</b> services are properly enjoyed by at least 50% of the communities	Presence of service	-Office space -Empowerment centres	Funds are available	Presence of sub delegation	Buildings
<b>Specific objective</b>	Marginalisation of women and the girl child reduced	At least 30% of women have equal rights to the men	-Administrative reports	If competent service is at sub divisional level	Presence of sub delegation	Office space
<b>Results (Strategic axes)</b>	1. Ensuring economic empowerment of 50% of the woman and girl child	Number of centres created, number of trained women and girls	Reports, observation	If decentralised credits are allocated and transferred	Amount put into service	Reports Observation,
	2. Ensuring promotion and protection of women's and girlchild rights	Number of female leaders	reports, observation testimonies	If facilities are put in place	Number of defaulters sanctioned	reports, observation

Activities					
	QTY	PLACE	ESTIMATED COST		
<b>R1 Ensuring economic empowerment of 50% of the woman and girl child</b>			Investment	Running Cost	Amount (FCFA)
1.1 Identify Women's groups in the Council area (create a database for their activities)	Data base	All the villages		200,000	200,000
1.2 Identify site and construct three women empowerment centers in the council area	3 centers	Akwaya, Ballin, Akwa, Kajifu	120,000,000	300,000	120,300,000
1.3 Organize training on life skills for women and the girl child for economic empowerment.	3 workshops	Akwaya, Bache, Akwa, Bantakpa		10,500,000	10,500,000
1.4 Establish a micro credit scheme for women		Nyang, Akwa, Ote, Kesham,	15,000,000	1,500,000	16,500,000
<b>R2: Ensuring promotion and protection of women's and girlchild rights</b>					
2.1 Organise training on women's rights	3 workshops			2,000,000	2,000,000
2.2 Conduct household discussions on the education of the girl child		All the villages		2,000,000	2,000,000
2.2 Organise sensitization campaigns on women in development		All the villages		1,500,000	1,500,000
2.3 Sensitise women on the availability of legal clinics for women's rights advocacy		All the villages		2,000,000	2,000,000
<b>TOTAL</b>			<b>135,000,000</b>	<b>20,000,000</b>	<b>155,000,000</b>

<b>Sectoral Strategy of MINISTRY OF Public Health:</b> Strengthening the health system and the population enjoying improved health and longer life expectancy in Akwaya sub-division		<b>Indicator by level of strategy &amp; source of verification</b>		<b>Assumptions</b>	<b>Indicators of Assumptions and source of verification</b>	
<b>Level</b>	<b>Formulation</b>	<b>Indicators</b>	<b>Source of verification</b>		<b>Indicators</b>	<b>Source of verification</b>
<b>Global Objective</b>	Ensuring that at least 50% of inhabitants have access to quality health care by 2015	At least 50% of the population have access to quality health care by 2015	Testimonies Reports	Provision is made for new and equipped health centres	Increase in number of consultations	Hospital records
<b>Specific objective</b>	Health care facilities improved by 2015	- No of health centres - Basic necessary equipment in health centres - Availability of trained health staff	- Health centres - Hospital equipment - Hospital record show increase in consultations	If health structures are built and equipped	Health centers	District health service
	1. Constructed ten health centres in Akwaya Sub-Division with maternity and laboratory	Number of health centres constructed	Health structures observation	If decentralised credits are allocated and effectively transferred	Accord signed with Public Health	Accord document

<b>Results</b>	2. Akwaya District Hospital adequately equipped	Number of lab equipment Number beds Number of trained personnel recruited by 2015	Hospital records  Laboratory records Personnel record	If decentralised credits are allocated and effectively transferred	Advert recruitment for	Notices
	3. Incidence of malaria controlled	Number of pregnant women and new borne using mosquito nets increased to 80% by 2015	Hospital records	<ul style="list-style-type: none"> <li>• If decentralised credits are allocated and effectively transferred</li> <li>• If each household effectively uses the mosquito net</li> </ul>	<ul style="list-style-type: none"> <li>• Accord document</li> <li>• Number of households using nets</li> <li>• Report</li> <li>• Visit to homes</li> </ul>	Accord document       Report of DHS Visits
	4. Prevalence of HIV-AIDS is reduced	At least 80% of population screened by 2015	District hospital			

Activities	QTY	PLACE	ESTIMATED COST		
			Investment Cost	Running Cost	AMOUNT (FCFA)
<b>R1:Constructed ten health centres in Akwaya Sub-Division with maternity and laboratory</b>					
1.1 Hold meetings with communities for the selection of sites	12 meetings	All the benefiting villages		600,000	600,000
1.2 Prepare tender documents		Akwaya Council Office		150,000	150,000
1.3 Publish tender document		Council, SDO's office			
1.4 Deliberate and select contractor		Akwaya		150,000	150,000
1.5 Construct health centers	12	Akwa, Meleyoh, Kajinga, Mavas, Olulo, Manko, Okerika, Amassi, Ote, Obonyi I, Nyang, Bache	360,000,000		360,000,000
<b>R2. Akwaya Health facilities adequately equipped</b>					
2.1 Identify and enlist equipment for facilities		All existing health centers		250,000	250,000
2.2 Prepare purchase order and pay for a equipment	See health expert	Akwa, Meleyoh, Kajinga, Mavas, Olulo, Manko, Okerika, Amassi, Ote, Obonyi I,	50,000,000		50,000,000

		Nyang, Bache			
2.3 Provide drugs in pharmacies	12	Akwa, Meleyoh, Kajinga, Mavas, Olulo, Manko, Okerika, Amassi, Ote, Obonyi I, Nyang, Bache		25,000,000	25,000,000
<b>R3. Incidence of malaria controlled</b>					
4.1 Organize sensitization on hygiene and sanitation campaigns for the prevention of malaria	100	All the villages		5,000,000	5,000,000
4.2 Conduct household census and supply treated mosquito nets to households		All the villages		2,000,000	2,000,000
4.3 Provision of malaria drugs for children and adults	85,000 inhabitants	All the villages		10,000,000	5,000,000
<b>R4. Prevalence of HIV-AIDS is reduced.</b>					
5.1 Organise sensitization and voluntary testing campaigns	6	Akwaya, Ballin, Manko, Ote, Akwa, Amassi		6,000,000	6,000,000
5.2 Construct facility for treatment in Akwaya	1		25,000,000		25,000,000
5.3. Provide anti-retroviral drugs		Akwaya, Akwa, Ballin, Amassi		25,000,000	25,000,000
5.5 Train staff on palliative care	1 workshop	Akwaya	3,000,000		3,000,000
<b>TOTAL</b>			<b>438,000,000</b>	<b>74,150,000</b>	<b>512,150,000</b>



Sectoral Strategy of MINISTRY OF BASIC EDUCATION Raising the provision and quality of training in Akwaya Sub-Division		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Access to, quality and equity between boys and girls of school age in Basic Education improved by 2015	-No of boys and girls in schools -Girls/Boys ratio increase by 5%	School enrolment record	If schools are established and equipped	If schools are established and equipped	Inspectorate of basic education
<b>Specific objective</b>	Access to quality education for boys and girls increased	By 2015 admission rate of boys and girls increase by 50%) (	School admissions register	If schools are established and equipped	If schools are established and equipped	of basic education
<b>Results (Strategic axes)</b>	1 Access to, and quality of basic education between boys and girls have clearly improved	Number of Boys and girls in school Success rate	MINEB	If decentralised credits are allocated and effectively transferred	Accord signed with MINEB	Accord document
	2 Trained teachers are recruited and are satisfied	No of trained teachers	Staff roll	If personnel are recruited	No of personnel	Inspectorate
	3 Classrooms for created nursery schools constructed	Number of classrooms	Pupils on roll Schools records	If decentralised credits are allocated and effectively transferred	Accord document	Inspectorate
	4 Desks for created primary schools constructed	Number of desks	Pupils on roll Schools records	If decentralised credits are allocated and effectively transferred	Accord document	Inspectorate

	QTY	PLACE	ESTIMATED COST		
<b>R1. Access to, and quality of basic education between boys and girls has clearly improved</b>			<b>Investment Cost</b>	<b>Running Cost</b>	<b>AMOUNT (FCFA)</b>
1.1 Sensitization of communities on scholarisation (mainstream)	10	All the villages		500,000	500,000
1.2 Focused group discussions on girl child education		All the villages		150,000	150,000
1.3 Construct 50 classrooms (Primary)	50	Ote, Nyang, Bachama, Matene, Kesham, Mbilishi, Nfakwe, Obonyi 1, 2, 3 Ballin, Manko, Tava, Kunku, Akwa	400,000,000		400,000,000
1.4 Increased frequency in pedagogic supervisions	10 visits			1,500,000	1,500,000
<b>R2 Trained teachers are recruited and are satisfied</b>					
2.1 Request (Lobby) for teachers from the government					
2.2 Follow-up transfer of teachers				400,000	400,000
2.2 Advertise and recruit PTA teachers as necessary				600,000	600,000
<b>R3 Classrooms for created nursery schools constructed</b>					
3.1 Hold meetings with communities to select sites for construction	10	Akwa, Bantakpa, Tava, Assaka, Bombe, Ballin, Mukonyong, Tinta, Bachama, Kalumo		500,000	500,000
3.2 Prepare tender documents				350,000	350,000
3.3 Launch tender					
3.4 Select contractor and sign contract for construction					

3.5 Construct 10 classrooms for nursery schools	10	Akwa, Bantakpa, Tava, Assaka, Bombe, Ballin, Mukonyong, Tinta, Bachama, Kalumo	80,000,000		80,000,000
<b>R4 Desks for primary schools constructed</b>					
4.1 Construct 150 desks for classrooms		Akwa, Bantakpa, Tava, Assaka, Bombe, Ballin, Mukonyong, Tinta, Bachama, Kalumo	3,750,000		3,750,000
<b>Total</b>			<b>483,750,000</b>	<b>4,000,000</b>	<b>487,750,000</b>

Sectorial Strategy of Ministry of Secondary Education		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Access to quality education improved	By 2015 boys and girls have equal opportunity of access to quality education	School enrolment record Testimonies	Favourable economic climate	Increase in enrolments	School records
<b>Specific objective</b>	Access to quality, and equity between boys and girls in Secondary Education improved by 2015	-Number of girls and boys in school -Success rates	DDMINESEC	decentralised credits are allocated and effectively transferred	Accord signed with MINEB	Accord document
<b>Results (Strategic axes)</b>	1 Access to, and equity in Secondary Education between boys and girls have clearly improved	Increased pass rate Boys and girls in public examinations (G.C.E.) by 2015	DDMINESEC School records	If decentralised credits are allocated and effectively transferred	Accord signed with MINEB	Accord document
	2 Efficiency and quality improved	-Number of logistics for training -Number of qualified staff -Number of supervision times	-School records -Success rate in public examinations			
	2 Increased number of classrooms and desks	Number of desks Number of classrooms	Visits DDMINESEC			

	QTY	PLACE	ESTIMATED COST		
<b>R1. Access to, and quality secondary education between boys and girls has clearly improved</b>			<b>Investment Cost</b>	<b>Running Cost</b>	<b>AMOUNT (FCFA)</b>
1.1 Sensitization of communities on scholarisation (mainstream)	10	All the villages		500,000	500,000
1.2 Focused group discussions on girl child education		All the villages		150,000	150,000
1.3 Construct 20 classrooms	20	Akwa, Bache, Kesham, Abonandu, Ballin, Kajifu	320,000,000		320,000,000
1.4 Increased frequency in pedagogic supervisions	5 visits			750,000	750,000
<b>R2 Trained teachers are recruited and are satisfied</b>					
2.1 Request for teachers from the government					
2.2 Follow-up transfer of teachers				400,000	400,000
2.2 Advertise and recruit PTA teachers as necessary				600,000	600,000
<b>R3 Desks for secondary schools constructed</b>					
4.1 Construct 150 desks for classrooms	150		3,750,000		3,750,000
<b>Total</b>			<b>323,750,000</b>	<b>2,400,000</b>	<b>325,750,000</b>

Sectoral Strategy of Ministry of Commerce		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Economic activities in the area increased by 2015	35% of Business people and Council income increased by at least 5%	Council financial records	Favourable economic climate	More business enterprise open	-MINCOM -Council tax records
<b>Specific objective</b>	Commercial activities improved by 2015	Sites for markets 5 markets with stalls in the 5 court areas	Council records	If the funds are available	Services devolved to the council Funds effectively transferred	Accord document
<b>Results (Strategic axes)</b>	1 Five Markets with stalls constructed	Number of constructed markets Number of stalls	MINCOM	If decentralised credits are allocated and effectively transferred	Accord signed with MINCOM	Accord document
	2 Three Storage facilities constructed	Number of stores	Council Village council	If decentralised credits are allocated and effectively transferred	Accord signed with MINCOM	

Activity	QTY	PLACE	ESTIMATED COST		
			Investment Cost	Running Cost	AMOUNT (FCFA)
<b>R1 Construct five markets with stalls</b>					
1.1 Select site for markets	5	Akwa, Ballin, Kajifu, Bantakpa, Ote		50,000	50,000
1.2 Contract contractor for construction	1	Akwa, Ballin, Kajifu, Bantakpa, Ote	20,000,000		20,000,000
R2 Construct three storage facilities	3	Ote, Bantakpa, Ballin	30,000,000		30,000,000
<b>Total</b>					<b>50,050.000</b>

Sectoral Strategy of Ministry of Water and Energy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Water:</b> Develop and maintain portable water installations						
<b>Global Objective</b>	Pipe-borne water supply system improved	At 40% of the population access safe water by 2014	MINEE Council records	If funds are available	Service devolved effectively to the council	Accord document
<b>Specific objective</b>	Access to portable water increased	At least 80% of the inhabitants of the council Urban spaces have running taps by 2014	Taps	If funds are available	Service devolved effectively to the council	Accord document
<b>Results (Strategic axes)</b>	1. Catchment in Akwaya maintained	Catchment maintenance carried out by 2013	-Council -Water Management Committee	If funds are available	Service devolved effectively to the council Availability of funds	Project document
	2. Larger storage tank constructed in Akwaya town	Reservoir constructed by 2013	Council Water Management Committee	If funds are available	Service devolved effectively to the council	Accord document
	3. Studies conducted for water supplies to four villages	Studies conducted by 2013	Feasibility Studies report	If funds are available	Feasibility studies document	



ACTIVITY	QTY	PLACE	ESTIMATED COST		
<b>R1 Catchment in Akwaya maintained</b>			<b>Investment</b>	<b>Running Cost</b>	<b>Amount (FCFA)</b>
1.1 Sensitize the population to cease from farming around the catchment	Continuous	All the vilalges		500,000	500,000
1.2 Clean the catchment surrounding	As determined by WMC	Akwaya		150,000	150,000
1.3 Carry out maintenance work on the broken areas of the catchment		Akwaya	3,000,000	250,000	3,250,000
1.4 Plant water-loving trees around the catchment		Akwaya	1,500,000	150,000	1,650,000
<b>R2: Installed additional taps and reservoir in Akwaya Town</b>					
2.2 Construct additional reservoir (4)(4 urban spaces)		Akwaya, Ballin, Kajifu, Akwa	16,000,000	100,000	16,000,000
2.3 Dig and lay water pipes		Akwaya, Ballin, Kajifu, Akwa	10,000,000		10,000,000
2.4 Install taps/ more taps		Akwaya, Ballin, Kajifu, Akwa	3,000,000		3,000,000
<b>R3: Studies conducted for water supplies to four villages villages(Akwaya)</b>					
2.1 Contract feasibility studies consultant			5,000,000		5,000,000
<b>TOTAL</b>			<b>38,500,000</b>	<b>1,150,000</b>	<b>39,550,000</b>

Sectoral Strategy of Ministry of Water and Energy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Energy: Develop and maintain electrical power installations						
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Global Objective	Access to electrical power improved	By 2014 at least 60% of the inhabitants access electrical power	Council Testimonies	If funds are available	Increased business	-Observation -Council records
Specific objective	Access to electrical power for of the inhabitants of the council area increased by 2014	Socio-economic activities increased by 2014 Number of lighting points	Observation	If funds are available	Service devolved effectively to the council	Accord document
Results (Strategic axes)	1 Electrical power lighting system installed in Akwaya	-Hydro equipment installed -Electrical plant	Lit houses	If funds are available	Service devolved effectively to the council	Accord document
	3 Economic activities improved in Akwaya council area	Number of electrically driven business installations	Business stores Homes			

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			INVESTMENT	RUNNING COST	AMOUNT (FCFA)
<b>R1 Electrical power lighting system installed in Akwaya</b>					
1.1 Sensitisation of the population about installation of electric meters		Akwaya		500,000	500,000
1.2 Install 100 electrical poles/Cables		Akwaya	35,000,000		35,000,000
1.3 Install transformer (2)	2		10, 000,000		10, 000,000
1.4 Houses are identified for installation of meters		Akwaya		300,000	300,000
<b>R2 Economic activities improved in Akwaya council area</b>					
2.1 Business people apply for electrical meters		Akwaya			
<b>Total</b>			<b>45,000,000</b>	<b>800,000</b>	<b>45,800,000</b>

Sectoral Strategy of Ministry of Agriculture and Rural Development		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Global Objective	Quality food and cash crops increased	Planting material and quality training for farmers available by 2014	SDMINADER	Favourable Economic environment	Improved agric methods	Farmers SDMINADER
Specific objective	Agricultural production, processing and marketing improved	At least 80% of the population benefit Increased production and marketing by 2014	SDMINADER Council records	If funds are available	Service devolved effectively to the council	Accord document
Results (Strategic axes)	1 Conducted training on modern, sustainable environmentally-friendly agricultural techniques.	-Number of Workshops on sustainable agriculture	Workshop reports	If funds are available	Service devolved effectively to the council	Accord document
	2 Provided improved seeds and cuttings to farmers	Number of farmers benefiting improved cuttings and seeds	Extension records CIGs	If funds are available	Service devolved effectively to the council	Accord document
	3 Processing machines for rice and cassava procured	-Increased processed rice -Increased processed cassava				

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Conducted training on modern, sustainable environmentally-friendly agricultural techniques</b>					
1.1 Advocate for Extension Officers to be posted to Akwaya area		Akwaya, Mamfe, Buea		100,000	100,000
1.2 Partner with NGO to foster sensitisation of population.		Akwaya, Akwa		2,500,000	2,500,000
1.3 Sensitisation of the population on sustainable farming practices		All the villages		500,000	500,000
1.4 Identify CIGs and community groups		All the villages		500,000	500,000
1.5 Select members of CIGs and other community groups and conduct training on sustainable agriculture		Akwa, Ballin Kajifu, Akwaya	5,000,000	2,000,000	7,000,000
<b>R2 Provided improved seeds and cuttings to farmers</b>					
2.1 Contact the delegation of agriculture and other agricultural agencies for improved seeds and cuttings	5000 seeds plantains Cocoa, etc	Buea, Mamfe		300,000	300,000
2.2 Distribute seeds and cuttings to farmers			1,500,000		1,500,000
2.3 Follow-up effective planting of these seeds				1,500,000	1,500,000
<b>R3 Processing machines for rice and cassava procured</b>					
1.1 Organise the rice farmers into a Cooperative				500,000	500,000
1.2 Prospect and procure for a rice hauling machine			5,500,000	1,500,000	7,000,000
1.3 Prospect and procure Cassava Processing Units for women's groups	4	Kakpeyi, Akwa, Ballin, Obonyi I, Bache	15,000,000	5,000,000	20,000,000
<b>TOTAL</b>			<b>27,000,000</b>	<b>14,400,000</b>	<b>41,400,000</b>

Sectoral Strategy of Public Works		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Develop road infrastructure						
<b>Global Objective</b>	Access roads increased	At least 80% of roads constructed and maintained by 2020	DDMINTP	If funds are available	Increased movement of goods and persons	
<b>Specific objective</b>	Road network improved	80% of constructed roads maintained 2020	Public works department	If funds are available	Service devolved effectively to the council	Accord document
<b>Results (Strategic axes)</b>	1 Existing uncompleted road improved	At least 100km of roads completed by 2015	Road	If funds are available	Service devolved effectively to the council	Accord document
	2. The population has access roads all season by 2020	Improved economic activities	Council tax records	If funds are available	Service devolved effectively to the council	Accord document

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Maintain uncompleted roads, open and complete roads to Akwaya</b>					
1.1 Opening and rehabilitation of road to Akwaya		Mamfe - Akwaya	900,000,000		900,000,000
1.2 Study on the construction of three bridges		Mukonyong, Mone and Mbu	100,000,000		100,000,000
1.3 Construction of metallic element apronsbarley the Mamfe Akwaya road.		Mamfe-Akwaya	362,000,000		362,000,000
1.4 Maintain, open and complete road Bawuru - Akwaya		Bawuru-Akwaya	940,989,382		940,989,382
1.5 Maintain road to Kajifu		Mamfe-Kajifu	500,000,000		500,000,000
1.6 Reconstruct ferry on river Ebinsi	Ebinsi		100,000,000		100,000,000
1.7 Maintain, open and complete road Mamfe-Akwaya			4,900,000,000		4,900,000,000
<b>R2 The population has access roads all season by 2020</b>		All the villages			
2.1 Maintenance of road Akwaya - Amana			500,000,000		500,000,000
<b>Total</b>			<b>3,402,989,382</b>		<b>8,302,989,382</b>

Sectorial Strategy of Ministry of Social Affairs		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Enabling the population to satisfy their basic needs, enjoy their fundamental rights and assume their duties					Indicators	Source of verification
Level	Formulation	Indicators	Source of verification			
Global Objective	Basic social services improved	50% access social services by 2014	Testimonies Social affairs data base	Favourable economic climate	Vulnerable receive care	Data base of social affairs Testimonies
Specific objective	Access to social services improved	At least 10% of vulnerable persons have access to basic social services by 2014	Social services records	If funds are available	Service devolved effectively to the council	Accord document
Results (Strategic axes)	1. Qualitative balanced social security system improved	- Number of underprivileged taken care	Social service record	If funds are available	Service devolved effectively to the council	Accord document
	2. Construction and equipment of centers for the supervision of youths in difficulty improved	Number of centres Equipment	Social Centres	If funds are available	Service devolved effectively to the council	Accord document
	3. Data base for the elderly established					



ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Qualitative balanced social security system improved</b>					
1.1 Sensitise the population to register the handicapped persons with the social service		All the villages		100,000	100,000
1.2 Partner with FORUDEF (NGO) to foster sensitisation of population.		All the villages		2,500,000	2,500,000
1.3 Select and enlist orphans and vulnerable persons for support	All 0-18yrs	All the villages		5,000,000	5,000,000
<b>R2 Construction and equipment of centers for the supervision of youths in difficulty improved</b>					
2.1 Construct 4 social centres in Akwaya town and cluster of villages	4	Akwaya, Ballin, Kajifu, Akwa	340,000,000		340,00,0000
2.2 Equip centres with computers	8	Akwaya, Ballin, Kajifu, Akwa	24,000,000	2,000,000	26,000,000
2.3 Train school drop-out girls and women	50			1,500,000	1,500,000
<b>TOTAL</b>			<b>370,000,000</b>	<b>11,100,000</b>	<b>381,100,000</b>

<b>Sectoral Strategy of National Security</b>		<b>Indicator by level of strategy &amp; source of verification</b>		<b>Assumptions</b>	<b>Indicators of Assumptions and source of verification</b>	
<b>Level</b>	<b>Formulation</b>	<b>Indicators</b>	<b>Source of verification</b>		<b>Indicators</b>	<b>Source of verification</b>
<b>Global Objective</b>	Security of persons and goods improved	Number of Police and Gendarmes increased by 2014	Security posts	Government policy favourable	Transfers	Security posts
<b>Specific objective</b>	Gendarmerie and Police security services improved	Number of security posts increased by 2014	Security report Report	If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1 Two Gendarmerie posts are constructed and equipped.	- Number of gendarmerie posts increased by 2014	Security report	If funds are available	Funds allocated	State Budget
	2 Two police posts are constructed and equipped	Number of police posts	Security report	If funds are available	Funds allocated	State Budget
	3 Sensitise the communities on public law and order	Awareness in public behaviour increased by 2014	Report			

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Two Gendarmerie posts are constructed and equipped</b>					
1.1 Construct 2 gendarmerie posts	2	Akwa, Ballin	100,000,000	100,000	100,100,000
1.2 Equip posts with computers, etc.			50,000,000	2,500,000	52,500,000
<b>R2 Two police posts are constructed and equipped</b>					
2.1 Construct 2 Police posts	2	Kajifu,	100,000,000		100,000,000
2.2 Equip posts with computers, etc.			50,000,000	2,000,000	52,000,000
<b>TOTAL</b>			<b>300,000,000</b>	<b>4,600,000</b>	<b>304,600,000</b>

Sectoral Strategy of Ministry of Youth		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Infrastructure of youth development improved	Youth facilities increased by 2014	Structures	Favourable government policy	Trained youths	Testimonies
<b>Specific objective</b>	Vocational training and sports infrastructure improved	At least one youth centre constructed by 2014 At least one standard sports infrastructure built	Centres	If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1 Constructed vocational training centre in Akwaya and Akwa	- Number of centres constructed by 2014	YPE delegation	If funds are available	Funds allocated	State Budget
	2 Trained youths on life skills	-Self-employed youths increased -Exodus reduced	Infrastructures for training	If funds are available	Funds allocated	State Budget

ACTIVITY	QTY	PLACE	ESTIMATED COST		
<b>R1 Constructed vocational training centre in Akwaya and Akwa, and equip them</b>			<b>Investment</b>	<b>Running Cost</b>	<b>Amount (FCFA)</b>
1.1 Construct 3 vocational training centres in Akwaya, Bagundu, Akwa,	3	Akwa, Bagundu, Akwaya	400,000,000	100,000	400,100,000
1.2 Equip training centres	3	Akwa, Bagundu, Akwaya	250,000,000	2,500,000	252,500,000
<b>R2 Trained youths on life skills</b>					
1.1 Organise training workshops	4 workshop	Akwa, Bagundu, Akwaya	10,000,000		10,000,000
1.2 Construct football fields	2	Akwa, Akwaya	5,000,000	2,000,000	7,000,000
<b>TOTAL</b>			<b>665,000,000</b>	<b>4,600,000</b>	<b>669,600,000</b>

<b>Sectoral Strategy of Ministry of Livestock and Fisheries</b> Ensure a sustainable production in quantity and in quality in the animal and fishing sub-sectors		<b>Indicator by level of strategy &amp; source of verification</b>		<b>Assumptions</b>	<b>Indicators of Assumptions and source of verification</b>	
<b>Level</b>	<b>Formulation</b>	<b>Indicators</b>	<b>Source of verification</b>		<b>Indicators</b>	<b>Source of verification</b>
<b>Global Objective</b>	Livestock activities and services improved	by 2014	Council SDMINEP	Favourable government policy	Transfers of extension workers	Delegation of livestock
<b>Specific objective</b>	Knowledge on Cattle and fisheries production and management improved	-Number of cattle -Numbers fish ponds		If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1. Identified and trained farmers on sustainable livestock and fish farming and marketing	Number of trained farmers	Workshop report	If funds are available	Funds allocation for training	SDMINADER Council financial record
	2. Established demonstration fish ponds in Kesham, Ote, Okpambe, and Akwa	- Number of ponds	Fisheries record	If funds are available	Funds allocated	State Budget
	3. Developed programme for the extension of cattle production in Akwaya	Quantity of cattle production increased by 20% by 2014	Herds' men's record	If funds are available	Funds allocated	State Budget
	4 Established programme for the production of goats, sheep, pigs and rabbits, in selected villages of Akwaya sub-division	Number of livestock farmers Number of goats, sheep, and rabbits	Farmers' records	If funds are available	Funds allocated	State Budget

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Identified and trained farmers on sustainable livestock and fish production and marketing</b>					
1.1 Sensitise population on livestock farming				300,000	300,000
1.2 Organise training workshop for identified livestock farmers			2,500,000		2,500,000
<b>R2 Established demonstration fish ponds in Kesham, Ote, Okpambe, Obonyi 1 and Akwa</b>					
2.1 Construct fish ponds		Kesham, Ote, Okpambe, Obonyi 1 and Akwa	2,000,000	500,000	2,500,000
2.2 Provide fingerlings	5000	Kesham, Ote, Okpambe, Obonyi 1 and Akwa	400,000		400,000
2.3 Provide fish feed	100kg	Kesham, Ote, Okpambe, Obonyi 1 and Akwa		200,000	200,000
<b>R3 Developed programme for the extension of cattle production in Akwaya</b>					
3.1 Follow-up the transfer of livestock extension workers		Akwaya, Tinta, Ameh		200,000	200,000
3.2 Construct cattle dips	2	Kalumo, Amassi	6,000,000		6,000,000
<b>R.4 Established programme for the production of goats, sheep, pigs and rabbits, in selected villages of Akwaya sub-division</b>					
4.1 Sensitise the population on the rearing of goats, sheep, pigs and rabbits		Tava, Olulo, Tinta, Motomo		500,000	500,000
4.2 Organise 4 training workshop on the domestication of these animals		Akwaya, Bache, Tinta, Olulo	10,500,000		10,500,000
<b>TOTAL</b>			<b>21,400,000</b>	<b>1,700,000</b>	<b>23,100,000</b>

Sectoral Strategy of Ministry of Environment and Nature Protection		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Ensure the sustainable management of Natural Resources						
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Global Objective	Sustainable exploitation, and protection of the natural environment improved	Unsustainable use of the environment reduced by at least 10% by 2020				
Specific objective	Sustainable exploitation, and protection of the natural potential for future generations, and better adaptation to climate changes improved	Environmental management improved by 40% by 2020  Action plan	Action plan	If funds are available	Funds allocated	State Budget
Results (Strategic axes)	1 Improved water quality	Reduction in water-borne diseases	Hospital records			
	2 Improved soil quality	- Number of composts Agric methods	Reports Food production sources	If funds are available	Funds allocated	State Budget
	3 Population sensitised and Waste management system put in place	Proper seclusion of household waste Number of latrines	Sanitary service	If funds are available	Funds allocated	State Budget



	QTY	PLACE	ESTIMATED COST		
<b>R1 Improved water quality</b>			<b>Investment</b>	<b>Running Cost</b>	<b>Amount (FCFA)</b>
1.1 Sensitise population on tree planting	10	Ballin, Akwa, Ote, Bache, Akwaya, Bagundu, Manka, Kajifu Mukonyong, Olulo		3,000,000	3,000,000
1.2 Sensitise population of non farming around catchment		All the villages		6,000,000	6,000,000
<b>R2 Improved soil quality</b>					
2.1 Organise sensitisation workshops on the environmental ills of bush fires and slash-and-burn farming method.		Akwaya, Ballin, Nyang, Bantakpa		10,500,000	10,500,000
<b>R3 Population sensitised and Waste management system put in place</b>					
3.1 Sensitise population on waste management		Al the villages			
3.2 Organise workshop on waste management		Akwaya, Kajifu		5,000,000	5,000,000
3.3 Put in place waste bins in Akwaya town	60	Akwaya, Akwa	1,500,000		1,500,000
<b>Total</b>			<b>1,500,000</b>	<b>24,500,000</b>	<b>26,000,000</b>

Sectoral Strategy of Ministry of Forest and Wildlife		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Ensure the Sustainable management of Natural Resources						
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Global Objective	Forest and Wildlife resources use improved					
Specific objective	Sustainable exploitation of forest and wildlife resources improved	Reduction in bush fires by 2015 Reduction in hunting	Report	If funds are available	Funds allocated	State Budget
Results (Strategic axes)	1 Sensitise and plant thirty thousand trees by 2015	At least 60% of the population are aware of the importance trees by 2015	Tree farms			
	2 Trained farmer groups on Agro forestry	- Number of farmers -Number of workshops	Report	If funds are available	Funds allocated	State Budget
	3 Conducted conservation education in schools and communities	Community participation in conservation	Herds’ men’s record	If funds are available	Funds allocated	State Budget
	5. Participatory resource use strategy for Akwaya council area prepared					

ACTIVITY	QTY	PLACE	EXTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Sensitised and planted thirty thousand trees by 2015</b>					
1.1 Sensitise population on tree planting				300,000	300,000
1.2 Procure tree seedling species for planting			15,000,000	450,000	15,450,000
<b>R2 Trained Farmer groups on Agro Forestry</b>					
2.1 Organise three training workshops on agro forestry	3 workshops	Akwaya, Ballin, Kajifu		7,500,000	7,500,000
<b>R3 Conducted conservation education in schools and communities</b>					
3.1 Sensitise population on sustainable wildlife and NTFP harvesting.				500,000	500,000
3.2 Contract NGO and organise road-show on the conservation of flora and fauna in schools and communities				5,000,000	5,000,000
3.4 Organise sensitisation workshop on forestry law of 1994				2,500,000	2,500,000
<b>Total</b>			<b>15,000,000</b>	<b>16,250,000</b>	<b>31,250,000</b>

Sectoral Strategy of Ministry of Transport		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Develop road and communication infrastructure						
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Global Objective	Transport facilities improved	20% of transport facilities improved by 2020				
Specific objective	Transport system improved	At leas one motor park constructed by 2020	Report	If funds are available Roads Benakuma-Akwaya and Mamfe-Akwaya are completed	Funds allocated	State Budget
Results (Strategic axes)	1. Three Motor parks constructed	Number of motor parks	Report			
	2. Farmers trained on use of animal force for transportation	At least 5% of farmers trained by 2020	Report	If funds are available	Funds allocated	State Budget

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Motor parks constructed</b>					
1.1 Identify park area		Kekukessem I, Akwaya, Akwa, Assam, Ballin Ote			
1.2 Clear area		Kekukessem I, Akwaya, Akwa, Assam, Ballin Ote		150,000	150,000
1.3 Construct motor park (toilets, offices, passenger lounge)		Kekukessem I, Akwaya, Akwa, Assam, Ballin Ote	75,000,000		75,000,000
<b>R.3 Trained farmers on use of donkeys and horses for transportation of goods</b>					
1.1 Organise training for farmer groups on the use of animal force for transportation of goods	1 workshop	Akwaya	2,000,000		2,000,000
<b>Total</b>			<b>77,000,000</b>	<b>150,000</b>	<b>79,150,000</b>

Sectoral Strategy of Sports and Physical Education		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Develop sporting infrastructure						
<b>Global Objective</b>	Sports infrastructure improved	By 2015 sports infrastructure have improved	Testimonies	Favourable government policy	Standard playgrounds and equipment	Observation
<b>Specific objective</b>	Access to sports infrastructure improved	By 2015 at least 40% of youth have access to standard playgrounds	Observation Report	If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1 Developed sports infrastructure in Akwaya, Bagundu, Akwa and Kajifu	At least 30% of population have access to Sporting facilities by 2015	Report			
	2 Instituted team sports and athletics competitions	More youths participate in competitions by 2015	Report	If funds are available	Funds allocated	State Budget

ACTIVITY	QTY	PLACE	ESTIMATED COST		
<b>R1 Developed sports infrastructure in Akwaya, Bagundu, Akwa and Kajifu</b>			Investment	Running Cost	Amount (FCFA)
1.1 Identify areas for football pitches	4	Akwaya, Bagundu, Akwa and Kajifu			
1.2 Construct games sports playing pitches	10	Akwaya, Bagundu, Akwa and Kajifu	16,000,000		16,000,000
<b>R2 Instituted team sports and athletics competitions</b>					
2.1 Sensitise the youths on sports		All the villages			
2.2 Organise team sports competitions (football)	4	Akwaya, Bagundu, Akwa and Kajifu		1,500,000	1,500,000
2.3 Organise athletics competitions	4	Akwaya, Bagundu, Akwa and Kajifu		1,500,000	1,500,000
2.4 Procure sports equipment			5,000,000		5,000,000
<b>Total</b>			<b>21,000,000</b>	<b>3,000,000</b>	<b>24,000,000</b>

Sectoral Strategy of Ministry of Higher Education		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Raising the provision and quality of training in the national education system					Indicators	Source of verification
Level	Formulation	Indicators	Source of verification			
<b>Global Objective</b>	Higher professional education improved	At least 10% of the schooling population have access to higher training by 2020	Higher institutions	Enabling economic environment	Increased # of university/professional school graduates	Community Higher institutions
<b>Specific objective</b>	Access to Universities and professional schools increased	At least 25% of A/L holders have access to institutions of higher learning yearly	Enrolment records in institutions	If economic situation improves Government policy	Amount of funds available	State Budget Household income index
<b>Results (Strategic axes)</b>	1 Access to universities increased	At least 40% of A/L holders admitted in the different state universities	Admission letter	If students apply	Available openings	Call for admission application publication
	Access to professional higher institutions increased	At least 10% of GCE A/L holders gain admission into higher professional schools	Admission letters	If students apply	Available openings	Call for admission application publication



ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Access to universities increased</b>					
1.1 Sensitise prospective students and parents on openings	4	Akwaya, Kajifu Ballin, Akwa		250,000	250,000
<b>R2 Access to professional higher institutions increased</b>					
.1 Sensitise prospective students and parents on openings	4	Kesham, Akwaya, Bodam, Dadi, Akwa		300,000	300,000
<b>Total</b>				<b>550,000</b>	<b>550,000</b>

Sectoral Strategy of Ministry of Small and Medium-Sized Enterprise, Social Economy and Handicraft		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Economic power of the population increased	At least 5% council and population revenue increased by 2015	Council financial records	Enabling economic environment	Increased actors in the sector	Council revenue record Testimonies
<b>Specific objective</b>	Social economy and local crafts work improved	At list 30% increase on informal economic activities by 2015	Report	If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1 Increased number of business enterprises in Akwaya	Business Institutions by 30% by 2015	Report	People to take risk	Number of business	-Business enterprises Registry
	2 Local craft works association established	At least 5% of Crafts men are organised by 2015	Association certificate	Craftsmen are willing to come together	Discussion on associating	Meetings

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Increased number of business enterprises in Akwaya</b>					
1.1 Sensitise population on social economy (petty business, )	2	Akwaya, Kajifu Ballin, Akwa		1,000,000	1,000,000
1.2 Organise workshop for women groups on local economy		Akwaya		3,000,000	3,000,000
<b>R2 Local craft works association established</b>					
2.1 Organise sensitisation workshops on the craft work and formation of association	2 workshops	Akwaya, Akwa, Ballin, Kesham		8,000,000	8,000,000
<b>Total</b>				<b>12,000,000</b>	<b>12,000,000</b>

<b>Sectoral Strategy of Ministry of Urban Development and Housing</b>		<b>Indicator by level of strategy &amp; source of verification</b>		<b>Assumptions</b>	<b>Indicators of Assumptions and source of verification</b>	
Developing urban infrastructure					<b>Indicators</b>	<b>Source of verification</b>
<b>Level</b>	<b>Formulation</b>	<b>Indicators</b>	<b>Source of verification</b>			
<b>Global Objective</b>	Presentation of towns and hygiene and sanitation conditions improved	Presentation of Akwaya town improved by at least 60% by 2015	-Visits -Administrative reports	Collaboration of all main stakeholders ensured	Clean town	Visits
<b>Specific objective</b>	Town planning and housing in Akwaya improved	By 2015, at least 20% of the houses have building permits	Town planning department of Council	If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1 Town planning map of Akwaya produced	By 2015 the town plan Map of Akwaya town is produced	Council			
	2 Construction of houses regulated	Systematic construction Number of Building permits	Council	If funds are available	Funds allocated	State Budget

ACTIVITY	QTY	PLACE	ESTIMATED COST		
<b>R1 Town planning map of Akwaya produced</b>			<b>Investment</b>	<b>Running Cost</b>	<b>Amount (FCFA)</b>
1.1 Sensitise population on the law on land tenure	2	Akwaya, Kajifu		1,000,000	1,000,000
1.2 Organise workshop for Councillors on land tenure laws		Akwaya		3,000,000	3,000,000
<b>R2 Population informed about land certificate processes and building permits</b>					
2.1 Organise 4 sensitisation workshops on the process of acquiring a land certificate	4 workshops	Akwaya, Akwa, Ballin, Kesham		8,000,000	8,000,000
2.2 Produce handouts/booklet on process of acquiring land title.	100 copies		3,500,000		3,500,000
<b>Total</b>			<b>3,500,000</b>	<b>12,000,000</b>	<b>15,500,000</b>

Sectoral Strategy of Ministry of State Property and Land Tenure		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Legal possession of land and state property increased	At least, 20% of state property and land are legally possessed by 2015	Legal documents Lands department	Favourable Government policy	Reduced length of time in processing document	Lands department
<b>Specific objective</b>	Information on legal acquisition of land in Akwaya improved	More people use the cadastral service	Surveys dept	If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1 Land tenure laws are applied in land transfer transactions	Land registration records	Lands dept			
	2 Information dissemination on land certificate processes improved	Number of persons applying for Land Certificates increased by 2015	D.O's office	If funds are available	Funds allocated	State Budget

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Land tenure laws are applied in land transfer transactions</b>					
1.1 Sensitise population on the law on land tenure	2	Akwaya, Kajifu		1,000,000	1,000,000
1.2 Organise workshop for Councillors on land tenure laws		Akwaya		3,000,000	3,000,000
<b>R2 Information dissemination on land certificate processes improved</b>					
2.1 Organise 4 sensitisation workshops on the process of acquiring a land certificate	4 workshops	Akwaya, Akwa, Ballin, Kesham		8,000,000	8,000,000
2.2 Produce of handouts/booklet on land certificate process.	100 copies		3,500,000		3,500,000
<b>Total</b>			<b>3,500,000</b>	<b>12,000,000</b>	<b>15,500,000</b>

Sectoral Strategy of Ministry of Tourism		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Develop and promote tourism in Cameroon					Indicators	Source of verification
Level	Formulation	Indicators	Source of verification			
Global Objective	Tourism in Akwaya increased	By 2020, at least 100 tourists visit the council area each year	Reports of tourism delegation	Favourable political and security environment	Reduced controls of tourists	Tourism department
Specific objective	Touristic sites and facilities in Akwaya improved	At least 10% of touristic sites are developed and attract tourists	Visits Report	Favourable political and security environment	Funds allocated	State Budget
Results (Strategic axes)	1 Nature trails are mapped out in Mone Reserve and TNP	Nature trails traced by 2020	Conservation log book	Favourable policy framework	Opening for forest visits	Visitors' book
	2 Tourist centres with recreation facilities constructed	At least one centre for tourism established by 2020	Report	If funds are available	Funds allocated	State Budget
	3 Attracted tourists to Akwaya	Developed touristic attractions by 2020	Visitors' book	Tourists are informed	Brochures	Tourism office



ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Nature trails are mapped out in Mone Reserve and TNP</b>	5km				
1.1 Consult with the PSMNR-SWR for trail marking site in the Park		TNP		1,000,000	1,000,000
1.2 Organise workshop for guides	6	Takamanda		1,750,000	1,750,000
<b>R2 Tourist centres with recreation facilities constructed</b>					
2.1 Organise sensitisation workshop on tourism	4 workshops	Akwaya, Akwa, Takamanda ,Kesham		8,000,000	8,000,000
2.2 Construct recreation centres for tourists	2	Takamanda Akwa	10,000,000		10,000,000
<b>Total</b>			<b>10,000,000</b>	<b>10,7 50,000</b>	<b>20,750,000</b>

Sectoral Strategy of Ministry of Post and Telecommunication		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Develop telecommunication infrastructure						
<b>Global Objective</b>	Communication in Akwaya improved	At least 40% of the population receive and send information within and outside the municipality by 2014	Testimonies	Favourable economic and political environment	People are more informed of national issues	Testimonies
<b>Specific objective</b>	Telephone and radio facilities installed by 2020	At least 40% of the communities have access to Communication facilities	Tele-center CRTV station	If funds are available	Funds allocated	State Budget
<b>Results (Strategic axes)</b>	1 Completed work on the tele-center	80% of work is completed by December 2011	Report	Funds are available	Work continues	Contract documents
	2 Campost office renovated	Office refurbished by 2020	-MINPOST -Observation	If funds are available	Funds allocated	State Budget

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1 Work on telecenter completed</b>					
1.1 Visit site and assess work still to be done		Akwaya			
1.2 Follow-up installation of equipment		Buea and Akwaya		200,000	200,000
1.3 Procure and install computers for training	8	Doula/Akwaya	5,000,000	500,000	5,500,000
1.4 Construct fence round telecenter	1	Akwaya	5,000,000		5,000,000
<b>R2 Campost office renovated</b>					
1.1 Repair and paint Campost office	1	Akwaya	20,000,000		20,000,000
<b>Total</b>			<b>30,000,000</b>	<b>700,000</b>	<b>30,500,000</b>

Sectoral Strategy: Scientific Research and Innovations		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Innovative methods of crops and livestock production and processing increased	At least 30% of crops and livestock farmers increase their production and value by 2020	Testimonies -Reports	Climatic conditions and policy framework are favourable	Increase in crop production	Testimonies
<b>Specific objective</b>	Access to research information increased within the council area by 2020	-By 2020 at least 15% of the population access research information	MINADER Reports	If funds are available	-income sources -community participation -revenue increase	Inspectorate of basic education
<b>Results (Strategic axes)</b>	1. Research programmes increased	Research activities increased by 2015	Reports	If government assigns scientist	Reports	Reports
	2. Research information distributed	Information on innovative development reached at least 30% of the farmers by 2020	Population	If decentralised credits are allocated and effectively transferred	Change in development application	Population Administrative reports

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount
<b>R1. Research programmes increased</b>					
1.1 Initiate and develop research programmes		Akwaya			1,500,000
1.2 Carry out research programmes	2	Akwaya			10,000,000
<b>R2. Research information distributed</b>					
2.1 Publish documentation on research finding					
2.2 Conduct on-farm demonstration	5	Akwa, Ote, Akwaya, Bagundu, Takamanda	6,000,000		6,000,000
2.3 Distribute improved seeds to farmers -Cassava cuttings - Piglets -Snails -Maize -Plantain suckers -Yams	25,000 25,000 15,000 50,000 3000kg 40,000 20,000	All villages	25,000,000		25,000,000
2.4 Organise field visits for farmers	50	All villages		7,500,000	7,500,000
<b>Total</b>			<b>31,000,000</b>	<b>7,500,000</b>	<b>50,000,000</b>

Sectoral Strategy: Communication		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Information on matters in and out of Akwaya increased	At least 40% of the population are well informed on development issues by 2015,	-Testimonies -Reports	Economic and political environment are conductive	Greater participation	-Testimonies -Reports
<b>Specific objective</b>	Access to communication network improved	-At least 50% of the communities access communication facilities by 2015	-Households visits	If funds are available Government policy	-Budget increases by at least 20%  -Government decision	-Council Budget -PIB
<b>Results (Strategic axes)</b>	1. Facilitated the establishment of a community radio station	One of community radio station is established and operational news by 2015	-Visits -Administration reports	Government policy	At least 60% listen to radio	-Household visits -Reports
	2.Newspaper stand are available	By 2014 at least 1 Newspaper vendor is established in Akwaya	-Newspapers -Administrative reports	Favourable policy framework	Increased readership	-Observation -Testimonies

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount
<b>R1. Facilitated the establishment of a community radio station</b>					
1.1 Lobby for establishment of community radio		RDMINCOM		150,000	150,000
1.2 Conduct feasibility studies		Akwaya		500,000	500,000
1.3 Organise fundraising event		Akwaya		300,000	300,000
1.4 Procure equipment	4	Douala/Europe	20,000,000	2,500,000	22,500,000
<b>Total</b>			<b>20,000,000</b>	<b>3,450,000</b>	<b>23,450,000</b>

Sectoral Strategy: Culture		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Cultural activities and values increased	By 2015, at least 50% of various cultural values are seen, documented and practiced	Visits	Collaboration of community members ensured	-Archives -Community participation	-Visits -Cultural manifestations
<b>Specific objective</b>	Cultural values maintenance improved	At least 40% of population have access to modern cultural center in Akwaya town by 2020	-Council Reports -Visits	If funds available	PIB allocations	PIB
<b>Results (Strategic axes)</b>	1 Cultural activities infrastructure constructed	At least one modern hall constructed by 2020	Council report	Funds available	PIB allocations	PIB
	2 Cultural initiatives improved	At least one grand cultural event organised by 2020	Traditional Council Report	Favorable political framework	More initiatives on culture	-Community -Testimonies -Reports



ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount (FCFA)
<b>R1. Cultural activities infrastructure constructed</b>					
1.1 Construct 2 community multipurpose hall	2	Akwaya, Ballin	25,000,000		25,000,000
				1,750,000	1,750,000
<b>R2 Cultural initiatives improved</b>					
2.1 Organise cultural consultation meeting for the harnessing of the Akwaya cultures	2	Akwaya, Akwa,		2,000,000	2,000,000
<b>Total</b>			<b>25,000,000</b>	<b>3,750,000</b>	<b>28,750,000</b>

Sectoral Strategy: Mines, Industries and Technological Development		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Living conditions of the population improved	At least 30% of the communities have access to basic social facilities by 2015	-Visits -Administrative support	Favourable policy framework		
<b>Specific objective</b>	Mining and industrial development improved	Potential sites or industry and mining identified by 2020	Administrative reports	If government policy is favourable	-State Budget	PIB
<b>Results (Strategic axes)</b>	1 Communities receive royalties	All eligible communities receive due royalties by 2013	Council budget	If decentralised credits are allocated and effectively transferred	Chamber	Accord document with FEICOM
	2 Unskilled labour employed	At least 10% of the youths gain employment in the timber exploitation sector	Employment record	State policy is favourable	Employment policy	Employment policy
	3. Mining prospection carried out	Obtained results	Report	State policy is favourable	State budget	PIB

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment	Running Cost	Amount
<b>R1. Communities receive royalties</b>					
1.1 Mayor collects royalties and pay communities				15,000,000	15,000,000
<b>R2. Unskilled labour employed</b>					
2.1 Lobby and negotiate for recruitment of unskilled labour	3	Akwaya			500,000
<b>.R3. Mining prospection carried out</b>		Akwaya, Takmanda, Tinta, Bantakpa			5,000,000
3.1 Government instructs for prospection		Selected areas	150,000,000		150,000,000
<b>Total</b>			<b>150,000,000</b>	<b>15,000,000</b>	<b>170,500,000</b>

Akwaya Council Institution		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Development of the council area improved	At least 60% of the population have access to basic social needs	Testimonies Administrative reports	Favourable economic conditions	Household living standards increased	-Testimonies -Reports
<b>Specific objective</b>	Akwaya Council infrastructure and services improved	-Number of buildings -At least one culvert constructed -Council services -Number of qualified staff -At least 70% of planned activities executed	Council Budget Administrative reports Evaluation reports FEICOM	If funds are available	-Budget financed at least 90%	Council Budget
<b>Results (Strategic axes)</b>	1 Staff performance improved	Number of qualified staff -Quality of service At least output increased by 80%	Staff evaluation report Staff register	Staff employed Motivation of staff ensured	Rate of job consciousness in the staff	Attendance records Staff evaluation report
	2 Revenue collection improved by 2015	-	Council Revenue record	Honesty in revenue collectors	Increase in council revenue	Council Treasury
	3. Good governance in council operations improved	Clear lines of operation Systems in place	Level of transparency Operational systems	Response to change	At least bureaucracy is reduced by 60%	Stages in acquiring council services
	4 Council property improved	-Number of new markets -Council chambers -Inventory records -Hilux 4x4	Property record	If decentralised credits are allocated and effectively transferred		Council budget
	5. Relations with other partners and stakeholders improved	Number of public meetings Participation of stakeholders	Report Observation			

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment (FCFA)	Running Cost (FCFA)	Amount (FCFA)
<b>R1 Staff performance improved</b>					
1.1 Identify job needs		Akwaya		300,000	300,000
1.2 Advertise for recruitment	4	Akwaya, Mamfe		15,000	15,000
1.3 Conduct interviews		Akwaya	50,000		50,000
1.4 Recruit qualified staff	4		75,000		75,000
1.4 Prepare staff manual	70	Akwaya	500,000		500,000
1.5 Prepare job descriptions for staff				50,000	50,000
1.6 Train Council team on council management and other areas of need				2,000,000	2,000,000
<b>R2 Revenue collection improved by 2015</b>					
2.1 Identify all potential income sources				150,000	150,000
2.2 Conduct feasibility studies on product markets – bush mango and other NTFPs		Akwaya		500,000	500,000
2.3 Construct markets		Akwa, Kajifu	25,000,000		25,000,000
2.4 Develop sand pits	4		4,000,000		4,000,000
2.5 Develop timber market	3		1,500,000		1,500,000
<b>R3. Good governance systems inbuilt in council operations</b>					
3.1 Set up a communication unit at the council	1				
3.2 Communication system put in place					
3.3 Organise public hearings	2	Akwa, Kajifu		1,500,000	1,500,000
3.4 Draw up calendar for coordinator meetings					
3.5 Produce brochures and information documents of the Council	<b>500 copies</b>	Akwaya	2,500,000		2,500,000
3.6 Purchase a Turaya phone	<b>1</b>		750,000		750,000
<b>R4. Council Property improved</b>					

4.1 Put in place a proper inventory system of all council property			200,000		200,000
4.2 Introduce depreciation of all council assets		Akwaya		50,000	50,000
4.3 Design a replacement policy for assets		Akwaya			
4.4 Procure new 4x4Hilux	1	Douala	40,000,000		40,000,000
4.5 Build new council chambers	1	Akwaya	250,000,000		250,000,000
4.6 Design a procedure manual for use of council property	100 copies	Akwaya	500,000		500,000
4.7 Acquire land and building certification of council.		Mamfe	5,000,000		5,000,000
4.8 Purchase of photocopier	1	Douala	3,500,000		3,500,000
<b>R5. Relations with other partners and stakeholders improved</b>					
5.1 Carry out an inventory and analysis of stakeholders		Akwaya	500,000		500,000
5.2 Invite other services to council sessions	3	Akwaya		250,000	250,000
5.3 Organise yearly meetings with other stakeholders to evaluate council activities	1	Akwaya		2,500,000	2,500,000
<b>Total</b>			<b>334,075,000</b>	<b>7,315,000</b>	<b>341, 390,000</b>

Sector: Ministry and Territorial Administration and Decentralisation		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Security of the population improved	At least 40% of the population live in a peaceful environment yearly	-Testimonies -Administrative reports	Favourable political environment		
<b>Specific objective</b>	Access to security administrative services improved	At least 3 other sub-divisional and security offices created by 2015	Administrative report	Government is favourable	-Proposal for creation of sub-division	MINATD
<b>Results (Strategic axes)</b>	1 Access to security and administrative services improved	At least 80% of the population are service by the divisional services	Administrative report	Government is favourable	Rate of job consciousness in the staff	Presidential Decree
	2. Personnel increased	At least 4 staff are deployed for the Divisional Office Akwaya	Administrative report	Government policy is favourable	Faster attendance to citizens	Populations' observation and comments

ACTIVITY	QTY	PLACE	ESTIMATED COST		
<b>R1 Access to administrative and security services improved</b>			<b>Investment (FCFA)</b>	<b>Running Cost (FCFA)</b>	<b>Amount (FCFA)</b>
1.1 Organise a meeting to map and agree on possible sub-divisions		Akwaya			150,000
1.2 Organise and visit the Minister and Prime Minister	4	Yaounde		15,000	15,000
1.3 Lobby for more sub-divisions to be created	3	Yaounde	250,000		250,000
<b>.R2. Personnel increased</b>					
2.1 Lobby for more personnel to be deployed	4	Akwaya		200,000	200,000
<b>Total</b>			<b>250,000</b>	<b>215,000</b>	<b>615,000</b>



Sector: Ministry Employment and Vocational Training		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Income level of youth population increased	By 2020, at least 30% of youth population increased their income by at least 10%	-Testimonies -Reports -Business financial records	Conducive business environment	Income of youths increase by at least 30%	-Testimonies -Employment services record
<b>Specific objective</b>	Access to employment opportunities increased	By 2020 at least 30% of youths are gainfully employed	-Visit -Business financial records	-Favourable economic climate	Employment rate increases by 2020	-Employment records -Testimonies
<b>Results (Strategic axes)</b>	1.Vocational training opportunities for the unemployed youths increased	At least 30% of unemployed youths acquire knowledge and skills in different trades by 2020	Administrative reports	Favourable policy framework	At least 1 Training centers established by 2013	Visit
	2.Start-up Capital to establish business increased	At least 20% of youths have access to capital and start up business	-Testimonies -Administrative reports	Micro financial institutions in place	At least 5% of youths who want to establish business have credit	MFI

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment (FCFA)	Running Cost (FCFA)	Amount (FCFA)
<b>R1 Vocational training opportunities for the unemployed youths increased</b>					
1.1 Design vocational training programmes	4	Akwaya	150,000		150,000
1.2 Implement vocational training programmes	4	Yaounde	10,000,000	500,000	10,500,000
<b>.R2. Start-up Capital to establish business increased</b>					
2.1 Link youths up to micro finance institutions to obtain	3	Akwaya		200,000	200,000
<b>Total</b>			<b>10,000,000</b>	<b>700,000</b>	<b>10,850,000</b>

Sector: Ministry Labour and Social Security		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
<b>Global Objective</b>	Salaried income earners increased	At least 30% of the population have regular income by 2022	-Testimonies -Administrative reports	Favourable economic environment		-Testimonies -Employment services record
<b>Specific objective</b>	Access to secured jobs increased	By 2020 at least 30% of the population have job security	-Reports -Testimonies	-Favourable economic climate	Employment rate increases by 2020	-Employment records -Testimonies
<b>Results (Strategic axes)</b>	1. Employment opportunities increased	By 2020, employment opportunities increased by at least 10%	-Administrative reports	Enabling economic conditions	At least there is a 10% increase in employment opportunities 2020	Employment records -Testimonies
	2. Organization of the private sector improved	At least 10% of the population are securely employed and registered with social insurance.	-Administrative reports	Conducive business climate	At least 5% of business can provide secured employment	-Testimonies -CNPS records

ACTIVITY	QTY	PLACE	ESTIMATED COST		
			Investment (FCFA)	Running Cost (FCFA)	Amount (FCFA)
<b>R1 Employment opportunities increased</b>					
1.1 Contact potential employers	1 contact	Akwaya			50,000
1.2 Facilitate installation of employment companies in the municipality	4 Enterprises	Akwaya	2,000,000		2,000,000
1.3 Facilitate the creation of economic interest groups	5 EIGs	Akwaya	1,500,000		1,500,000
<b>R2 Organisation of the private sector improved</b>					
2.1 Organise a workshop on PPP	1	Akwaya		2,000,000	2,000,000
<b>Total</b>					<b>5,550,000</b>

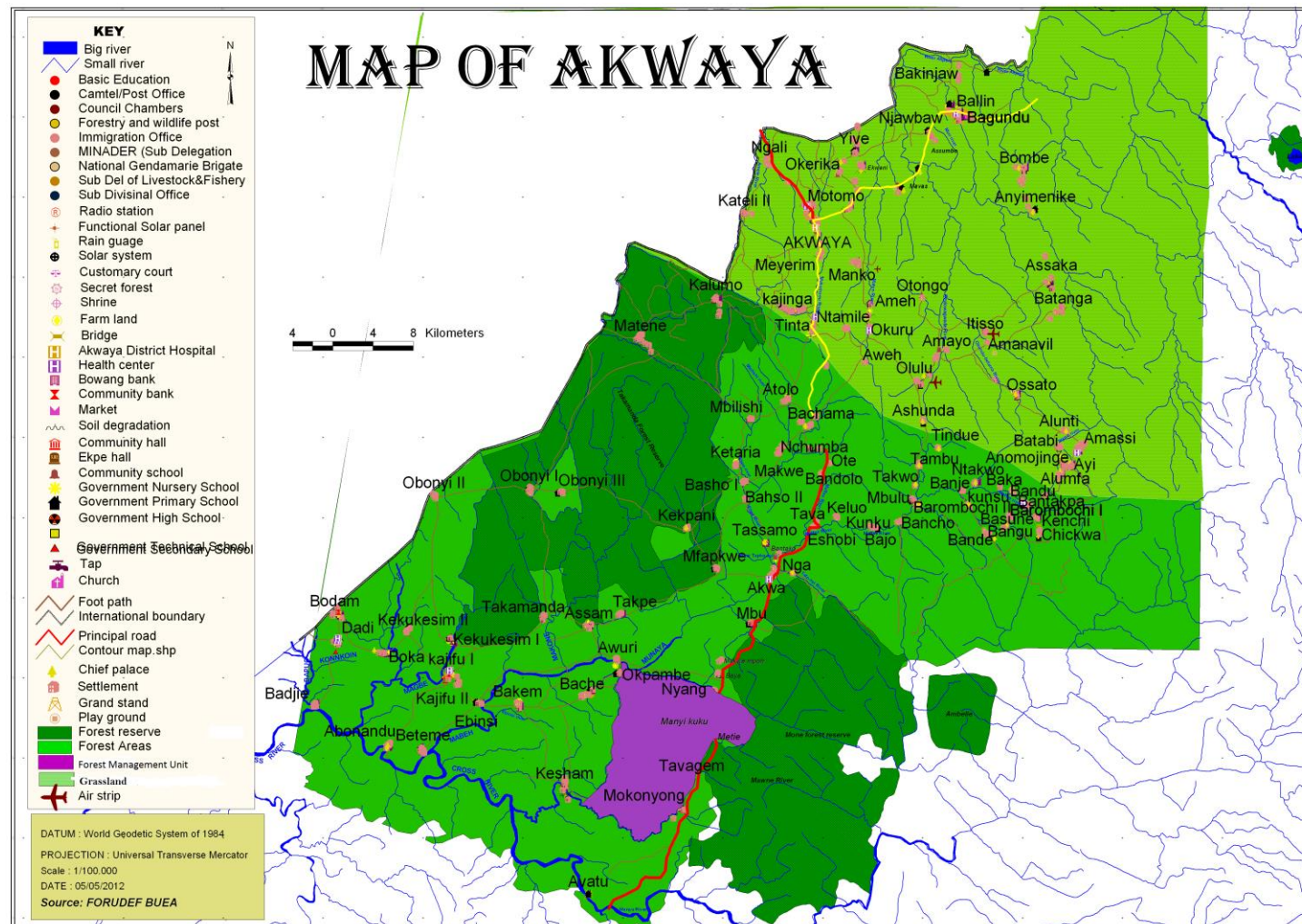
### 5.3 Estimated Cost of the CDP

S/N	Sector	AMOUNT
1.	Public Works	8,302,989,382
2.	Basic Education	487,750,000
3.	Public Health	512,150,000
4.	Urban Development and Housing	15,500,000
5.	Environment and Nature Protection	26,000,000
6	Agriculture and Rural Development	41,400,000
7	Social Affairs	381,000,000
8	Commerce	50,050,000
9	Forestry and Wildlife	31,250,000
10	Secondary Education	325,750,000
11	Higher Education	550,000
12	State Property and Land Affairs	15,500,000
13	Water and Energy Resources	85,350,000
14	Livestock, Fisheries and Animal Industries	23,1000,000
15	Territorial Administration, decentralisation and maintenance of order	305,215,000
16	Women's Empowerment and the Family	155,000,000
17	Youth	669,600,000
18	Sport and Physical Education	24,000,000
19	Transport	79,150,000
20	Labour and Social Security	5,550,000
21	Small and Medium-size Enterprises, Social economy and Handicrafts	12,000,000
22	Employment and Vocational Training	10,850,000
23	Tourism	20,750,000
24	Communication	23,450,000
25	Posts and Telecommunications	30,500,000
26	Scientific Research and Innovation	50,000,000
27	Industry, Mines and Technological Development	170,500,000
28	Culture	28,750,000
29	Akwaya Council	341,390,000
	<b>TOTAL COST OF CDP</b>	<b>12,432,944,382</b>

## 5.4 Land use plan

Land use in the municipality is divided between natural forests, largely undisturbed forests, (secondary logged), agricultural land (fallows, plantations and small-scale shifting cultivation). Primary forests are owned by the village, while individual ownership rights are only being conferred on land that is cultivated and hereditary.

**Fig. 3: The land use plan/land cover of the municipality**



## 6.0 PROGRAMMING

### 6.2 Mid Term Expenditure Framework (MITEF) for 3 years

AGRICULTURE									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1 Conducted training on modern, sustainable environmentally-friendly agricultural techniques</b>									
1.1 Advocate for Extension Officers to be posted to Akwaya area	Lobby with RDMINADER Buea	Sub-delegate agriculture Mayor	x			Sub delegate of Agriculture, Mayor		100,000	Council
1.2 Partner with NGO to foster sensitisation of population.	MoU drawn with NGO	1 <sup>st</sup> deputy mayor	x	x		SDDMINADER NGO		2,500,000	PNDP, Council, PIB, EU
1.3 Sensitisation of the population on sustainable farming practices	5 Sensitisation campaigns held	2 <sup>nd</sup> deputy mayor	x	x		NGO, sub-delegate Agriculture		500,000	National Agric. Extension programme, Council
1.4 Identify CIGs and community groups	List of CIGs		x					500,000	Council
1.5 Select members of CIGs and other community groups and conduct training on	4 trainings conducted for CIGs	3 <sup>rd</sup> Assistant Mayor		x		Sub-Delegate of agriculture, NGO		7,000,000	PNDP, PSMNR-SW, Council

sustainable agriculture									
<b>R2 Provided improved seeds and cuttings to farmers</b>									
2.1 Contact the delegation of agriculture and other agricultural agencies for improved seeds and cuttings, farm inputs	Meetings held with delegation of agriculture	Mayor		x		Mayor, Sub-Delegate		300,000	Council, TRC, WCS,
2.2 Distribute seeds and cuttings to farmers	5 contacts made to lease farmland to farmers	Mayor		x	x	Administration village chiefs, Takmon Cooperative, NGO		1,500,000	Village communities, Council
<b>R3 Processing machines for rice and cassava procured</b>									
1.1 Organise the rice farmers into a Cooperative	2 meetings held in Akwaya and Ballin	Hygiene and sanitation		x		NGO, Sub-delegate		500,000	Council
1.2 Prospect and procure for a rice hauling machine	Pro-forma invoice received from suppliers	Mayor		x		Deve't Agent, Finance Agent		7,000,000	EU, MP(micro credit fund), Council, ACEFA
1.3 Prospect and procure Cassava Processing Units for women's groups	Grants provided to women CIG	1 <sup>st</sup> Deputy Mayor		x	x	Delegation of Agric. Council, NGO		20,000,000	PNDP, MINADER, B.I.P. ACEFA
<b>Total = 41,400,000</b>									



Energy									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1 Electrical Power lighting system installed in Akwaya</b>									
1.1 Construction of hydro power, poles, cables, bulbs	Area of dam identified	Mayor	x			Contractor, Dev't agent		51,000,000	Council Budget
1.2 Sensitisation of population about installation of electrical meters	2 sensitisation meetings held	Mayor	x			Mayor, Development agent		150,000	Council
<b>R2 Economic activities improved in Akwaya</b>									
2.1 Business people apply for electrical meters								--	
<b>Total =</b>								<b>51,150,000</b>	

Water									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1 Catchment in Akwaya maintained</b>									
1.1 Sensitize the population to cease from farming around the catchment	Sensitisation meetings held in the 4 urban spaces	Mayor	x	x		Dev't agent, NGO Water management committee		500,000	Council
1.2 Clean the catchment surrounding	Clean-up campagnes organised	2 <sup>nd</sup> Assistant Mayor				WMC, population		150,000	Council
1.3 Carry out maintenance work on the broken areas of the catchment	Akwaya	2 <sup>nd</sup> Assistant Mayor	x			Contractor, Dev't Agent		3,250,000	PNDP, Council
1.4 Plant water-loving trees around the catchment	Akwaya, Ballin	3 <sup>rd</sup> Assistant Mayor		X		Community, MINEP, MINFOF		1,650,000	PSMNR, Council
<b>R2: Installed additional taps and reservoir in Akwaya Town</b>									
2.2 Construct additional reservoir (4)(4 urban spaces)	Signed contract for Akwaya, Ballin, Kajifu, Akwa	Mayor	x					16,000,000	PNDP, Council, PIB
2.3 Dig and lay water pipes	Akwaya, Ballin, Kajifu, Akwa	1st Assistant Mayor	x	x		WMC, MINEE		10,000,000	PNDP, Council, MINEE
2.4 Install taps/ more taps	Akwaya, Ballin, Kajifu, Akwa	1st Assistant Mayor		x		WMC, Contractor, MINEE, Dev't agent		3,000,000	Councils

R2 Studies conducted for water supplies to 4 villages									
2.1 Contract feasibility studies consultant	Contractor conducted studies, Bantakpa, Akwa, Kesham	Mayor			x	Dev't Agent		5,000,000	Council, EU TRC
Total = 39,550,000									

Livestock and Fisheries									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1 Identified and trained farmers on sustainable livestock and fish production and marketing</b>									
1.1 Sensitise population on livestock farming	Sensitisation meetings held in the 4 urban spaces	Mayor	x	x		Dev't agent, NGO Water management committee		300,000	Council
1.2 Organise training workshop for identified livestock farmers	1 Workshop organised	2 <sup>nd</sup> Assistant Mayor				WMC, population		2,500,000	Council
<b>R2 Established demonstration fish ponds in Kesham, Ote, Okpambe, Obonyi 1 and Akwa</b>		2 <sup>nd</sup> Assistant Mayor		x		Contractor, Dev't Agent			PNDP, Council
2.1 Construct fish ponds	4 Sites for fish ponds	3 <sup>rd</sup> Assistant Mayor		X		Community, MINEP, MINFOF		2,500,000	PSMNR, Council
2.2 Provide fingerlings	Order for fingerlings	1 <sup>st</sup> Assistant			x	MINEPIA, Dev' agent		400,000	MINEPIA, Council
2.3 Provide fish feed	4 fish ponds exist	Mayor		x				200,000	PNDP, Council, PIB
<b>R3 Developed programme for the extension of cattle production in Akwaya</b>									PNDP, Council, MINEE
3.1 Follow-up the transfer of livestock extension workers	Akwaya, Ballin, Kajifu, Akwa	1 <sup>st</sup> Assistant Mayor		x		WMC, Contractor, MINEE, Dev't agent		200,000	Councils
3.2 Construct cattle dips								6,000,000	Council, MINEPIA

<b>R.4 Established programme for the production of goats, sheep, pigs and rabbits, in selected villages of Akwaya sub-division</b>		Mayor			x	Dev't Agent			Council, EU TRC
4.1 Sensitise the population on the rearing of goats, sheep, pigs and rabbits	Sensitization conducted in 5 court areas of Akwaya	3 <sup>rd</sup> Assistant				MINEPIA, NGO, Dev't agent		500,000	Council
4.2 Organise 4 training workshop on the domestication of these animals	4 training workshops Organized in the four urban spaces							10,500,000	MINEPIA, PNDP, PSMNR-SW, TRC
<b>Total = 23,100,000</b>									

Public Works									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1 Maintain uncompleted roads, open and complete roads to Akwaya</b>									
1.1 Open and rehabilitate road Mamfe-Akwa	Mamfe – Akwa	DDMINTP	x			DDMINTP		900,000,000	PIB
1.2 Maintain, open and complete road Bawuru - Akwaya	Bawuru - Akwaya	DDMINTP	x			DDMINTP Super Comfort Sarl		940,989,382	PIB
1.3 Maintain road to Kajifu	Kesham-Kajifu	DDMINTP		x		DDMINTP, Contractor, Dev't Agent		500,000,000	PIB, TRC, PSMNR-SW
1.4 Reconstruct ferry on river Ebinsi	Ebinsi river	DDMINTP		x		DDMINTP Dev't agent		100,000,000	PIB, PSMNR,
1.5 Study on the construction of bridges	Mone, Mbu and Mokonyong		x			DDMINTP Consultant		100,000,000	
1.6 Construction of metallic elements Mamfe-Akwaya	Mamfe-Akwaya		x			DDMINTP Consultant		362,000,000	PIB
<b>R2 The population has access roads all season by 2020</b>									
2.1 Maintenance of road Akwaya - Amana	Akwaya-Amana road passable	DDMINTP		x		DDMINTP Consultant		500,000,000	PIB
<b>Total = 3,402,989,382</b>									

Communication									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
R1. Facilitated the establishment of a community radio station									
1.1 Lobby for establishment of community radio	Contact DDCOM	Mayor		x		Dev't agent		250,000	Council MINCOM
1.2 Conduct feasibility studies	studies	Mayor		x		Consultant		500,000	Council
1.3 Organise fundraising event				x				500,000	Community
1.4 Procure equipment					x			20,000,000	EU, Council, MINCOM, MIVA
Total = 21,250,000									

Post and Telecommunication									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1 Work on tele-center completed</b>									
1.1 Visit site and assess work still to be done	Site visit	Mayor	x			Dev't agent			Council
1.2 Follow-up installation of equipment	Meeting with RDMINPOST	Mayor	x			MINPOST Consultant		200,000	MINPOST PIB
1.3 Procure and install computers for training	Computers for training	RDMINPOST				MINPOST		5,500,000	MINPOST PIB
1.4 Construct fence round tele-center	Fence	RDMINPOST		x		MINPOST		5,000,000	MINPOST PIB
<b>Total = 10,700,000</b>									

Public Health									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1:Constructed ten health centres in Akwaya Sub-Division with maternity and laboratory</b>									
1.1Hold meetings with communities for the selection		Administration DMO	x			Administration, DMO, Dev't		600,000	Council, PIB



of sites						agent			
1.2 Prepare tender documents		ARMP				RDPH, DMO		150,000	
1.3 Publish tender document						RDPH			
1.4 Deliberate and select contractor		Mayor		x		Tender board		150,000	
1.5 Construct health centers		DMO		x	x	DMO, Dev't agent, Consultant		360,000,000	PIB
<b>R2. Akwaya Health facilities adequately equipped</b>									
2.1 Identify and enlist equipment for facilities								250,000	
2.2 Prepare purchase order and pay for a equipment		DMO			x	DMO, Dev't agent		50,000,000	PIB, PNDP Council
2.3 Provide drugs in pharmacies		DMO			x	DMO, Dev't agent		25,000,000	PIB, GIZ
<b>R3. Incidence of malaria controlled</b>									
4.1 Organize sensitization on hygiene and sanitation campaigns for the prevention of malaria		DMO	x	x	x	NGO, Chiefs of health posts		5,000,000	PIB, Council, GIZ,
4.2 Conduct household census and supply treated mosquito nets to households		DMO	x	x	x	NGO, Chiefs of health posts, CIGs		2,000,000	PIB, Plan Cameroon
4.3 Provision of malaria drugs for children and adults		DMO	x	x	x	DMO, Health Centre chiefs		5,000,000	PIB, GIZ, Plan Cameroon
<b>R4. Prevalence of HIV-AIDS is reduced.</b>									

5.1 Organise sensitization and voluntary testing campaigns	Voluntary testing	DMO	x	x	x	NGO		6,000,000	MINPH, GIZ
5.2 Construct facility for treatment in Akwaya	Treatment center	DMO		x	x	District hospital		25,000,000	PIB, GIZ
5.3. Provide anti-retroviral drugs	Anti-recto viral	DMO		x	x	District hospital		25,000,000	MINPH, GIZ
5.5 Train staff on palliative care	Trained staff	RTG		x		District hospital, DMO		3,000,000	MINPH, GIZ
<b>Total = 512,150,000</b>									

<b>Culture</b>									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1. Cultural activities infrastructure constructed</b>									
1.1 Construct 2 community multipurpose hall	Akwa, Ballin	RDC		x		RDC		25,000,000	MINCULT
								1,750,000	
<b>R2 Cultural initiatives improved</b>									
2.1 Organise cultural consultation meeting for the harnessing of the Akwaya cultures	Akwaya, Ballin, Akwa	RDC			x	RDC,MP, Council, Chiefs		2,000,000	MINCULT
<b>Total = 28,750,000</b>									

Transport									
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD			MEANS		COST	SOURCES OF INCOME
			Y 1	Y 2	Y 3	HUMAN	MATERIAL		
<b>R1 Motor parks constructed</b>									
1.1 Identify park area	Kekukessem I, Akwaya, Akwa, Assam, Ballin Ote	Mayor		x		Chiefs, Dev't agent, Councillor			
1.2 Clear area	Kekukessem I, Akwaya, Akwa, Assam, Ballin Ote	Mayor			x	Chiefs, Dev't agent		150,000	Council
1.3 Construct motor park (toilets, offices, passenger lounge)	Avatou (Kesham)	Mayor			x	Contractor, Dev't agent, Councillor		12,000,000	PIB, FEICOM
<b>R.3 Trained farmers on use of donkeys and horses for transportation of goods</b>									
1.1 Organise training for farmer groups on the use of animal force for transportation of goods	4 urban spaces	Mayor			x	DDTRANSPORT Consultant, Dev't agent		2,000,000	Council, GIZ ACEFA
<b>Total = 14,150,000</b>									

## 6.2 Summary Environmental Management Framework for the Mid-Term Investment

### 6.2.1 Potential socio-environmental impacts (positive or negative)

Type of micro projects in the three years investment plan	Possible positive Environmental Impacts	Possible negative Environmental Impacts (Socio-Environmental Risk)	Socio-Environmental quality improvement measures (optimisation)	Mitigation measures
Rehabilitation of Water schemes - Akwaya - Kajifu	<ul style="list-style-type: none"> <li>- Reduction in the spread of Water Borne Diseases</li> <li>- Increase access to portable water in communities</li> <li>- Communities will benefit from gardening</li> <li>- Reduction of certain diseases</li> </ul>	<ul style="list-style-type: none"> <li>- Destruction of the soil structure through digging</li> <li>- Reduction of woody species due to clearing of the area</li> <li>- Risk of contamination and infiltration of dirty water</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitise the population to be involved in the exercise of filling the environmental forms</li> </ul>	<ul style="list-style-type: none"> <li>- The pipe trenches dug will be backfilled</li> <li>- Organic gardening will be encouraged</li> <li>- Plant trees around the work area</li> <li>- Get the chief to ban farming or any human activity around the catchment area.</li> </ul>
Construction of classrooms and laboratories and libraries - GSS Ballin, - GSS Kajifu, - GHS Akwaya, - GSS Akwa	<ul style="list-style-type: none"> <li>- Healthy learning environment</li> <li>- Reinforce the dynamics of the communities through the mobilisation of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Destruction of the natural environment</li> <li>- Poor management of waste from construction materials</li> <li>- Destruction of soil structure</li> </ul>	<ul style="list-style-type: none"> <li>- Risks of work accidents</li> <li>- Risk on environmental sustainability</li> <li>- Sensitise the population to be involved in the exercise of filling the environmental forms</li> </ul>	<ul style="list-style-type: none"> <li>- Areas dug should be backfilled and trees planted</li> <li>- Trash cans should be placed around the school campuses</li> <li>- Obtain land donation from the chief</li> </ul>
Construction of Bridge in Akwaya Town	<ul style="list-style-type: none"> <li>- Improved hygiene and sanitation</li> <li>- Ease circulation in Akwaya town</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Destruction of soil structure through digging</li> <li>- Poor waste management as remains of construction material will be dumped on the</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitise the population to be involved in the exercise of filling the environmental forms</li> </ul>	<ul style="list-style-type: none"> <li>- Areas dug should be backfilled and trees planted</li> <li>- Plant cover grass in affected zone</li> </ul>

<b>Type of micro projects in the three years investment plan</b>	<b>Possible positive Environmental Impacts</b>	<b>Possible negative Environmental Impacts (Socio-Environmental Risk)</b>	<b>Socio-Environmental quality improvement measures (optimisation)</b>	<b>Mitigation measures</b>
		open soil	- Favour recruitment of local labour	- Sensitise the population on HIV-AIDS
Construction of Council Chambers - Akwaya	<ul style="list-style-type: none"> <li>- Improved Hygiene and sanitation</li> <li>- Cleaner environment through landscaping</li> </ul>	<ul style="list-style-type: none"> <li>- Destruction of soil structure through digging</li> <li>- Poor waste management</li> <li>- Noise pollution during construction</li> <li>- Dumping of construction material like nails and pieces of metals</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitise the population to be involved in the exercise of filling the environmental forms</li> <li>- Favour recruitment of local labour</li> </ul>	<ul style="list-style-type: none"> <li>- Areas dug will be backfilled</li> <li>- Waste management system put in place to collect construction waste.</li> </ul>
Construction of cow dip and crush <ul style="list-style-type: none"> <li>- Kalumo</li> <li>- Amassi</li> </ul>	<ul style="list-style-type: none"> <li>- Improved hygiene and sanitation</li> <li>- Biodiversity conservation</li> <li>- Reinforce the dynamic of the Mbororo population</li> </ul>	<ul style="list-style-type: none"> <li>- Destruction of soil structure through digging</li> <li>- Soil erosion</li> <li>- Risk of conflict in use of facility</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental education of the population</li> <li>- Hygien and sanitation education</li> </ul>	<ul style="list-style-type: none"> <li>- Areas dug should be backfilled</li> <li>- Area should be constantly cleaned and disinfected</li> </ul>
Rehabilitate roads (Mamfe – Akwa, Benakuma-Akwaya and construction of bridges)	<ul style="list-style-type: none"> <li>- Reduction in post harvest lose</li> <li>- Improve transportation of goods to the various areas.</li> <li>- Disenclavement of the population.</li> </ul>	<ul style="list-style-type: none"> <li>- Destruction of soil structure through digging</li> <li>- Loss of vegetation and trees</li> <li>- Pollution due to waste from machines</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitise the population to be involved in the exercise of filling the environmental forms</li> </ul>	Areas dug will be backfilled and trees planted

### 6.2.2 Potential Socio-environmental impacts (positive or negative)

Type of micro projects in the three years investment plan	Possible positive Social Impacts	Possible negative Social Impacts (Social I Risk)	Mitigation measures
Rehabilitation of Water schemes in Akwaya Town and Kajifu	<ul style="list-style-type: none"> <li>- Reduction of water borne diseases</li> <li>- Intensification and diversification of socio cultural activities due to increase time available</li> <li>- Children will be more punctual at school leading to better performance</li> <li>- Improved hygiene and sanitation</li> </ul>	Poor sanitation around water systems (public standpipes surrounding)	Sensitisation of the population on proper hygiene and sanitation around public stand pipes
Construction of classrooms and laboratories and Toilets GHS Ballin, G.H.S. Kajifu	<ul style="list-style-type: none"> <li>- Better performance in exams</li> <li>- Befitting learning environment</li> <li>- Increased literacy rate</li> </ul>	Reduction in leisure activities due to limited land space around school compounds	More allocation of land for play ground for the children
Rehabilitate roads (Mamfe – Akwa; Benakuma-Akwaya and construction of bridges)	<ul style="list-style-type: none"> <li>- More people will travel in and out of Akwaya and that will generally improve on their knowledge about issues – travelling is education.</li> </ul>	High crime wave since Akwaya might serve as a hideout for criminals from Nigeria, and Cameroon.	<ul style="list-style-type: none"> <li>-Greater security controls</li> <li>-Increase civic education programmes introduced in schools and the communities</li> </ul>
Construction of bridge in Akwaya Town	<ul style="list-style-type: none"> <li>- Easy access to the hospital with emergency cases by bike or vehicle</li> <li>- Children will no longer fall in the stream when going to school</li> <li>- Punctuality in school will increase</li> </ul>	Greater circulation may fuel crime	<ul style="list-style-type: none"> <li>-Greater security patrols</li> <li>-Increase civic education programmes introduced in schools and the communities</li> </ul>

### 6.2.3 Simplified Environmental Management Plan

Environmental measures	Putting in place actors	Periods	Follow up actors	Costs	Observations
Training of Council Development agent's on environmental aspects in consonance with the PNDP's socio-environmental management framework	PNDP	2012 2014	MINEP Delegation MINAS Delegation PNDP	Built into PNDP budget	
Use of the socio-environmental form.	Council Development Agent	2012 2015	MINEP Delegation MINAS Delegation , PNDP Municipal councillor Development Agent	Built into PNDP budget	The micro project might absorb any related cost
Training of COMES on safeguarding the policies and considering the socio environmental aspects	PNDP	2012 2015	MINEP Delegation MINAS Delegation	Built into the PNDP budget	
Provision for the carrying out environmental impact studies	PNDP, Mayor (Councillor)	2012 2016	MINEP Delegation PNDP Municipal councillor		The community has to move then the Mayor might have to bear the cost
Follow up and monitoring of socio environmental management plan and the business actors	Council Development Agent	2012 2015	MINAS Delegation MINEP Delegation	Built into the PNDP budget	This will be a joint activity

### 6.3 Annual Investment Plan (AIP)

#### 6.3.1 Available Resources and Periodicity

RESOURCES MOBILISATION						
Types of Resources	Donor	Amount	Time to be deposited	External or Internal	Sure or Conditional	Conditions of Usage of the said Funds
Council Additional Taxes from levies (state)	State	80,000,000	September 2012	Internal	Sure	Salaries/Recurrent expenditures and projects
Cattle Tax	Akwaya Council	1,000,000	April 2012	Internal	Sure	Salaries/Recurrent expenditures and projects
Global Tax	Akwaya council	1,000,000	January 2012	Internal	Sure	Salaries/Recurrent expenditures and projects
Market Tolls	Akwaya council	1,500,000	June 2012	Internal	Sure	Salaries/Recurrent expenditures and projects
Budget surplus	Council	51,000,000	January 2012	Internal	Sure	Electricity Project
Public Investment Budget	State	2,245,592,382	January 2012	External	Sure	Roads, bridges and feasibility studies
Council Development Fund	State	50,000,000	June 2012	External	Conditional	Development projects
FEICOM		237,000,000	February 2012	External	Sure	Construction of council chambers
Micro Project Grants	PNDP	62,400,000	April 2012	External	Sure	Micro Projects
<b>Grand Total</b>		<b>2,671,492,382</b>				



### 6.3.2 Annual Plan of Priority Projects (1<sup>st</sup> Year)

Project	Tasks	Indicators	Person responsible	Partners	Period	Means		
						Human	Material	Financial
<b>Energy and Water</b>								
<b>Water:</b> Water facility rehabilitation and extension in Akwaya Town and Kajifu village	Prepare Tender documents	Tender documents in place	1 <sup>st</sup> Assistant Mayor Development Agent Tender Board M&E Committee	PNDP MINEE	June 2012	MINEE Council Contractor	Sand, stones Plastic pipes, pick axes, cement, galvanised pipes, etc.	12,000,000
	Publish tender	Tender published and applications received						
	Select contractor	Contractor known and contract signed						
	Rehabilitate reservoir and extend pipelines schemes	Rehabilitated reservoir, dug trenches and pipes laid according to specifications						
	Supervise work	Supervision conducted as specified; any observations or recommended implemented						
	Receive completed water works	Pipe borne water system received.						
<b>Energy:</b> Construction of hydro electric supply facility		Construction is almost finished						51,000,000
<b>Secondary Education</b>								
Construct 300 Desks: GSS Akwa, GHS Kajifu, GSS Ballin, GTC Amassi, GSS Batabi, GTC Kesham	Prepare tender document	Tender document in place	Tender Board	PNDP MINESEC	July-Sept 2012	MINEDUB Council Contractor M&E Committee	As specified in contract	7,500,000
	Publish tender	Tender published and application received	Mayor					
	Select contractor	Contractor known and contract signed	Tender board					
		Desks constructed according	Contractor					

Project	Tasks	Indicators	Person responsible	Partners	Period	Means		
						Human	Material	Financial
		to specifications						
	Supervise construction work	Supervision conducted	M&E Committee Dev't Agent					
	Receive desks	Desks received	Mayor					
<b>Public Health</b>								
- Procure Beds and mattresses	Prepare tender document	Tender document in place	Tender Board chairman	PNDP		DMO Council Supplier		8,000,000
- Infrastructural renovation of District Hospital Akwaya Town	Publish tender	Tender published and application received	Mayor					
	Select supplier	Supplier known and contract signed	Tender board DMO					
<b>Public Works</b>								
Construct bridge linking main town and GHS Akwaya, Gendarmerie Brigade, Sub-Treasury, etc.	Prepare tender documents	Tender documents in place	TB chairman	PNDP Contractor s MINTP MINEP	July-December 2012	MINTP MINEP Council Contractor	As specified in contract	45,000,000
	Publish tender	Tender published and application received	Mayor					
	Select contractor	Contractor known and contract signed	Tender board					
	Construct bridge	Bridge constructed according to specifications	Contractor					
	Receive bridge	Bridge received	Contractor					
	Receive water points	Workshop building block received	Mayor					
Rehabilitate and construct roads (Mamfe – Akwa; Benakuma-Akwaya and construction of bridges)		Process on-going	MINTP Contractor	MINTP Council Contractor	Feb. 2012	MINTP Contractor Labour	As specified in contract	2,245,592,382

## 6.4 Contract Award Plan

Description of Project		Person Responsible	Partners	Type of Selection (Quotation/Call for Tender)	Estimated amount	Source of Income	Preparation of DAO	Launching of Tender		Technical and financial evaluation	Non objection from PNDP		Negotiation		Award		Provisionary acceptance		Observation	
								Project ed Date	Realise d Date		Project ed Date	Realise d Date	Project ed Date	Realise d Date	Project ed Date	Realise d Date	Project ed Date	Realise d Date		
Construction	Supplies																			
Water facility rehabilitation and extension		Mayor	MINEE	Call for tender	12,000,000	PNDP/ council	June 2012	10/06/12	13/06/12	30/06/12	10/07/12	15/07/12	20/07/12	24/07/12	26/07/12	28/07/12	30/07/12	30/11/12	15/12/12	
Construction of hydro dam for supply of electricity		Mayor	MINTP	Call for tender	51,000,000	PNDP/ council	January 2012	31/01/12	02/02/12	10/02/12	15/02/12			8/05/12	18/05/12	20/05/12	20/11/12	25/11/12		
Construction of bridge in town		Mayor	MINTP/MINE	Call for tender	45,000,000	PNDP/ council	May 2012	30/05/12	02/06/12	5/06/12	10/06/12	13/06/12	15/06/12	17/06/12	20/06/12	25/06/12	30/06/12	30/12/12	15/01/213	
	Purchase of echo-graphy machine	DMO	MINSANTE	Quotation	8,000,000	PNDP/ council	June 2012	30/06/12	02/07/12	5/07/12	10/07/12	13/07/12	15/07/12	17/07/12	20/07/12	25/07/12	30/07/12	30/08/12	15/08/213	

## CHAPTER SEVEN

### 7.0 MONITORING AND EVALUATION MECHANISM

#### 7.1 Composition and functions of the committee in charge of monitoring and evaluation of the CDP

Composition of the Follow-Up Committee of the council;

S/n	Name	Role	Function
1	Ajiah Lawrence Keme	President	Councillor/1 <sup>st</sup> Assistant
2	Apella Magellan	Secretary General	Development Agent
3	Anya Pauline	Member	Councillor
4	Abine Augustin	Member	Livestock expert
5	Walters Taku Eyong	Member	Councillor
6	Ebai Joseph	Member	Councillor
7	Chief Abang John	Member	Traditional ruler

#### Functions of the Mayor, Council Members and M&E Committee

- Follow up work done by selected contractors as per the specifications on the contract award document
- Carry out random field visit to ascertain that work is been effectively executed
- Inform the different persons /structures responsible for implementing the activities about the council administrative procedures to obtain the necessary funds for the activity
- Conduct periodic reviews of the AIP in collaboration with the council executives
- Ensure the implementation of the social and environmental management plan by all stakeholders
- Produce quarterly reports for level of realisation of micro projects and committee activities to the council
- Work in close collaboration with the council executive

#### 7.2 Monitoring and evaluation system and Indicators for (in relation to the AIP)

The M & E system will include collection, analysis and consolidation of data. The M&E system of the Akwaya council shall involve site visits and designed forms for information collection and transfer. Indicators as spelt out in the micro projects plan will be followed and necessary adjustments made on the ground.

#### 7.3 Tools and frequency of reporting

##### Tool 1 Progress reports/Form

This tool will be used for the monitoring of micro projects at all level by all the actors concerned in the M&E of the AIP and the various indicators defined in the AIP

Micro project						
Strategic Action to be accomplished						
Date of Monitoring and Evaluation						
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						

### Tool 2 Log Books

Log books will be placed at the level of each project sites. The book will be filled by the contractors and the actors in charge of M&E to ensure that norms and specifications are respected.

### Tool 3 Meetings

Quarterly meetings will be held at the council where progress reports are presented and important decisions taken.

## 7.4 Review of the CDP and mechanism for the preparation of the next AIP

The M&E committee will carry out an end-of-year evaluation of projects in the annual investment plan. Projects not realised will be planned again alongside those of the next year. At the close of three years of the CDP a review will be conducted and priority projects selected. The next three years will be programmed and an investment plan drawn.

The Akwaya council should organise periodic reviews of the AIP in order to ascertain the rate of success in implementation of the plan and also to check gaps. At the end of the year, there should be an evaluation of planned activities in view of its realisation. The evaluation exercise should inform the council on the various lapses and hence enable them to improve on performance for the next AIP.

The council should take advantage of current issues that may work to their credit and include same in their new AIP during preparation. At all times the services of competent development actors should be sought not leaving out the expertise of the PNDP team.

## CHAPTER 8

### 8.0 Communication Plan of the CDP

The communication plan is a tool which will inform the council on best possible ways to diffuse information about its CDP to the entire public, technical services and financial partners.

The production of similar plans is incumbent on the council at all times that they prepare an annual investment plan.

<b>ACTION</b>	<b>TIMEFRAME</b>	<b>PERSONS RESPONSIBLE</b>
Sensitise population on the implementation of the CDP, expected results and the role of stakeholders through flyers and leaflets with major objectives, activities and to be circulated in all villages in the Council area	July 2012	Mayor /SG/Dev't agent
Organize Restitution Meetings on the outcome of the CDP elaboration process at Council level involving Councillors, Chiefs, Village Development Associations, CIGs, Elite, Heads of Government Technical Services, members of the follow-up committee	August 2012	Mayor, Deputies/SG FORUDEF
Organize Restitution Meetings on the outcome of the CDP elaboration process at village level involving the all the Court Areas, Village Development Associations and Elites	July 2012	Mayor, Deputies/SG & Follow-up committee Dev't agent
Carryout Radio Broadcast Programs to sensitise population on the implementation of the CDP, expected results and the role of stakeholders and the outcome of the CDP elaboration process	4 times/ yr starting October	Mayor /SG/Dev't agent
Organize lobbying visits to relevant Organizations and Ministries: e.g. PNDP, Boistex, SOWEDA, FEICOM, MINADER, MINEPIA, MINEPAT, MINBASE, MINESEC, MINSANTE, MINEE, MINTRANSPORT, MINTP, Elites and Embassies, European Union etc...	Start in October 2012	Mayor, Deputies and Committee Chairpersons
Organise information Day and distribute AIP to potential funders/ partners (WCS, PSMNR-SWR, FEICOM, GIZ, Boistex, etc)	November 2012	Mayor, Deputies/ SG and President of Follow Up Committee
Website Design and hosting of the communal development plan for easy access by public	September 2012	Mayor, SG, Dev't agent
Organise Lobbying Missions abroad to communicate the Communal Development Plan, improve resource mobilisation and seek partnerships with other councils and funding bodies as well as elites abroad	October 2012	Mayor, SG, president of the Follow Up Committee and FORUDEF

## **CHAPTER NINE**

### **9.0 CONCLUSION**

Akwaya Council has successfully completed the elaboration of its development and investment plan. Several stakeholders from all the one hundred and two villages in the municipality were consulted and their aspirations have been included in the plan. The entire process was participatory involving all the stakeholders. The 28 sectors were diagnosed and needs identified.

The Follow-Up Committee which was put in place should be empowered to accomplish their work in a way that will guarantee the success of this plan. They should be provided with adequate training to meet up with the tasks which lie ahead of them. The systematic engagement of this plan rests on the arms of the management team of the Council to commit to fostering the implementation of the CDP by providing the funds for the planned activities.

In essence, the Akwaya Council Development Plan should henceforth serve as a road map for development action which should be exploited by the community, technical and financial partners as well as other interested stakeholders.

## 10. ANNEXES

- **Project presentation sheet for Annual Investment Plan (AIP)**

Below is a summarised micro project template for identified needs and prioritised sectors at village level in the Akwaya council area.

### Micro Project Profile

<b>Sector</b>	<b>Water and Energy</b>
<b>Micro project name</b>	Rehabilitation of water schemes
<b>Objective (Impact on client)</b>	Access to quality potable water in the communities increased
<b>Location</b>	Akwaya, Ballin, Kajifu
<b>Technical partners</b>	PNDP and Council
<b>Time to complete project</b>	As soon as funds are made available
<b>Beneficiaries</b>	Entire villages concerned
<b>Estimated cost of Project</b>	12,000,000
<b>Environmental Impact</b>	Improvement of hygiene and sanitation
<b>Social Impact</b>	<ul style="list-style-type: none"> <li>- Reduction of water borne diseases</li> <li>- Improved hygiene and sanitation</li> </ul>
<b>Maintenance Cost</b>	1,000,000
<b>Execution time</b>	June 2012-December 2012

<b>Sector</b>	<b>Public Works</b>
<b>Micro project name</b>	Construction of bridge
<b>Objective (Impact on client)</b>	Access roads improved
<b>Location</b>	Akwaya
<b>Technical partners</b>	PNDP and Council
<b>Time to complete project</b>	As soon as funds are made available
<b>Beneficiaries</b>	Entire villages concerned
<b>Estimated cost of Project</b>	45,000,000
<b>Environmental Impact</b>	Distort soil stability in the site; Control water flow
<b>Social Impact</b>	<ul style="list-style-type: none"> <li>- Facilitate travel in town</li> <li>- Improved hygiene and sanitation</li> </ul>
<b>Maintenance Cost</b>	
<b>Execution time</b>	June 2012-December 2012



<b>Sector</b>	<b>Public Health</b>
<b>Micro project name</b>	Beds, mattresses, theatre equipment and rehabilitation of hospital building
<b>Objective (Impact on client)</b>	Health care facilities improved
<b>Location</b>	Akwaya
<b>Technical partners</b>	PNDP and Council
<b>Time to complete project</b>	As soon as funds are made available
<b>Beneficiaries</b>	District Hospital
<b>Estimated cost of Project</b>	8,000,000
<b>Environmental Impact</b>	
<b>Social Impact</b>	Improved health
<b>Maintenance Cost</b>	1,000,000
<b>Execution time</b>	June 2012-December 2012