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REPUBLIC OF CAMEROON

Peace – Work – Fatherland

MINISTRY OF ECONOMY, PLANNING AND
REGIONAL DEVELOPMENT

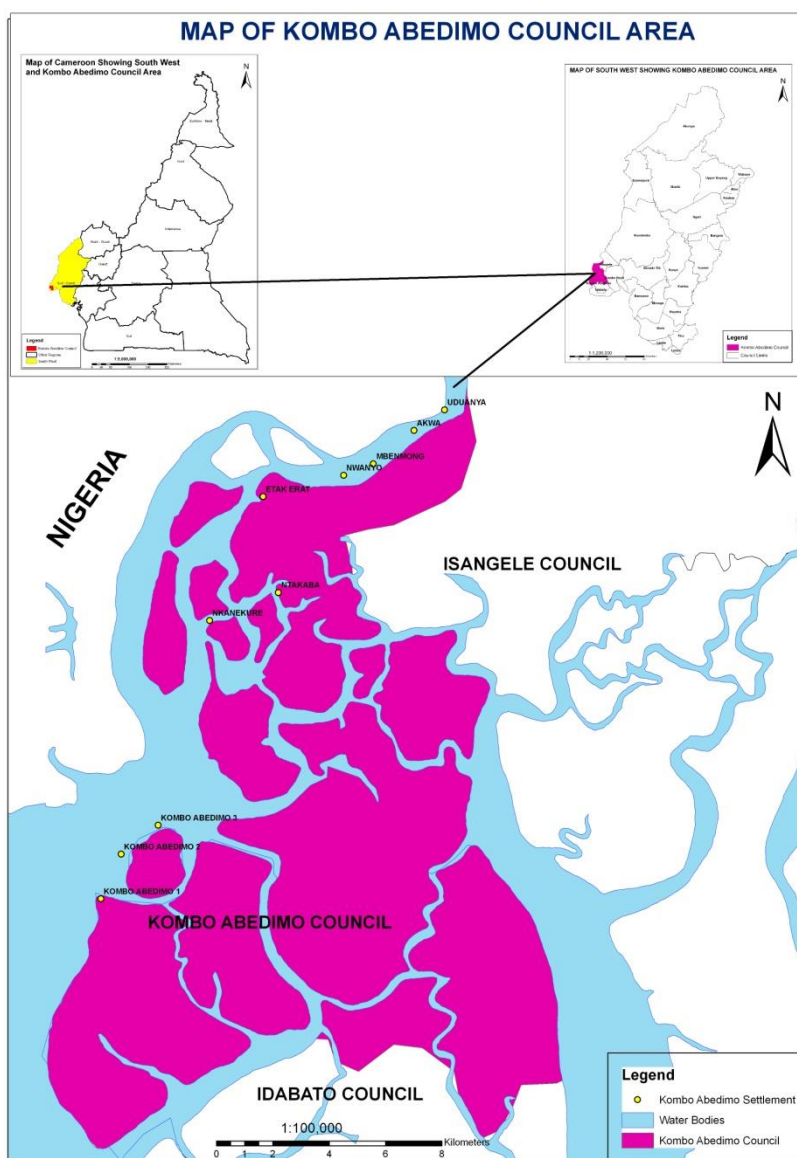
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KOMBO ABEDIMO COMMUNAL DEVELOPMENT PLAN



December 2011

EXECUTIVE SUMMARY

A Development Plan for the Kombo Abedimo Council was developed from the period of July to December 2011, through a Local Support Organisation (LSO), Reach Out Cameroon facilitated by the National Community Driven Development Program (PNDP). The Plan covered a wide range of development concerns of the municipality such as Transport, Health, Water schemes, Electricity, Road networks, Basic Education, Secondary Education, Environment and Nature Protection, Women Empowerment and the family, livestock and fishery, Agriculture and Commerce.

The municipality is located some 3km from Isangele and has a total surface area of about 200km² with an estimated population of 8,000 Inhabitants living in 16 villages.

During the elaboration of the Kombo Abedimo Communal development Plan (CDP), the following process/methodology were used; Village Diagnosis, Urban Space Diagnosis Council Institutional Diagnosis, Strategic Planning Programming and Resource Mobilisation. After the collection and analysis of data at each level of the process, the data was restituted and validated by the main stakeholders.

The vision of the Kombo Abedimo Council is:

BY 2035, The Kombo Abedimo Council is sustainably realising their priority development projects and the population of the Municipality has a better livelihood, resulting from improved road network and maritime route system linking all the villages, infrastructures in the domains of Education, Health, Water, Electricity, Commerce and other socio-economic/ environmental domains.

The goal of the Council is:

To sustainably improve on the living standard of the population of the Kombo Abedimo municipality by providing quality basic services in the domain of Health, Education, Water, Energy, Tourism, and Socio-economic and environmental Infrastructures so as to reduce poverty and enhance opportunities for growth and employment by 2017.

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

- *Access to educational facilities within the municipality increased;*
- *Access to quality health care services improved;*
- *Access to electricity supply increased;*
- *Development of touristic sites improved*
- *Income level of women increased;*
- *Basic infrastructures Increased;*
- *Fish production Increased.*

For each of these strategic objectives, indicative investment plans were developed comprising; key activities, indicators person(s) responsible and potential funding sources. The overall cost of the plan will be at least **FCFA 43,742,969,000** (fourty Three billion Seven hundred and fourty two million, nine hundred and sixty nine thousand francs CFA).

TABLE OF CONTENT

EXECUTIVE SUMMARY	1
LISTS OF ABBREVIATIONS.....	4
LIST OF TABLES.....	5
LIST OF MAPS AND FIGURES	6
 1. INTRODUCTION.....	 7
1.1 CONTEXT AND JUSTIFICATION.....	7
1.2 OBJECTIVES OF CDP PROCESS.....	7
1.3 STRUCTURE OF THE DOCUMENT	8
 2. METHODOLOGY	 9
2.1 PREPARATION OF THE PROCESS.....	9
2.1.1 SIGNING OF CONTRACT	9
2.1.2 HARMONISATION MEETING WITH MAYOR AND COUNCIL STAFF	9
2.1.3 SENSITISATION AND MOBILIZATION OF STAKEHOLDERS	9
2.1.4. OFFICIAL LAUNCHING OF THE CDP PROCESS.....	9
2.2 COLLECTION OF DATA AND TREATMENT	9
2.3 CONSOLIDATION OF THE ANALYSIS OF DATA AND MAP READING	11
2.4 PLANNING WORKSHOP, RESOURCE MOBILIZATION AND PROGRAMING	11
2.5 IMPLEMENTATION OF PARTICIPATORY MONITORING AND EVALUATION MECHANISM.	11
 3. SUMMARY PRESENTATION OF THE COUNCIL.....	 12
3.1 LOCATION OF THE COUNCIL	12
3.2 DESCRIPTION OF THE BIO PHYSICAL ENVIRONMENT	13
3.2.1 CLIMATE.....	13
3.2.2 SOIL TYPE.....	13
3.2.3 RELIEF.....	13
3.2.4 HYDROLOGY	14
3.3 HISTORY AND PEOPLE OF THE COUNCIL	14
3.3.1 ORIGIN OF THE PEOPLE	14
3.3.2 SIZE AND STRUCTURE OF THE POPULATION	14
3.3.3 ETHNIC GROUPS AND INTER-ETHNIC RELATIONS	16
3.3.4 RELIGION	16
3.3.5 MOBILITY OF THE POPULATION.....	17
3.4 BASIC SOCIO-ECONOMIC INFRASTRUCTURES.....	17
3.4.1 SYLVICULTURE	17
3.4.2 ACTORS OF LOCAL DEVELOPMENT	17
3.5 ASSETS, POTENTIALS AND CONSTRAINTS OF THE SOCIO-ECONOMIC ENVIRONMENT	18
 4. SUMMARY OF KEY FINDINGS FROM THE PARTICIPATORY DIAGNOSIS.....	 20
4.1 SUMMARY OF COUNCIL INSTITUTIONAL DIAGNOSIS	20
4.2 SUMMARY OF COMMON PROBLEMS AND NEEDS IDENTIFIED BY SECTOR.....	22
4.2.2PROBLEMS AND NEEDS IDENTIFIED BY SECTOR IN THE KOMBO ABEDIMO COUNCIL.....	28
 5. STRATEGIC PLAN	 43
5.1 VISION AND OBJECTIVES OF THE COMMUNAL DEVELOPMENT PLAN	43
5.2 LOGICAL FRAMEWORKS BY SECTORS IN KOMBO ABEDIMO COUNCIL AREA	44

5.3 ESTIMATED COST OF THE CDP.....	77
5.4 LAND USE PLAN	78
6. PROGRAMMING.....	79
6.1 RESOURCE MOBILISATION (RESOURCE MOBILISATION FOR KOMBO ABEDIMO COUNCIL, 2012)	79
6.2 MID TERM EXPENDITURE FRAMEWORK (MITEF) FOR 3 YEARS	80
6.3 SUMMARY ENVIRONMENTAL MANAGEMENT FRAMEWORK FOR MID-TERM INVESTMENT PLAN	101
6.3.1 POTENTIAL SOCIO-ECONOMIC IMPACT (POSITIVE AND NEGATIVE) AND OPTIMIZING/ MITIGATION MEASURES	101
6.3.2 SIMPLIFIED ENVIRONMENTAL MANAGEMENT PLAN (SOCIO ENVIRONMENTAL MANAGEMENT PLAN)	105
6.4 ANNUAL INVESTMENT PLAN FOR KOMBO ABEDIMO COUNCIL	106
6.4.1 AVAILABLE RESOURCES AND PERIODICITY	106
6.4.2 ANNUAL PLAN OF PRIORITY PROJECTS FOR THE FIRST YEAR	107
6.5 CONTRACT AWARD PLAN	110
7.0 MONITORING AND EVALUATION MECHANISM	112
7.1 COMPOSITION AND FUNCTIONS OF THE COMMITTEE IN CHARGE OF MONITORING	112
7.2 MONITORING AND EVALUATION SYSTEM AND INDICATORS (IN RELATION TO THE AIP)	113
7.3 TOOLS AND FREQUENCY OF REPORTING	114
7.4 REVIEW OF THE CDP AND MECHANISM FOR THE PREPARATION OF THE NEXT AIP	114
8.0 COMMUNICATION PLAN OF THE CDP	115
9.0 CONCLUSION.....	117
10.0 ANNEXES	118
10.1 PROJECT PRESENTATION SHEET FOR ANNUAL INVESTMENT PLAN (AIP)	118

LISTS OF ABBREVIATIONS

CDP	Communal Development Plan
CSO	Civil Society Organisations
CIG	Common Initiative Group
ID/OS	Institutional Diagnosis and Organisational Strengthening
SG	Secretary General
FEICOM	Support Fund for Local Council
GNS	Government Nursery School
GHS	Government High School
GPS	Government Primary School
GPS	Global Positioning System
LBAs	Licence Buying Agents
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINADER	Ministry of Agriculture and Rural development
MINFOF	Ministry of Forestry and Wildlife
NTFP	Non Timber Forest Products
PTA	Parents Teachers Association
PNDP	National Community-driven Development Programme
OVCs	Orphans and Vulnerable Children
REO	Reach Out Cameroon
SDO	Senior Divisional Officer
VTC	Village Traditional Council

LIST OF TABLES

Table 1 Temperature of Kombo Abedimo.....	13
Table 2 Population size	14
Table 3 Population Statistics	15
Table 4 Different ethnics groups in the villages	16
Table 5 List of Religious Institutions in Kombo Abedimo	16
Table 6 Assets and potentials for the different sectors in the council	19
Table 7 Fish production for the last three years.....	23

LIST OF MAPS AND FIGURES

Figure 1 Maps of Kombo Abedimo Council Area	12
Figure 2 Population Distribution	15
Figure 3 Population distribution	15
Figure 4 Map showing the land use plan/land cover of the municipality	78

1. INTRODUCTION

1.1 Context and justification

Within the context of decentralisation in Cameroon of 22nd July 2004, powers have been devolved/ transferred to local councils making them the lead agents promoting local development in their respective municipalities in the domains of Education, Water and Energy, Culture, Sports, Health, 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.

For the purpose of development and improvement of living standards of council areas, the Cameroon Government mandated The National Community-driven Development Programme (PNDP) charged with facilitating local council's 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 ameliorate 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.

Law No. 2004/018 of 22nd July 2004 in its sections 15, 16 and 17 lays down the powers devolved upon councils for economic development.

The government through PNDP has selected nineteen councils in the South-West Region for the second pilot phase of the elaboration of Council Development Plans (CDP) amongst which is the Kombo Abedimo Council. It was within this context that Reach Out Cameroon (REO) was recruited as the Local Support organization (LSO) to accompany the Kombo Abedimo council in its development planning process.

The process of elaborating the council development plan constitutes the realisation of the council monographic and institutional diagnosis, a strategic plan and an annual investment plan, which is the focus of this present report.

1.2 Objectives of CDP Process

The global objective

The overall objective of the CDP is to guide the Council ensure a Fair and balanced Development of the Municipality, whereby the Council has the needs of the communities and carry out projects that are cost effective and meet the needs of these communities with the limited resources that she can mobilise each Year especially within this process of Decentralization.

Specifically the objectives are to;

- Promote participation, transparency, fairness in the selection of investment and development actions;
- Enable the Council to be able to develop partnership especially that which will enable her perform her role as a Development Organ of the Municipality
- Make easy the development of campaign plans of the municipal executive, projects of common and related budgets;
- Enhance coherence between the actions of the Council on the one hand, and strategic and Sectoral policies of the State on the other;
- Facilitate the achievement of the local budget;
- Promote the synergy of actions between different actors in the municipal district;
- Promote solidarity and complementarity between development actors;
- Facilitate research partnerships with development actors external and internal;
- Facilitate negotiations with donors;
- Prevent conflicts;

1.3 Structure of the document

The structure of the report constitutes the following sections:

- Introduction
- Executive summary
- Methodology
- Brief description of the Council Area
- Summary of Diagnostic Results
- Strategic planning
- Operational planning
- Monitoring and Evaluation Summary

2. METHODOLOGY

2.1 Preparation of the process

The preparations for the communal Development Planning (CDP) process in the Kombo Abedimo Municipality involved signing of a contract, holding harmonisation meetings with council executive, information dissemination and sensitisation on the process, setting up a steering committee at the council level, official launching of the CDP process and baseline data collection.

2.1.1 Signing of Contract

The process started with the signing of a contract between the Council, PNDP and Reach Out Cameroon on the 20th of July 2011 at the PNDP Coordination Unit Buea. This was later followed with the registration of the contract at the Taxation Department.

2.1.2 Harmonisation meeting with Mayor and council staff

A series of meetings were held with the Mayor and some council executives during which Reach Out Cameroon presented a draft execution plan which was discussed, corrections made and then adopted.

Reach Out presented the terms of reference for the launching workshop and the workshop program was drawn. A date was proposed for the launching workshop, and was presented to the SDO of Ndian.

2.1.3 Sensitisation and mobilization of stakeholders

During this process, a date was fixed for the official launching of the CDP process, the council in collaboration with Reach Out prepared an invitation letter, signed by the SDO and distributed to the various Delegates and stakeholders in the Municipality inviting them to the launching workshop.

2.1.4. Official launching of the CDP process

The official launching workshop took place in August 2011 at the Divisional Delegation of MINEPAT Hall chaired by the SDO of Ndian. This launching was done out of the Municipality because at the time of the launching and the diagnosis, the Council was operating out of the Municipality due to the high rate of insecurity due to the unrest brought about by the Bakassi crisis

2.2 Collection of data and treatment

Data was collected and analysed using different Tools. During the process, interviews, review of council documents, Focus Group Discussions and observation were used especially to diagnose the functioning of the Council as an Institution. At the level of the village, some PRA Tools were used to gather and analyse data on the different sectors and come out with the problems/needs and potentials of the various sectors. After the data collection process, statistical software was developed for data entry and analysis.

The analysed data which was both qualitative and quantitative was presented in the form of tables and charts.

Some of these tools that were used included the following:

a) Sector-By-Sector Problems Identification and Potentials

This stage focused on problem identification, by sector and gender. Here, the facilitators using semi structured interview were able to identify the problems for the different sectors

b) Transect

The focus Group accompanied the Team along a cross section of the village to identify some other problems and potentials that might have been left out during the Problem identification by gender and sector. Focus was laid on items like, settlement, topography of the village, soil type, vegetation, problems and constraints

c) Historical Profile

This enabled the identification of historical events that have influenced the communities' development either in the socio-economic, cultural, agricultural and natural resources domains. Here focus was on the Time, Event and the Impact of such events on the community. This enabled the team to understand some of the causes of the problems that had been identified and with this, good proposals for the identified problems were brought out

d) Village Mapping

The team facilitated the putting up of a map of the community by the indigenes themselves and during this exercise; the problems of the community were also identified. The communities were also able to come to self realization and start looking at ways of solving some of their problems.

e) Venn Diagram

This tool was also used in the cause of the diagnosis to identify the way the community is structured as well as the relationships that exist between the different Groups in the community. This also helped the team to be able to identify the potentials of the community as well as put up a Village Development Committee which was responsible for the follow up of the execution of the local solutions that were identified by the community under the facilitation of the Team

After the identification of the problems of the communities, the Team had to do an analysis of the problems and different Tools were used to analyse these problems and these included the following

f) Problem Analysis

Identified problems were then prioritised by the communities and core problems identified and analysed using problem tree. The problem trees presented a cause-effect relationship. Following the elaboration of the problem trees, objective trees were also produced, by the transformation of the problems trees, to have a means - ends relationship.

g) Planning Local Solutions

Following the analysis, a table of local solutions was drawn up based on indigenous/local solutions, activities, tasks, person(s) responsible; partners and time frame.

h) Collection of Waypoints

In order to be able to situate the areas where some of the socio-economic infrastructures were found; the team used the GPS (Global Positioning System) to collect the point Data for these structures. This data was later analysed using the GIS (Geographical Information System) software to produce Thematic Maps for the municipality.

2.3 Consolidation of the analysis of data and map reading

The consolidated data was analysed using database analysis software (Softframes-DBTS). The results were later represented on tables, graphs, pie charts, and bar charts. The GPS data was analysed using the GIS software (Arc GIS 9.3 and map info) for the production of geo-referenced maps.

2.4 Planning Workshop, Resource Mobilization and programming

At this stage, the Logical frameworks by sector were elaborated and the LSO had to work with the different Divisional Delegates of the Division to ensure that the strategic plan as well as the Activities and costing was in line with the sectorial norms as well as in line with the Growth and Employment Strategy paper and why not Vision 2035. Also being the Technicians, they could easily advise the LSO on what could be application in the Municipality

From this process, the LSO in Collaboration with the Council and the different stakeholders under the supervision of PNDP proceeded to carry out a Planning workshop where Resource Mobilization was done and the available resources used to elaborate the Annual investment plan for 2012 after which the mid-term investment plans were elaborated involving all the potential partners for the other two Years. There was again the contract Award Plan for the micro projects for the AIP

2.5 Implementation of participatory Monitoring and evaluation mechanism.

At the end of the Planning workshop, a strategy for monitoring and implementation of the micro-projects was analysed and a Follow Up Committee set up at the level of the council. The Committee was schooled on their role as far as the implementation of the Annual Investment Plan was concerned. They were also told to ensure that they do proper follow up so that the projects are well executed and used for the purpose for which they were intended.

3. SUMMARY PRESENTATION OF THE COUNCIL

3.1 Location of the council

Kombo Abedimo is one of the Municipalities in the Bakassi Peninsular which is situated in the South West Region of Cameroon. It is a Mangrove and creeks dominated area measuring about 700sq km, rich in sea and petroleum products and having strong touristic and Agricultural potentials.

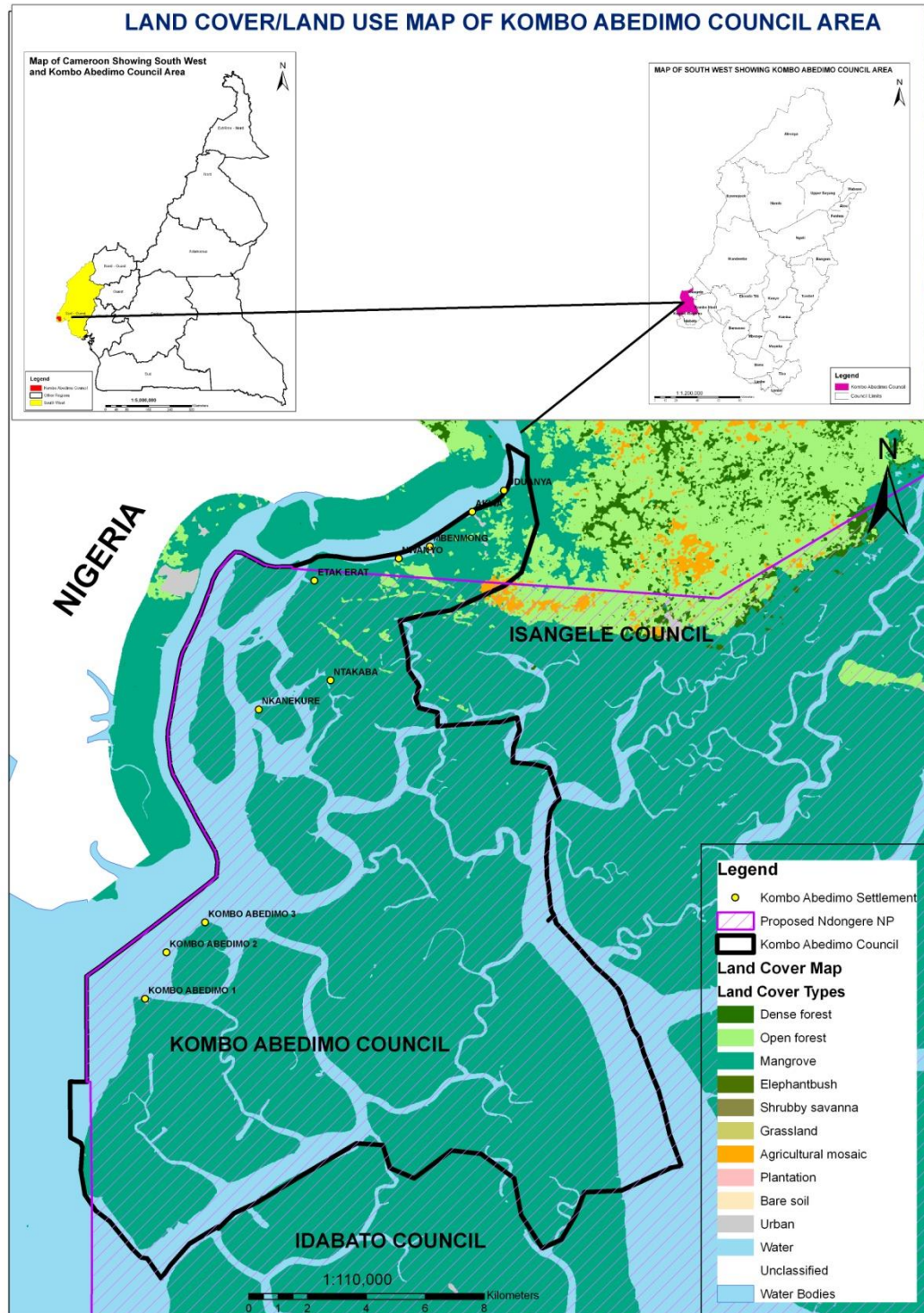


Figure 1 Maps of Kombo Abedimo Council Area

3.2 Description of the Bio physical Environment

The Kombo Abedimo municipality is a maritime area with one distinct biophysical environment. The area which comprises about 10 villages is surrounded by an evergreen mangrove ecosystem with high variety of biodiversity, that is, birds and animal species. Accessibility to villages in the area is through the creeks. The area is highly risky during the raining season due to the swampy nature of the area.

3.2.1 Climate

Kombo Abedimo and the entire Bakassi zone have a prevailing equatorial climate with temperatures ranging from 20 to 31 degree Celsius and it is characterised by a three month Dry season and a long rainy season that lasts for 9 months.

The Kombo Abedimo council area has the equatorial type of climate which is characterized by two distinct seasons: the rainy and the dry seasons. The dry season runs from October to March. February is the warmest month with average temperature of 31.9 °C at noon.

The table below shows the analysis of maximum and minimum temperature in Kombo Abedimo.

Table 1 *Temperature of Kombo Abedimo*

period	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
maximum	30.5 ^o	31.9 ^o	31.9 ^o	31.5 ^o	30.9 ^o	28.8 ^o	28.9 ^o	28.1 ^o	28.9 ^o	29.5 ^o	31.1 ^o	31.2 ^o
minimum	21.8 ^o	22.1 ^o	22.3 ^o	22.3 ^o	22.3 ^o	21.9 ^o	21.6 ^o	21.8 ^o	21.9 ^o	22 ^o	22 ^o	21.9 ^o

Source: <http://www.chinci.com/travel/pax>

3.2.2 Soil Type

The environmental impact Assessment carried out by the Mount Cameroon Project (MCP) in 2000, shows that the main type of soil found in this municipality is composed of sandy and salty alluvium and is subject to seasonal flooding. This soil type is very good for agriculture especially Cassava cultivation.

3.2.3 Relief

Kombo Abedimo has a gentle sloppy relief. The Kombo Abedimo Municipality stands out as a gentle relief area with generally lowlands. There are areas as low as 1m and even less in altitude around the maritime villages of Nkanekure, Etak-Erat, Ntakaba, Kombo Abedimo 1,2 and 3 which are below the sea level. The council has an average altitude of 18m and is interrupted to the east by Mount Cameroon. Close to the Atlantic Ocean are the mangrove, swamps, several Creeks and sand-spits that stretch from the rocky coast lines of Fako to the Ndian River Basin. The relief of the council area is generally a gentle slope.

3.2.4 Hydrology

The land of the council is blessed with so many water courses including rivers, stream and borehole. The names of these rivers include river Akpa Yafe, Akwayafe, Ngosso and Bakassi creek. The maritime area of the council is covered by sea and most of the villages found within these areas are Island.

3.3 History and People of the Council

3.3.1 Origin of the people

The Kombo Abedimo council was created in 1995 in the heart of the Bakassi conflict. It became operational following the 1996 Municipal Election. It was carved out of the Isangele Rural council due to the vastness of the council and with the hope of bringing the Administration closer to the people with late Edetson Bernard as pioneer Municipal Administrator. Unfortunately it was operating out of the municipality because the whole municipality was occupied by Nigerian troops. So the council timidly started functioning in 2007 following the withdrawal of the troops.

As at now, the surface area of the municipality is not known. There are 16 villages, four mainland and 12 maritime which are mostly fishing settlements. All the chiefs in this sub-division are not recognized

The population of the municipality is estimated at 8000(for political reasons) and almost 90% of the total population is made up of Nigerians. The main ethnic groups in the municipality are:

- Isangele clan
- Efiks (cross river state)
- Ibibios
- Oron
- Efiat
- Okobo (Aqua-Ibum state)
- Ijaws (Bayelsa)

3.3.2 Size and structure of the population

Kombo Abedimo has an estimated population of 8000 inhabitants. These inhabitants are mostly Nigerians and they live mostly on fishing and farming. They also do clandestine exploitation of wood (mangrove).

Table 2 Population size

Village	Men	Women
Nwanyo	97	88
Mbenmong	292	208
EtakErat	29	25
Nkanekure	207	151
Ntakaba	121	87
Kombo Abedimo 1(IniOkoi)	612	403

Village	Men	Women
Kombo Abedimo 2 (Oberefun)	368	466
Kombo Abedimo 3 (Aqua Ini)	503	404
Akwa 1 and 2	600	500

Figure 2 Population Distribution

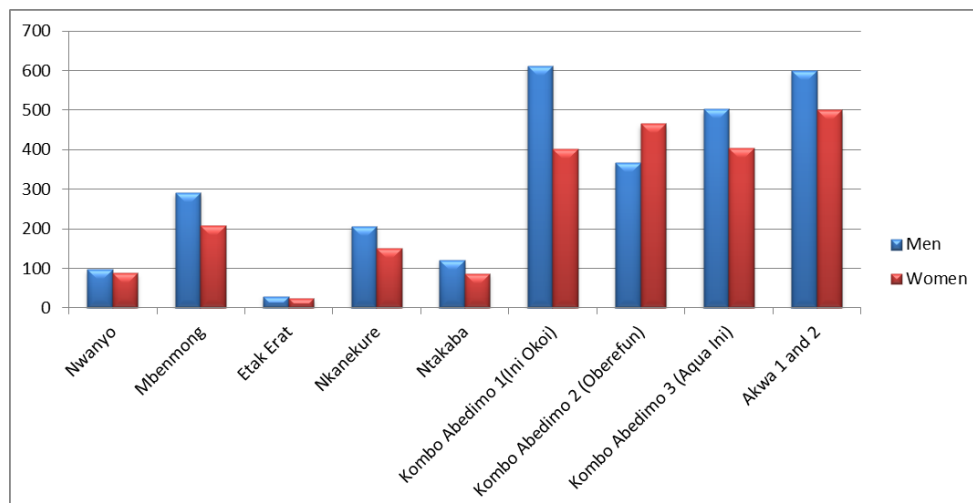


Figure 3 Population distribution

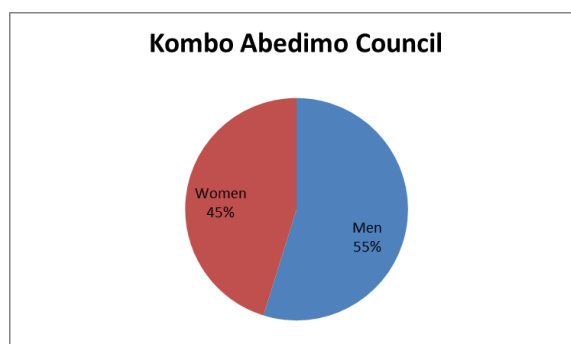


Table 3 Population Statistics

Village	Men	Women	young (less than 16 years)	Children (less than 5 years)	Total
Nwanyo	97	88	118	52	185
Mbenmong	292	208	157	53	500
Etak Erat	29	25	14	6	54
Nkanekure	207	151	120	50	358
Ntakaba	121	87	72	29	208
Kombo Abedimo 1(Ini Okoi)	612	403	173	70	1015
Kombo Abedimo 2 (Oberefun)	368	466	551	209	833
Kombo Abedimo 3 (Aqua Ini)	503	404	210	80	907
Akwa 1 and 2	600	500	400	150	1,100
Total					5,160

Source: Reach Out Field Work

3.3.3 Ethnic Groups and inter-ethnic relations

The different Ethnic Groups in the municipality are mostly of Nigerian origin. The only Cameroonian Tribe that can be spotted within the Municipality is the Bateka tribe and it is not fully from Cameroon but mostly a mixture of both Cameroon (Isangele) and Nigeria.

Table 4 Different ethnics groups in the villages

Different Ethnic Groups in the Villages

Villages	Main Ethnic Group	Others tribes 1	Tribe 2	Tribe 3	Tribe 4	Tribe 5
Nwanyo	Bateka	Ibibios	Ogonis	-	-	-
Mbenmong	Bateka	Ilow	Ibibio	-	-	-
Nkanekure	Andony	Bayaesa	-	-	-	-
Etak-Erat	Efik	River State	-	-	-	-
Ntakaba	Aqua-Ibum	-	-	-	-	-
Kombo Abedimo 1	Oron	Ibibio	Efik	-	-	-
Komba Abedimo 2	Oron	Ibibio	Efik	-	-	-
Kombo Abedimo 3	Ibibio	Ijaw	Andony	-	-	-
Akwa 1&2	Akwa	Aqua-Ibum	Ibibio	Balondo	Bamendo	Isangele

Source: Reach Out Field studies

3.3.4 Religion

There are some Religious Institutions in the Municipality and they include the following:

Table 5 List of Religious Institutions in Kombo Abedimo

Name of village	Catholic	Apostolic	Full Gospel	Great Wonder	Christian Life Bible Church	Gogosun	Islam
Kombo Abedimo 1&2	0	1	1	0	0	1	0
Kombo Abedimo 3	0	1	0	1	1	0	0
Akwa 1&2	1	1	1	0	0	0	1
Mbenmong	1	1	1	0	0	0	0
Nwanyo	1	1	1	0	0	0	0
Nkanekure	1	1	0	0	0	0	0
Etak-Erat	0	1	0	0	0	0	0
Ntakaba	1	0	0	0	0	0	0

Source: REO Field work

3.3.5 Mobility of the population

The Kombo Abedimo council is endowed with resources whose harnessing is at the reach of the average person – fertile soil. Consequently, the council has been extremely vulnerable to migration within the country and even from without, especially Nigeria. Migrations within the Sub-division reveal three main characteristics: migrations from rural to urban areas; migrations from urban to rural areas (very rare cases); and migrations from rural areas to other rural areas. There is also movement out of the municipality (Rural Exodus) which is very evident and which is caused by the instability which was witnessed in the area and also because of the high rate of insecurity which has resulted from it.

3.4 Basic Socio-economic Infrastructures

The main activities in the Municipality are fishing and Agriculture. There is very small scale trading especially given that the municipality does not have a functional market. The Indigenes therefore have to buy or sell their produce but in the nearest Ikang market in Nigeria.

There are three Primary schools in the Municipality, one Technical Secondary school and one Vocational Training Centre.

There are two Health Centres in the Municipality, one women Empowerment Centre (not yet functional), one social centre (does not function effectively), three community Halls.

There are 12 Boreholes in the Municipality, one well, one water source, one Hydraulic water network. Just one community has the potentials of having electricity supply soon because there has been the installation of electricity poles in the community (Akwa).

3.4.1 Sylviculture

Sylviculture is not a common practice in the Kombo Abedimo council except for cocoa nursery operations done by small scale farmers'. A greater part of the public places in the municipality like schools, hospital, offices etc do not have shadings that is, no trees have been planted there.

The forestry and wildlife sector of the Kombo Abedimo municipality is faced with the problem of unsustainable exploitation of natural resources. There is a need for zoning and defining land use patterns (creation of protected sites) and reinforcement of the implementation of forestry and wildlife laws, in order to curb the rate of loss of biodiversity in the area especially the mangrove Ecosystem.

3.4.2 Actors of Local Development

Besides Reach Out that is carrying these studies for the Kombo Abedimo Council, there are not many Actors of local Development in the municipality. There are a couple of Oil companies that are carrying out studies in the area, but they are not currently very involved in Development initiatives.

There is also the Africaphonie that has been working hard to ensure that the inhabitants know their rights and act accordingly. They carry out sensitization especially on issues concerning Peace and Security.

Different decentralised state services have been carrying out various activities in order to promote Development and these include:

- The construction of the landing site in Akwa by MINEPAT
- The construction of Akwa Community Hall by MINADER
- The construction of Houses in GRA Akwa
- The funding of Water Projects in Akwa and Mbenmong
- The rehabilitation of Schools in Akwa, Mbenmong and Nwanyo

3.5 Assets, potentials and constraints of the socio-economic environment

The Kombo Abedimo municipality has significant biophysical features both in the maritime and mainland area if exploited can harness development in the Municipality.

The table below shows some assets, potentials and constraints of the biophysical environment.

Table 6 Assets and potentials for the different sectors in the council

S/n	Sector	Assets/ Potentials	Village	Constraints
1	Tourism	River Akwa Yafe	Akwa 1 and 2, Mbenmong, Nwanyo, Etak Erat	- No bridge across the river to linked the Communities to Neighbouring Nigeria - High Rate of insecurity due to pirate attacks.
		Beaches	Nwanyo, Mbenmong, Akwa	- Deposit of waste from the sea - No touristic facilities - High rate of insecurity
		Creeks, Mangroves	Etak Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2 and 3	Irrational exploitation of the mangroves for fish smoking and building o houses
2	Forestry and Wildlife	Mangroves	Etak Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2 and 3	Illegal exploitation of mangrove for the smoking of fish
		Monkey, Alligators, Elephants, Bush Pigs in the patches of forest within the Municipality	Akwa, Mbenmong, Nwanyo	Illegal poaching especially by Nigerians
3	Mines, Industry and Technology	Sand	Akwa, Mbenmong, Nwanyo	Difficulty in exploitation and transportation
		Petroleum	Bakassi Peninsular in general	- Environmental pollution - None payment of royalties to the communities and the council
4	Water and Energy	Rivers, Seas, Creeks	All the Villages	- Pollution of water - Dumping of waste into the Rivers - high rate of insecurity
		Rural Electrification	Akwa	None functional
6	Livestock, fisheries and animal husbandry	Fish and animal species	All Villages	- Water pollution - Indiscriminate fish catch by fishermen
		Fish Pond	Mbenmong	- Poor Maintenance - Use of traditional methods of rearing - Insufficient Feed for the fish - Insufficient finances for the proper management of the pond
7	Urban Development and Housing	Houses that are not yet occupied which could be put into use	Akwa	- Duplication of Projects - Dilapidating structures due to poor construction - High rate of insecurity

4.SUMMARY OF KEY FINDINGS FROM THE PARTICIPATORY DIAGNOSIS

4.1 Summary of Council Institutional Diagnosis

At the completion of the diagnosis of the Council as an institution especially focusing on the Human resources, Financial resources, Assets of the council, as well as the Management of relationships with the different stakeholders, the following analysis were made: ***(See Consolidated Diagnosis Report for detailed results of the findings)***

STRENGTHS AND WEAKNESSES OF THE COUNCIL INSTITUTION

A. Strengths

As far as the staffs are concerned, the major strengths are as follows;

- Qualified mayor
- Enough councilors
- Existence of some trained staff like the SG
- Existence of support staff like the PNDP recruited staff
- Friendly leadership

For the Financial Resources, the following strengths exist;

- Existence of staff to draw up the budget
- Availability of resources which have not yet been exploited
- Well developed fish markets
- Availability of state subventions
- Existence of a sub- treasurer
- Availability of financial documents

Looking at the Assets of the Council, the strengths are;

- Existence of some office furniture
- Existence of few stationeries
- Existence of a temporal council office

B. Weaknesses

Staff Capacity/ Administration

- Poor communication
- Poor staff motivation
- Untrained staff
- Insufficient staff
- Inadequate office space
- Irregular payment of salary

- Inefficiency of workers
- Inadequate Presence of the Council within the municipality
- No clearly spelled out Job Descriptions for staff

Financial Resources

- Unrealistic budgeting
- Insufficient trained staff for management of finances
- No collection of taxes
- Insufficient Council Additional taxes
- Irregularity in the payment of Council Additional Taxes
- High cost of transportation for council services
- Irregular/poor salary conditions
- Limited financial capacity
- High dependency on state subventions
- Poor transport means to tour the Municipality.

Assets

- No permanent council chambers
- Insufficient office furniture
- Depreciation of wooden furniture
- Insufficient stationeries
- No working equipment like computers, fax machines, photocopy machines, scanners, filing cabinets
- Poor filing systems
- Poor staff capacity to adapt to the modern technology
- No landed property
- No cemetery
- No machines like Bulldozers, tippers, outboard engine boats, hilux etc.

OPPORTUNITIES AND THREATS FOR THE REINFORCEMENT OF THE COUNCIL INSTITUTION

A. Opportunities of the council

- Existence of partners like FEICOM, PNDP and some NGOs
- Existence of training institutions like CEFAM
- Collaboration of the BIR for security purposes
- Effective collaboration with technical staff of decentralized state services
- Community support
- CNPS (Cameroon National Social Insurance Fund)
- UCCC (United Councils and Cities of Cameroon)

- Council twinning with councils within the Bakassi areas and in neighboring countries
- Availability of Touristic Potentials such as marine life, water travel (Akwa Yafe River) and the mangroves
- NGOs that could assist in the training of staff, technical support and establishment of micro project as well as lobby and advocate on behalf of the council (Reach Out, MUDEC, AfricaPhonie, PAID-WA)
- Availability of markets in neighboring countries
- Existence of corporate business donors like DAP constructions
- Existence of natural resources like Petroleum, mangrove, Fish, sand, Timber, good vegetation, fertile soil
- Existence of potential revenue collection opportunities
- The Green Tree Agreement

B. Threats of the Council

- Poor communication network
- Floods
- High rate of insecurity due to presence of sea pirates
- Conflicts with neighboring country which may destabilize the peace process
- Petroleum code not in favor of the beneficiary population (Lack of corporate social responsibilities)
- Disagreement with the Green Tree Accord come 2013 leading to conflicts
- The Green Tree Agreement and its implications which prohibits the council from collecting revenues
- Scarcity of Food and price inflation due to exportation of food to neighboring countries

4.2 Summary of Common Problems and Needs identified by Sector

4.2.1 Summary of Key Findings by Sector

4.2.1.1 Agriculture and Rural Development

Agriculture is the economic back bone of the Municipality with about 70% of the total population practicing agriculture and is mostly in the mainland area of the council. The highly fertile soils and favourable climatic conditions have encouraged a cultivation of a variety of food crops (cassava, egusi, coco yams, okro, local oil palm and maize). ***(Details in the CDR)***

4.2.1.2 Livestock, fisheries and animal industries

This is the most vibrant sector within the municipality. Although livestock is not very developed, fishing is however being practiced by a good proportion of the population, especially Nigerians

4.2.1.2.1 Livestock Production

Livestock and animal rearing is not significantly practised within the municipality. Most animals (90%) are strayed animals mostly kept for ceremonies or for home consumption. The sector has several challenges **(See Consolidated Report for details)**.

4.2.1.2.2 Fishing

Fishing is the principal economic activity within the municipality. The type of fishing carried out in the community is mostly artisanal, through the use of small-sized engine boats. Fishing is mostly done by men while women are mostly involved in fish smoking and selling. **(See Consolidated Report)**

Table 7 *Fish production for the last three years*

Specie	2008	2009	2010
Fish	42150	56700	65500
Crayfish	156700	138200	95400

Source: DD MINEPIA

4.2.1.3 Forestry and Wildlife

The Kombo Abedimo council area falls under the dense equatorial forest area with three distinct vegetation types - the coastal mangroves, the wet and dry equatorial rain forests and the savannah grass fields. The mangrove forest occupies the two swampy areas of the coast - the Rio-de-Rey estuary and the sea. The mangrove swamps around Rio-de-Rey extend from Akwa Yafe River in the west to the foot of Fako Mountain. They stretch down to the coast as far as Isangele.

4.2.1.4 Environment and Nature Protection

There exist natural sites with ecological importance, like wetlands, forest, mangrove swamps, but without any protection status. These natural sites are essential in providing wildlife habitat. Wetlands are also essential in providing flood control and groundwater recharge. The mangrove swamps provide breeding sites for fish and other aquatic species.

4.2.1.5 State Property and Land Tenure

The current situation of land in Kombo Abedimo is a bit complicated. For some time now, the people of the municipality have been functioning without any control. Land has always been an issue of inheritance. Thus, the government is coming in to explain how things are supposed to be done. **(See details in consolidated Diagnosis Report)**

4.2.1.6 Urban Development and Housing

In the context of this diagnosis, the Kombo Abedimo council identified two areas within the sub division as their urban spaces. These included Akwa 1 and 2 and Mbenmong. These localities were identified on the basis of the fact that they have comparatively higher populations than the other communities. They are currently exploited by the population as economic zones, have relative accessibility, infrastructure such as water, electrical installations, developed road etc. *(see Consolidated Diagnosis Report)*.

4.2.1.7 Territorial Administration, Decentralization and maintenance of order

The Divisional Officer is at the head of the administrative unit of the sub division. He has an assistant. The Divisional Officer, in collaboration with heads of technical services, co-ordinates and oversees the activities of government services. He ensures the functioning of state institutions. He works with village heads and settles all sorts of disputes.

The Traditional Authority in this area is very dormant due to the fact that there are no recognised chiefs. There is a BIR Base headed by a captain as well as a Gendarmerie Brigade in Kombo Abedimo headed by a Commander, and they make sure the laws of the state are respected. The BIR ensure peace and security of all who live within the municipality and those coming in and they work hand in hand with The Gendarmerie as well as the Police

4.2.1.8 Basic Education

In the Kombo Abedimo Municipality, there is no Nursery School but there are 3 primary schools (Government).

Generally, there is poor access to basic education for children within the municipality and parents make considerable efforts to ensure that their children attend primary schools.

4.2.1.9 Secondary education

The municipality has one secondary school which is found in Akwa. It is a Technical college and there is none for General Education. This Government Technical School has an enrolment of 26 students with 11 teachers.

4.2.1.10 Public Health

There are two Health centres in the entire municipality. These are in Mbenmong and Akwa. These Health Centres are not very well equipped as the beds are not sufficient, the staff not also sufficient. The table below gives an overview of the situation in the Health Centres *(See Diagnosis reports)*.

4.2.1.11 Financial Institutions

There are no existing financial institutions in the entire Municipality. Majority of the population, especially the female population are members of njangi groups, through

which their savings are loans are done. The absence of formal financial institutions within the municipality has effects on the business scales operated by the population, since they have limited access to credit facilities to expand their business sizes.

4.2.1.12 Transport

The transport system is very underdeveloped. Inter municipal transport activities are highly disorganized. Transportation within the mainland area of the municipality is mainly by motor bikes popularly known in this area as Okada. During the rainy season, the situation is worse as the Mundemba-Isangele-Akwa road is very bad and those who venture to get on it have to trek through most of the bad spots. In the maritime area of the Municipality, the transportation is a great difficulty as there are rarely transport boats available for the population.

4.2.1.13 Tourism And Leisure

The Kombo Abedimo Council is endowed with natural mineral resources and natural touristic potentials both in the mainland and maritime areas, although this sector is not developed in the municipality. The magnificent river Akwa Yafe is a wonderful touristic potential which is not yet exploited.

4.2.1.14 Commerce

Commercial activities within the municipality are very slack. There is no market in the entire municipality. There is a fish market at the beach but since the Bakassi crisis began, the market was abandoned till date. Most of the produce from the farms and the fish that is produced in the entire municipality is exported to neighbouring Nigeria. *(See details in Consolidated Diagnosis Report).*

4.2.1.15 Water and Energy Resources

4.2.15.1. Water

Water supply in the area is mainly in the three mainland communities. All the maritime villages do not have any source of water. Most of the water schemes have problems. See consolidated reports.

4.2.15.2. Energy Resources

The only community in the Kombo Abedimo Council that has potentials of having Electricity in the nearest future is Akwa. Some pools have been installed and the average mid tension cable already connected. However the different households have not been connected. However, there is a generator which is not functioning and therefore, the network is not functional for detail.

4.2.1.16 Arts and Culture

Historically, the cultures of the people within the municipality reflect their ethnic background. There are different ethnic groups within the Municipality and 95% of these people are Nigerians. The only Cameroonian tribe in the Municipality is the Batekas. The rest are Nigerians.

4.2.1.17 Public Works

That nature of the road leading to the municipality is bad (3km). The road has not been maintained since it was opened in 2009 and it is impracticable in most periods of the year. The council equally does not have road maintenance equipment. There are no control measures put in place by either the Council or the Government like Rain Gates and Weighing Stations. The villagers sometimes organise clearing of the footpaths and the roads but there is no committee for the road. Thus, there is no filling of potholes and maintenance of the road during the rainy season.

4.2.1.18 Youth and Citizenship

With the delegation of youth affairs being absent within the municipality, the youth of the municipality don't have access to the youth programs provided by the government through the Ministry of Youth Affairs. Also, the council has no specific programs for youth. There are no youth empowerment centres as well as recreational facilities for youth, except for the organisation of football encounters among youths during youth day celebration and holiday periods.

4.2.1.19 Sport and Physical Education

There are no centres/infrastructure for sports and physical education. Also, no sensitisation programs are carried out on physical education. The population does not have any organised team for sports, except for the spontaneous football teams that are usually organised during special occasions as presented above.

4.2.1.20 Women's Empowerment and the Family

Although the population of the women is more than that of the men, the women have not had trainings that will empower them. There has been constructed a Women Empowerment Centre and the family in Akwa (2009) managed by MINPROFF worth 123 764 000fcfa (BIP). There are no personnel at the centre yet. There is equipment that has been bought for the centre (2 sewing machines and others) which have not yet been brought there. Thus no activity has been carried out in the centre.

4.2.1.21 Employment and Vocational Training

There is just one SAR-SM and it is found in Akwa. This SAR-SM was constructed in 2004. The permanent structure has 6 classrooms and it is worth 45million. It was managed by MINEFOP and it was financed by BIP

The enrolment in this school is not encouraging as there are just 6 trainees and 5 trainers. There are 100benches, no water point, no toilets and no trash cans.

4.2.1.22 Small and Medium-size Enterprises, Social economy and Handicrafts

There are no opportunities for enterprise development as well as development of handicrafts, available for the population. However there are existing potentials that can be identified, studied and developed. There used to be people in the municipality who

were involved in Arts work but with the crisis and the continuous movement of people from the municipality, this has ended.

4.2.1.23 Social Affairs

There is a social centre in Kombo Abedimo but there is no Orphanage. Although there is no data base for the vulnerable persons as at now, the sector has had some activities geared towards assisting the needy in the municipality.

There is a support scheme of the Ministry of Social Affairs to Orphans and Vulnerable Children (OVCs) as well as to the disabled and the underprivileged. (See CDR for details)

4.2.1.24 Scientific Research and Innovation

Although very little scientific research has been carried out within the Kombo Abedimo Municipality, there however exist a number of research areas like in the petroleum sector, fishing sector, agriculture etc.

4.2.1.25 Industry, Mines and Technological Development

Though the delegation of industry, mines and technological development is not available in the Municipality, there are however several mining companies and industry that either located within the municipality, or carry out some work within the municipality.

4.2.1.26 Posts and Telecommunications

The Kombo Abedimo municipality is largely handicapped in the domain of posts and telecommunication. The only communication network in this area is the MTN Nigerian 30 which is captured with a very high rate especially when we have to use the Cameroon line (International rate). The orange network is also received in the municipality but it is dotted.

Also there is no reception of TV and Radio signals from Cameroon and no internet facilities.

4.2.1.27 Labour and Social Security

In the whole Municipality, there are no companies or co operations that employ many people. There are some Public services that the workers are supposed to be looked at here but unfortunately they are hardly seen within the Municipality. The only service that is always there is the security service and more precisely, the BIR and the Gendarmes. The Police are not fully present.

4.2.2 PROBLEMS AND NEEDS IDENTIFIED BY SECTOR IN THE KOMBO ABEDIMO COUNCIL

Sector 1: Agriculture

S/N°	Core Problem	Causes	Effects	Needs
1.	Low productivity in agriculture	<ul style="list-style-type: none"> - Insufficient technical personnel - Weak organizational and financial capacity of producers - Insufficient training of producers - Insufficient and limited access to agricultural equipment, supplies and inputs. - Limited access to improved planting materials and agricultural inputs - Insufficient conservation and storage facilities - High cost of farm inputs - Destruction of produce by stray animals - Insufficient and inadequate transport facilities (vehicles, farm to market roads, etc.) 	<ul style="list-style-type: none"> - Weak revenue - Poor living standards - Low purchasing power - Low harvest - Abandonment of produce in the farms and markets - Rural Exodus - Discouragement of farmers 	<ul style="list-style-type: none"> - Organization of trainings on production techniques and agricultural inputs utilization - Provision of modern equipment and supplies to farmers - Recruit trained agricultural personnel - Provide technical training - Creation of functional farmers house - Creation and maintenance of farm to market roads - Restructuring of CIGs into cooperative societies and/or union of CIGs

SECTOR 2: LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES

S/N°	Core Problem	Causes	Effects	Needs
1	Low Fish productivity	<ul style="list-style-type: none"> - Insufficient fishing equipment - Poor storage facilities (especially for fishermen) - Poor fishing methods - Poor assistance to fishermen - Poor organization of fishermen - Lack of modern drying facilities for fish mongers 	<ul style="list-style-type: none"> - Reduction in fish production - Poor access to fresh Fish - Destruction of fish - Increase rate of conflicts - High exploitation of mangrove for the drying of fish - High rate of eye infections for the fish mongers using traditional methods of drying 	<ul style="list-style-type: none"> - construction of modern ovens in the villages - capacity building on good practices in fishing - Restructuring of fishermen CIGs
	Low animal production	<ul style="list-style-type: none"> - Insufficient Animal drugs - Insufficient animal feed - Poor techniques of animal rearing (free range) - Inadequate technical know-how - Poor knowledge of the different pests and diseases - Insufficient livestock technicians to advice the farmers and train them 	<ul style="list-style-type: none"> - High rate of diseases outbreaks - Poor development of animals - High rate of epidemics - Low revenue - Conflicts 	<ul style="list-style-type: none"> - Capacity building on intensive methods of rearing animas - Restructuring of CIGs - Assistance to animal rearers

SECTOR 3: STATE PROPERTY AND LAND TENUE

S/N°	Core Problem	Causes	Effects	Needs
1	High insecurity of state property and land occupied	<ul style="list-style-type: none"> - Absence of Title deeds for state and private property - Cultural limitations - Poor management of space - Poor community sensitisation on the importance of land Title and how to go about It 	<ul style="list-style-type: none"> - Illegal possession of land - Conflict between neighbouring villages. That is Akwa and Isangele 	<ul style="list-style-type: none"> - A focal point of this Domain in the municipality - Facilitate access to title deeds - Sensitisation of the population on land issues

SECTOR 4: URBAN DEVELOPMENT AND HOUSING

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor town planning	<ul style="list-style-type: none"> - Absence of urban development and housing facilities (infrastructure, personnel and equipment) - Poor functioning of communal portable water network - Absence of a functional communal electrification network - Absence of a functional communal town plan - Absence of waste management plan - Construction of housing using local and temporal materials - Poor Financial capacity of the population - Insecurity of occupied land - Duplication of Projects by the Government 	<ul style="list-style-type: none"> - Environmental pollution and waste disposal in the river - Poor construction of houses - Absence of vision and consciousness on construction of modern houses - High rate of water borne diseases - High rate of fire disasters - High rate of promiscuity - High rate of accidents - Dilapidation of Government structures (Newly constructed Forestry post) 	<ul style="list-style-type: none"> - Creation and institution of a functional communal electricity and pipe borne water network - Put in place a town plan - Facilitate access to construction and building materials/equipment

SECTOR 5: ENVIRONMENT AND NATURE PROTECTION

S/N°	Core Problem	Causes	Effects	Needs
1.	High rate of Environmental degradation	<ul style="list-style-type: none"> - No reforestation - Poor management of Natural resources - Coastal degradation - High rate of Wood exploitation - High rate of mangrove exploitation - Poor Waste disposal 	<ul style="list-style-type: none"> - Loss of species - Arrival of invasive species - High rate of erosion - Climate change - Increase rate of pollution 	<ul style="list-style-type: none"> - Increase environmental field staff - Increase sensitisation - Discourage the cutting down of mangrove

SECTOR 6: FORESTRY AND WILDLIFE

S/N°	Core Problem	Causes	Effects	Needs
1.	High rate of deforestation	<ul style="list-style-type: none"> - Illegal exploitation of the forests especially the mangrove - Insufficient Forestry technicians for control - Poor knowledge of forestry laws - No giving out of permits for legal logging 	<ul style="list-style-type: none"> - Disappearance of certain species - Destruction of biodiversity - Climate change - Seasonal changes which cause changes in the agricultural calendar 	<ul style="list-style-type: none"> - Increase the number of technical staff in the forestry post - Community forests - Sensitisation on the forestry laws - Issue permits to individuals to check the rate of illegal exploitation

SECTOR 7: TERRITORIAL ADMINISTRATION, DECENTRALIZATION AND MAINTENANCE OF ORDER

S/N°	Core Problem	Causes	Effects	Needs
1.	Non respect of chiefs by the population	Poor recognition of the traditional rulers by the Government	<ul style="list-style-type: none"> - Nonfunctional traditional councils - Chieftaincy not hereditary - Loss of cultural values - Conflict between the population 	<ul style="list-style-type: none"> - Reinforcement of traditional authorities - Government recognizes and works together with the chiefs
2.	High rate of insecurity	<ul style="list-style-type: none"> - Insufficient security measures - Collaboration of members of the community with pirates - Disapproval of Bakassi belonging to Cameroon by certain persons 	<ul style="list-style-type: none"> - Harassments of the population and Cameroonian Business men who buy from Nigeria by pirates - High rate of kidnappings. - Rural Exodus - Drop in Economic growth of the communities. - Destruction of state property by pirates. - Constant shoots outs in the community. - Discouragement of maritime transportation 	<ul style="list-style-type: none"> - Reinforcement of the security measures put in place - Sensitization of the community members on the importance of collaborating with the Security forces put in place.

SECTOR 8: BASIC EDUCATION

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor access to quality basic Education	<ul style="list-style-type: none"> - No nursery school in the communities - Poorly constructed classrooms - Insufficient social amenities in schools - No staff accommodation in schools. - Limited access to didactic materials - No school libraries - No school fences - Insufficient latrines in schools 	<ul style="list-style-type: none"> - Poor performance - High illiteracy rate - Juvenile delinquency - High rate of prostitution - Admission of under -age pupils in school 	<ul style="list-style-type: none"> - Access to quality basic educational facilities increased through - Construction of latrines/toilets - Construction of additional classrooms - Construction of water points in schools - Supply of didactic materials in schools and books for the preparation of lessons - Construction of Staff Quarters

SECTOR 9 : SECONDARY EDUCATION

S/N°	Core Problem	Causes	Effects	Needs
1.	Limited access to secondary Education	<ul style="list-style-type: none"> -Insufficient secondary schools -No grammar school in the whole municipality -GTC permanent site is still under construction. -Insufficient equipment in the different workshops. 	<ul style="list-style-type: none"> -Rural exodus -High rate of school drop outs. -High illiteracy rate. -High rate of juvenile delinquency. -High rate of teenage pregnancies 	<ul style="list-style-type: none"> -Allocation of a Grammar section in the municipality. -Supply of more equipment in the laboratories in the Technical school.

SECTOR 10: HIGHER EDUCATION

S/N°	Core Problem	Causes	Effects	Needs
1.	Non access to higher education	<ul style="list-style-type: none"> - Absence of university and other Professional education facilities - Insufficient communal Financial means - University institutions far from communities - Newly allocated Teachers training college in the municipality not yet constructed 	<ul style="list-style-type: none"> - Difficult access to socio-professional training - High educational fees - Juvenile delinquency - Insufficient number of intellectual elites - Rural Exodus 	<ul style="list-style-type: none"> - Offer scholarships to youths who have completed secondary education - Construction of hostels in state universities - Follow up for the construction of the Teachers Training College

SECTOR 11: PUBLIC HEALTH

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor access to quality Health care facilities and services	<ul style="list-style-type: none"> - Insufficient personnel - No incentives given to the Health staff. (poor motivation) - Insufficient equipment - Poor electrification of the health centre. (poor wiring) - No pharmacies - Insufficient drugs - No rehabilitation of Health centre (especially Akwa H.C) - Staff quarter is very small - Borehole not functioning 	<ul style="list-style-type: none"> - High cost of health treatment - Population turns to local herbalists - Automedication - High prevalence of diseases - High infant mortality rate - High rate of rural exodus - Drop in labour force - Increase in expenditure - High death rate - Poor living standards 	<ul style="list-style-type: none"> - Construction of Pharmacies and stocking with essential drugs - Qualified medical personnel recruited. That is, 1 lab technician, 1 Registered Nurse, 1 midwife for both Health centres - Sufficient and modern equipment (beds, refrigerators (to run cold chain), laboratory equipment, staff lodging, maternity equipment like delivery forceps, scissors, babies scales, adult scales, babies cots/mattresses/tents.) - Trainings and seminars organised for the existing staff - Community outreach programmes - Rehabilitation of borehole - -Rehabilitation of toilets

SECTOR 12: WATER AND ENERGY

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor access to Electricity supply	<ul style="list-style-type: none"> - No access to AES SONEL network - No functional generator plant for the community 	<ul style="list-style-type: none"> - No electrical Appliance in the community - No Storage facilities - Smoking of fish and eventual destruction of the mangrove for wood - High rate of insecurity - High expenditure on fuel (personal generator) - Poor flow of information - Economic activities reduced - High crime wave 	<ul style="list-style-type: none"> - Provision of a generator in Mbenmong - Provision or rehabilitation of the generator set in Akwa - Provision of electrification projects in all the villages
2.	Poor access to quality(portable) water supply	<ul style="list-style-type: none"> - No functional stand taps and some boreholes - Poor management of existing water sources - Poor mobilisation of resources - Inadequate alternative sources of portable water - Poorly treated available water sources - Abandoned water project - Non-functional water supply unit in Akwa - Poorly constructed boreholes - Water salinity 	<ul style="list-style-type: none"> - High prevalence of water borne diseases - High expenditure on water - Long distances to fetch water - Consumption of poorly treated water - Water is salty 	<ul style="list-style-type: none"> - Construction of a potable water system in the community (Mbenmong) - Proper management of existing water sources - Rehabilitation of the water projects that have been abandoned in Akwa (water supply unit) - Increase technical knowhow on the treatment of salty water to make it portable

SECTOR 13: PUBLIC WORKS

S/N°	Core Problem	Causes	Effects	Needs
1.	Enclavement of the communities	<ul style="list-style-type: none"> - Road leading to Akwa is very bad due to - Insufficient filling of swamps - Poor maintenance of the road - Poorly constructed bridges - Insufficient culverts - Poorly constructed gutters - Accessibility by water not very safe because of High rate of insecurity 	<ul style="list-style-type: none"> - Difficulties in transportation of goods - High expenditure on transportation - Rural exodus - High expenditure on goods and services. - Reduced rate of information flow 	<ul style="list-style-type: none"> - Tarring of the Mundemba-Isangele-Akwa road - Swamps are filled up properly - Construction of bridges - More culverts constructed - Construction of gutters
2.	High rate of floods	No embankments	High rate of erosion	Construction of embankments along the beaches

SECTOR 14: SOCIAL AFFAIRS

S/N°	Core Problem	Causes	Effects	Needs
1.	Limited access to social services	<ul style="list-style-type: none"> - Non-existence of a data base of vulnerable persons - Poor functioning of social centre and absence of other social infrastructure - Insufficient social workers - Poor assistance to vulnerable population 	<ul style="list-style-type: none"> - Psychological trauma - Juvenile delinquency - Increase in the number of street children - High rate of insecurity 	<ul style="list-style-type: none"> - Recruitment of more social workers to be at their disposal and to offer psycho-social assistance to them when need be - Establishment of a list of vulnerable

SECTOR 15: WOMEN EMPOWERMENT AND THE PROMOTION OF THE FAMILY

S/N°	Core Problem	Causes	Effects	Needs
1.	Limited access to Empowerment opportunities for Women and Children	<ul style="list-style-type: none"> - Women empowerment centre not yet operational - Ignorance of women rights - Under scholarisation of the girl child - Too much pressure from household duties 	<ul style="list-style-type: none"> - Insufficient opportunities for the women and the girl child - High dependence of women on the men - High prevalence rate of abandoned children - Rural exodus - Fragile family structures - High prevalence rate of early girl child marriages - Ignorance on gender equality issues 	<ul style="list-style-type: none"> - Women empowerment centre is functional in the municipality - Sensitisation and trainings on women's rights and the family - Economic support for women - Train women on income generation - Mobilisation and sensitisation on gender equality and related topics - Train administrative and council authorities on gender mainstreaming in the decentralisation and development process

SECTOR 16: YOUTH AFFAIRS

S/N°	Core Problem	Causes	Effects	Needs
1.	Limited access to youth empowerment facilities and programmes	<ul style="list-style-type: none"> - High illiteracy rate - Absence of youth empowerment structures and services - Limited entrepreneurial capacities - Limited access to funding - Limited mobilisation of youths on income generating activities - Extreme poverty of parents - Insufficient trainers and youth animators 	<ul style="list-style-type: none"> - High rate of unemployment - High illiteracy rate - Juvenile delinquency - High rate of teenage pregnancies - High prevalence and spread of HIV and AIDS - High rate of rural exodus 	<ul style="list-style-type: none"> - Creation of functional youth empowerment centres - Recruitment of youth trainers and animators - Youth training - Increase sensitisation of youths on different opportunities available

SECTOR 17: SPORTS AND PHYSICAL EDUCATION

S/N°	Core Problem	Causes	Effects	Needs
1.	Low practice of sporting activities	<ul style="list-style-type: none"> - Insufficient sporting activities - Insufficient sport Equipment in schools - Insufficient sport Teachers in the different schools - Insufficient Play grounds 	<ul style="list-style-type: none"> - Low rate of physical exercise - Poor development of sports and leisure disciplines - Absence of sports organizations - No sports competitions 	<ul style="list-style-type: none"> - Construction of a sports complex - Proper management of the different sports facilities available - Employment of sport teachers in schools - Organization of sporting activities

SECTOR 18: TRANSPORT

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor transport means	<ul style="list-style-type: none"> - Poor state of road - Non existence of a motor park - Non existence of transport agencies in the municipality. (vehicles no longer ply the road because it is very bad) - Use of motor bikes for transportation with reckless drivers - High cost of transport - Insufficient transport boats and engines - Transport boats are used without safety measure like life jackets 	<ul style="list-style-type: none"> - High rate of accidents - High cost of transport - Road insecurity - High rate of insecurity because of attacks from pirates 	<ul style="list-style-type: none"> - Acquisition of community transport vehicles and boats - Tarring of the Mundemba-Isangele-Akwa road

SECTOR 19: EMPLOYMENT AND VOCATIONAL TRAINING

S/N°	Core Problem	Causes	Effects	Needs
1	High rate of unemployment	<ul style="list-style-type: none"> - Inadequate circulation of information - Poor access to national radio/television signals - High rate of illiteracy - Poor enrolment in the vocational Training centre and in the technical schools in the municipality 	<ul style="list-style-type: none"> - High rate illegal activities - Rural exodus - Reduction in population - Drop in labour force - Low standard of living - High crime waves - High rate of prostitution 	<ul style="list-style-type: none"> - Access to employment opportunities improved - Sensitization of the youths on the importance of enrolling in the vocational training centre and GTC

SECTOR 20: SMALL AND MEDIUM SIZE ENTREPRISES AND HANDICRAFT

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor development of economic activities	<ul style="list-style-type: none"> - Absence of structures and facilities - Weak vision and entrepreneurial capacity - Slow and weak promotion of the sector - Limited opportunities for youths (mechanics, tailoring, panel beating/welding etc) - Low capacity and skills of the population - Ignorance on procedures and formalities on enterprises creation 	<ul style="list-style-type: none"> - Prolifiration of clandestine businesses - Weak economic power of the population - -Insufficient revenue collection and diversification strategies 	<ul style="list-style-type: none"> - Creation and institution of functional facilities - Sensitisation on small and medium size enterprise services - Follow up the putting in place of small and medium size enterprises and related services - Sensitization on entrepreneurship

SECTOR 21: SCIENTIFIC RESEARCH AND INNOVATIONS

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor utilization of scientific research results for increase productivity	<ul style="list-style-type: none"> - Absence of research facilities (structures, personnel, equipment) - Poor dissemination of scientific innovations - Poor policy formulation and programming by the state with petroleum companies - Absence of government will - Absence of informations on agropastoral innovations - Absence of improved planting materials - Poor promotion of sectoral activities 	<ul style="list-style-type: none"> - Low quality of agricultural produce - Rudimentary production technics - Poor production - Low revenues - High poverty rate 	<ul style="list-style-type: none"> - Training of local -community researchers - Acquisition of agropastoral innovations - Award of best innovative research projects - Carry out research on other mining potentials - Develop strategies to ensure scientific innovations are useful in the communities

SECTOR 22: TOURISM

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor promotion of touristic activities	<ul style="list-style-type: none">- No touristic infrastructure like hotels and restaurants- Poor development of touristic sites- Enclavement of the communities	<ul style="list-style-type: none">- Poor attraction of tourists- Poor economic power of the population and the communities	<ul style="list-style-type: none">- Touristic sites should be developed- Construction of touristic infrastructure- Construction of roads- Development of other transportation means

SECTOR 23: CULTURE

S/N°	Core Problem	Causes	Effects	Needs
1.	High rate of deterioration of cultural values	<ul style="list-style-type: none">- Poor development and promotion of cultural initiatives- Poor socio-cultural infrastructure- Poor financial and organizational capacity- Poor mobilization- High rate of cultural differences in the municipality	<ul style="list-style-type: none">- Loss of cultural values- No cultural contribution in the economic growth of the families and the communities- Deprivation of local culture	<ul style="list-style-type: none">- Organization of artists- Construction of cultural houses- Encouragement of cultural initiatives- Organization of cultural jamborees

SECTOR 24: INDUSTRY, MINES AND TECHNOLOGICAL DEVELOPMENT

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor Development of the mining sector	<ul style="list-style-type: none"> - Poor gov't policy on payment of royalties - Poor impact assessment studies on the environment for petroleum products - None availability of data base on research carried out on possible sector potentials - Absence of trainings - Poor conduction of consultative talks with the communities and the council - Non valorisation of mining potentials by the council 	<ul style="list-style-type: none"> - Poor conception of development plans - Over exploitation of resources - No benefits from petroleum companies by the council and the communities - Over dependence on petroleum products by the state - None financing of micro projects by companies - Weak economic power of the council and population - High rate of poverty in the communities 	<ul style="list-style-type: none"> - Valorisation of mining potentials by the council (sand, gold etc) - Promulgate into law policy on royalties from petroleum products - Payment of royalties by companies to the council and communities concerned - Make available to the council all feasibility studies and research carried out on the mining sector

SECTOR 25: COMMERCE

S/N°	Core Problem	Causes	Effects	Needs
1.	Poor functioning of commercial activities	<ul style="list-style-type: none"> - No market structures in the whole municipality - Great distance to the nearest markets in Cameroon - Poor road network to the distant markets - Abandoned fish market at the beach (Akwa) because of the Bakassi crisis 	<ul style="list-style-type: none"> - Exportation of all the goods to Nigeria - High expenditure on goods in the municipality - Unavailability of basic necessities in the communities - Low economic growth rate - No source of income for the council within the municipality. 	<ul style="list-style-type: none"> - Construction of modern periodic markets - Organisation of mini Trade fairs and agric shows for the commercialisation of produce and other products - Tarring of Mundemba-Isangele-Akwa road

SECTOR 26: POST AND TELECOMMUNICATIONS

S/ N°	Core Problem	Causes	Effects	Needs
1.	Difficult access to communication and postal services	<ul style="list-style-type: none">- Poor network reception- Poor access to television, radio and internet signals- No community radio- Non functional postal services	<ul style="list-style-type: none">- Population is less informed- Poor exposure to the outside world- Difficulties in communicating with people out of the community- Poor knowledge on changing situations outside- High rate of unemployment- Reduced economic growth	<ul style="list-style-type: none">- Installation of network antennas- Establishment of a community radio- Establish Postal services in the municipality

SECTOR 27: LABOUR AND SOCIAL SECURITY

S/N°	Core Problem	Causes	Effects	Needs
1.	Job insecurity	<ul style="list-style-type: none">- No stabilised enterprises and organisations- Poor organisation and structuring of self-employment- Poor sensitisation	<ul style="list-style-type: none">- Poor participation in development activities- High rate of poverty and misery- High rate of rural exodus	<ul style="list-style-type: none">- Promote the rights of the employee- Contracts

5. STRATEGIC PLAN

5.1 Vision and objectives of the Communal Development Plan

VISION

BY 2035, The Kombo Abedimo Council is sustainably realising their priority development projects and the population of the Municipality has a better livelihood, resulting from improved road network and maritime route system linking all the villages, infrastructures in the domains of Education, Health, Water, Electricity, Commerce and other socio-economic/ environmental domains.

GOAL OF THE KOMBO ABEDIMO COUNCIL

To sustainably improve on the living standard of the population of the Kombo Abedimo municipality by providing quality basic services in the domain of Health, Education, Water, Energy, Tourism, and Socio-economic and environmental Infrastructures so as to reduce poverty and enhance opportunities for growth and employment by 2017.

5.2 LOGICAL FRAMEWORKS BY SECTORS IN KOMBO ABEDIMO COUNCIL AREA

1. COUNCIL INSTITUTION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Visibility, credibility and effectiveness in delivery of the council improved	By 2015, at least 40% of planned micro projects are realized and functional	- Visits - Administrative reports	Enabling economic and political climate
Specific Objective	Functional capacity of Kombo Abedimo Council improved	By 2015, at least 40% of the population have access to social benefits such as water, electricity, education, health, etc	- Administrative reports - Testimonies	Enabling economic and political climate
Results	1. Leadership and management improved	By 2013, management staff and councilors are equipped with basic leadership and management skills and apply them	- Testimonies - Administrative reports	Change of attitudes and behaviors ensured
	2. Financial capacity increased	Council revenue increased by at least 5% yearly and financial procedures judiciously implemented	Council financial records	Tax collection improved
	3. Working environment made more conducive	By 2014, a functional council office exist in Akwa, with basic office equipment, vehicles, engine boats, bulldozers, tippers, etc	- Visits - Administrative reports	Security ensured Enabling economic climate
	4. Effectiveness of workers improved	By 2014, at least 5 qualified staff occupy key positions and functions according to job descriptions	- Certificates - Council reports	Favourable policy framework
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1. Leadership and management improved			
	1.1 Organise trainings for management staff and councilors on leadership and management	2	Akwa	2,000,000
	1.2 Train council staff on planning, monitoring and evaluation of projects	1	Akwa	1,000,000
	1.3 Train staff on conflict management and team building	1	Akwa	1,000,000
	R2. Financial capacity increased			
	2.1 Train finance staff on mobilisation of finances and management	1	Akwa	1,000,000

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	2.2 Control collection of council additional taxes	As frequent as possible	Entire municipality	3,000,000
	2.3 Lobby for the collection of council direct taxes	2	Yaounde	500,000
	2.4 Submit project proposals to oil companies for funding	As many as identified		500,000
	2.5 Develop potential sources of revenue such as beaches, markets, motor parks, touristic sties, etc	As many as possible	Akwa	50,000,000
	R3. Working environment made more conducive			
	3.1 Construct council office	1	Akwa	300,000,000
	3.2 Purchase basic office equipment such as tables, chairs, computers and accessories, photocopiers, stationeries, telephones, internet, etc	2 lots		10,000,000
	3.3 Purchase a 4x4 vehicle	1		140,000,000
	3.4 Purchase transport boat with engine	1		75,000,000
	3.5 Purchase a tipper	1		150,000,000
	3.6 Purchase a bulldozer and grader	1		750,000,000
	R4. Effectiveness of workers improved			
	4.1 Assess staff training needs	1	Akwa	
	4.2 Train staff according to their needs	1	Akwa	1,000,000
	4.3 Recruit qualified staff	5	Akwa	2,000,000
	4.4 Define staff job descriptions		Akwa	250,000
	4.5 Evaluate staff performance	Twice per year	Akwa	1,000,000
	4.6 Pay staff salaries	Regularly	Akwa	3,000,000
		Total = 1,591,250,000		

2. AGRICULTURE

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Availability of foodstuff in the municipality increased	By 2015, Food is regularly available for consumption and sales in the municipality	-Testimonies -Administrative reports	-Security ensured -Favourable Agricultural climate
Specific Objective	Agricultural production and productivity increased	Agricultural production increased by at least 5% each year by 2015	-Farm visits -Administrative reports -Local Markets	-Security ensured -Favourable Agricultural climate
Results	1. Knowledge on improved farming techniques increased	By 2014 At least, 60% of farmers use improved farming techniques and increase their yields	-Farm visits -Administrative reports	Favourable policy framework
	2. Access to improved planting materials increased	At least, 40% of farmers use improved maize seeds, cassava cuttings, Yam seeds and plantain suckers yearly	-Farm visits -Administrative reports	- Favourable climatic conditions
	3. storage and processing of farm produce improved	At least 30% of farmers store and process their produce to increase their value by 2015	-Farm visits -Administrative reports -local Markets - Testimonies	Storage and processing facilities ensured
	4. Destruction of crops by Stray animals reduced	At least 80% of animal farmers confine their animals by 2014	-Farm visits -Testimonies -Administrative reports	Community collaboration ensured.
	5. Access to fertilizers Increased	At least 30% of farmers use organic fertilizers to increase their yields each planting season by 2015	-Farm visits -Administrative reports	Bush burning reduced
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1. Knowledge on improved farming techniques improved			
	1.1 Lobby for the transfer of 2 Staff	2	Akwa, Mbenmong, Nwanyo	500,000
	1.2 organize Trainings for Framers	6	Akwa, Mbenmong, Nwanyo	3,000.000
	R2 Access to improved planting materials increased			
	2.1 Distribute planting materials at subsidized rates to farmers	600Kg maize seeds 10,000 cassava cuttings	Akwa, Mbenmong, Nwanyo	1,000,000
	R3 Storage and processing of farm produce improved			
	3.1 Train farmers on storage and processing techniques	2	Akwa, Mbenmong and Nwanyo	1.500,000
	3.2 Supply processing equipment to farmers	3 cassava graters and accessories	Akwa, Mbenmong, Nwanyo	3,000,000
	3.3 Encourage farmers to	All available species	Akwa, Mbenmong,	2 000 000

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	cultivate vegetable crops		Nwanyo	
	R4 Destruction of crops by Stray animals reduced			
	4.1 Confine Animals	6 meetings	Akwa, Mbenmong, Nwanyo	700,000
	4.2 sensitize farmers to confine animals	3	Akwa, Mbenmong, Nwanyo	1,500 000
	R5. Access to fertilizers increased			
	5.1 Train farmers on organic fertilizer production	2	Akwa	1,000 000
TOTAL = 13,700,000				

3. FISHERIES

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Availability of fresh and smoked fish increased	By 2015, both smoked and fresh fish for consumption and sales are regularly found in the municipality	-Testimonies -Administrative reports -Visits to markets and beaches	-Security ensured -Illegal exploitation reduced
Specific Objective	Fish production increased	Fish production increase by at least 10% by 2015	-Testimonies -Administrative reports	Favourable economic and political environment
Results	1. Fishing equipment increased	At least 20% of fishermen use improved fishing equipment by 2015	-Observation -Monitoring reports	Enabling economic conditions
	2. Storage and processing facilities increased	By 2015, at least one ice plant and 4 improved ovens are constructed and used	-Visits -Monitoring Reports	Enabling economic conditions
	3. Fishing methods improved	By 2015, at least 30% of fishermen use improved fishing methods	-Observations -Monitoring reports	Collaborative fishermen
	4. Organisation of fish operators improved	At least 2 organizations of fish operators (Fishermen, fish smokers) are created and functional by 2015	-Registration certificates -Administrative Reports	Solidarity ensured
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1 Fishing equipment increased			
	1.1 Supply fishing equipment such as boats/engines, ice boxes, etc on loans to fishermen	Engine Boats-9 Engines-9 Fishing Nets-100 Ice Boxes-18	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	70,000,000
	R2 Storage and processing			

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	facilities increased			
	2.1 Construct an ice plant	1	Akwa	50,000 000
	2.2 Construct Improved Smoking Ovens	9	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	36,000 000
	R3. Fishing methods improved			
	3.1. organize trainings on improved fishing methods	4	Akwa, Mbenmong, Kombo Abedimo 2, Ntakaba	12,000,000
	3.2. Monitor Fishermen	3 times per month	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	2,000,000
	R4. Organization of Fish operators improved			
	4.1 Organize sensitization meetings	4	Akwa, Mbenmong, Kombo Abedimo 2, Ntakaba	4,000,000
	4.2 Create cooperatives/Unions	2	Akwa, Kombo Abedimo 2	1,000,000

4. LIVESTOCK

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Nutritional conditions of the population improved	At least 20% of the population consume animal protein regularly and are healthy by 2015.	-Health centre records -Administrative reports	-Epidemics reduced -security ensured
Specific Objective	Animal production increased	By 2015, at least 10% of the population produce pigs and chicken regularly	-visit to animal farms -Administrative reports	Enabling economic environment
Results	1. Methods of Animal rearing improved	By 2013, at least 30% of livestock farmers use improved animal breeding techniques and increase production.	-Visit to animal farms - Administrative reports	-favorable policy framework -Epidemics reduced
	2. Access to Animal feed increased	By 2013, at least 1 functional Animal feed store exists in the municipality.	-visits to stores -Administrative reports	Enabling business climate
	3. Access to livestock drugs increased	By 2013 at least 1 functional livestock drug store exists in the municipality.	- visits to stores -Administrative reports	Enabling business Climate
	4. Access to improved animal breeds increased	By 2013, at least 30% of livestock farmers use improved animal breeds	-visit to animal farms - Administrative reports	Enabling business climate
	5. Organisation of Livestock farmers Improved	By 2015, at least 2 functional livestock common Initiative Groups exist in the municipality	-Group reports -Administrative reports	-solidarity ensured.
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)

R1 Methods of animal rearing improved			
1.1 Train animal breeders on improved animal production	2	Akwa, Mbenmong	2,000,000
R2 Access to animal feed increased			
2.1 contact animals feed traders and link them up to farmers.	2 contacts	Mundemba and Ekondo Titi	1,000,000
2.2 Train farmers on the production of improved animal feed	2	Akwa, Mbenmong	100,000
R3 Access to livestock Drugs increased			
3.1 contact livestock drug traders and link them up to farmers	2	Mundemba and Ekondo Titi	1,000,000
R4. Access to improved animal breeds increased			
4.1 contact animal breeders (plights, Day old, cheeks) and link them up to farmers	2	Mundemba and Ekondo Titi	1,000,000
R5. Organization of livestock farmers improved			
5.1 Sensitize livestock farmers	3	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	5,000,000
5.2 Assist livestock farmers to create unions	4	Akwa, Mbenmong	1,500,000
TOTAL = 11,600,000			

5. STATE PROPERTY AND LAND AFFAIRS

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Legal possession of land increased	By 2015, at least 20% of land are occupied or exploited	-land titles -Administrative reports	Favourable policy framework
Specific Objective	Security of state property and private land improved	By 2015, at least 50% of state property and 20% of private land are secured	-Administrative reports -Land Titles	Conflicts on land reduced
Results	1. Title deeds for state and private property increased	By 2015, at least 20% of land have titles, in the municipality	-land titles -Administrative reports	Cooperative population
	2. Management of state property and lands improved	By 2015 a management strategy is put in place and implemented	-Administrative reports	Laws are respected
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1 Title deeds for state and private property increased			
	1.1 sensitize the population on land titles	3	Akwa, Mbenmong	2,000,000
	1.2 issue land titles	As many as possible	Akwa, Mbenmong , Nwanyo	5,500 000

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	R2. Management of state property and private lands improved			
	2.1 organize a meeting with all Stake Holders and develop strategies for the management of state property and private lands.	One meeting with 100 Stake Holders	Akwa, Mbenmong , Nwanyo	2,000,000
	2.2 Monitor the implementation of the strategy	3	Akwa, Mbenmong , Nwanyo	3,500,000
TOTAL = 13,000,000				

6. URBAN DEVELOPMENT AND HOUSING

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Presentation of Towns improved	By 2015, the towns of Akwa and Mbenmong look attractive with streets and sewage and waste disposal	-Visits - Administrative reports	Collaboration of all communities ensured
Specific Objective	Town planning improved	By 2015, the master plans of Akwa and Mbenmong are implemented and monitored	-Visits - Administrative reports	Collaboration of all stakeholders ensured
Results	1. Master plans of Akwa and Mbenmong put in place	By 2013, master plans for Akwa and Mbenmong are made available	-Master plans - Administrative reports	Collaboration of the Ministry of Urban Development and Town planning
	2. Haphazard building of houses reduced	By 2015, at least 30% of houses have building permits	-Building permits -Town visits	Collaboration of all stakeholders
	3. Construction of Houses using Local and Temporal Materials reduced	By 2015, at least 20% of the houses in the municipality are built with permanent materials	-Visits - Administrative reports	Enabling Economic conditions
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1 Master plans of Akwa and Mbenmong put in place			
	1.1 organize a workshop for the development of a master plan	2	Akwa	1,000,000
	1.2 Monitor the implementation of Master plan (local town planning team trained by MINDUH)	3	Akwa and Mbenmong	3,000 000

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	1.3 Production of master plans	2	Akwa and Mbenmong	6,000,000
	R2. Haphazard building of houses reduced			
	2.1 sensitize the population	2 meetings	Akwa, Mbenmong	1,000,000
	2.2 Issue building permits	3 meetings	Akwa, Mbenmong , Nwanyo	100,000
	R3. Construction of houses using local and temporal material reduced			
	3.1 sensitize the population	2	Akwa, Mbenmong , Nwanyo	2,000,000
	3.2 Support interested persons with Zinc and cement on loans	-2000 sheets of zinc -1000 bags of cement	Akwa, Mbenmong , Nwanyo	10,000,000
TOTAL = 23,100,000				

7. ENVIRONMENT, NATURE PROTECTION AND SUSTAINABLE DEVELOPMENT

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Environmental pollution reduced	By 2015, environmental pollution due to sea transport, oil exploitation, fish smoking etc, is reduced by at least 3% each year	-Visits -administrative reports	Environmental laws respected
Specific Objective	Environmental Degradation reduced	By 2015, degradation of the environment is reduced by at least 5% yearly	-Visits -Administrative reports	Environmental laws respected
Results	1. Exploitation of mangrove reduced	At least 40% of fish smokers use improved smoking ovens and use less wood by 2015	-Testimonies -Administrative reports -Visits	Collaboration of fish smokers ensured
	2. Poor Waste disposal reduced	By 2015, at least 20% of the population use latrines and their household waste is properly disposed	-visits -Administrative reports	Collaboration of the population ensured
	3. Coastal degradation reduced	By 2015, at least 20% of the coast line of the municipality are regularly cleaned up	-Visit s- Administrative reports	Collaboration of all Stakeholders ensured
	4. Rate of timber exploitation reduced	By 2015, illegal exploitation of timber reduced by at least 5%	-Testimonies -Administrative reports	Respect of forestry laws ensured
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)

	R1 exploitation of mangrove reduced			
	1.1 organize sensitization meetings	6	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	30,000,000
	1.2. support the construction of improved fish smoking ovens	2	Akwa and Mbenmong	16,000,000
	R2 Mangrove reforestation increased			
	2.1 Raise Nurseries to replant on degraded areas/sites		Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	5,000,000
	R3 Poor Waste Disposal reduced			
	3.1 Sensitize the population	60	Akwa, Mbenmong and Nwanyo	10,000,000
	3.2 organize clean up campaigns	9	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	2,000,000
	3.3 Construct public Toilets	9	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	36,000,000
	R4. Coastal degradation reduced			
	4.1Construction of Embankments	10	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	900,000,000
TOTAL = 999,000,000				

8. FORESTRY AND WILDLIFE

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Protection of Biodiversity increased	By 2015, disappearance of certain species (Wildlife, plants) reduced by at least 5%	-Forest trail (footpath) -Administrative reports	Forestry laws respected
Specific Objective	Rate of Deforestation reduced	By 2015, deforestation reduced by at least 10%	-Forest Trail (footpath) -Administrative reports	Forestry laws respected
Results	1. Illegal exploitation of timber and mangrove reduced	Illegal exploitation of timber and mangrove reduced by at least 10%	-Forest Transect -Administrative reports	Forestry laws respected
	2. Planting of trees increased	By 2015, at least 5000 trees are planted and are growing well	-Visits -Administrative reports	Collaboration of all stakeholders ensured
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1 Illegal exploitation of timber and mangrove reduced			
	1.1 Sensitize the population on forestry laws	7	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat,	3,000,000

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
			Nkanekure, Ntakaba	
	1.2 Issue domestic permits to villagers for construction purposes	9	Akwa	500,000
	1.3 support the construction of fish smoking ovens	2	Kombo Abedimo 1&2	8,000,000
	1.4 organize control missions	twice a month	At the different creeks leading to the different villages	4,000,000
	R2 Planting of trees increased			
	2.1 support the planting of trees (council should look for space to create a plantation of 100 trees)	1000 trees	Akwa	10,000,000
TOTAL = 27,500,000				

9. TERRITORIAL ADMINISTRATION, DECENTRALISATION AND MAINTENANCE OF ORDER

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Realization of community projects increased	By 2015, at least 50% of the communities realize at least 1 community project	-visits -Administrative reports	Conflicts reduced
Specific Objective	Functional capacity of the Traditional rulers strengthened	Community mobilization increased by 20% by 2015	-Testimonies -Administrative reports	Solidarity ensured
Results	1. Recognition of traditional rulers by the Government improved	By 2015, at least 2 Traditional rulers are recognized by the Government of Cameroon	-Administrative reports	Favourable policy framework
	2. Respect of chiefs by the population increased	At least 50% of the population respect traditional orders by 2015	-Testimonies -Administrative reports	Conflicts reduced
	3. Functioning of traditional council improved	The Traditional council meets at least twice a year and take decisions for the development of the communities	-meeting reports	Solidarity ensured.
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1 recognition of Traditional Rulers by the Government increased			
	1.1 install Traditional Rulers	3	Akwa, Nwanyo, Mbenmong	2,000,000
	R2 Respect of chiefs by the population			
	2.1 sensitize the population	3	Akwa, Nwanyo,	1,000,000

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
			Mbenmong	
	2.2 Organize training on leadership for the chiefs	1	Akwa	1,000,000
	R3. Functioning of the Traditional council improved			
	3.1 Organize trainings for Council members on community Development	1	Akwa	1,000,000
TOTAL = 5,000,000				

10. PUBLIC SECURITY

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Peaceful environments increased	By 2015, at least 40% of the population live in a peaceful environment	-Testimonies -Administrative reports	Harassment by pirates reduced
Specific Objective	Security increased	Harassment by pirates reduced by at least 10% yearly	-Testimonies -security reports	Security personnel resident in the municipality
Results	1. Security measure increased	By 2013, at least 20 security personnel are transferred and reside in the municipality	-Transfer Decisions -Administrative reports	Favourable policy framework
	2. Community mobilisation increased	By 2013, at least 60% of the communities are mobilized and form functional vigilante groups	-Testimonies -Administrative reports	Solidarity ensured
	3. Conflicts between Cameroonians and Foreigners reduced	Cases of conflicts reduced by at least 10% yearly	-Administrative reports	Collaboration of all Stakeholders ensured
	ACTIVITIES	QUANTITY	PLACE	COST(FCFA)
	R1 Security measures increased			
	1.1 lobby for the transfer of more security officers	3 meetings	Akwa	1,500,000
	1.2 lodge security officers	30	Akwa and Mbenmong	50,000,000
	R2. Community mobilization			
	2.1 sensitize population on security measures	9	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat,	9,000,000

			Nkanekure, Ntakaba	
	R3. Conflicts between Cameroonians and foreigners reduced			
	3.1 Organize meetings in each community to resolve conflicts	10	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Etak Erat, Nkanekure, Ntakaba	10,000,000
TOTAL = 70,500,000				

11. BASIC EDUCATION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Illiteracy rate reduced	At least 60% of pupils in primary six obtain First School Leaving Certificates	Examination results	Enabling economic and political environment
Specific Objective	Access to quality basic education increased	At least 50% of children in the municipality enroll in primary schools yearly	Enrollment registers	Enabling economic and political environment
Results	1. Primary and Nursery schools increased	By 2015, at least 2 Nursery and primary schools are created and functional	-Visits -Administrative reports	Enabling economic conditions
	2. Ventilation of classrooms improved	By 2013, all classrooms in all the schools are rehabilitated with good ventilation	-visits -administrative reports	Enabling economic conditions
	3. Water points and toilets increased	By 2015, all schools have functional water points and toilets	-Visits -Administrative reports	Favourable policy framework
	4. Didactic materials increased	Didactic materials are evenly distributed to all the schools each year	-Administrative reports	Favourable policy framework
	5. Staff accommodation increased	By 2015, each school has at least 3 staff buildings and occupied	-visit -Administrative report	Enabling Economic conditions
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 primary and nursery schools increased				
1.1 lobby for the creation of 1 primary and Two Nursery school s		3	Akwa (Nursery school) Kombo Abedimo 2(Nursery and primary)	1,000,000
R2 ventilation of classrooms improved				
2.1 rehabilitate classrooms		3 lots	Akwa, Mbenmong, Nwanyo	8,000,000
R3 Water points and Toilets increased				
3.1 Construct latrines		6	Akwa, Mbenmong, Nwanyo	12,000,000

3.2 Construct water points	13	Akwa, Nwanyo	6,000,000
R4 Didactic materials increased			
4.1 Supply Didactic materials	20	Akwa, Mbenmong, Nwanyo	5,000,000
4.1 Provide school libraries with librarians	1	Akwa	5,000,000
R5. Staff accommodation increased			
5.1 Construct staff houses	3	Akwa, Mbenmong, Nwanyo	24,000,000
R6 Trainings for Teachers increased			
6.1 Organize in-service trainings for Teachers	3	Akwa, Mbenmong, Nwanyo	3,000,000
TOTAL = 94,000,000			

12. HIGHER EDUCATION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Higher professional Education graduates increased	By 2015, at least 2 graduates exist in the municipality	-Certificates -Testimonies	Enabling economic conditions
Specific Objective	Access to higher education increased	At least 50% of Qualified youths have access to Higher Education by 2015	-Admission letters	Enabling economic conditions
Results	1. Higher education institutions put in place in Ndian Division	By 2015, at least 1 professional school created in the Division and operational	-creation decisions -Administrative reports	Favourable policy framework
	2. Newly created Teachers Training College made operational	By 2013, Teachers Training College constructed, equipped, staffed and functional	-visit to school -Admission letters	Favourable economic and policy frameworks
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Higher Education institutions put in place in Ndian				
1.1 lobby for the creation of Higher Institutions (ENS, Agriculture)		2	Mundemba	1,000,000
R2 Newly created Teachers Training College made operational				
2.1 construct classrooms		6	Akwa	54,000,000
2.2 Construct offices		3	Akwa	30,000,000
2.3 Construct Toilets		4	Akwa	16,000,000
2.4 Construct Water Points		1	Akwa	6,000,000
2.5 Supply Benches		300	Akwa	4,000,000
2.6 Supply chairs		15	Akwa	500,000
2.7 Lobby for the transfer of qualified Teachers		2	Mundemba	500,000
TOTAL = 112,000,000				

13. SECONDARY EDUCATION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Number of youths with secondary school certificates increased	By 2015, at least 30% of youths enroll in secondary and technical schools and obtain GCE o,Level or CAP certificates	-enrollment register	-Government secondary school is created and functional -Enabling Economic conditions
Specific Objectives	Access to Quality Secondary Education increased	Performance of students in Secondary and technical schools increased by at least 20%	Examination results	-favourable Economic and political conditions -Qualified Teachers In place
Results	1. Government secondary schools increased	By 2013, at least 1 secondary school is created and functional	-Decision creating schools -Administrative reports	Favourable policy framework
	2. Infrastructure in GTC Akwa increased (Classrooms, workshops, Toilets, water points)	By 2013, at least all the classrooms and workshops in GTC under construction are functional , water point is treated and they have good Toilets	-visits -administrative report	Enabling economic conditions
	3. Teachers in GTC increased	By 2013, at least 4 Qualified Teachers in place and functional	-Transfer Decisions -Administrative report	Enabling economic conditions
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Government secondary schools increased				
1.1 request for the creation of Government Secondary School		2	Mundemba	500.000
R2 infrastructure in GTC Akwa increased				
2.1 Advocate for the completion of classrooms		1	Mundemba	250,000
2.2 Advocate for the completion of workshops under Construct ion		1	Mundemba	250,000
2.3 Treat the water point in the new GTC site		1	Akwa	1,000,000
R3 Teachers in GTC increased				
3.1 lobby for the transfer of more Teachers		2	Mundemba	500,000
TOTAL = 3,000,000				

14. PUBLIC HEALTH

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Health status improved	At least 30% of the population spend less on drugs by 2015	-Health centre records	Disease outbreaks reduced
Specific Objective	Access to quality health care services increased	At least 40% of the population receive adequate medical care by 2014	-Health Centre records -Testimonies	Disease outbreaks reduced
Results	1. Health personnel increased	By 2015, 7 qualified Health personnel are in Akwa and Mbenmong health centres and are functional	-Transfer decisions - Administrative reports	Favourable policy framework.
	2. Equipment in Health Centres increased	By 2015, 2 Health Centres are equipped with Delivery kits, Babies cots, beds, Refrigerators, Laboratory equipment and in use	-Visits to Health Centres -Inventory Records	Enabling economic conditions
	3. Access to essential drugs increased	By 2015, two(2) pro-pharmacies are created with regular supply of drugs	-Visits -Administrative reports -Testimonies	Collaboration of all Stake Holders
	4. Health centre infrastructure increased	By 2014, Health centres in Akwa and Mbenmong have functional laboratories, water points, latrines and electricity	-Visits -Testimonies -Administrative reports	Enabling economic conditions
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Health personnel increased				
1.1 request for the transfer of qualified personnel		2	Mundemba	1,000,000
R2 equipment in Health centers increased				
2.1 Supply delivery kits		2 Lots	Akwa and Mbenmong	4,000,000
2.2 Supply normal beds		25	Akwa and Mbenmong	1,500,000
2.3 Supply Babies cots		16	Akwa and Mbenmong	1,000,000
2.4 Supply Refrigerators		2	Akwa and Mbenmong	40,000,000
2.5 Supply Laboratory Equipment		2 lots	Akwa and Mbenmong	30,000,000
R3 Access to essential drugs increased				
3.1 request for the creation of pro-pharmacies		2	Mundemba	1,000,000
3.2 supply essential drugs		2 lots	Akwa and Mbenmong	3,000,000
R4 Health centre infrastructure increased				
4.1 Construct Laboratories		2	Akwa and Mbenmong	50,000,000
4.2 Rehabilitate Water Points		2	Akwa and Mbenmong	2,000,000
4.3 Construct Latrines		2	Akwa and Mbenmong	8,000,000
4.4 Supply Electricity		2	Akwa and Mbenmong	9,000,000
TOTAL = 150,500,00				

15. WATER

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Prevalence of water borne diseases reduced	By 2015, water borne diseases reduce by at least 10%	Health care records	Collaboration of communities ensured
Specific Objective	Access to portable water improved	By 2014, all communities have access to potable water	-visits -Administrative reports	-Enabling economic environment
Results	1. Water schemes made functional	By 2013, water scheme is rehabilitated with regular flow of water	-Visits -Administrative Reports	Enabling economic environment -Collaboration of communities
	2. Portable water schemes increased	By 2015, at least 4 water schemes are constructed and functional	-visits -Administrative Reports	Enabling economic climate
	3. Contamination of water sources reduced	By 2013, contamination of water source in Mbenmong reduced by at least 20%	-Hospital Records -visits	Community collaboration increased
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Existing water schemes functional				
1.1 Rehabilitate water schemes		4	Akwa, Mbenmong	11,000,000
1.2 maintain water schemes		3	Akwa, Nwanyo,	1,000,000
R2 portable water schemes increased				
2.1 conduct studies		7	Mbenmong, Kombo Abedimo 1,2,3, Nkanekure, Ntakaba, Etak Erat	30,000,000
2.2 construct water schemes		7	Mbenmong, Kombo Abedimo 1,2,3, Nkanekure, Ntakaba, Etak Erat	490,000,000
2.3 train caretaker technicians		9	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Nkanekure, Ntakaba, Etak Erat	2,800,000
2.4 create and train water maintenance committees		9	Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Nkanekure, Ntakaba, Etak Erat	2,000,000
R3 Contamination of water sources reduced				
3.1 sensitize the population		1	Mbenmong	1,000,000
3.2 Enact laws on use of water source		1	Mbenmong	500,000
3.3 Monitor the implementation of the laws		3	Mbenmong	1,500,000
TOTAL = 539,800,000				

16. ENERGY

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Economic activities increased	By 2015 economic activities using Electricity supply Increase by at least 10%	-visits to business places -Council reports	Favourable business climate
Specific Objective	Access to electricity supply increased	By 2015 at least 30% of the communities are lighted regularly	-Testimonies -Administrative Reports	Favourable policy framework
Results	1. Community Generators increased	By 2015, at least 50% of the communities have functional generators	-Visit - Administrative reports	Enabling Economic and political climate
	2. Existing generator plant in Akwa made functional	By 2013, existing Generator plant provides electricity regularly	-Visit - Testimonies -Administrative Report	-Favourable economic and political climate -collaboration of all main Stakeholders
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 community Generators increased				
1.1 supply Community Generators		3	Mbenmong, Nwanyo, Kombo Abedimo 3	120,000,000
R2 Existing Generator plant made functional				
2.1 Rehabilitate generator plant		1	Akwa	4,000,000
2.2 Create maintenance committees for all the Generators		4	Akwa, Mbenmong, Nwanyo, Kombo Abedimo 3	1,000,000
2.3 Train care taker Technicians		4	Akwa ,Mbenmong, Nwanyo, Kombo Abedimo 3	2,000,000
TOTAL = 126,000,000				

17. PUBLIC WORKS

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Circulation of persons and goods in and out of the communities improved	By 2015, circulation of goods and persons increased by at least 20%	-Testimonies -Administrative reports	Harassments by Pirates reduced
Specific Objective	Access to and within the communities increased	By 2015, at least 50% of the communities are accessible by land and water.	-Testimonies -Visits -Administrative reports	Favorable economic and political climate
Results	1. Road network improved	By 2015, at least 50% of the roads are accessible all seasons	-Visits -Administrative reports	Favorable economic and political climate
	2. Maritime route system improved	By 2015, at least 6 landing sites are constructed and functional	-Visits -Administrative reports	Favorable economic environment
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Road network improved				
1.1 Construct road		1	Mundemba-Isangele-Akwa	5,000,000,000
1.2 Rehabilitate roads		2	Akwa-Mbenmong-Nwanyo	20,000,000
1.3 Create road maintenance committees		3	Akwa, Mbenmong, Nwanyo	500,000
1.4 Train road maintenance committees		3	Akwa, Mbenmong, Nwanyo	1,000,000
1.5 Equip road maintenance committees		3	Akwa, Mbenmong, Nwanyo	3,000,000
R2 Maritime route system improved				
2.1 Construct landing sites		8	Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	32,000,000
2.2 Create maintenance committees		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	1,000,000
2.3 Train maintenance committees		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	4,000,000
2.4 Supply equipment for regular maintenance		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	5,000,000
TOTAL = 5,065,500,000				

18. SOCIAL AFFAIRS

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Living Conditions of vulnerable population improved	At least 30% of vulnerable persons have their basic needs regularly by 2015	-Testimonies -Administrative reports	Equitable distribution of social benefits ensured
Specific Objective	Access to social services increased	By 2015, at least 70% of the vulnerable persons are known and receive benefits	-Testimonies -Administrative reports	Favorable policy Framework
Results	1. Social centre made functional	By 2013, there is at least 1 functional residential staff	-Testimonies -Administrative reports	Security ensured
	2. Assistance to vulnerable population increased	At least 30% of vulnerable persons receive support each year by 2014	-Administrative reports -list of vulnerable persons and support received	Enabling economic environment
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Social centre made functional				
1.1 Ensure staff is resident in Akwa		1	Akwa	2,000,000
1.2 Monitor staff performance (D.O)		3	Akwa	1,500,000
R2 Assistance to vulnerable population increased				
2.1 Identify vulnerable persons and establish a data base		As many as exist	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	5,000,000
2.2 Give assistance to vulnerable persons according to their needs		As identified	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	5,000,000
TOTAL = 13,500,000				

19. WOMEN EMPOWERMENT AND THE FAMILY

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Family structures strengthened	By 2015, at least 20% of families are strengthened and improved on their living conditions	-Testimonies -Administrative reports	-Negative traditional practices reduced
Specific Objective	Empowerment of women and children increased	By 2015, at least 30% of women are personally, economically, socially and culturally empowered	-Testimonies -Administrative reports	male chauvinism reduced
Results	1. Women empowerment centre made functional	By 2013, at least 2 functional staff are in place implementing different programmes for women	-Transfer decisions -Administrative reports	Favorable policy framework
	2. Women's knowledge on their rights improved	At least 20% of women know their rights and implement them	-Testimonies -Administrative reports	Solidarity of women ensured
	3. Scholarization of the Girl child increased	At least 10% of the girl children enroll in schools at all levels each year	-Testimonies -Administrative reports	Early Girl child marriages reduced
	4. Income level of women increased	At least 20% of women increase their income level by at least 5% each year	-Testimonies -Business Records	Favorable business climate
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 women Empowerment centre made functional				
1.1 request for the transfer of two (2) staff		2	Mudemba	500,000
R2 Women's knowledge on their rights increased				
2.1 Organize trainings for women on their rights		3	Akwa, , Ntakaba, Kombo Abedimo 1	4,000,000
R3 Scholarisation of the Girl child increased				
3.1 Sensitize the population		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	9,000,000
3.2 Award scholarships for the Girl child education at different levels		10 each year	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	5,000,000
R4 Income level of women increased				
4.1 Train women on income generating activities		3	Akwa	4,000,000
4.2 Support women with capital		100	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	10,000,000
TOTAL = 32,500,000				

20. YOUTH AND CIVIC EDUCATION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Empowerment of youths increased	At least 20% of youths are gainfully employed by 2015	-Visits to business places -Administrative records	-Favorable business climate
Specific Objective	Access to youth empowerment facilities and programs increased	At least 30% of youths are empowered and self employed by 2015	-Administrative reports	Favorable political framework
Results	1. Youth empowerment structures and services put in place	By 2013, 1 youth empowerment centre is in place and functional	-visits -Administrative reports	Favorable economic conditions
	2. Youth entrepreneurial capacities increased	At least 30% of youths acquire knowledge and skills on entrepreneurship and use them by 2014	-Testimonies -Training reports -Administrative reports	Favorable economic conditions
	3. Mobilization of youths improved	At least, 40% of youths are aware of their plight and enroll in the youth animation centre by 2013	-Administrative Reports	Solidarity of youths ensured
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Youth empowerment structures and services put in place				
1.1 Construct a youth and animation centre		1	Akwa	50,000,000
1.2 Lobby for the transfer of Youth Animators		2	Mudemba	1,000,000
1.3 Equip Youth Animation centre			Akwa	20,000,000
R2 Youth entrepreneurial capacities increased				
2.1 Organize trainings according to needs		5	Akwa	5,000,000
2.2 support youths with capital for businesses		100	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	10,000,000
R3 Mobilization of youths improved				
3.1 Sensitize the youths		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	9,000,000
TOTAL = 95,000,000				

21. SPORTS AND PHYSICAL EDUCATION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Rate of physical exercises increased	By 2015, at least 10% of the population carry out physical exercises	-Testimonies -Administrative reports	Collaboration of Stakeholders ensured
Specific Objective	Access to sports and physical educational services increased	By 2015, at least 30% of the population are reached by the service	-Administrative reports	Favorable policy framework
Results	1. Sporting activities increased	At least three(3) sporting activities are regularly carried out by 2014	-Administrative reports	Favorable policy framework
	2. Sports teachers in schools increased	By 2013, at least one(1) functional sports teacher in place	-Transfer decision -Administrative reports	Favorable policy framework
	3. Playground in the communities increases	By 2013, at least 3 playgrounds are constructed and functional	-visits -Administrative reports	Enabling economic environment
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Sporting activities increased				
1.1 Design sporting activities		1	Akwa	500,000
1.2 supply sports equipments		8	Akwa	1,000,000
R2 Sports teachers in schools increased				
2.1 Lobby for the transfer of one sports teacher		2 trips	Mundemba	1,000,000
R3 Playgrounds in communities increased				
3.1 Construct playground		3	Akwa, Mbenmong, Nwanyo	15,000,000
TOTAL = 17,500,000				

22. EMPLOYMENT AND VOCATIONAL TRAINING

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Economic conditions of the population increased	By 2015, economic conditions of the population increased by at least 10%	-Administrative reports	favorable business climate
Specific Objective	Access to employment opportunities increased	At least 20% of the population are gainfully employed by 2015	-Visit -Administrative reports	-Favorable business climate
Results	1. Enrollment in the vocational training centre increases	By 2013, enrollment in the vocational training centre increased by at least 30% and trainees acquire knowledge and skills	Vocational centre reports	Collaboration of all stakeholders
	2. Business operators increased	At least 3 business operators in place, functional and employ personnel by 2015	-visits -Council Reports	Favorable business climate
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 enrollment in Vocational training centre increased				
1.1 Sensitize the population on the advantages of vocational training		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	4,000,000
1.2 support trainees to establish businesses according to their needs		10	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	5,000,000
R2 Business operators increased				
2.1 contact business operators such as FOKOU		2 contacts	Kumba	600,000
2.2 Support the establishment of business operators		3	Akwa, Mbenmong, Nwanyo	600,000
TOTAL = 10,200,000				

23. TRANSPORT

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Circulation of persons and goods improved	By 2015, at least 50% of the communities are accessible by road or sea route all seasons	-Testimonies -Administrative reports	-security ensured -enabling economic and political conditions
Specific Objective	Transport means increases	By 2015, waiting time for transport reduced by at least 30%	-Testimonies -council reports	Favourable policy framework
Results	1. Vehicles increased	By 2014, at least 3 vehicles ply Mundemba-Akwa regularly	-Testimonies -Administrative reports	Road conditions improved
	2. Motorbike drivers ride more carefully	Rate of bike accidents reduced by at least 10% yearly	-Testimonies -Administrative reports	Collaboration of bike riders ensured
	3. Transport boats with engines and life jackets increased	By 2015, at least 2 transport boats with engines and life jackets are in place and functional	-observation -pictures -Administrative reports	Enabling economic conditions
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Vehicles increased				
1.1 Construct Mundemba Akwa Road		3km	Mundemba to Akwa	5,000,000,000
R2 Motorbike drivers ride more carefully				
2.1 sensitize motorbike riders on road safety conditions		2	Akwa	1,000,000
R3 Transport boats with engines and life jackets increased				
3.1 purchase transport boats with engines and life jackets		3	Akwa	45,000,000
TOTAL = 5,046,000,000				

24. SMALL AND MEDIUM SIZE ENTERPRISES AND HANDICRAFT

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Economic power of the population increased	By 2015, economic power of the population increased by at least 10%	Administrative reports	favorable business climate
Specific Objective	Development of medium size enterprises and handicrafts increased	By 2015, at least 10% of the population carry out different trades and increase their income	-visits to business places -Administrative reports	favorable business climate
Results	1. Capacity and Skills of the population increased	By 2014, at least 20% of the population acquire skills and use them	-Visits -Administrative reports	Favourable business climate
	2. Promotion of handicrafts increased	By 2014, at least 2 different crafts are promoted in the municipality	-visits -pictures -Administrative reports	Enabling economic conditions
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 capacity and skills of the population increased				
1.1 contact Business enterprise operators to establish in the municipality (Mechanics, Tailors, Boat Repairers, Hairdressers)		2	Mundemba and Ekondo Titi	1,000,000
1.2 sensitize the population and link them up to operators		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	4,000,000
R2 promotion of Handicrafts increased				
2.1 identify lucrative handicrafts		3	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	2,000,000
2.2 Sensitize the population		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	4,500,000
2.3 Organize trainings		3	Akwa, kombo Abedimo 3, Nkanekure	3,000,000
TOTAL = 14,500,000				

25. SCIENTIFIC RESEARCH AND INNOVATIONS

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Production of crops, fish, livestock and processing increased	By 2015, at least 20% of crops, livestock, fish farmers increase their production and value	-Testimonies -Administrative Reports	Conducive climatic conditions -Enabling economic conditions
Specific Objective	Access to scientific research results increased	At least 20% of the farming population have access to research results by 2014	Administrative reports	Favourable policy framework
Results	1. Research outreach programmes increased	At least one (1) research technician is in place	Transfer Decisions	Favorable policy framework
	2. Dissemination of research results increased	At least 20% of crops, livestock, and fish farmers use improved innovations	-Administrative Reports	Research Technician in place
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Research outreach programmes increased				
1.1 lobby for the transfer of research technicians		2	Mundemba	1,000,000
R2 Dissemination of research results improved				
2.1 Organize information meetings		Once every 3 months	Akwa	1,000,000
2.2 Establish on farm trials		Once every three months	Akwa	1,000,000
2.3 organize field days		As need arises	Akwa, Mbenmong, Nwanyo	1,000,000
TOTAL = 4,000,000				

26. TOURISM AND LEISURE

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Tourists increased	By 2015, at least 50 tourists visit the municipality each year	Administrative reports	Security ensured
Specific Objective	Promotion of Tourism development improved	By 2014, at least 50% of touristic facilities are in place and attract tourists	-Visits -Administrative reports	Enabling economic environment
Results	1. Touristic infrastructures like Hotels and Restaurants increased	By 2013, at least 1 standard Hotel and restaurant in place and functional	-visits -pictures -Administrative reports	enabling economic conditions
	2. Development of Touristic sites improved	By 2014, at least 2 touristic sites are developed and attract Tourists	-Visit -Administrative report	Enabling economic environment
	3. Information on Touristic potentials improved	By 2014, information on Touristic potentials are Disseminated worldwide	-Web sites -Brochures	Enabling economic conditions
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Touristic infrastructures like Hotels and Restaurants increases				
1.1 construct a standard Hotel and Restaurant		1	Akwa	500,000,000
1.2 employ staff		10	Akwa	3,000,000
R2 Development of Touristic sites improved				
2.1 identify potential Touristic sites improved		As many as available	The entire Municipality	2,000,000
2.2 Develop touristic sites		As many as available	The entire Municipality	10,000,000
R3 Information on touristic potentials improved				
3.1 Develop and distribute brochures on Touristic sites and facilities		100	Akwa	200,000
3.2 Establish a website on touristic potentials		1	Mundemba	100,000
TOTAL = 515,300,000				

27. ARTS AND CULTURE

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Cultural values increased	By 2015, at least 40% of the population are practicing different cultural values	-Testimonies -Administrative reports	Solidarity ensured
Specific Objective	Erosion of Cultural values reduced	At least 50% of cultural values are promoted by 2015	-Testimonies -Administrative reports	Collaboration of all stakeholders
Results	1. Promotion of cultural activities increased	By 2014, at least two cultural festivals are organized yearly	- observation - reports	Enabling economic conditions
	2. Cultural infrastructures increased	By 2014, at least 1 community museum is constructed and functional	- Visits -Administrative reports	Enabling economic climate
	3. Cultural conflicts reduced	By 2013, cases of intercultural conflicts reduced by at least 10%	-Testimonies -Administrative reports	Solidarity ensured
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Promotion of cultural activities increased				
1.1 Organize cultural festivals		6	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	6,000,000
1.2 Organize cultural Holidays		1	Akwa	1,000,000
R2 Cultural infrastructures increased				
2.1 Construct community halls		8	Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	80,000,000
2.2 construct Museum		1	Akwa	25,000,000
2.3 Construct sculptures		10	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	40,000,000
R3 Cultural conflicts reduced				
3.1 Organize conflict resolution meetings		1 per year	Akwa	2,000,000
3.2 Organize inter cultural events		Once per year	Rotatory	5,000,000
TOTAL = 159,000,000				

28. MINES, INDUSTRIES AND TECHNOLOGICAL DEVELOPMENT

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Living conditions of the population improved	At least 30% of the communities have access to social facilities by 2015	-Testimonies -Visits -Administrative support	Favourable policy framework
Specific Objective	Development of Industries and Mines improved	By 2015, development of Industries and mines by 2015	-Administrative reports	Enabling Economic and political environment
Results	1. Dissemination of Impact Assessment Studies on the environment to the population improved	By 2013, at least 30% of the population are aware of the environmental impact results	-Environmental Studies results -Testimonies	Collaboration between petroleum companies and communities ensured
	2. Data base on sector potentials made available	By 2013, a database on the sector potentials is established and used	Data	Favourable policy framework
	3. Community Royalties increased	At least 30% of the communities benefit from petroleum companies through financing of Micro-projects by 2015	-Visits -Administrative reports	Favourable policy framework
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Dissemination of Impact Assessment Studies on the environment to the population improved				
1.1 organize meetings		2	Akwa	1,000,000
R2 Data base on sector potentials made available				
2.1 Establish a Data base on sector potentials		1	Akwa	1,000,000
R3 Community royalties increased				
3.1 Organize meetings		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	9,000,000
3.2 Submit projects		3	Akwa	500,000
TOTAL = 11,500,000				

29. LOGICAL FRAMEWORK FOR COMMERCE. KOMBO ABEDIMO COUNCIL AREA

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Sources of income for the Council within the municipality increased	By 2015 Council Revenue increased by at least 5% from taxes	Council financial records	Favorable policy framework
Specific Objective	Commercial activities increased	By 2013, commercial activities increase by at least 10%	-Council Reports	Enabling business climate
Results	1. Market structures increased	By 2013, at least one market is constructed in Akwa and functional	-Visits -Council reports	Enabling economic conditions
	2. Fish market at Akwa Beach made functional	By 2013, fish market rehabilitated and functional	-Observation -council report	Collaboration of all stakeholders
	3. Traders increased	By 2014, traders increased by at least 10% in the municipality	-observation -council reports	Favorable business climate
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Market structures increased				
1.1 construct market		1	Akwa	35,000,000
R2 Fish market at Akwa Beach made functional				
2.1 Rehabilitate Fish Market		1	Akwa	3,000,000
2.2 Reinforce sales of fish In the Beach		1	Akwa	500,000
R3 Traders increased				
3.1 organize a meeting with potential traders		1	Akwa	500,000
TOTAL = 39,000,000				

30. POSTS AND TELECOMMUNICATION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Circulation of information within and outside the communities improved	At least 20% of the population receive and send information within and outside the municipality regularly by 2014	-Testimonies - Administrative reports	Enabling economic environment
Specific Objective	Access to post and telecommunication services improved	At least 20% of the population have access to telecommunication services by 2015	-Visit - Administrative reports	Enabling Economic and political conditions
Results	1. Mobile Telephone Network increased	By 2014, at least one mobile telephone network functional	-Testimonies - Administrative reports	Enabling Business climate
	2. Functional post office put in place	By 2014, one post office created and functional	-Visits - Administrative reports	Favourable policy framework
	3. Multimedia centres increased	By 2014, at least one functional multimedia centre in place and functional	Visit - Administrative reports	Enabling economic environment
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 mobile Telephone Network increased				
1.1 contact mobile Telephone companies (MTN,ORANGE, CAMTEL)		3	Douala	1,000,000
R2 Functional post Office put in place				
2.1 Lobby for the creation of a post office, staff and equipment		2	Mundemba	500,000
R3 Multimedia centres increased				
3.1 Establish a multimedia centre		1	Akwa	10,000,000
TOTAL = 11,500,000				

31. COMMUNICATION

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Knowledge on events within and outside the country increased	By 2015, at least 30% of the population are well informed on Development issues	-Testimonies -Visits	Enabling economic and political environment
Specific Objective	Access to communication facilities improved	At least 40% of communities have access to communication facilities by 2015	-Testimonies -Administrative reports	Enabling Economic and political conditions
Results	1. Access to Cameroon Television and Radio increased	At least 20% of the population receive Cameroon Radio and Television by 2015	-Home visits -Administrative reports	Favorable policy framework
	2. Access to Newspapers increased	At least 2 Newspapers circulate in the municipality by 2014	-Newspapers	Newspaper vendors are in place
	3. Community Radio put in place	By 2014, 1 community Radio is operational in Akwa	-Visit to homes -Radio Programs	Favorable policy framework
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Access to Cameroon Television and Radio increased				
1.1 lobby for the installation of Antennas		2	Douala	1,000,000
R2 Access to Newspapers increased				
2.1 contact Newspaper vendors		2	Mundemba	500,000
R3 Community Radio put in place				
3.1 lobby for the creation of a Community Radio		2	Mundemba	1,000,000
3.2 Establish community Radio (staff and equipment)		1	Akwa	10,000,000
TOTAL = 12,500,000				

32. LABOUR AND SOCIAL SECURITY

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall Objective	Regular income earners increased	At least 20% of the population have regular income by 2015	-Testimonies -Administrative reports	Enabling economic conditions
Specific Objective	Job security increased	At least 30% of the population have stable jobs by 2015	-Administrative reports	Enabling economic conditions
Results	1 Stabilised enterprises and organizations increased	By 2014, at least 1 stable enterprise and organization exists and is functional	-Visit -Administrative reports	Enabling Business Climate
	2 Organization and structuring of self employment increased	At least 20% of the population are gainfully self employed by 2015	-visits -Council reports	Enabling Business climate.
ACTIVITIES		QUANTITY	PLACE	COST(FCFA)
R1 Stabilised enterprises and Organizations increased				
1.1 Contact stable Business operators and organizations		5	Mundemba, Ekondo Titi, Kumba	1,500,000
R2 Organization and structuring of self-employment increased				
2.1 Sensitize the population		9	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	4,000,000
2.1 Create Common Initiative Groups (CIGs), Associations and Unions		10	Akwa, Mbenmong, Nwanyo, Etak-Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3	1,500,000
TOTAL 7,000,000				

5.3 Estimated cost of the CDP

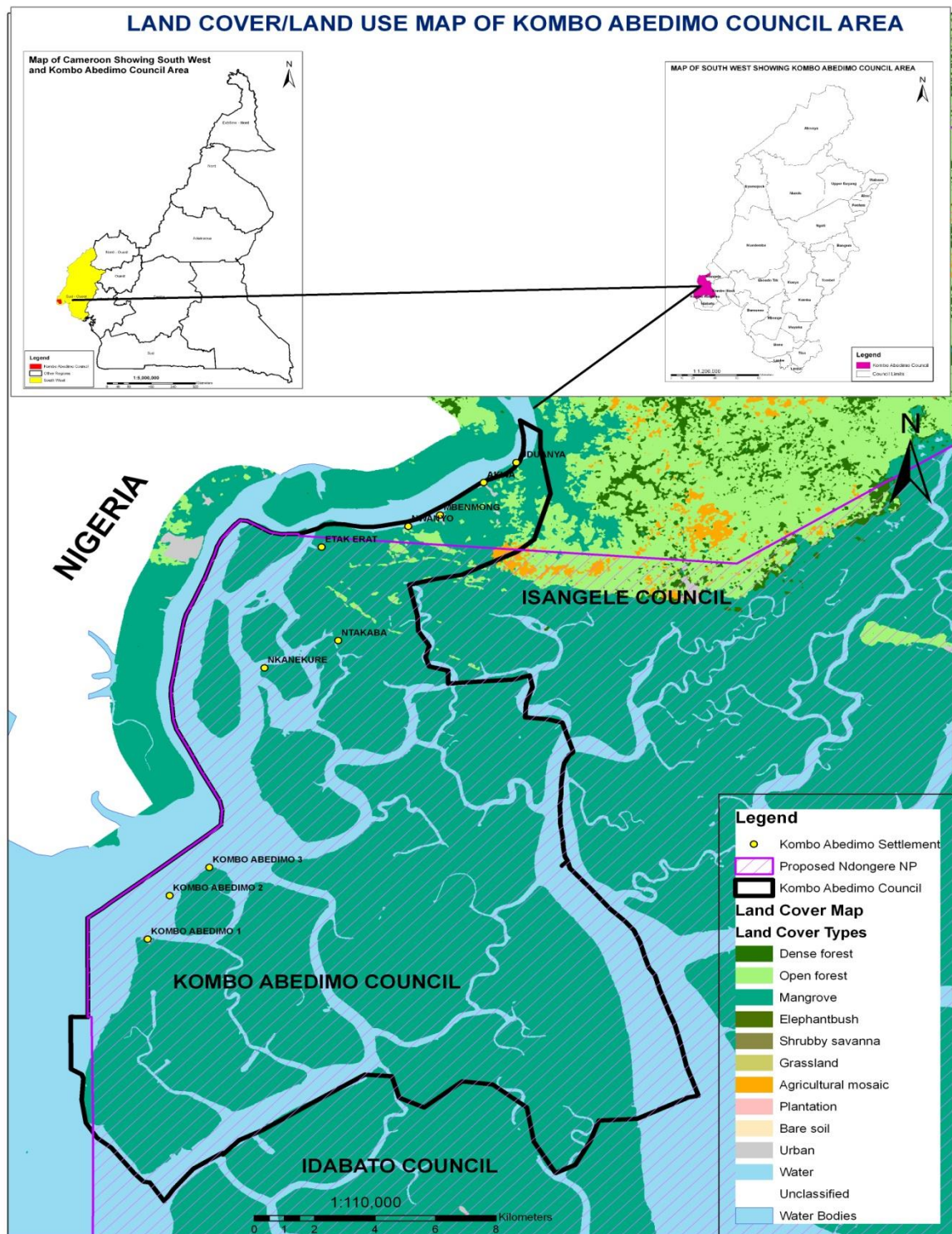
N°	Sector	Estimated cost
1	Agriculture	10,700,000
2	Livestock	4,500,000
3	Fisheries	246,000,000
4	Water	538,900,000
5	Energy	123,000,000
6	Basic Education	151,750,000
7	Secondary Education	202,500,000
8	Higher Education	112,000,000
9	Public Health	119,699,000
10	Commerce	79,000,000
11	Culture	159,000,000
12	Urban Development and Housing	23,200,000
13	Forestry and Wildlife	12,500,000
14	Environment, Nature protection and Sustainable Development	1,096,800,000
15	Social Affairs	24,000,000
16	Women Empowerment and the family	26,500,000
17	Employment and Vocational Training	30,600,000
18	Transport	40,046,000,000
19	Public Works	338,500,000
20	Communication	2,500,000
21	Youth and Civic Education	95,000,000
22	Sports and Physical Education	17,500,000
23	Public Security	70,000,000
24	Tourism	518,500,000
25	Council	1,643,750,000
26	State Property and Land Tenure	13,000,000
27	Scientific Research	4,000,000
28	Labour and Social Security	7,000,000
29	Industries, Mines and Technological Development	11,500,000
30	Post and Telecommunication	12,500,000
31	Small and Medium size Entreprises	14,500,000

Total amount of the investment budget= **FCFA 43,742,969,00**

5.4 Land use plan

Land use in the municipality is divided between natural forests especially mangrove, agricultural land (fallows, and small-scale shifting cultivation). Primary forests which are mostly in swamps are owned by the village, while individual ownership rights are only being conferred on land that is cultivated. Land that is used for settlement is relatively small.

Figure 4 Map showing the land use plan/land cover of the municipality



6. PROGRAMMING

6.1 Resource Mobilisation (RESOURCE MOBILISATION FOR KOMBO ABEDIMO COUNCIL, 2012)

Type of Resource	Donor	Total Amount	Project	Disbursement Schedule	Donor condition
subventions	State	30,000,000	- Salaries - Office equipment and furniture	Yearly	Non-collection of taxes
Council Additional Taxes	FEICOM	11,200,000	- Grants to schools and social Centre - Running of council sessions	Quarterly	/
Grants	FEICOM	400,000,000	- Construct Grand stand - Rehabilitation of Boreholes - Sensitization and award of scholarships - Construct council chambers	Yearly	/
Development tax	State	20,000,000	- Acquisition of council lay out - Purchase of motor bikes - Acquisition of land for plantain seedling multiplication	Quarterly	/
Grant	PNDP	201,404,228		Two transfers- 60% and 40% after justification of 60% (already available in joint bank account)	15% of amount must be made available by Council
GRANT	BIP	75, 750,000	- Construction of 2 classrooms: GS Mbenmong - Supply of 60 Desks: GS Mbenmong - Construction of Staff Quarters at GS Akwa - Construction of Block Latrines(ENIEG) Akwa - Provision of Teacher's Desks - Construction of 3 ENIEG Classrooms - Provision of 90 Desks for ENIEG - Boundary marking of the site housing SAR-SM Akwa - Office Material for IAEB & ENIEG		
Total		738,354,228			

6.2 Mid term Expenditure Framework (MITEF) for 3 years

THREE YEARS INVESTMENT PLAN FOR TRANSPORT						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1. Vehicles increased						
1.1 Construct Mundemba Akwa road		Mayor	Y3	MINTP	40,000,000,000	BIP and MINTP
R2 Motor bike drivers ride more carefully						
2.1 sensitize motor bike riders on road safety measures		Development agent	Y1	D.D MINTRANSPORT	1,000,000	Council
R3 transport boat with engines and life jackets increased						
3.1 Purchase transport boats with engines and life jackets	one wooden boat with two double 40 hp engines(balanced boat), pumping machine, life jacket	Mayor	Y2 and 3	D.D State Property	45,000,000	Council
TOTAL = 40,046,000,000						

THREE YEARS INVESTMENT PLAN FOR ENERGY						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1Community generators increased						
1.1 Supply community generators	Mbenmong, Nwanyo, Kombo Abedimo 3 and Akwa	Mayor	Y3	D.D, MINEE	120.000.000	PNDP
R2 Existing generator plant made functional						
2.1 Create maintenance committees for all generators	Mbenmong, Nwanyo, Kombo Abedimo 3 and Akwa	Finance agent	Y2 and Y3	D.D, MINEE	1.000.000	Council.
2.2 Train care taker technicians	Mbenmong, Nwanyo, Kombo Abedimo 3 and Akwa	Finance agent	Y3	D.D, MINEE	2.000.000	MINEE and Council
TOTAL = 123,000,000						

THREE YEARS INVESTMENT PLAN FOR SECODARY EDUCATION						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1. Infrastructure in GTC Akwa increased						
1.1 Construct Dormitories	2 Halls in Akwa (1 boys, 1 girls)	Mayor	Y3	DD MINSEC	200,000,000	COUNCIL/ MINSEC
1.2 Rehabilitate water point in CETIC site		Development Agent	Y2	DD MINEE/Water Management Committee	2,000,000	COUNCIL
R2. Teachers in GTC increased						
2.1 Request for the transfer of more Teachers		Mayor	Y1	MINSEC	500,000	Council
TOTAL = 202,500,000						

THREE YEARS INVESTMENT PLAN FOR PUBLIC HEALTH						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1 Health personnel increased						
1.1 Request for the transfer of health personnel	2 trips made to Buea and Yaounde	Mayor	Y1	DMO	150,000	council
R2 Equipment in health centres increased						
2.1 Supply delivery kits	2 delivery kits supplied in Akwa and Mbenmong	Finance agent	Y2	DMO(Isangele)	4,000,000	PNDP, Council
2.2 Supply normal bed mattress	21 beds and mattress, 10 in Mbenmong and 15 in Akwa.	Finance agent	Y1	DMO(Isangele)	3,757,000	PNDP, Council and MINSANTE
2.3 Supply babies cots	12 beds and mattress (4 in Mbenmong, 8 in Akwa	Finance agent	Y2	DMO(Isangele)	1,092,000	PNDP/MINSANTE
2.4 Supply refrigerators	2	Development agent	Y1	Contractor	12,000,000	PNDP/MINSANTE and council.
2.5 Supply laboratory equipment	2 lots, Microscopes, etc.	Development agent	Y3	contractor	30,000,000	PNDP/MINSANTE and council.
R3 Access to essential drugs increased						
3.1 Request for the creation of pro-pharmacies	2 trips made to Buea.	Mayor	Y1	DMO(Isangele)	200,000	council
3.2 Supply essential drugs	Lots quarterly	Mayor	Y2 and 3	DMO, SWRSFH	3,000,000.	MINSANTE, council.
SUB TOTAL = 54,199,000						

THREE YEARS INVESTMENT PLAN FOR PUBLIC HEALTH (Continues)						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R4 Health Centre infrastructure increased						
4.1 Construct laboratories	2 Laboratories	Development agent	Y2	Contractor	50,000,000	BIP, Council
4.2 Rehabilitate water points	2 water points	Development agent	Y2	Contractor	2,000,000	BIP, Council
4.3 Construct latrines	2 latrines	Finance agent	Y2	Contractor	9,000,000	PNDP, Council
4.4 Supply electricity	2 generators in Mbenmong.	Finance agent	Y3	Contractor	4,500,000	PNDP, Council
SUB TOTAL = 65,500,000						
GRAND TOTAL = 119,699,000						

THREE YEARS INVESTMENT PLAN FOR COMMUNICATION						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Access to Cameroon Radio and Television increased						
1.1 Request for speedy functionality of Radio/TV centres	2 trips to Yaounde	Mayor	Y2	MINCOM/ Parliamentarians	1,000,000	Council/ UCCC
R2 Access to newspapers increased						
2.1 contact Newspaper vendors	2 trips to Mundemba and Kumba	Mayor	Y2	MINCOM/ CAMASEJ	1,500,000	Council
TOTAL = 2,500,000						

THREE YEARS INVESTMENT PLAN FOR WATER						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1 Existing water schemes functional						
1.1 Rehabilitate water schemes	4 water schemes functional in Akwa(Bore holes)	Mayor	Y2	D.D, MINEE	28,000,000	PNDP, Council
1.2 Maintain water schemes	11 water schemes maintained with regular flow of water	Mayor	Y2, Y3	D.D, MINEE	5,500,000	Council/ communities
R2 portable water schemes increased						
2.1 conduct studies	7 studies conducted in Mbenmong, Kombo Abedimo 1,2,3, Nkanekure, Ntakaba, Etak-Erat	Development agent	Y2	D.D, MINEE	7,000,000	MINEE, PNDP
2.2 Construct water schemes	7 water schemes constructed with regular flow of water	Mayor	Y3	D.D, MINEE, D.D MINDUH	490,000,000	BIP, MINEPAT
2.3 Train care taker technicians	care taker technicians trained and use skills acquired	Development agent	Y3	D.D MINEE	2,800,000	Council/ communities
2.4 Create and train water maintenance committee	11 water maintenance committees trained and water schemes regularly maintained	Development agent	Y3	D.D MINEE	2,000,000	Council
R3 contamination of water sources reduced						
3.1 Sensitize the population.	Meeting organised in Mbenmong	Development agent	Y1	DD MINEE, Community	1,000,000	Council
3.2 Enact laws on use of water sources	Meeting organised in Mbenmong and	Finance agent	Y2 and 3	D.D MINEE, community	100,000	Council/ Community

THREE YEARS INVESTMENT PLAN FOR WATER						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
	implemented					
3.3 Monitor the implementation of laws	3 visits conducted yearly in Mbenmong and recommendations implemented	Finance agent	Y2 and 3	3 visits conducted yearly in Mbenmong and recommendations implemented	2,000,000	Council/ Community
R4 Treatment of water improved						
4.1 Mobilise the population	3 meetings organised in Akwa, Mbenmong and Nwanyo	Development agent/chiefs	Y2	DD MINEE, VDC	500,000	Council
TOTAL =538,900,000						

THREE YEARS INVESTMENT PLAN FOR ENVIRONMENT AND NATURE PROTECTION						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1 Exploitation of mangrove reduced						
1.1 Organise sensitisation meetings		Development Agent	Y2	MINEP/Reach Out	1,600,000	MINEP/MINFOF
1.2 Support the construction of improved fish smoking ovens		Mayor	Y3	MINEP/SOWEDA	1,600,000	MINEP/SOWEDA
R2 Mangrove rehabilitation increased						
2.1 Raise Nurseries to replant on degraded areas/sites		Development Agent	Y2	MINFOF/ Reach Out	5,000,000	MINEP/MINFOF
R3 Poor waste disposal reduced						

THREE YEARS INVESTMENT PLAN FOR ENVIRONMENT AND NATURE PROTECTION						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
3.1 Sensitise the population		Development Agent	Y2 , Y3	MINEP/ Reach Out	1,600,000	Council/MINEP
3.2 Organise clean up campaigns		Development Agent	Y2,Y3	Chiefs	1,000,000	Council
R4 Coastal degradation/pollution reduced						
4.1 Construct public toilets		Mayor	Y2,Y3	Contractors	86,000,000	BIP
4.2 Construct embankments		Mayor	Y3	Contractors	1,000,000,000	BIP
TOTAL = 1,096,800,000						

THREE YEARS INVESTMENT PLAN FOR COMMERCE						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Market structures increased						
1.1 Construct market	1 market constructed and used in Akwa	Mayor	Y1	Contractor	75.000,000	PNDP/Council
R2 Fish market in Akwa Beach made functional						
2.1 Rehabilitate fish market	1 fish market rehabilitated in Akwa	Mayor	Y2	Contractor	3,000,000	PNDP/Council
2.2 Rehabilitate the sales of fish in the beach	regular control of fish sales carried out	Development Agent	Y2	Chiefs/ Stakeholders	500,000	Council
R3 Traders increased						
3.1 Organise a meeting with potential traders	1 meeting organised with potential traders in Akwa	Development Agent	Y2	Traders	500,000	Council
TOTAL = 79,000,000						

THREE YEARS INVESTMENT PLAN FOR PUBLIC SECURITY						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1 Security measures increased						
1.1 Request for the transfer of more security officers	3 Trips to Mundemba and Yaounde	Mayor	Y2	National Security Yaounde/ Gendarmerie Yaounde/ MINATD	1,000,000	Council
1.2 Lodge security officers	30 rooms constructed	Mayor	Y3	Contractor	50,000.000	MINDUH/ MINATD
R2 Community mobilisation increased						
2.1 Sensitise population on security measures	9 meetings (Akwa, Nwanyo, Mbenmong, Etak Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3)	Development Agent	Y2, Y3	MINATD/ Service provider	9,000,000	MINATD
R3 Conflicts between Cameroonians and foreigners reduced						
3.1 Organise meetings in each community to resolve conflicts	9 meetings (Akwa, Nwanyo, Mbenmong, Etak Erat, Nkanekure, Ntakaba, Kombo Abedimo 1,2,3)	Development Agent	Y2, Y3	Reach Out/ MINATD	10,000,000	MINATD/Council
TOTAL = 70,000,000						

THREE YEARS INVESTMENT PLAN FOR SOCIAL AFFAIRS						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Social centre made functional						
1.1 Ensure staff is resident in Akwa	Visits to centre	Mayor	Y2	DD MINAS	1,000,000	MINAS/Council
1.2 Monitor staff performance		Secretary General	Y2,Y3	MINAS	2,000,000	MINAS/Council
R2 Assistance to vulnerable population increased						
2.1 Identify vulnerable persons and establish a data base		Development Agent	Y2,Y3	MINAS/Reach Out	1,000,000	MINAS/COUNCIL
2.2 Give assistance to vulnerable persons according to their needs	As many as identified	Development Agent	Y2,Y3	MINAS/Reach Out	20,000,000	MINAS/COUNCIL
TOTAL = 24,000,000						

THREE YEARS INVESTMENT PLAN FOR TOURISM						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Touristic infrastructure like Hotels and Restaurants increased						
1.1 construct standard Hotel and Restaurant	1 Hotel in Akwa	Mayor	Y3	MINTOUR	500,000,000	FEICOM/MINTOUR
1.2 Employ staff	10 staff	Mayor	Y3	MINTOUR	6,000,000	Council/MINTOUR
R2 Development of Touristic sites improved						
2.1 Identify potential touristic site	As many as possible	Mayor	Y2	Delegate MINTOUR	2,000,000	Council/MINTOUR
2.2 Develop Touristic sites		Development Agent	Y3	Delegate MINTOUR	10,000,000	FEICOM
R3 Information on Touristic potentials improved						
3.1 Develop and distribute brochures on Touristic sites and facilities	100 Brochures	Development Agent	Y3	Delegate MINTOUR	200,000	Council
3.2 Establish a website on Touristic potentials	1 website developed	Finance Agent	Y3	Delegate MINTOUR/ DD Communication/ Reach Out	300,000	Council
TOTAL = 518,500,000						

THREE YEARS INVESTMENT PLAN FOR FORESTRY AND WILDLIFE

RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Illegal exploitation of Timber and mangrove Reduced						
1.1 Sensitise the population on Forestry laws	7 sensitisation meetings	Development Agent	Y2	DD MINFOF/ Reach Out	3,000,000	MINFOF/COUNCIL
1.2 Issue domestic permits to the population for construction purposes	9 domestic permits	Development Agent	Y2	DD MINFOF	500,000	MINFOF
1.3 Organise control missions	Twice a month	Development Agent	Y2, Y3	DD MINFOF	4,000,000	MINFOF/COUNCIL
R2 Planting of trees increased						
2.1 Support the planting of trees	1000 trees planted in the municipality	Development Agent	Y1	DD MINFOF/DD MINEP/ Reach Out	5,000,000	Council
TOTAL = 12,500,000						

THREE YEARS INVESTMENT PLAN FOR URBAN DEVELOPMENT AND HOUSING						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Master plans for Akwa and Mbenmong put in place						
1.1 Organise a workshop for the Development of a master plan	2 workshops organised in Akwa	Development Agent	Y2	DD MINEDUH	1,000,000	Council
1.2 Produce master plan for Mbenmong made available	A master plan for Mbenmong put in place	Development Agent	Y3	DD MINEDUH	6,000,000	MINDUH
1.3 Monitor the implementation of master plan	3 monitoring visits carried out in Akwa and Mbenmong	Development Agent	Y3	DD MINEDUH	3,000,000	MINDUH/COUNCIL
R2 Haphazard building of houses reduced						
2.1 Sensitise the population	2 sensitization meetings carried out in Akwa and Mbenmong	Development Agent	Y2	DD MINEDUH/ Reach Out	1,000,000	Council
2.2 Issue building permits	3 meetings organised In Akwa, Mbenmong and Nwanyo	Development Agent	Y2, Y3	DD MINEDUH	200,000	Council
R3 Construction of houses using local materials reduced						
3.1 Sensitise the population	3 meetings organised In Akwa, Mbenmong and Nwanyo	Development Agent	Y2	DD MINEDUH/ Reach Out	2,000,000	MINEDUH
3.2 Support interested persons with zinc and cement on loans	2000 sheets of zinc and 1000 bags of cement supplied to persons who meet up with laid down criteria in Akwa, Mbenmong and Nwanyo	Finance Agent	Y3	DD MINEDUH	10,000,000	PLAN International, Council, UN Habitat
TOTAL = 23,200,000						

THREE YEARS INVESTMENT PLAN FOR EMPLOYMENT AND VOCATIONAL TRAINING						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Enrollment in vocational training centres increased						
1.1 Sensitise the population on the advantages of vocational training	9 sensitisation meetings organised	Development Agent	Y2	MINEFOP/Reach Out	4,000,000	MINEFOP/COUNCIL
1.2 Support Trainees to establish businesses according to needs	10 Trainees	Finance Agent	Y2,Y3	MINEFOP/Reach Out	25,000,000	Pajer-U/ PIASSI/ ILO Y'de/ MINEFOP
R2 Business operators increased						
2.1 Contact Business operators such as FOKOU	2 Contacts (Kumba)	Mayor	Y2	MINLABOUR/ SDO/ Governor/ Stakeholders	1,000,000	Council
2.2 Support the establishment of Business operators	Support 3 Business operators	Mayor	Y2,Y3	MINEFOP/MINLABO UR/Stakeholders	600,000	Council
TOTAL = 30,600,000						

THREE YEARS INVESTMENT PLAN FOR WOMEN EMPOWERMENT AND THE FAMILY						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Women Empowerment centre made functional						
1.1 Request for the transfer of two staff	2 trips to Mundemba	Mayor	Y1	DD MINPROF	500,000	Council
R2 Women's knowledge on their rights increased						
2.1 Organise trainings for women on their rights	3 trainings organised in Akwa, Ntakaba and Kombo Abedimo 1	Dev't Agent	Y2	DD MINPROF	4,000,000	Council/UN Women
R3 Scholarisation of the Girl Child increased						
3.1 Sensitise the population	9 sensitisation meetings	Dev't Agent	Y2	DD MINPROF	3,000,000	MINPROF/ COUNCIL
3.2 Award scholarships for the girl child education at different levels	10 Scholarships each year	Finance Agent	Y2,Y3	DD MINPROF	5,000,000	UN Women/ MINEPROF/ Council
R4 Income level of women increased						
4.1 Train women on income generating activities	3 trainings	Dev't Agent	Y2	DD MINPROF	4,000,000	MINPROF/ COUNCIL
4.2 Support women with capital	100 women supported	Finance Agent	Y3	DD MINPROF	10,000,000	UN Women/ MINEPROF/ Council
TOTAL = 26,500,000						

THREE YEARS INVESTMENT PLAN FOR LIVESTOCK						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Methods of Animal Rearing improved						
1.1 Train Animal Breeders on improved Animal production	2 trainings (Akwa and Mbenmong)	Development Agent	Y2	DD MINEPIA	2,000,000	Council/MINEPIA
R2 Access to improved Animal feed increased						
2.1 contact animal feed traders and link them up to farmers	2 contacts	Development Agent	Y2	DD MINEPIA	500,000	Council/MINEPIA
2.2 Train farmers on the production of improved animal feed	2 trainings (Akwa and Mbenmong)	Development Agent	Y2	DD MINEPIA	1,000,000	Council/Community
R3 Access to livestock drugs increased						
3.1 contact livestock drug traders and link them up to farmers	Two trips (Mundemba, Ekondo-Titi)	Development Agent	Y2	DD MINEPIA	500,000	Council
R4 Access to improved Animal Breeds increased						
4.1 Sensitise livestock farmers	3 Sensitisation meetings(Akwa, Mbenmong, Nwanyo)	Development Agent	Y2	DD MINEPIA	500,000	Council/Community
TOTAL = 4,500,000						

THREE YEARS INVESTMENT PLAN FOR FISHERIES						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Fishing Equipment increased						
1.1 supply fishing equipments on loans to farmers	9 Boats, 9 Engines, 100 fishing nets, and 18 ice boxes supplied to fishing groups in Akwa, Mbenmong, Nwanyo, Etak-Erat, Ntakaba, Nkanekure, Kombo Abedimo 1,2,3	Mayor	Y3	MINEPIA/ SOWEDA	150,000,000	MINEPIA/ SOWEDA
R2 Storage and processing facilities increased						
2.1 construct an ice plant	1 ice plant constructed in Akwa	Mayor	Y3	MINEPIA	50,000,000	SOWEDA
2.2 Construct improved smoking ovens	9 improved smoking ovens constructed in Akwa, Mbenmong, Nwanyo, Etak-Erat, Ntakaba, Nkanekure, Kombo Abedimo 1,2,3	Mayor	y2	MINEPIA	36,000,000	MINEPIA/ SOWEDA/ ACEFA
R3 Fishing methods improved						
3.1 Organise trainings on improved fishing methods	4 trainings organised in Akwa, Mbenmong, Ntakaba, Kombo Abedimo 2	Development Agent	Y2,Y3	MINEPIA	5,000,000	COUNCIL/ MINEPIA
3.2 Monitor Fisheries	monthly visits carried out to fishermen in Akwa, Nwanyo, Mbenmong, Kombo Abedimo 1,2,3, Ntakaba, Nkanekure, Etak-Erat	Finance Agent	Y2	MINEPIA	2,000,000	MINEPIA/ COUNCIL
R4 Organisation of fish operators improved						
4.1 Organise sensitisation meetings	4 meetings organised in Akwa, Mbenmong, Kombo Abedimo 2, Ntakaba	Development Agent	Y2	MINEPIA	2,000,000	MINEPIA/ COUNCIL
4.2 Create cooperatives/unions	2 functional cooperatives exist in Akwa and Kombo Abedimo 2	Mayor	Y2	MINADER/ Reach Out	1,000,000	MINADER/ Reach Out
TOTAAL = 246,000,000						

THREE YEARS INVESTMENT PLAN FOR AGRICULTURE						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1 Knowledge on improved farming techniques improved						
1.1 Request for the Transfer of 2 staff	2 trips to Buea	Mayor	Y2	MINADER	500,000	Council
1.2 Organise trainings for farmers	6 Akwa, Mbenmong, Nwanyo	Development Agent	Y2	MINADER	3,000,000	Council/MINADER
R2 Access to improved planting materials increased						
2.1 Distribute planting materials at subsidized rates to farmers	5000kg-maize, 10.000 cassava and yam cuttings, 5000 plantain suckers in Akwa, Mbenmong, Nwanyo	Development Agent	Y2	MINADER/ SOWEDA	1,000,000	Farmers/ Council/ MINADER/ SOWEDA
R3 Storage and processing of farm produce improved						
3.1 Train Farmers on storage and processing techniques	2	Development Agent	Y2	MINADER	1,500,000	Council/ MINADER/ SOWEDA
3.2 Supply processing equipment to farmers	3 cassava graters and accessories in Akwa, Mbenmong, Nwanyo	Mayor	Y3	MINADER	3,000,000	MINADER/ SOWEDA
R4 Destruction of crops by stray animals reduced						
4.1 Sensitization of farmers on confinement of animals	6 meetings(Akwa, Mbenmong, Nwanyo)	Development Agent	Y2	Chiefs/ Churches/ MINEPIA/MINADER	700,000	Council
R5 Access to Fertilizers increased						
5.1 Train Farmers on organic fertilizer production	2	Development Agent	Y2	MINADER	1,000,000	COUNCIL/MINADER
TOTAL = 10,700,000						

THREE YEARS INVESTMENT PLAN FOR BASIC EDUCATION						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1 Primary and Nursery schools						
1.1 Request for the creation of 1 primary and 2 nursery schools	3 trips to Mundemba, Buea, and Yaounde and documents followed up	Mayor	Y1	MINEDUB	1,750,000	Council
R2 Ventilation of classrooms improved						
2.1 Rehabilitate classrooms	Classrooms rehabilitated in Akwa, Mbenmong and Nwanyo with good ventilation	Development Agent	Y2	Inspector of Basic Education	8,000,000	PNDP/ COUNCIL
R3 Water points and Toilets increased						
3.1 Construct latrines	6 latrines constructed in GS Akwa, Mbenmong and Nwanyo	Mayor	Y2,Y3	DD MINEDUH	27,000,000	Council/ MINEDUB
3.2 Construct water points	2 water constructed in GS Akwa and Nwanyo with regular flow of water	Mayor	Y2	DD MINEDUH/ DD MINEDUB	20,000,000	PNDP/ COUNCIL
R4 Didactic materials increased						
4.1 supply didactic materials and text books	20 lots of didactic materials supplied in GS Akwa, Mbenmong and Nwanyo	Finance Agent	Y2,Y3	Inspector of Basic Education	5,000,000	Council/ MINEDUB
4.2 Supply essential text books	3 lots-French, Maths, English	Mayor	Y3	DD MINEDUB	15,000,000	MINEDUB/ PNDP
R5 Staff accommodation increased						
5.1 construct staff houses	3 low cost houses constructed in GS Akwa, Mbenmong, Nwanyo	Mayor	Y2	Inspector of Basic Education	75,000,000	Council/ MINEDUB
TOTAL = 151,750,000						

THREE YEARS INVESTMENT PLAN FOR PUBLIC WORKS						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/ MATERIAL		
R1 Road network improved						
1.1 construct road		Mayor	Y2	MINTP	200,000,000	BIP
1.2 Rehabilitate road	Akwa, Mbenmong, Nwanyo	Mayor	Y2,Y3	MINTP	50,000,000	BIP
1.3 Create road maintenance committee	3 Akwa, Mbenmong, Nwanyo	Finance Agent	Y3	MINTP	500,000	Council
1.4 Train road maintenance committees	3 committees	Development Agent	Y3	MINTP	1,000,000	Council/ MINTP
1.5 Equip road maintenance committee	3 lots (spades, wheelbarrow)	Mayor	Y3	MINTP	3,000,000	Council/ MINTP
R2 Maritime route Transport improved						
2.1 construct landing sites	3 landing sites (Mbenmong, Nwanyo)	Mayor	Y1,Y2	MINTP/Council	80,000,000	MINTP/PNDP/COUNCIL
2.2 Create maintenance committees	3 maintenance committees	Finance Agent	Y2	MINTP/Council	1,000,000	MINTP/PNDP/COUNCIL
2.3 Train maintenance committees	3 committees	Development Agent	Y2	REO/COUNCIL	1,000,000	MINTP/PNDP/COUNCIL
2.4 Supply equipment for regular maintenance	3 lots	Finance Agent	Y2	MINTP	2,000,000	MINTP/PNDP/COUNCIL
TOTAL = 338,500,000						

THREE YEARS INVESTMENT PLAN KOMBO ABEDIMO COUNCIL						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
R1 Leadership and management improved						
1.1 Organize Trainings for management staff on planning, Monitoring and Evaluation of projects	1 Training	Mayor	Y2	CEFAM ,Reach Out, PAID-WA	2,000,000	Council, MINADT
1.2 Train Council staff on planning, Monitoring and Evaluation	1 Training	Mayor	Y2	CEFAM ,Reach Out, PAID-WA	1,000,000	Council, MINADT
1.3 Train Staff on conflict management and Teambuilding	1 Training	S.G	Y3	Reach Out, PAID-WA	1,000.000	Council, MINADT
R2 Financial capacity increased						
2.1 Train Finance staff on mobilization of finance and Management	1 Training	Finance Agent	Y3	CEFAM, PAID-WA, Reach Out	1,000,000	Council, MINADT
2.2 Control collection of Council Additional Taxes	frequently	Finance Agent	Y2, Y3	FEICOM, Taxation, Council	3,000,000	Taxation, Council
2.3 Request and follow-up collection of Council Direct Taxes	Frequently	Mayor	Y2, Y3	Taxation, Council	6,000,000	COUNCIL
2.4 Submit projects proposals to oil companies for funding	As many as need be	SG	Y2, Y3	Reach Out	5,000,000	COUNCIL
2.5 Develop potential sources of Revenue. That is Beaches, markets, motor parks, landing sites etc.	As many as identified	Development Agent	Y2	MINDUH, MINCOMMERCE, SMESEH, Reach Out	2,500,000	COUNCIL
R3 Working Environment made more conducive						
3.1 Construct Council Chambers	1 office	Mayor	Y1	contractor	400,000,000	PIB

THREE YEARS INVESTMENT PLAN KOMBO ABEDIMO COUNCIL						
RESULTS/ACTIVITIES	INDICATORS	PERSON RESPONSIBLE	PERIOD	MEANS	COST	SOURCES OF INCOME
			Y1/Y2/Y3	HUMAN/MATERIAL		
3.2 Purchase basic office equipment. That is Tables, Chairs, Computers, Telephones etc.	2 lots	Mayor	Y1,Y2	contractor	20,000,000	PIB,MINADT, Council
3.3 Purchase 4x4 vehicle (Toyota Hilux)	1 vehicle	Mayor	Y1,Y2	contractor	50,000,000	PIB,MINADT, Council
3.4 Purchase transport boat with engine (75hp speed boat)	1 boat and engine	Mayor	Y1,Y2	contractor	25,000,000	PIB,MINADT, Council
3.5 purchase a Tipper	1 tipper	Mayor	Y3	contractor	120,000,000	PIB,MINADT, Council
3.6 purchase a bulldozer and grader	1 bulldozer and grader	Mayor	Y3	contractor	1,000,000, 000	Council, Foreign Sister Council
R4 Effectiveness of workers improved						
4.1 Assess staff training needs	Frequently	S.G	Y1	Reach Out	1,000,000	Council
4.2 train staff according to their needs	As many needs as identified	Development Agent	Y2	CEFAM, Reach Out, PAID-WA	2,000,000	Council
4.3 Recruit qualified staff		Mayor	Y1	Council	250,000	Council
4.4 Define staff job descriptions	1 well defined staff job description	S.G	Y1	Reach Out	1,000,000	Council
4.5 Evaluate staff performance	Twice a year	S.G	Y1,Y2,Y3	Labour, MINADT, Council	3,000,000	Council
4.6 pay staff salaries	Monthly payment of salaries (regular)	Mayor	Monthly/ yearly	Treasurer		MINADT, Council
TOTAL = 1,643,750,000						

6.3 Summary Environmental Management Framework for mid-term investment plan

6.3.1 Potential socio-economic impact (positive and negative) and Optimizing/ Mitigation measures

a) Possible Environmental Impacts

Type of micro projects in the three years investment plan	Possible positive Environmental Impacts	Possible negative Environmental Impacts (Environmental Risk)	Mitigation measures
Construction of ice plant and cold stores	- Reduction in fish post harvest losses	- Destruction of the soil structure through digging	- Areas dugged will be backfilled
Construction of improved fish smoking ovens	-Reduction of the cutting down of Mangrove	- Destruction of the soil structure through digging	- Areas dug will be backfilled
Construction of classrooms	- Conducive learning environment	- Destruction of the natural environment	- Areas dug should be backfilled and trees planted
Construction of embarkment	- Reduced floods and attractive environment - Reduction of mosquitoes	- Water course will be destroyed	- Deviation of the water course
Install new thermal electricity plant	- Provision of light for the storage of fish thus reduce post harvest losses - Lighting of the community thus reducing insecurity and increasing leisure and economic activities	- Pollution of the environment by carbon monoxide	- Filter (carbon filter) to reduced pollution
Construction of new water schemes	- Improvement of hygiene and sanitation - Reduction of Water Borne Diseases	- Destruction of soil structure and erosion for areas dugged for the construction of structures and pipeline - Waste from structures	- Areas dugged for construction of structures and pipeline will be backfilled - Waste from structures will be directed to soak away pits ; through the availability of water supply

Type of micro projects in the three years investment plan	Possible positive Environmental Impacts	Possible negative Environmental Impacts (Environmental Risk)	Mitigation measures
Construction of roads	<ul style="list-style-type: none"> - Post harvest losses in the disenclaved communities will witness a reduction 	<ul style="list-style-type: none"> - Destruction of flora and funa - Increase in soil erosion - Environmental pollution (dust) 	<ul style="list-style-type: none"> - Planting of trees along the road - Construction of drainage system - Watering of road during construction
Supply equipment (beds, delivery kits, laboratories)	<ul style="list-style-type: none"> - Improved hygienic and sanitation conditions in the health centers 	<ul style="list-style-type: none"> - Poor waste disposal 	<ul style="list-style-type: none"> - Dumping site for waste will be created and used - Gabage cans will be installed
Construction of a market	<ul style="list-style-type: none"> - Reduction of post harvest loss - Improved Hygeine and sanitation 	<ul style="list-style-type: none"> - Destruction of the natural environment (funa and flora) - Digging of site will increase erosion - Environmental pollution (plastics,bottles, rotten food stuff etc) 	<ul style="list-style-type: none"> - Planting of trees and flowers - Installation of gabage cans
Construction of public Toilets	<ul style="list-style-type: none"> - Improved Hygeine and sanitation - Reduction of contageous diseases eg cholera etc 	<ul style="list-style-type: none"> - Destruction of soil structure through digging - Water pollution 	<ul style="list-style-type: none"> - Backfilling and planting of trees - Drilling of very deep toilets
Construction of a mini landing wharf	<ul style="list-style-type: none"> - Improved maritime transportation - Improved Hygeine and sanitation conditions 	<ul style="list-style-type: none"> - Destruction of the natural Environment 	<ul style="list-style-type: none"> - Erosion control measures implemented - Regular cleaning of the Wharf
Construction of a Hotel and Restaurant	<ul style="list-style-type: none"> - Lodging facilities for Tourists and visitors - Availability of quality food 	<ul style="list-style-type: none"> - Destruction of natural Environment 	<ul style="list-style-type: none"> - Areas dug will be backfilled - Planting of ornamental trees
Construction of staff quarters for Health staff and Teacher	<ul style="list-style-type: none"> - Teaching and Health Staff Resident in Akwa and regularly in school and Health Centres 	<ul style="list-style-type: none"> - Destruction of Natural Environment 	<ul style="list-style-type: none"> - Areas dug will be backfilled - Ornamental Trees will be Planting - Trash cans will be installed
Construction of Dormitories for Both Boys and Girls	<ul style="list-style-type: none"> - Increased Enrollment in Secondary schools - Quality Lodging facilities for the students 	<ul style="list-style-type: none"> - Destruction of Natural Environment - Environmental pollution 	<ul style="list-style-type: none"> - Areas dug will be backfilled - Ornamental trees will be planted - Trash cans will be installed
Construction of Council Chambers	<ul style="list-style-type: none"> - Permanent structure for the Council n the Municipality - Increase Access to Council services in the Municipality 	<ul style="list-style-type: none"> - Destruction of the Natural Environment 	<ul style="list-style-type: none"> - Areas dug will be backfilled - Planting of Trees - Trash Cans will be installed

b) Possible Social Impacts

Type of micro projects in the three years investment plan	Possible positive Social Impacts	Possible negative Social Impacts (Social I Risk)	Mitigation measures
Construction of ice plant and cold stores	<ul style="list-style-type: none"> - Increased protein intake - Reduction in malnutrition - Food security ensured 	<ul style="list-style-type: none"> - Conflict in site selection - Conflict in management of cold store and ice plant 	<ul style="list-style-type: none"> - Compensation of land lords - Create and train management committee
Construction of classrooms and laboratories	<ul style="list-style-type: none"> - High performance in public exams - Conducive learning environment - Increased literacy rate 	<ul style="list-style-type: none"> - Reduction in leisure activities due to limited land 	<ul style="list-style-type: none"> - More allocation of land for play ground
Construction of embankment	<ul style="list-style-type: none"> - Improve circulation of persons and goods - Less destruction of buildings and household equipment 	<ul style="list-style-type: none"> - Increase in accident 	<ul style="list-style-type: none"> - Sign board along the embankments indicating danger zones
Install new thermal plans	<ul style="list-style-type: none"> - Increase in socio economic activities - Reduction in rural exodus - Increase in self employment - Increase in communication 	<ul style="list-style-type: none"> - Increase in crime wave - Fire disasters - Conflict in site selection 	<ul style="list-style-type: none"> - High security control - Installation of circuit breakers
Construction of New water schemes	<ul style="list-style-type: none"> - Reduction of water borne diseases - Intensification and diversification of socio cultural activities due to increase time available - Children will be more punctual at school leading to better performance - Improved hygiene and sanitation - Change in gender roles (more men fetching water since the taps are at their door steps) 	<ul style="list-style-type: none"> - Poor sanitation around water systems 	<ul style="list-style-type: none"> - Sensitisation of the population on proper hygiene and sanitation
Construction of roads	<ul style="list-style-type: none"> - There will be reduction in travelling hazards and risks - Reduction in transport fares - Transportation cost for goods to travel by vehicle and motorbike will significantly reduced - Communities will notice an increase in traffic volume 	<ul style="list-style-type: none"> - Influx of thieves due to good roads - High rate of juvenile delinquency and prostitution 	<ul style="list-style-type: none"> - High security control - Sensitisation of youths

Type of micro projects in the three years investment plan	Possible positive Social Impacts	Possible negative Social Impacts (Social I Risk)	Mitigation measures
Supply equipment (beds, delivery kits, laboratories)	<ul style="list-style-type: none"> - Reduction in mobility and mortality rates - Improvement in health status 	<ul style="list-style-type: none"> - Poor hygienic conditions in use of equipments 	<ul style="list-style-type: none"> - Sensitisation on hygienic conditions in use of equipments
Construction of new classrooms For Basic education	<ul style="list-style-type: none"> - High performance in public exams - Conducive learning environment - Increased literacy rate 	<ul style="list-style-type: none"> - Reduction in leisure activities due limited land 	<ul style="list-style-type: none"> - More allocation of land for play ground
Construction of a Market	<ul style="list-style-type: none"> - Increase in rate of sales of goods - Increase in the circulation of money - Increase in sanitation - Influx of Cameroonian Traders and increase in the use of Cameroonian currency 	<ul style="list-style-type: none"> - Increase in Juvenile Delinquency and theft - Conflict of interests (Cameroonian and foreign traders) 	<ul style="list-style-type: none"> - Sensitization of the population - Reinforcement of security measures
Construction of Public Toilets	<ul style="list-style-type: none"> - Improved Hygiene and sanitation - Increase in respect of Human Dignity 	<ul style="list-style-type: none"> - Poor management of Toilets - Negative Cultural norms 	<ul style="list-style-type: none"> - Sensitization of the population - Create a management committee
Construction of a Mini Landing Wharf	<ul style="list-style-type: none"> - Safe transportation of passengers and goods - Passengers travelling neatly without soiling their cloths and shoes 	<ul style="list-style-type: none"> - Accidents - Conflict of interest 	<ul style="list-style-type: none"> - Sensitization of boat Riders on Maritime Transport safety measures
Construction of a Hotel and Restaurant	<ul style="list-style-type: none"> - Quality lodging facilities and food for visitors 	<ul style="list-style-type: none"> - Non respect of Hotel Management norms 	<ul style="list-style-type: none"> - Training of staff on Hotel management - Control visits
Construction of Staff Quarter	<ul style="list-style-type: none"> - Quality lodging facilities for staff - Social interaction between staff, parents and students - Reduced absence and increase punctuality of Teachers 	<ul style="list-style-type: none"> - Conflict of interest - Limited privacy - Harassment of Single Female staff 	<ul style="list-style-type: none"> - Sensitization of staff on mutual respect of each other
Construction of Dormitories	<ul style="list-style-type: none"> - Quality lodging facilities - Increase in performance 	<ul style="list-style-type: none"> - Conflicts - Harassments of female students 	<ul style="list-style-type: none"> - Sensitization of students on how to live in harmony
Construction of Council Chambers	<ul style="list-style-type: none"> - Enough office space for staff - Spacious Halls for social Events such as marriages , conferences, socio-cultural events etc 	<ul style="list-style-type: none"> - Cultural differences - Conflict of interest 	<ul style="list-style-type: none"> - Sensitize the population - Train staff on team building

6.3.2 Simplified environmental management plan (Socio environmental management plan)

The plan consists of precisising the provision for carrying out of environmental impact and study each environmental measure envisaged in the triennial plan, actors costs, periods and Follow up indicators.

Environmental measures	Putting in place actors	Periods	Follow up actors	Costs	Observations
Training of Council Development agent's on environmental aspects and within the PNDP's socio-environmental management framework.	PNDP	2012 2013	MINEPDD Delegation ; MINAS Delegation ; PNDP	Incorporated into PNDP budget	
Use of the socio-environmental form.	Council Development officer	2012 2015	MINEPDD, MINAS delegation ; PNDP ; Minicipal councilor ; Development Agent	Incorporated into PNDP budget	Related cost should be included in the micro project conception cost
Training of COMES on safeguarding the policies and the taking into account the socio environmental aspects.	PNDP	2012 2013	MINEPDD MINAS delegation ;	Incorporated in the PNDP budget	
Provision for the carrying out of environmental impact studies	PNDP, Mayor (Municipal Councillor)	2012 2015	MINEPDD ; MINAS delegation ; PNDP ; Municipal councillor		In case of resettlement, the cost is to be borne by The Mayor.
Follow up and monitoring of socio environmental management plan for the contractors	Council Development Officer Contractors	2012 2015	MINEPDD MINAS delegation ;	Incorporated in the PNDP budget	

6.4 Annual Investment Plan For Kombo Abedimo Council

6.4.1 Available Resources and periodicity

Type of Resource	Donor	Total Amount	Project	Disbursement Schedule	Donor condition
subventions	State	30,000,000	- Salaries - Office equipment and furniture	Yearly	Non-collection of taxes
Council Additional Taxes	FEICOM	11,200,000	- Grants to schools and social Centre - Running of council sessions	Quarterly	/
Grants	FEICOM	400,000,000	- Construct Grand stand - Rehabilitation of Boreholes - Sensitization and award of scholarships - Construct council chambers	Yearly	/
Development tax	State	20,000,000	- Acquisition of council lay out - Purchase of motor bikes - Acquisition of land for plantain seedling multiplication	Quarterly	/
Grant	PNDP	201,404,228		Two transfers- 60% and 40% after justification of 60% (already available in joint bank account)	15% of amount must be made available by Council
GRANT	BIP	75, 750,000	- Construction of 2 classrooms: GS Mbenmong - Supply of 60 Desks: GS Mbenmong - Construction of Staff Quarters at GS Akwa - Construction of Block Latrines(ENIEG) Akwa - Provision of Teacher's Desks - Construction of 3 ENIEG Classrooms - Provision of 90 Desks for ENIEG - Boundary marking of the site housing SAR-SM Akwa - Office Material for IAEB & ENIEG		
Total		738,354,228			

6.4.2 Annual Plan of Priority Projects for the First Year

Projects	Tasks	Indicators	Persons responsible	Partners	Period	Means	
						Human/ material	Cost
Construct a market in Akwa	Prepare tender documents	Tender document in place	Mayor	PNDP/Council	April- August 2012		75,000,000
	Publish tender	Tender published and applications received	Mayor				
	Select contractor	Contractor known and contract signed	Mayor				
	Construct market	Market constructed according to specifications	Contractor				
	Supervise construction work	Supervision conducted and recommendations implemented	Follow up committee				
	Receive market	Market received and necessary documents signed	Reception commission				
Construct two classrooms in Kombo Abedimo 1	Prepare tender documents	Tender document in place	Mayor	PNDP/Council	April- August 2012		25,000,000
	Publish tender						
	Select contractor	Tender published and applications received	Mayor				
	Construct classrooms	Contractor known and contract signed	Mayor				

	Supervise construction work	Classrooms constructed according to specifications	Contractor				
	Receive classrooms	Supervision conducted and recommendations implemented	Follow up committee				
	Receive classrooms	Classrooms received and necessary documents signed	Reception commission				
Supply desks	Contact supplier Supplier Desks	Supplier Known Desks received and documents signed	Mayor	PNDP/ Council			2,000,000
Construct mini landing wharf in Mbenmong	Publish tender	Tender published and applications received	Mayor	PNDP/Council	April- August 2012		40,000,000
	Select contractor	Contractor known and contract signed	Mayor				
	Construct mini wharf	Mini wharf constructed according to specifications	Contractor				
	Supervise construction work	Supervision conducted and recommendations implemented	Follow up committee				
	Receive mini wharf	Mini wharf received and necessary documents signed	Reception commission				
Construct council chambers	Publish tender	Tender published and applications received	Mayor	FEICOM/Council	5 th Jan-Oct 2012		300,000,000
	Select contractor	Contractor known and contract signed	Mayor				

	Construct council chambers	Council chambers constructed according to specifications	Contractor				
	Supervise construction work	Supervision conducted and recommendations implemented	Follow up committee				
	Receive council chambers	Council chambers received and necessary documents signed	Reception commission				
Construct a modern fish smoking oven in Mbenmong	Publish tender	Tender published and applications received	Mayor	PNDP/Council	April- August 2012	contractor	10,000,000
	Select contractor	Contractor known and contract signed	Mayor				
	Construct fish smoking oven	Fish smoking oven constructed according to specifications	Contractor				
	Supervise construction work	Supervision conducted and recommendations implemented	Follow up committee				
	Receive modern Fish Smoking Oven	Modern fish smoking oven received and necessary documents signed	Reception commission				
TOTAL = 452 000 000							

6.5 Contract Award Plan

Contract Award Supply					Technical Specification		Tender		Opening of Bids		Award	Execution of Contract			Funder
Description	quantity	Number	Estimated Amount	Means of Realisation	Responsible	Date of deposit	Date of selection by Tender Board	Date of Publication	Date of opening by Tender Board	Date of submission of analysis report	Propose date of attribution by Tender Board	Amount of Contract	Date of Signing	Date of Delivery	
Construction of classrooms	2	2	25,000,000	Contract	Mayor	20/03/12	2/04/12	9/04/12	1/05/12	4/05/12	11/05/12	25,000,000	14/05/12	30/08/12	PNDP
Supply Desks	60	60	2,000,000	Cotation	Mayor	20/03/12	2/04/12	9/04/12	1/05/12	4/05/12	11/05/12	2,000,000	14/05/12	30/08/12	PNDP
Construction of a market in Akwa	1	1	75,000,000	Contract	Mayor	20/03/12	2/04/12	9/04/12	7/05/12	10/05/12	17/05/12	75,000,000	21/05/12	30/08/12	PNDP
Construct mini landing Wharf	1	1	40,000,000	contract	Mayor	20/03/12	2/04/12	9/04/12	7/05/12	10/05/12	17/05/12	40,000,000	21/05/12	30/08/12	PNDP
Construct a modern fish smoking Oven	1	1	10,000,000	Contract	Mayor	20/03/12	2/04/12	9/04/12	1/05/12	4/05/12	11/05/12	10,000,000	14/05/12	30/08/12	PNDP

Contract Award Supply					Technical Specification		Tender		Opening of Bids		Award	Execution of Contract			Funder
Description	quantity	Number	Estimated Amount	Means of Realisation	Responsible	Date of deposit	Date of selection by Tender Board	Date of Publication	Date of opening by Tender Board	Date of submission of analysis report	Propose date of attribution by Tender Board	Amount of Contract	Date of Signing	Date of Delivery	
Construct Council Chambers	1	1	300,000,000	Contract	Mayor	20/03/12	2/04/12	9/04/12	7/05/12	10/05/12	17/05/12	300,000,000	21/05/12	30/08/12	FEICOM

7.0 MONITORING AND EVALUATION MECHANISM

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

At the end of the elaboration of the CDP, a Follow-Up Committee was put in place to replace the Steering Committee and a Municipal Order signed by the mayor and the SDO published to give legitimacy to the committee. Below are functions which were assigned to the Committee;

The Committee in charge of M&E (Follow up Committee) will have to:

- 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 of 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 strict implementation of the socioal 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

In addition, **Village Development Committees** were created by Reach Out during the planning process in villages where they were non existent. They will also ensure supervision of construction works and maintenance of micro projects to ensure sustainability and appropriation of projects in their various villages.

Management Committee

The Management Committee is going to be set up by the consultant during feasibility studies for the Micro-projects in the communities. Each Management committee will be responsible for the follow up of the particular project till realization.

The Council Development Agent

The Follow-Up Committee will work in close collaboration with the Council Development Agent recruited by the Council. He will also carry out backstopping of the AIP for the interest of the council.

LSO (Reach Out):

As the partner facilitating the process, Reach Out will provide technical support to the Follow UP Committee and the Council.

Composition of the Follow-Up Committee of the council;

S/n	Name	Role	Function	Phone Number
1	Eric Dioh	Chairman	Teacher	77 12 25 86
2	Nfawtaw Michael Mbella	Secretary General	Development Agent	77 21 32 36
3	Mindako Augustine	Member	Councilor	74 96 27 06
4	Ambeno Bernard	Member	Head Teacher	75 55 57 07
5	Bridget Arret	Member	Councilor	94 03 07 70
6	Adianki Victorine	Member	Community Member	+2347068525198

7.2 Monitoring and evaluation system and indicators (in relation to the AIP)

There is going to be Monitoring and Evaluation through out this process and at all levels. At the village of the Council, the Follow up Committee will inform the Council on the progress of the implementation and at the level of the communities, the VDC will follow up the activities through the Magement Committees who will be directly responsible for the follow up of these projects. The VDP will in turn inform the Follow up Committee. These actors will therefore work Hand in hand since they all have the same objective.

The table below is going to be used by all the Secretaries of the Committees (who must work together with the entire committee) put in place. That is the Management, Village and follow-up committees. Using the indicators in the AIP, the various committees will draw up their action plans for Monitoring and Evaluation. The Secretary of the Mangement Committee will report to that of the Village Development Committee who in turn reports to the Follow up Committee. This therefore means that, there could be more than 5 Secretaries of different Management committees who will present all their reports to the Secretary of the Village Development Committee.

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						
Activity 3						
Activity 4						
Activity 5						
Activity 6						

7.3 Tools and frequency of Reporting

The main Tool that will be used for follow up will be the Communal Development Plan. Each activity will be followed up using the Indicators in the Annual Investment Plan as well as the period and even the contract Award Plan which indicates the date of execution of the Contract.

Follow up will be done as follows :

- Monthly follow up visits and production of progress reports
- Quarterly Monitoring and Evaluation and quarterly reporting

Programme Objective.....

Period of report.....To.....

Specific Objective(s)	Results	Activities Realised	Activities not Realised	Challenges	Observations/ Suggestions

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

At the end of each year, the M&E committee will carry out an end of year evaluation of projects in the annual investment plan. Projects not realised will be replanned with those for next year. At the end of three year, the CDP will be reviewed and priority projects selected. A programming for the next three years and an investment plan will be done.

The Kombo Abedimo council should organise periodic reviews of the AIP to ascertain the rate of realisation of the plan and also to correct gaps. At the end of the year, there should be an evaluation of planned activities vis a vis its realisation. The evaluation exercise should inform the council on the various lapses and thereby enable them improve their performance for the next AIP.

At the end of every year, a new AIP should be elaborated taking into consideration the gaps and best practices of the previous plan. The council should be current with information on new orientations and emerging issues that could work to their advantage which should be exploited and integrated in the new AIP.

The services of competent development actors of the municipality should be sought, with the technical expertise of PNDP during the elaboration of the new plan.

8.0 COMMUNICATION PLAN OF THE CDP

The communication plan is a tool which will inform the council on best possible ways to make the broadest publicity about its CDP to the public and to technical and financial partners.

The council will have to produce such plan every time they are elaborating an Annual Investment Plan. This therefore means all the Stakeholders are supposed to be informed and actively participate in any action that has to be taken to ensure participation, Transparency and Accountability in the course of the implementation of the CDP.

Every Stakeholder must be considered. First of all, at the level of the Council, there must be proper information flow from the top to the bottom and information flow from the follow up committee to the Executive of the Council is of utmost importance. The Council must also make information about the project available to everyone in the Municipality and she must cooperate with all the main Stakeholders especially the decentralised State Services and the Donors. The council must also work in collaboration with sister Councils to exchange ideas and for collaboration when the need arises

The Technical services on their own part also have an important role to play thorough out the process. They must advice the Council on how to go about the implementation of the CDP and with this, they could also advice the Council on the existence of potential Donors and how they could get in touch with them

The council also has to ensure that all the partners and Donors have an idea of every step they take in the whole process. The Council therefore has to ensure regularly that they send reports to the Donors informing them of what is happening

The Contractor chosen has to carry out the activities according to the specifications and ensure that the Council gets to know all the challenges that are encountered. The Contractor also has to cooperate with the Beneficiaries and the Technical services especially with the Follow up committee

At the level of the Community, the Village Development committee must work in close collaboration with the management committees and the contractors. The entire population must be informed on what is happening and this will be done by the Village Development Committee that will work hand in hand with the Village Traditional Council.

The Different tools for Communication and periodicity is presented in the table below:

ACTION	TIMEFRAME	PERSONS RESPONSIBLE
Produce leaflets with major objectives, activities and circulate in all villages in the Municipality	5th -10th June 2012	Mayor /SG
Organize Restitution Meetings at Council level involving Councilors, Chiefs, Village Development Associations, CIGs, Elite, EIGs Heads of Government Technical Services and Civil Society Organisations, members of the follow-up committee	19th – 24th June 2012	Mayor, Deputies/SG
Organize Restitution Meetings at village level involving the batekas, Ijaws, Ibibios, Efiks and Village Development Associations including Elites	10th – 14th July 2012	Mayor, Deputies/SG & Follow-up committee
Carryout Radio Programs	3 times a year starting from June 2012	Mayor /SG
Organize contact visits to relevant Organizations and Ministries : E.g. PNDP, SOWEDA, FEICOM, ADDAX, KOSMOS, GLENCORE, MINADER, MINEPIA, MINEPAT, MINBASE, MINSEC, MINSANTE, MINEE, MINTRANSPORT, MINTP, Elites and Embassies etc...	Start in July 2012	Mayor, Deputies and Committee Chairpersons
Organise information Day and distribute AIP to potential funders/partners (PNDP, SOWEDA, Rumpi Electrification Project, FEICOM, ADDAX, KOSMOS, GLENCORE, etc...)	Start in July 2012	Mayor, Deputies/SG and President of Follow Up Committee
Create a Website and Post the plan for easy access by public and update website regularly	August 2012	Mayor, SG and Reach Out
Organise contact Missions abroad to communicate Plan , improve resource mobilisation and seek partnerships with other councils and funding bodies as well as elites abroad	From November 2012	Mayor, SG, president of the Follow Up Committee and Reach Out

9.0 CONCLUSION

The Kombo Abedimo Council has successfully completed the elaboration of its development and investment plan for 2012. Several stakeholders from all the ten villages in the municipality were consulted and their aspirations have been captured in the plan. The entire process entailed a highly participatory approach which involved all the stakeholders with a participatory identification of needs in all the 28 sectors. There is now a strategic plan elaborated for all the sectors for a long term implementation. The council has identified several potential partners who could be solicited for assistance. The Follow-Up Committee which was put in place should be enabled to accomplish their task to the best of their capacity for the success of this plan. They should be provided with adequate training to meet up with the task which lies ahead of them. It is incumbent on the management of the Council to immensely commit themselves in fostering the implementation of the CDP by making available the necessary funds for monitoring of planned activities.

Finally, the Kombo Abedimo Council Development Plan should henceforth serve as a tool for development which should be exploited by all the main stakeholders; communities, Government technical services, Civil Society Organisations, financial partners, collaborators, elites and economic operators. Above all, the needs identified should systematically guide the council's work in a non-partisan manner, for the interest of its entire population.

10.0 ANNEXES

10.1 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 Kombo Abedimo council area.

Micro Project Profile

Sector	Commerce
Micro project name	Construction of a market
Objective (Impact on client)	Promote the growth of commercial activities by reducing poverty and improving the living conditions of the populations
Location	Akwa
Technical partners	Delegation of Commerce, FEICOM, SOWEDA, PNDP, Council, etc
Time to complete project	As soon as funds are made available
Beneficiaries	Entire municipality Kombo Abedimo Council Traders from within and without the Country
Estimated cost of Project	75.000.000 Frs
Environmental Impact	<ul style="list-style-type: none"> - Planting of trees in the market premises - Reduction of waste management
Social Impact	<ul style="list-style-type: none"> - Reduction of distances to market - Availability of goods at the disposal of the communities - Increased in standard of living
Maintenance Cost	7,500,000
Execution time	30/10/12

Sector	Transport
Micro project name	Construction of a mini landing wharf
Objective (Impact on client)	-Circulation of persons and goods increased
Location	Mbenmong
Technical partners	PNDP, Council, etc
Time to complete project	As soon as funds are made available
Beneficiaries	Mbenmong population
Estimated cost of Project	40.000.000 Frs
Environmental Impact	Fishing out of the breeding grounds
Social Impact	<ul style="list-style-type: none"> - Transportation of goods and services increase - Facilitate the movement of students and pupils to schools
Maintenance Cost	4,000,000
Execution time	30/10/12

Sector	Livestocks and Fisheries
Micro project name	Construction of a modern fish smoking oven
Objective (Impact on client)	Fish production and marketing increased
Location	Mbenmong
Technical partners	MINEPIA, PNDP, Council, etc
Time to complete project	As soon as funds are made available
Beneficiaries	Mbenmong, Akwa and Nwanyo population (Fishermen and Fish Mongers) -Entire municipality as secondary beneficiaries -Traders from far and near as tertiary beneficiaries
Estimated cost of Project	10.000.000 Frs
Environmental Impact	Avoiding fishing in the breeding grounds of fish
Social Impact	Increase in fish production, Reduction of post harvest loss
Maintenance Cost	1,000,000
Execution time	30/10/12

Sector	Kombo Abedimo Council
Micro project name	Construction of the Kombo Abedimo Council Chambers
Objective (Impact on client)	Access to council services and facilities increased
Location	Akwa
Technical partners	FEICOM and Council
Time to complete project	As soon as funds are made available
Beneficiaries	Entire municipality 8000 people
Estimated cost of Project	300.000.000 Frs
Environmental Impact	- Permanent structure for the Council n the Municipality - Increase Access to Council services in the Municipality
Social Impact	- Enough office space for staff - Spaceous Halls for social Events such as marriages , conferences, socio-culturall events etc
Maintenance Cost	30,000,000
Execution time	30/10/12

Sector	Basic Education
Micro project name	Construction of two classrooms and supply of desks
Objective (Impact on client)	Access to Quality Basic Educational facilities increased
Location	Kombo Abedimo 1
Technical partners	PNDP, Council
Time to complete project	As soon as funds are made available
Beneficiaries	Youthful population (primary Beneficiaries) = 243 Entire population as secondary beneficiaries
Estimated cost of Project	27.000.000 Frs
Environmental Impact	Good environment for studies
Social Impact	Increase literacy rate
Maintenance Cost	2,700,000
Execution time	30/10/12