

COMMUNAL DEVELOPMENT PLAN- MBONGE COUNCIL

October, 2011

EXECUTIVE SUMMARY

In a bid to foster decentralized participatory development, the Government of Cameroon (GoC) in collaboration with the World Bank and other bilateral organizations put in place a *National Community Driven Development Programme (PNDP)* under the supervision of the Ministry of Economic Planning and Regional Development (MINEPAT) in 2005. The design of this programme is in consonance with the Growth and Employment Strategy Paper (GESP) and Vision 2035 geared toward improving the socio-economic conditions of the population, especially those in the rural areas by reducing poverty and enhancing opportunities for growth and employment. The goal of PNDP is to equip Municipal Councils with competencies necessary to meet up with the challenges of decentralization. To achieve this, PNDP envisages using Local Support Organisation (LSOs) in its operation strategy to assist councils technically in their planning process.

In its second phase (2010 - 2013), PNDP is providing a funding mechanism adopted to strengthen the capacities of councils in local development. It is against this backdrop that Mbonge Council, being one of the beneficiaries of 2010 councils to be supported by PNDP outsourced the technical services of Pan African Institute for Development – West Africa (PAID-WA) as a local support organisation (LSO).

The goal of the CDP is to strengthen Mbonge council to be able to cope with, and also take advantage of the ongoing decentralization process in the country. This can be achieved through capacity building in the areas of participatory diagnosis, strategic planning, resource mobilisation and programming within the framework of the decentralized development financing mechanism. In order to achieve this goal, Cameroon government introduced a new development planning approach, which comprises seven stages—preparation, diagnosis, strategic planning, resource mobilization, programming, implementation and monitoring and evaluation. As a result, *Participatory Analysis Rapid Methods of Planning (PARM)* techniques and tools were used in the elaboration of the CDP. The participatory nature of the process involved many actors comprising government administration, technical services, traditional authorities, local population, civil society, and elite.

Based on the diagnoses results, micro-projects were identified, prioritized and programmed, especially for the key sectors. While logical frameworks cover long-term plans, triennial and annual investment plans are designed to address medium and short-term development interventions. The annual investment plans for the first year is estimated at **413,000,000 FCFA**. The actual implementation of micro-projects depends on availability of resources, especially money.

For sustainability purposes, issues of socio-environmental impact have been identified in order to mitigate negative effects and foster positive ones. In the same vein, an M&E framework has been put in place to ensure the smooth implementation of these micro-projects as well as update the CDP as a whole, on yearly basis. The end result, as mentioned in the

vision of this plan is long-term improvement of living conditions of people in the Municipality, which hinges on results-based management of the CDP, community commitment and involvement, stability of development financing and a vibrant and proactive management of Mbonge Council.

LIST OF ABBREVIATIONS

AES-SONEL:	National Electricity Corporation
AIDS :	Acquired Immune Deficiency Syndrome
CDC:	Cameroon Development Corporation
CDP :	Communal Development Plan
CID:	Council Institutional Diagnosis
CIG:	Common Initiative Group
CNPS:	National Social Insurance Corporation
CRTV:	Cameroon Radio Television
FEICOM:	<i>Fonds Spéciale d'Equipement et d'Intervention Intercommunale</i>
FSLC:	First School Leaving Certificate
GESP	Growth and Employment Strategy Paper
GoC	Government of Cameroon
GPS:	Global Positioning System
HIV:	Human Immune Virus
ICT:	Information Communication & Technology
IHC:	Integrated Health Center
LED:	Local Economic Development
M&E:	Monitoring and Evaluation
M.O.V :	Means of Verification
<i>MINADER:</i>	<i>Ministry of Agriculture and Rural Development</i>
<i>MINAS:</i>	<i>Ministry of Social Affairs</i>
<i>MINEPIA:</i>	<i>Ministry Livestock, Fisheries and Animal Industries</i>
<i>MINESUP:</i>	<i>Ministry of Higher Education</i>
<i>MINFOF:</i>	<i>Ministry of Environment and Protection of Nature</i>
<i>MINPOSTEL:</i>	<i>Ministry of Post and Telecommunication</i>
<i>MINPROF:</i>	<i>Ministry of Women's Empowerment and the Family</i>

<i>MINSANTE:</i>	<i>Ministry of Public Health</i>
<i>MINTOUR:</i>	<i>Ministry of Tourism</i>
<i>MINEPAT:</i>	<i>Ministry of Economic Planning and Regional Development</i>
<i>MINTP:</i>	<i>Ministry of Public Works</i>
<i>MINTRANS:</i>	<i>Ministry of Transport</i>
<i>MINEE:</i>	<i>Ministry of Water and Energy</i>
<i>MINJEUN:</i>	<i>Ministry of Youth Affairs</i>
<i>MINSEP:</i>	<i>Ministry of Sports and Physical Education</i>
<i>MINEFOP:</i>	<i>Ministry of Technical and Vocational Training</i>
<i>MINRESI:</i>	<i>Ministry of Scientific Research and Innovation</i>
<i>MINCULT:</i>	<i>Ministry of Culture</i>
<i>MINIMIDT:</i>	<i>Ministry of Mines and Technological Development</i>
<i>MINCOMMERCE:</i>	<i>Ministry of Commerce</i>
<i>MINCOM:</i>	<i>Ministry of Communication</i>
<i>MINTSS:</i>	<i>Ministry of Employment and Social Security</i>
<i>MINPMEESA:</i>	<i>Ministry of Small and Medium Size Enterprise</i>
<i>MINESEC:</i>	<i>Ministry of Secondary Education</i>
<i>MINEDUB:</i>	<i>Ministry of Basic Education</i>
<i>MINATD:</i>	<i>Ministry of Territorial Administration and Decentralization</i>
<i>MINFOF:</i>	<i>Ministry of Forestry</i>
<i>MINDUH:</i>	<i>Ministry of Urban Development and Housing</i>
<i>MINDAF:</i>	<i>Ministry of Land Tenure and State Property</i>
MOU :	Memorandum of Understanding
NGO:	Non-Governmental Organisation
NTFPs:	Non Timber Forest Products
O.V.I :	Objectively Verifiable Indicators
OVC:	Orphans and Vulnerable Children

PAID-WA:	Pan African Institute For Development –West Africa
PARM:	Participatory Analysis Rapid Methods
PNDP:	<i>Programme National De Developpement Participatif</i>
PTA:	Parents Teachers Association
SOWEDA :	South West Development Authority
SSI:	Semi-Structures Interview
VDC:	Village Development Committee

LIST OF TABLES

Table 1:	Principal infrastructure by sector
Table 2:	Problems And Solutions By Sector
Table 3:	Council Institutional Logical Framework
Table 4:	Logical Frameworks by Sector
Table 5:	Estimated budget
Table 6:	Plans for the use and management of land within council space
Table 7:	Three-Year Implementation Plan
Table 8:	Enhancing and/or mitigation measures
Table 9:	Annual Investment Plan
Table 10:	Annual plan of action for Mbonge Council Development Plan
Table 11:	Operational Plan for Vulnerable Group
Table 12:	Contract award plan
Table 13:	Monitoring and Evaluation Framework
Table 14:	Communication plan

LIST OF ANNEXES

Annex 1:	Micro project profiles
Annex 2:	Deliberation for CDP validation
Annex 3:	Municipal order creating Monitoring and Evaluation of CDP
Annex 4:	Municipal order for the creation of the Steering Committee
Annex 5:	Steering committee

CONTENTS

EXECUTIVE SUMMARY	2
LIST OF ABBREVIATIONS.....	4
LIST OF TABLES.....	6
LIST OF FIGURES.....	ERREUR ! SIGNET NON DEFINI.
CHAPTER ONE: INTRODUCTION	9
1.1 CONTEXT AND JUSTIFICATION	9
1.2 OBJECTIVES OF THE CDP.....	10
1.3 STRUCTURE OF THE REPORT	10
CHAPTER TWO: METHODOLOGY	11
2.1 PREPARATION OF THE PROCESS	11
2.2 COLLECTION OF INFORMATION AND TREATMENT	11
2.3 CONSOLIDATION OF DIAGNOSIS DATA & MAPPING	12
2.4 PLANNING, RESOURCE MOBILISATION AND PROGRAMMING WORKSHOP	12
2.5 MONITORING AND EVALUATION MECHANISM	13
CHAPTER THREE: SUMMARY PRESENTATION OF THE COUNCIL	14
3.1 LOCATION OF THE COUNCIL	14
3.2 COUNCIL BIOPHYSICAL ENVIRONMENT	14
3.3 HISTORY AND PEOPLE OF THE COUNCIL	16
3.4 BASIC SOCIO-ECONOMIC INFRASTRUCTURES	18
3.5 MAIN POTENTIAL AND RESOURCES OF THE MUNICIPLAITY	19
CHAPTER FOUR: SUMMARY OF KEY FINDINGS FROM THE PARTICIPATORY DIAGNOSIS ..	20
4.1 SUMMARY OF COUNCIL INSTITUTIONAL DIAGNOSIS.....	20
4.1.1 MANAGEMENT OF FINANCIAL RESOURCES	20
4.1.2 MANAGEMENT OF COUNCIL PROPERTY	21
4.1.3 MANAGEMENT OF RELATIONS	21
4.1.4 RECOMMENDATIONS	21
4.2: PROBLEMS AND SOLUTIONS BY SECTOR.....	23
CHAPTER FIVE: STRATEGIC PLANNING	32
5.1 VISION AND OBJECTIVES OF THE CDP	32
5.2 LOGICAL FRAMEWORKS	33
5.3 ESTIMATED BUDGET	64
5.4 PLANS FOR THE USE AND MANAGEMENT OF LAND WITHIN COUNCIL SPACE.....	65
CHAPTER SIX: PROGRAMMING.....	66
6.1 MID-TERM EXPENDITURE FRAMEWORK	66
6.2 ENVIRONMENTAL IMPACT ASSESSMENT FOR A THREE-YEAR.....	82
6.2.2 Enhancing and/or Mitigation Measures	83
6.3 ANNUAL INVESTMENT PLAN	83
6.3.1 Resources Mobilisation.....	83
6.3.2 Annual Implementation Plan for Priority Projects	85
6.3.3 Operational Plan for Vulnerable Groups	89

6.4 CONTRACT AWARD PLAN.....	90
CHAPTER SEVEN: MONITORING AND EVALUATION MECHANISM.....	91
7.1 COMPOSITION AND ATTRIBUTION OF M&E	91
7.2 MONITORING AND EVALUATION FRAMEWORK	92
7.3 MECHANISM FOR THE PREPARATION OF AIP AND UPDATING OF THE CDP	93
CHAPTER EIGHT: COMMUNICATION PLAN FOR THE IMPLEMENTATION OF THE CDP	94
CHAPTER NINE: CONCLUSION	96
ANNEXES	98
ANNEX 1: MICRO PROJECTS PROFILE.....	98

CHAPTER ONE: INTRODUCTION

1.1 CONTEXT AND JUSTIFICATION

The Government of Cameroon (GoC) in collaboration with the World Bank and other bilateral partners has put in place a decentralized financing mechanism to ensure participatory community development in rural areas. To this end, the National Community Driven Development Programme (PNDP) was created in 2005 under the supervisory Ministry of Economic Planning and Regional Development (MINEPAT). PNDP creation is in line with the Growth and Employment Strategy Paper (GESP) and Vision 2035 geared toward improving the socio-economic conditions of the population, especially those in the rural areas by reducing poverty and enhancing opportunities for growth and employment. The goal of PNDP is to equip Municipal Councils with competencies necessary to meet up with the challenges of decentralization. To achieve this, PNDP envisages using Local Support Organisation (LSOs) in its operation strategy to assist councils technically in their planning process.

In its second phase (2010 - 2013), PNDP is providing a funding mechanism adopted for strengthening the capacities of councils in project management, planning, contracts awarding and monitoring and consolidation of achievements.

Mbonge council in Meme division is among the 25 municipal councils earmarked for this phase for the South West region. As a result, Mbonge Council, in collaboration with PNDP has signed a contract with Pan African Institute for Development – West Africa (PAID-WA) for the formulation of its development plan.

This report called “Communal Development Plan” (CDP) is the outcome of this contract. The report is presented in three volumes as follows:

- Volume one: main CDP report
- Volume two: document A—thematic maps
- Volume three: document B—consolidated diagnosis report—Council Institutional Diagnosis, Urban Space and, Village Diagnosis.

1.2 OBJECTIVES OF THE CDP

1.2.1 Global objective

The main aim of the CDP is to equip the council with the capacity and tools for diagnosis, planning and programming of interventions in the short and long-term within the framework of the decentralized development financing mechanism.

1.2.2 Specific objectives

Specifically, the CDP seeks to:

- Equip the council with local development planning tools;
- Conduct council institutional, urban and village diagnosis;
- Collect and record GPS co-ordinates of existing infrastructures;
- Create or revamp village development committees (VDCs);
- Identify priority micro projects by sector;
- Prepare annual and triennial development plans
- Programme the implementation of priority projects for the first year;
- Prepare a socio-environmental impact assessment plan; and
- Create a monitoring and evaluation committee and provide a work plan for its function.

1.3 STRUCTURE OF THE REPORT

The CDP is structured in two main parts. The first part concerns diagnosis, which is divided into three sections. First, the council institutional diagnosis that presents some key elements of the establishment as an institution with focus on identifying issues for its proper functioning. Second, the council as urban space is examined. The main preoccupation of urban space diagnosis is to identify problems specific to urban areas, including issues related to social services, settlement, urban planning and zoning. Third, village diagnosis covering a vast array of development issues by sector.

The second part of this report covers mainly strategic planning, resource mobilization and programming activities, notably short and medium-term annual and triennial plans respectively. For sustainability purposes, a socio-environmental plan for the micro-projects has been incorporated. For effective implementation of the CDP, a monitoring and evaluation plan has also been put in place as an integral part of the entire process. Details required for understanding the CDP process are attached as annexes.

CHAPTER TWO: METHODOLOGY

2.1 PREPARATION OF THE PROCESS

Within the framework of the realization of the CDP, PAID-WA's working approach was highly participatory using *Participatory Analysis Rapid Methods of Planning* (PARM) techniques and tools. These methods facilitated understanding of the realities of the rural areas. PARM is a whole set of methods and tools used to enable rural and urban populations to present the knowledge they have of their own situation and living conditions. This technique sets up a closer look and it is an eye-opener communication process more than structured questionnaires.

2.2 COLLECTION OF INFORMATION AND TREATMENT

The following techniques and tools were critical in data collection and processing, particularly for council institutional, urban space and village diagnosis:

Direct observation

Direct observation was one of the most used techniques, especially during village diagnosis. This technique gave facilitators the opportunity to triangulate information collected from other sources. Problem identification process, for instance, requires that outsiders observe what insiders cannot see because they are so used to the said conditions.

Focus group discussions

Group interviews—focus group or informal group discussions paved the way for collecting information on village problems by sector and gender before restitution in general assembly.

Interviews

In-depth interviews, particularly semi-structured interviews (SSI) were used mainly for collecting socio-economic and environmental data. To this end, key informants were identified for various aspects of the urban and village questionnaires.

The following tools or instruments were useful in the various stages of the CDP process. They include:

- Socio-economic questionnaire: general social, economic & environment
- GPS: use for the collection of geo-reference data
- Transects: land use information

- Calendars: activities of the village
- Historical profile: ups and downs in the village
- Venn diagrams: institutional assessment
- Problem tree: problem analysis
- Objective tree: solution identification

2.3 CONSOLIDATION OF DIAGNOSIS DATA & MAPPING

Data processing was aided by a series of pre-prepared templates covering key sectors including water & energy, health, basic and secondary education, public works and commerce. Qualitative data were processed manually in order to generate information for descriptive statistics.

Mapping

Mapping was used during urban space and village diagnosis. These maps included participatory maps for social amenities, land use, and settlement. Using GPS, geo-reference waypoints were collected for all the social amenities and localization of villages. Sectoral maps were later produced using software.

2.4 PLANNING, RESOURCE MOBILISATION AND PROGRAMMING WORKSHOP

Participants

Participants for this workshop were drawn from diverse backgrounds—CDP steering committee members, council executives, council staff, particularly those at the helm of affairs like the Secretary General, Municipal Treasurer, town planner, stores accountant, among others. Another category of participants was technical services, especially those already decentralized. MINEPAT representative too, was one of the key actors during the workshop, given his critical contribution on issues of planning. In the same vein, PNDP representatives made useful contributions ensuring that CDP format is respected.

Deliberations

Participatory methods were used for the workshop. These techniques were based on adult-experiential-learning techniques. Among the techniques used were group work, plenary sessions, question-and-answer, brief presentations, experience sharing and brainstorming.

Action plans

The logframes developed earlier on were presented to participants in plenary. The logframes were later on validated after inputs and clarification were made on case-by-case basis. On the basis of these sectoral logframes and focusing on key sectors only, 3-year action plans were drawn for basic and secondary education, public health, public works, water and energy, and agriculture. Following from the 3-year short-term plan, annual implementation plans for the sectors were also developed. The annual plans were accompanied by contract award plan as well.

2.5 MONITORING AND EVALUATION MECHANISM

Monitoring and evaluation framework focusing on who, what, how, why and when checklist was adopted to be used during implementation of the CDP, especially the 3-year and annual plans. An M&E team comprising council technical staff, CDP steering committee members and select technical services is responsible for the effective implementation of the CDP. Monthly, quarterly and annual reports will be produced on the basis of the projects being implemented.

CHAPTER THREE: SUMMARY PRESENTATION OF THE COUNCIL

3.1 LOCATION OF THE COUNCIL

Mbonge council was created in 1977. It is situated 56km from Kumba. It is part of Meme division of the South West region of Cameroon. The council is made up of 86 villages covering a total surface area of 3000km² with a population size of over 200.000 inhabitants, which makes it one of the largest councils in the country. Mbonge council is bounded to the North by Kumba council, to the South by Bamusso council, to the West by Ekondo Titi council, and to the East by Muyuka and Idenau councils.

This municipality is sub-divided into four court areas: Mbonge, Kombone, Bekondo and Bomboko. These court areas regroup ethnic groups of common origin.

3.2 COUNCIL BIOPHYSICAL ENVIRONMENT

Introduction

The biophysical environment of the Mbonge Council area has been greatly tampered with and exploited either for settlement, natural resources use or for agricultural purposes. Farmers have exploited the hitherto primary forests and have turned them into secondary forests or have created farms in almost all accessible and nearby land in all the villages. Timber exploitation companies have also exploited timber from the primary forests in the past, leaving behind remnants of secondary forests. Also large agro-industrial corporations like the Cameroon Development Corporation (C.D.C) and PAMOL are continuing to put down large areas of primary forest especially in the Mbonge Court Area to plant rubber, oil palms and settlement camps to harbor their plantation labourers. Furthermore, trees are cut down by individuals to construct houses, bridges and make furniture. It is no doubt that all of these activities have been causing a lot of environmental hazards to the soils, roads, water sources, climate and the biodiversity of the council biophysical environment which can simply be described as degraded.

Climate

Unlike most regions in Cameroon, the Mbonge Council Area has a typical equatorial climate with two major seasons which are the rainy and the dry seasons. During the dry season the

climate is hot and dry, meanwhile in the rainy season, the climate is cold and humid. In the past the rainy season occurred from March to October and the dry season from November to February. But with the present climate change the seasons have not respected their schedule in the recent years. The area has been experiencing drastic changes as rains have come earlier and the dry season has also experienced some unexpected rains. For instance, rainfall was experienced right up to December in 2010 instead of October as was the case in the past. This has altered the planting and production seasons of cash and food crops, as well as other economic activities.

Soils

This area has a mixture of laterite, sandy, clay and volcanic soils which are very rich in humus, brought about by the rapid decomposition of litter and debris, enhanced by the rainy and the dry season. The soils here are generally very fertile and favour the growth of food and cash crops. However, the soils are gradually losing fertility due to increased slash and burn, soil exposure, pollution, over cropping and leaching.

Relief

The relief of the area is generally level while some areas are undulating with even small hills that can be spotted here and there, though very few in numbers. However, the topography in some areas is hilly with steep and gentle slope like in the cases of Big Ngwuandi, Small Ngwuandi and Disoso which are furthest and located at the top of the hills. The altitude of the Mbonge Council area generally is low with some areas below 100 m above sea level. The highest village is about 550m above sea level. This low altitude gives way to very hot temperatures especially in the dry season and during the day. This hot climate is also very favourable to crops which not only grow well but mature rapidly.

Hydrographic

The main water courses in this area are rivers such as the Meme (the longest river in the South West Region) which cuts across many of the villages interspersed with streams and springs. The water volume of river Meme, springs and streams increases significantly during the rainy seasons. Another major water body in this area is the lake Disoni which flows out and joins the Ube River and then further to the Meme in another part. Water courses are used in many ways mainly for farming, fishing, home use (drinking, laundry), catchments and

recreational activities like swimming. The water courses can be harnessed and used for large scale irrigation, transportation, hydro-energy, potable water and large scale fishing.

Flora and Vegetation

The vegetation type has a mixture of primary and secondary forests, with the former located far from settlement areas and the latter found closer to settlement. Villages such as Small Ngwandi, Disoni and Disoso having the most primary forests whilst others such as Big Ngwandi and Bakumba almost exhausting their forests as under cropping is done extensively. The vegetation cover comprises mostly of cocoa and coffee trees in the secondary forests and others such as the boma, bubinga, tally and camwood found in the primary forests. It is obvious that the flora of the areas has been greatly tampered with and depleted. The creation of farms has caused much damage to the vegetation of the primary forest that used to exist. Only inaccessible patches and fragments of forests, and the protected reserves (though there is evidence and confirmation of encroachment for new farms) now exist with limited biodiversity. More stringent measures should be put in place to save the last forest reserves, namely the River Meme Forest Reserve and the Bakundu Forest Reserve which are greatly threatened by deforestation and encroachment.

Fauna

The types of animals found in this area include reptiles such as pangolin, snakes, alligators and others such as the rat mole, primates (monkeys), porcupines, and antelopes. There are also domestic animals which include pigs, goats and sheep. Like flora, the fauna of the area has been depleted and the animal species found are obviously very low in terms of significant population. Hunting generally is no longer a significant occupation to the inhabitants as there are few or no animals to hunt. Bush meat is rare to find in restaurants in the area unlike in villages in other divisions where flora and fauna are relatively more in terms of species and population.

3.3 HISTORY AND PEOPLE OF THE COUNCIL

Economic activities

The socio-economic environment is characterized by activities such as the collection and petty trading in NTFPs, provision stores, liquor, drug stores, motor-taxi (okada) and catering activities. The biggest economic activity in the area is the agricultural sector where farmers are engaged in cocoa business. Cocoa production activities are seasonal—the peak season

being the harvesting, processing and evacuating the cocoa beans to distant markets. Moreover, other businesses only thrive during this season, such that even young women come from the cities and settle there to prostitute and leave during the off season. The off season is characterized by the collection of NTFPs and growing of vegetables by the women at low scale. Also goods and commodities are generally very expensive in this area due to bad roads and in the off season even more expensive because farmers have to borrow at exorbitant interest rates.

History of the Council

Mbonge council was created as Mbonge Rural Council in 1977, by Presidential decree No. 77/203 of 29th June 1977. Prior to this date, the council area was part of the “Bile council area” in the then Kumba Division. Following the new constitution of the Republic of Cameroon which brought in decentralization and more accent on local governance, Mbonge Rural Council change its appellation to Mbonge Council following the Presidential decree No. 2004/018 of July 22, 2004, which transformed all Rural/Urban councils to being mere councils.

Size and Structure of the Population

The population of Mbonge Council is very dynamic. Although primary data collected provide only population estimates, there are indications that the population is increasing steadily. For instance, children and youth make up about 60% while men and women are about 17% and 25% respectively. The total population for the entire municipality is however, estimated at about 230,000 inhabitants.

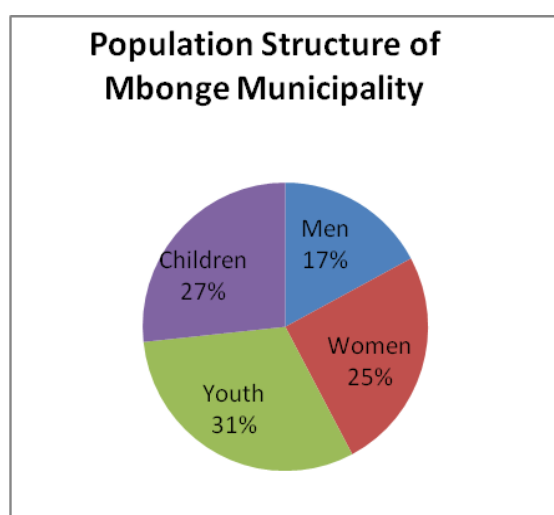
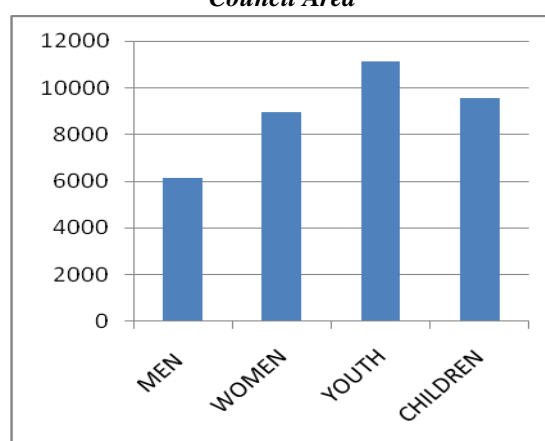


Figure 9: Population Distribution of Mbonge Council Area



Ethnic groups

Mbonge council's main ethnic groups (from 7 clans—indigenes) are the Mbonges, Bakundus, Bombokos, Balongs, Barombis, Ekombes, and Bafaws. Other ethnic groupings in Cameroon such as the Balue, Ngolo, Bamilike, Bafanji, Ngie, Batibo, Kom and the Ebibios, Ibos and Ukpbras who come from neighboring Nigeria are also found in Mbonge council area. These ethnic groupings are able to relate cordially such that even decisions for the community are unanimously arrived at. For religion, the dominant religion of the Mbonge municipality is Christianity made up of the following denominations: Catholics, Protestants (Presbyterian, Baptist) and Pentecostals (Full Gospel, etc).

3.4 BASIC SOCIO-ECONOMIC INFRASTRUCTURES

Table 1: Principal Infrastructure by Sector

Sector	Main Infrastructure	Location
Agriculture	Divisional Delegation of Agric.	Kumba
	3 Agric Post	Kombone, Mbonge, Bomboko.
Basic Education	Government Nursery School	25 villages have Government Nursery School
	Government Primary School	62 Villages have Government Primary Schools while the others do not have it.
Secondary Education	Government Secondary School	19 Villages have Secondary Schools and the rest do not have.
	Government High School	Only Kombone Town has a Government High School
Forestry and Wildlife	Divisional Delegation Forestry Post	Kumba and Mbonge
Livestock	Divisional Sub. Delegation	Kumba and Mbonge

Women and Empowerment and the Family	Divisional Sub. Delegation	Kumba and Mbonge
Public Health	District Hospital	Mbonge, Konye and Kumba
	Integrated Health Center	4 Integrated Health Centers
Environment and Nature Protection	Divisional Delegation	Kumba
Small and Medium Size Enterprises	Divisional Delegation	Kumba
Youth Affaires	Divisional Delegation	Kumba
Social Affaires	Divisional Delegation	Kumba

3.5 MAIN POTENTIAL AND RESOURCES OF THE MUNICIPLAITY

The Mbonge Council area is endowed with a good number of biophysical assets, most of which are natural resources like land, soils, forests, Non-Timber Forest Products, sand, gravel, laterite, rivers, lakes, and mountains. Land generally made up of very fertile soils is the main asset for agricultural development of the area. In addition to the agricultural prowess of the municipality, substantial amounts of income comes from the exploitation of other biophysical assets like the forest, NTFPs, rivers, sand, gravel, etc .

However, a lot of constraints are also attached to these assets. The general problem of inaccessibility to most of the places (where these assets are found) constitutes a main constraint. Lack of appropriate technology, machines, tools, competent human resources is also a barrier to the under-exploitation of these biophysical assets.

CHAPTER FOUR: SUMMARY OF KEY FINDINGS FROM THE PARTICIPATORY DIAGNOSIS

4.1 SUMMARY OF COUNCIL INSTITUTIONAL DIAGNOSIS

4.1.1 Human Resources

Mbonge council strength in the area of human resources (HR) lies on the size of the council staff of 56 permanent workers. In spite of the size, the council is very weak in terms of core competencies and professionalism. Over 2/3 of these staff members have never received formal professional training related to their duties and responsibilities. They rely only on learning-by-doing. Other HR management issues are:

- Low motivation or absent of incentives
- Absent of development workers for decentralized activities
- Weak development planning and management skills
- No staff development policy
- No HR strategic plan

4.1.2 Management of Financial Resources

There are positive signs indicating an improvement in the financial management of Mbonge council, particularly for the past three financial years. For instance, blind budgeting is gradually reducing, investment budget is increasing steadily and budgeting norms are respected. Nevertheless, Mbonge council is experiencing an acute problem in revenue collection. This had led to serious challenges regarding budget implementation. These difficulties manifest in many ways, as indicated below:

- Significant drop in revenue recovery rate from 81.8% in 2007 to 45.9% in 2009.
- Significant drop in actual investment from 71,944,000FCFA in 2008 to 20,471,550FCFA in 2009; and
- Council income is by far less than anticipated amount for projects and recurrent cost.

4.1.3 Management of Council Property

Mbonge council has a vast array of physical capital or assets such as buildings, which provide office space and residence for some staff; machines; equipment; and vehicles. While there is no evidence of property management policy within the council, the store account is designated to keep track of physical resources. Records of these assets (buildings, equipment and vehicles) are available indicating location, number, type, year acquired, funding source and current state. Keeping good records is a sure way of proper management. However, insufficient funds prevent the council from maintaining all broken assets.

- Not all buildings, especially outside Mbonge, have been rehabilitated.
- Heavy duty vehicles for public works are not functional regularly
- Some property (for example, guest house) is not currently used for the right purpose.

4.1.4 Management of Relations

The council enjoys a very warm and cordial relationship with the supervisory authorities especially during routine activities like budgeting session and approval of some expenditures of the council. Also, there exists a lukewarm relationship between the council and technical services. Apart from sanitation services where the council collaborates with the Distract hospital, there are no activities that directly involve technical services. The council too, has benefited from FEICOM only once. Other difficulties related to relations are as follows:

- No formal relations with civil society
- Absent of cooperation for local economic development (LED)
- No formal relationship with traditional and religious authorities
- No south-south and north-north cooperation
- Poor perception of council by citizens
- Ambivalent relation between council and technical services (even decentralized sectors)

4.1.5 Recommendations

Human Resource Management

- Conduct training needs assessment within the framework of decentralization
- Introduce regular staff analysis in view of identifying staff needs in order to improve performance

- Adopt staff development policy
- Develop appropriate staff motivation measures
- Introduce management-by-objective system

Financial Management

- Adopt measures to ensure significant increase in revenue collection
- Breach the gap between planned and realized budget
- Introduce more transparent and cost effective revenue collection system that promotes accountability at all levels
- Identify and develop avenues for wealth creation and local economic development (LED) through the enhancement of small and medium-sized enterprises.

Management of Council Property

- Conduct an inventory of office furniture and other small equipment
- Institute control measures which ensure that council property are used for official purposes only
- Review budget for the maintenance of council property
- Institute logbook record system for the use of council vehicles
- Conduct needs assessment of physical capital or assets.

Management of relations

- Broker a formal and well defined relationship with the decentralised sectors streamlining outcomes and resources needed for such collaboration
- Create a forum for consultation with civil society and business operators, including those interested in creating businesses, so as to identify and address obstacles
- Formalize relations through MoUs with funding institutions, especially FEICOM for long-term financing of micro-projects
- Aggressively identify development partners at local, national and international level in order to forge North-South and South-North cooperation.

4.2: PROBLEMS AND SOLUTIONS BY SECTOR

Table 2: Problems and needs per sector

NO	CORE PROBLEM	VILLAGES / COURT AREAS	CORE CAUSES	PROPOSED SOLUTIONS
AGRICULTURE				
1	Difficulty to transport farm produce from farm to market	Common in Bekondo, Bomboko and Mbonge court areas	<ul style="list-style-type: none"> - Poor farm to market roads - Bad and/or no bridges 	<ul style="list-style-type: none"> - Rehabilitate farm to market roads - Construct farm-to-market roads
2	Drop in quantity and quality of agricultural produce		<ul style="list-style-type: none"> -Weak organisational capacity of farmers to promote agricultural activities -Limited access to agric extensions services - High cost of farm inputs -Increase of farming population -Inadequate agricultural subsidies -Absence of an agricultural post -Destruction of crops by animal/ elephants -Limited access to pesticides 	<ul style="list-style-type: none"> - Formation of a producer cooperative -Sensitisation on modern mix farming techniques. - Diversification of crops cultivated -Subsidise agricultural activities -Sensitise and encourage communities to form working groups such as CIGs

PUBLIC HEALTH				
1	Difficult access to quality health services	All Villages	<ul style="list-style-type: none"> -Existence of non-functional Health Centers -Inadequate health services offered by the available health facilities -High cost of health services. -Long distances to nearest health service -Inadequate medical personnel -Absence of civil society organisations in health promotional activities. -Difficult access to health information -Poor sanitation, presence of rivers and streams. 	<ul style="list-style-type: none"> -Complete the construction of Bai Manyà ,Kotto Barombi and Bai Kuke Health Centers – -Rehabilitate and upgrade of the Kotto Barombi integrated health centre. -Construction of a health post in the community -Fully equip health centres with equipments, resident doctors and trained nurses -Make health and sanitation information more accessible to the public
2	Vulnerability of population to HIV/AIDS	In all villages	<ul style="list-style-type: none"> -Stigmatisation of HIV/AIDS - Limited awareness on HIV/AIDS - Limited access to HIV/AIDS treatment 	<ul style="list-style-type: none"> - Introduce community-specific HIV/AIDS control, prevention and treatment measures.

3	High dead rate and suffering due to cholera , malaria, typhoid, river blindness, and onchocerciasis	Bombele, Bangele, Kumukumu, Bai Kuke	- Lack of health facilities and services	- Provide health facilities and services - Completion of Bai Kuke Health Center
BASIC EDUCATION				
1	Inadequate access to quality basic education	Most villages in Bekondo and Bomboko court areas	<ul style="list-style-type: none"> -Insufficient classrooms, desks chairs, and tables for nursery and primary schools. -Insufficient trained teachers and teaching aids -Dilapidated buildings -Lack of latrines, potable water, and play grown in some schools 	<ul style="list-style-type: none"> - Create and equip primary and nursery schools -Construction of classrooms by PTA - Construction of permanent structures -Recruit trained teachers and provide enough teaching aids -Construct toilets, tap ,play grown in schools
SECONDARY EDUCATION				
1	Inadequate access to secondary education	Typically in Bomboko and Mbonge court areas	<ul style="list-style-type: none"> -Poor quality of educational infrastructures -Uncompleted school buildings -Not enough trained teachers -Absence of technical schools -Lack of didactic materials 	<ul style="list-style-type: none"> - Construct permanent structure and provide teaching aids - Set up government technical colleges Easy the creation and support functioning of private schools.

LIVESTOCK, FISHERIES & ANIMAL INDUSTRIES				
1	Low production of livestock, fishery and animal rearing	Select villages concerned with artisanal fishing and livestock production	<ul style="list-style-type: none"> -Over concentration on cash crop farming -Cultural habits -Absence of livestock extension workers -Inadequate information on modern livestock rearing techniques. 	<ul style="list-style-type: none"> -Diversify activities -Provide resident livestock extension workers -Provide technical training to farmers Construct fence for animals -Sensitise communities on livestock and animal rearing practices
WATER & ENERGY				
1	High risk of water borne diseases	All villages	<ul style="list-style-type: none"> - Insufficient access to pipe borne water -Mismanagement of funds for water projects -Poor management of water points 	<ul style="list-style-type: none"> -Construct potable water in communities - Re-habilitation of existing water points - Train water management committees and care takers
2	Inadequate electricity power supply	All villages of the municipality, except Buea Road villages, Big Ekombe, Bekondo, and Small Ekombe	<ul style="list-style-type: none"> -No connection to national electricity network (AES-SONEL) in most villages of the municipality - Absence of alternative source of energy 	<ul style="list-style-type: none"> -Extent national electricity power supply to the municipality -Use alternative sources of energy -Strengthen the capacity of VDC to manage projects
PUBLIC WORKS / ROADS				

1	Seasonal access to communities	All Villages (except Buea Road villages, excluding Bopoh & Kendongi).	-Irregular maintenance of roads -Poor contracting of road maintenance and no proper supervision	-Regularly roads maintenance -Strengthen community's action in road maintenance -Improve supervision of road maintenance activities – Regulate traffic during raining season
SOCIAL AFFAIRS				
1	Abandonment of Elderly, orphans, and disable at home	Common in all parts of the municipality.	-Limited access to basic facilities due to absence of social centers	-Construct centers for the old, disable and orphans -Sensitise the public on care for the needy
YOUTH				
1	High rate of social ills among youth, particularly unemployment, crime wave, drug abuse, school drop out, unwanted pregnancy, and HIV/AIDS.	Common around suburbans in Mbonge and Kombone court areas.	-Limited access to business and job opportunities -Difficult access to quality education -Absence of police post in villages -Difficult access to health information -Absence of humanitarian services	-Create opportunities for youth - Improve quality of education in schools -Provide technical and vocational training to youths -Create a youth center -Make health information more accessible -Create police post in village
SPORTS AND PHYSICAL EDUCATION				
1	Little sporting activities	All Villages	-Insufficient sporting facilities in schools and villages	- Promote physical education in schools and villages
TRANSPORT				
			-Bad roads	-Construct and maintain roads

1	-High cost of transportation - Frequent accidents	All Villages except Buea road villages.	-No road signs -Few vehicles -Reckless motorbike transporters -Over loading -No speed breaks	-Provide road signs - Regulate traffic - Stop overloading
EMPLOYMENT AND VOCATIONAL TRAINING				
1 2	-High rate of youth unemployment -Insecurity at work place	All Villages, especially Mbonge urban and suburbs or semi-urban villages without agric opportunities	-Insufficient technical and vocational training -Not enough trained teachers -Temporal and underequipped structure -Work place accidents	-Create technical and vocational schools -Improve workplace safety - Provide opportunities for wealth creation
SMALL AND MEDIUM SIZED ENTERPRISES				
1	Very underdeveloped small and medium sized enterprise activities	All Villages	-Registration difficulties -High taxes -Limited financial capital -Unfavourable government policy - Insecurity of business environment	-Sensitise the population on small and medium sized enterprises -Reduce taxes for small businesses - Protection of businesses -Provide electrical power supply
ENVIRONMENT AND NATURE PROTECTION				
1	Haphazard exploitation of the environment	Common Bekondo and Bomboko areas.	-Weak enforcement of law or respect of environmental policies and laws - Unsustainable agric practices	-Improve and promote nature studies in schools and communities - Promote sustainable agric through extension—awareness & sensitization
WOMEN EMPOWERMENT AND FAMILY				
1			-Lack of financial capital and	-Promote female education

2	<ul style="list-style-type: none"> - High level of women unemployment - Gross abuse of women's political, social and economic rights 	All Villages	<ul style="list-style-type: none"> physical assets -Cultural limitations -Weak human capital - Gross ignorance about women's rights - High rate of illegal marital unions 	<ul style="list-style-type: none"> -Improve access to financial capital -Encourage family planning -Promote group marriages
SCIENTIFIC RESEARCH AND INNOVATION				
1	<ul style="list-style-type: none"> - No scientific research and innovative activities - Poor application of results of scientific research in other sectors such as agric, etc. 	All Villages	<ul style="list-style-type: none"> -Absence of scientific and innovative facilities -Little diffusion of scientific and innovative knowledge to villages 	<ul style="list-style-type: none"> -Improve access to scientific and innovative information at village level
TERRITORIAL ADMINISTRATION AND DECENTRALIZATION				
1	Difficult access to administration	Buea road villages, Bekondo court villages and some Bomboko communities.	<ul style="list-style-type: none"> - Distance to administration in Mbonge - Bad roads 	<ul style="list-style-type: none"> - Maintain or grade roads regularly
TOURISM				
1	Poor exploitation of the touristic potentials	Bai kuke, Koto Barombe, Disoso, Mbonge, etc.	<ul style="list-style-type: none"> - Inaccessible nature to touristic sites - No accompanying touristic facilities such as hotels - Underdeveloped touristic potentials (crater lake, waterfall, eco-tourism, etc.) - No power supply and 	<ul style="list-style-type: none"> - Develop touristic sites - Provision of improved transportation in-and-around the villages -Install telecommunication network. -Construct inn/guest houses/ hotels

			telecommunication facilities	
STATE PROPERTY AND LAND AFFAIRS				
1	Encroachment into state land(forest reserve)	Bomboko and Meme River Forest Reserve surrounding communities	-High cost of farm land -Increase in farming population -Difficulty to control state property and land affairs by village authorities	-Regulate the sales of farm land -Empower village authorities to control state property and land in villages
CULTURE				
1	Increasing adulteration of indigenous culture	All Villages	- High rate of population influx by migrant workers - Underdeveloped cultural institutions -Insufficient capacity to organise cultural activities	-Develop socio-cultural institutions -Strengthen Village traditional council
2	Difficulties to assemble community	Bai kuke, Big Massaka, Big Butu, Lifanja, Likanodo 2, Small Massaka, Big Ngwandi	-Absence of community hall	-Construct community hall
URBAN DEVELOPMENT AND HOUSING				
1	Poor housing and environmental sanitation	Mbonge urban, Balangi, Big Ekombe, Kwakwa, and other emerging villages	-Insufficient respect for town planning and housing policies -Crowded houses - Use of temporal materials for construction	-Improve capacity of councils to enforce development and housing policies
INDUSTRY, MINES AND TECHNOLOGICAL DEVELOPMENT				
1	Traditional or rudimentary practices for livelihoods	All Villages	No application of modern techniques and innovation in	- Improve technical knowhow - Mechanization of agriculture

			dominant agro sector	- Promote transformation of agric produce at local level
LABOUR AND SOCIAL SECURITY				
1 2 3 4	- Exploitation of labourers - Poor working conditions - Low salaries - No social security benefits	Typical in cocoa producing areas.	- Ignorance of labour law - Poverty - Illiteracy	-Create and strengthen capacity of labour unions and syndicates -Sensitise workers
COMMERCE				
1	Difficulty to market goods and services	Bekondo and Bomboko are most exposed to this problem.	-Bad roads linking villages and markets -Poorly constructed markets -Absence of inns/hotels	-Construction of markets -Rehabilitation of roads - Build physical assets
FORESTRY AND WILDLIFE				
1	Deforestation	Bomboko and Bekondo villages.	-Over exploitation of flora and fauna -No re-aforestation activities -Insufficient control of forest and wildlife activities	-Promote tree planting in villages -Strengthen the control of forest and wildlife activities
POST AND TELECOMMUNICATION				
1	Difficult access to post and telecommunication services	All Villages	-No reception of CRTV signals -Dotted mobile telephone signals -Absence of a telecommunication network - Absence of postal services	- Apply for the extension of national post and telecommunication services - Request private telecommunication companies to install antennae

CHAPTER FIVE: STRATEGIC PLANNING

5.1 Vision and Objectives of the CDP

Vision

By 2020, Mbonge council would have become an emerging Municipality with improved living standards for all its inhabitants through better delivery of social services to people, as well as ameliorating income earnings of rural and urban dwellers.

Specific Objectives

Specifically, the CDP seeks to:

- Improve access to basic and secondary education; health care delivery; water and energy; and other social infrastructure necessary for upgrading of living standards;
- Improve performance of the council through a more robust, proactive and results-driven management of personnel, assets, financial resources, and relationships with stakeholders;
- Boost agricultural sector as the main engine for economic change by modernizing production and productivity through research, extension services, and capacity building of farmers, as necessary;
- Integrate socio-cultural issues in the development of the Municipality by harnessing its rich cultural heritage and diversity. The heterogeneous nature of the municipality, for instance, is a potential that needs to be harnessed;
- Improve infrastructural development, especially road networks linking farming communities and markets; and
- Enhance the use of human and natural capital (land, forest, and water) for wealth creation by creating an enabling environment for entrepreneurship.

5.2 LOGICAL FRAMEWORKS

Table 3: Council Institutional Logical Framework

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Improvement in socio-economic conditions of all inhabitants of the Municipality			
Specific Objective	Improved council performance	By 2016, 75% realization of Mbonge Council projects	<ul style="list-style-type: none"> - Projects realized - M&E Reports - Communal services 	Support from external partners obtained
Expected Results	R1. Increased collection of revenue	75% increased of council revenue by 2016	<ul style="list-style-type: none"> - Monitoring report - Administrative accounts - Audit report 	
	R2. Increased capacity of councils materials resources	All basic materials available by 2012	<ul style="list-style-type: none"> - Store account report - Inventory report - Reception note 	
	R3. Human resources of the council reinforced	All departments of the council functional with adequate trained and sufficient staff	<ul style="list-style-type: none"> - Contract letters - Training and development report 	
	R4. Improved relationships between council and development actors	Increased number of formal relationships between councils	<ul style="list-style-type: none"> - Protocol agreement 	Willingness of external actors
Activities		Means	Cost	
R1				
1.1 Train revenue collectors		Materials – revenue Consultants	3.000.000	
1.2 Identify and deposit revenue collected at the financial service		Movement allowance Logistics / materials	15.000.000	
1.3 Sensitize economic operators		Tax consultant	1.500.000	

1.4 Computerised financial management	IT specialist Hard & Soft wares	3.000.000	
1.5 Train councilors	Specialists Training materials	15.000.000	
1.6 Reinforce revenue collection system	Council staff	-	
1.7 Put in place revenue collection monitoring system	Human resources Displacement allowances	1.500.000	
1.8 Rehabilitation of council premises	Human, material	30.000.000	
<u>R2</u>			
2.1 Equip council services		15.000.000	
2.2 Construct new buildings	Material / labour	200.000.000	
2.3 Contact and equip slaughter house	Material / labour	60.000.000	
2.4 Revitalise motor park	Material . human resources	10.000.000	
2.5 Construct socio-cultural center		60.000.000	
2.6 Acquire civil engineering equipment (grader, bulldozer, camion etc)	Repairs	15.000.000	
<u>R3</u>			
3.1 Review personal status	- HRM expert	2.000.000	
3.2 Elaborate & adopt staff training and development plan for the council		5.000.000	
3.3 Review workplan for staff and executive	Consultant	2.000.000	
3.4 Train council executive	- Consultant - Materials for training	3.000.000	
3.5 Recruit qualified staff according to the organigram	HRM	3.000.000	
<u>R4</u>			
4.1 Organise systematic work session between decentralized technical services (DTS) to improve collaboration	- Personnel (council) - Chief of service of DTS	1.500.000	
4.2 Formalise and harmonise relationship between the council	- Council executive	2.000.000	

and NGO and economic operators' groups	- Materials		
4.3 Put in place a community radio programme	- Council personnel - Equipment - Materials	6.000.000	
4.4 Improve coverage and community radio programme	- Council Executive - Modern equipment/materials - Increased no. of staff	10.000.000	
4.5 Develop council twining programme (South –South and North-North Cooperation)	- Council Executive - Displacement allowance - Proposal development	21.000.000	
TOTAL		484,500,000	

Table 4: Logical Frameworks by Sector

AGRICULTURE

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Ensure food security and strengthen growth and employment in this sector			
Specific Objective	By 2020, 75% increased in agricultural production and productivity	-Quantity and quality of agric produce by 2016 -25% increased in cocoa production -25% increase in food production	-MINADER annual reports -Amount of global tax collected from cocoa exportation	-High and continuous motivation of farmers -Support from partners through agric projects.
Expected Results	R1. Access to technical service improved	-No farmers covered by extension services -No farmers using sustainable agric practices	-MINADER reports (extension activities)	
	R2. Access to improved planting materials	-No. of farmers using improved	-MINADER reports	-Availability of

	increased	planting materials		(extension activities)	agric programs/projects
	R3. Financial and physical capital of farmers improved	-No. of farmers using village banks or financial services -No. of ovens constructed		-Village banks / micro-finance reports	-Ability of farmers to comply to micro0finance conditions
	R4. Access to market improved	-Quality of goods sold -Reduction of post harvest loss		-MIS reports	
	R5. Farmers organisation strengthened	-No. functional cooperatives /CIGs created -No. of crop/CIGs supported		-MINADER /Partners report	-Availability of funds
Activities		Cost	Activities		Cost
R1.			R4		
1.1 Construction of 10 agric-posts: 10x15000000		150,000,000	4.1 Maintain & rehabilitation of rural roads, culverts, bridges		50,000,000
1.2 Expand technical services to over 50 communities		10,000,000	4.2 Construction of 5 markets		50,000,000
1.3 Recruit and train 10 more extension staff		5,000,000	4.3 Collect, manage and disseminate MIS		1,500,000
R2.			R5.		
2.1 Mobilisation of resources		500,000	5.1 Mobilize farmers		1,500,000
2.2 Mobilisation of communities		500,000	5.2 Create ,revamp cooperative and CIGs		5,000,000
2.3 Distribution of materials		8,000,000			
2.4 Follow-up /evaluation		15,000,000	5.3 Support (technical/financial) cooperatives/CIGs		10,000,000
Total investment cost:					297,000,000

BASIC EDUCATION

	Objectives	O.V.I	M.O.V	Assumptions
Goal	<u>Pre-school level</u> Extend nursery school coverage by developing community experience for the benefit of the rural population and with the strong involvement of decentralized authorities <u>Basic education</u> Universal primary education for all.			
Specific Objective	By 2016, 100% access and completion rate of basic education by all six school years pupils	-% of pupils completing primary school -% of children school going age being able to access school	- FSLC results -School records	Continuous support by partners
Expected Results	R1. Access to basic education infrastructure/facilities improved	- No. of schools created -No. of classrooms constructed -No. of school rehabilitated	-Contracts completion handing over report	Availability of funds
	R2. Teaching conditions improved	-Quantity didactic materials	-Store account reports -Supplies reports	
	R3. Schooling environment ameliorated	-Pupils /teacher ratio -Type and no. of text books -No. of latrines, potable water, and electricity available	-School annual reports -M&E reports -Contract reception reports	
Activities		cost	Activities	Cost
<u>R1.</u>			<u>R3.</u>	
1.1 Creation of 5 schools		500,000	3.1 Provide potable water points	70,000,000
1.2 Construction of 442 classrooms		3,536,000,000	3.2 Construct latrines:35x3500000	90,500,000
1.3 Provide 4555 desks to lower, middle, higher primary		54,660,000	3.3 Connect 72 schools with electricity	36,000,000
<u>R2.</u>				
2.1 Supply basic didactic materials to 72 schools		70,000,000		
2.2 Recruit and deploy 100 trained teachers		4,000,000		
2.3 Organise refresher courses		12,000,000		
Total investment cost		3,873,160,000		

SECONDARY EDUCATION

	Objectives	O.V.I	M.O.V	Assumptions
Goal	The first cycle of general secondary education seeks to reduce the repeaters rate and progress toward universalisation in the long run. The second cycle seeks to be aligned with higher education, with emphasis on quality improvement			
Specific Objective	Access to quality secondary education improved	- Completion rate - % of repeaters	-Performance reports -“O” & “A” grades results	Conducive environment available
Expected Results	R1. Access to basic education infrastructure/facilities improved	- No. of schools created -No. of classrooms constructed -No. of school rehabilitated	-Contracts completion handing over report	Availability of funds
	R2. Teaching conditions improved	-Quantity didactic materials	-Store account reports -Supplies reports	
	R3. Schooling environment ameliorated	-Pupils /teacher ratio -Type and no. of text books -No. of latrines, potable water, and electricity available	-School annual reports -M&E reports -Contract reception reports	
Activities		Cost	Activities	Cost
<u>R1.</u>			<u>R3.</u>	
1.1 Creation of 05 schools			3.1 Provide potable water points to 18schs:18x6500000	117000000
1.2 Construction of 94 classrooms		846,000,000	3.2 Construct latrines for 16 schs:16x4.500000	72000000
1.3 Provide 1657 desks :1657x15000		24,855,000	3.3 Connect schools with electricity	
<u>R2.</u>				
2.1 Supply basic didactic materials		35,000,000		
2.2 Recruitment and deploy trained teachers :215				
2.3 Organise refresher courses		5,000,000		
Total investment cost		1,099,855,000		

EMPLOYMENT AND VOCATIONAL TRAINING

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Significantly improve the quality of technical education by tailoring training to real market needs and by forging partnership with the productive sector of the economy			
Specific Objective	Access to technical education increased by 25%	-No. of technical schools created -No. of students attending technical schools -Proportion of graduates employed	-Results -School records	
Expected Results	R1. Access to basic education infrastructure/facilities improved	- No. of schools created -No. of classrooms constructed -No. of school rehabilitated	-Contracts completion handing over report	Availability of funds
	R2. Teaching conditions improved	-Quantity didactic materials	-Store account reports -Supplies reports	
	R3. Schooling environment ameliorated	-Pupils /teacher ratio -Type and no. of text books -No. of latrines, potable water, and electricity available	-School annual reports -M&E reports -Contract reception reports	
Activities		Cost	Activities	Cost
<u>R1.</u>			<u>R3.</u>	
1.1 Creation of 03 schools			3.1 Provide 10 potable water points	65,000,000
1.2 Construction of 10 classrooms:4x18000000		180,000,000	3.2 Construct 10 latrines	35,000,000
1.3 Provision of desks		22,000,000	3.3 Connect schools with electricity	
<u>R2.</u>				
2.1 Supply basic didactic materials		30,000,000		
2.2 Recruitment and deploy trained teachers		1,000,000		
2.3 Organise refresher courses		2,000,000		
Total investment cost		530,000,000		

PUBLIC HEALTH

	Objectives	O.V.I	M.O.V	Assumptions	
Goal	Sustainably provide universal access to quality health services and care through increasing the provision of these services				
Specific Objective	Enable all health facilities to play their role, reduce by 1/3 mortality rate among the poor, reduce by 2/3 infant mortality and reduce maternal mortality by ¾				
Expected Results	R1. Health facilities’ viability ensured	-No health facilities available -Accessibility of health services -Quality of health services provided			
	R2. Infant and maternal mortality reduced	-Proportion of deaths less than 5yrs -Proportion of deaths during /after delivery	-Vaccination reports		
	R3. Disease control facilitated	-% of people infected by malaria, HIV/AIDS, and non-communicable disease -Quality and content of health campaigns			
	R4. Health promotion activities implemented	-No. of communities covered by hygiene and sanitation campaigns -Quality and content of health campaigns			
Activities		Cost	Activities		Cost
R1.			R3.		
1.1 Construct /rehabilitate 5 IHCs		250,000,000	3.1 Promote continuous HIV/AIDS prevention and treatment		40,000,000
1.2 Provide drugs to IHCs		50,000,000	3.2 Promote malaria and TB prevention		8,000,000
1.3 Equip 5 IHC with basic furniture		150,000,000			
R2.			R4.		
2.1 Expand maternal care		50,000,000	4.1 Create and make functional hygiene and sanitation committees at village level 4.2 Conduct hygiene and sanitation campaigns		5,000,000
2.2 Promote child care services		30,000,000			
Total investment cost					583,000,000

WATER AND ENERGY

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Facilitate access to potable water and energy in the municipality			
Specific Objective	Provide potable water and electricity in the municipality	-No communication having access functional water -No. of functional electricity supply		
Expected Results	R1. Water points constructed and rehabilitation of existing ones	-No. of functional water points		
	R2. Water management committee and caretakers strengthened	-No. of management committee -No. of caretaker trained and equipped	-Training reports -M&E reports	
	R3. Some villages connected to AES-Sonel network	-No. of villages connected to AES Sonel	-Project reports	
	R4. Alternative energy sources sought	-No. of villages using solar energy or thermal plants	- Project reports	
Activities		Cost		
<u>R1.</u>		<u>R3.</u>		
1.1 Construct 550 water points		450,000,000		
1.2 Rehabilitate 35 water points		35,000,000		
<u>R2.</u>		<u>R4.</u>		
2.1 Train/equip Water Management committee and Caretakers : 20 workshops		15,000,000		
		4.2 Provide alternative energy to 10 communities		100,000,000
Total investment cost				900,000,000

PUBLIC WORKS

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Improving road infrastructure provision, by initially stressing the rehabilitation and maintenance of existing road networks, and then their extension and development (both tarred highways and service roads)			
Specific Objective	By 2016, 30% of secondary road networks and rural road are maintained or rehabilitated in the municipality	- No. of km of road networks maintained each year -% of road networks in good condition	-Public works reports	-Consistency of funding
Expected Results	R1. 30% of secondary and rural roads network maintained yearly			
	R2. Traffic regulations in the rainy season respected	-No. and km of passable roads networks in the rainy season	-Road transport reports	-Compliance ability by major road users
Activities		Cost		
R1.				
1.1 Rehabilitation of 153 km of rural roads		10,530,000,000	2.1 Construct and manage 12 rain gates:12x5000000	60,000,000
1.2 Provision of small civil engineering equipments		10,000,0000	2.2 Involvement of local community in road maintenance through training of road management and caretaker committees	8000000
R2.				
2.1 Involvement of local community in road maintenance		10,000,000		
Total investment cost				10,618,000,000

URBAN DEVELOPMENT AND HOUSING

	OBJECTIVES	O.V.I	M.O.V	ASSUMPTIONS
Goal	Make urban centers production and consumption hubs by promoting the emergence of suburb towns, develop medium size or second class owns.	Hygiene and sanitation		
Specific Objective	To provide basic social amenities or services to urban dwellers in the municipalities	- Urban master plan available -No of planned houses constructed -Proportion of town dwellers having access to basic utilities		Availability of private sector to grow
Expected Results	R1. Urban road maintenance	-Local development plan elaborated -No of houses [infrastructure] developed	- Urban development master plan monitoring report	Viability of individuals or entrepreneurs in the municipality
	R2. Existing urban infrastructure [water, light] maintained and rehabilitated	-No of houses or infrastructure rehabilitated	- Project or contract reports	
	R3. Land use control pan	Amount of public or state land protected	Land and survey reports	
Activities		Cost		
<u>R1.</u> 1.1 Define the urban parameters		500,000		

1.2 Develop master plan for Mbonge	2,000,000		
1.3 Tar or Grade urban roads / streets	10, 700,000,000		
R2			
2.1 Identify dilapidating infrastructures	50,500,000		
2.2 Rehabilitate major infrastructures	300,000,000		
Total investment cost:			

ENVIRONMENT AND NATURE PROTECTION

	STRATEGY	INDICATOR		ASSUMPTIONS
	FORMULATIONS	O.V.I	M.O.V	
Goal	To enhance environmental protection/sustainability through proactive and responsive environmental management			Presence of sound political will for providing an enabling environment
Specific Objective	Promote biodiversity management and development of resources and afforestation	- Quantity of land forest protected - No of trees planted	- MINEP reports	Continuous support of partners[international and local]
Expected Results	R ₁ Environmental management plan for Mbonge municipality designed and implemented	- Availability of local action plan for nature protection	- Report from sectoral partners	Political will at local level
	R ₂ Community involvement on environmental management and	- Number of functional action plans for environmental protection at village	- Departmental reports	

	protection improved	level		
Activities	Cost	Activities	Means	
R1		<u>R2.</u>		
1.1 Develop environmental management plan	2,000,000	2.1 Identify endangered natural resources	20,000,000	
1.2 Mobilise resources for implementation	500,000	2.2 Identify stakeholders	1,000,000	
1.3 Monitor implementation of plan	1,000,000	2.3 Mobilise resources	200,000	
		2.4 Sensitise communities	5,000,000	
Total investment cost	29,500,000			

FORESTRY AND WILDLIFE

	OBJECTIVES	O.V.I	M.O.V	ASSUMPTIONS
Goal	Promote sustainable use of biodiversity in the Municipality			
Specific Objective	Develop and revamp permanent forest zone and the development of forestry and wildlife resources.	-Effective control mechanisms against poaching and illegal logging	- No of protected areas Increase in biodiversity species	

Expected Results	R ₁ Existing protected areas like national parks and forest reserve management strengthened	- Availability of strong, vibrant and sustainable environmental institutions at national and local level	- Environment, forest law	Strong political will
	R ₂ Sustainable exploitation of NTFPs promoted	- Number of farmers engaged in livestock production activities - Diversification of livestock production activities	- MINEF, MIFOF reports S	
Activities		Cost	Activities	Cost
R1.			R2.	
- Regular forest inspection missions		5000000	2.1 Strengthen forest mgt institutions	10000000
- Construction of forest control posts		8000000	2.3 Train CIGs in sustainable marketing	10000000
- Training of forest control personnel		5000000	2.4 Develop regeneration strategy of domestication	5000000
Total investment cost		43,000,000		

TERRITORIAL ADMINISTRATION

	OBJECTIVES	O.V.I	M.O.V	ASSUMPTIONS
Goal	Improve on governance through the effective transfer of competences and decision making			
Specific Objective	Promote the use of the participatory approach as a tool to effective and responsible governance	- Effective use of the participatory approach		

Expected Results	R ₁ Strengthen the capacities of locally elected officials and council technicians towards truly local public service	-Effective organisation of capacity building program for council officials	- Council Reports	
	R ₂ Strengthen the economic role of the local council	-Number of new income generating sources for the council	- Income/Expenditure Reports - Annual Financial Reports	
Activities		Cost	Activities	Cost
R1.			R2.	
- Deepen understanding /expectation on decentralization and council governance		5,000,000	2.1 Create administrative relay centers	45,000,000
- Awareness raising and capacity building on the use of the Participatory Approach		8,000,000	2.2 Creation of 3 police posts	60,000.000
- Sensitization and capacity building on responsible citizenship and local governance		5,000,000		
- Total investment cost				123,000,000

YOUTH AFFAIRS

	OBJECTIVES	O.V.I	M.O.V	ASSUMPTIONS
Goal	Reduce youth unemployment, develop youth capital and explore the productive potential towards the development of the Municipality			

Specific Objective	To harness the effective contributions of youth productive capacities for development	- Youth participation in Municipal development activities/programs		
Expected Results	R ₁ Reduction of youth unemployment	- Number of new employment opportunities	- Council Reports	
	R ₂ Youth capital and skill development	- Number of new professional and vocational training facilities	- Reports	
Activities		Cost	Activities	Cost
R1.			R2.	
1.1 Identify vocational training needs for youth		300000	2.1 Intensify HIV/AIDS prevention and treatment among youth	12,000,000
1.2 Provide vocational training		6000000	2.2 Provide reproductive health campaigns to curb unwanted pregnancies	6,000,000
1.3 Provide financial and physical capital		8000000	23 Provide leisure facilities	35,000,000
1.4 Revamp CIGs, Associations for sustainability		1,500,000		
Total investment cost		68,000,000		

MINISTRY OF POSTS AND TELECOMMUNICATIONS

	OBJECTIVES	O.V.I	M.O.V	ASSUMPTIONS
Goal	Improve postal and telecommunication coverage in the Municipality, and make services affordable to all			
Specific Objective	Provide access to P&T services for rural dwellers of the Municipality	- Number of telecom networks	P&T Reports	MTN,ORANGE, CAMTEL, willingness to invest in the municipality
Expected Results	R1 Robust telephone networks	- Number of villages covered by telecom networks	- Reports from MTN.ORANGE,CAMTEL - Council reports	
	R2 Abandoned postal services rehabilitated and re-instated in accordance to need	- Number of post offices in the municipality	- MINPOSTEL - Council reports - Village chiefs	GOC finds this worthwhile
	R3 Provision of internet services facilitated	Number of cyber cafes operating in the municipality	-Council reports	Balance in demand and supply of services
Activities		Cost	Activities	Cost
R1			R3	
1.1 Carryout feasibility studies of micro-projects		5,000,000	3.1 Supply internet network	30,000,000
1.2 Identify locations with ample		200,000	3.2 Open communal ICT training Center	15,000,000

coverage potential			
1.3 Install telephone lines	15,000,000	3.3 Training youths in ICT	10,000,000
R2		3.4 Facilitate enterprise development (cyber cafes)	6,000,000
2.1 Re-open postal services	10,000,000		
2.2 Recruit staff			
2.3 Revamp abandoned center(s)	10,000,000		
Total investment cost			91,200,000

MINISTRY OF INDUSTRY, MINES AND TECHNOLOGICAL DEVELOPMENT

STRATEGY		INDICATOR		ASSUMPTIONS
LEVEL	FORMULATIONS	O.V.C	M.O.U	
Goals	Promote and encourage research, mining and the processing of mineral resources necessary for the economic and social development of the country			
Specific Objective	Create a municipal mining corporation, which will establish joint ventures with private partners, better inform domestic and foreign private investors on			

	the geological and mining potential of the municipality.			
Expected Results	R1 Municipal mining corporation created	Availability of Mining Corporation exists	3 Council Reports	Friendly government policy
	R2. Geological and mining potential identified	Availability of geological maps and data	4 Report on mining potential and mineral of the municipality	Effective public – private partnership
Activities		Cost		
R1				
1.1 Create mining sub-committee		300,000		
1.2 Facilitate the creation of a local mining Corporation		400,000		
R2				
5 Identify stakeholders		2,000,000		
6 Conduct minerals identification surveys		12,000,000		
7 Facilitate local artisanal mining in the municipality		7,000,000		
Total investment budget		21,700,000		

MINISTRY OF LABOUR AND SOCIAL SECURITY

	OBJECTIVES	O.V.I	M.O.V	ASSUMPTIONS
Goal	Enhance good working conditions for private and public corporations by ensuring respect of labour laws			
Specific Objective	To involve all social groups (employees and employers) within the municipality to respect labour laws and responsibilities.			Availability of friendly government policy on social protection
Expected Results	R1. Good social climate between employers and employees created	Number of workers’ grievances Number of employees registered with CNPS Prompt & regular payment of pensioners	DD of MINTSS Employers’ Reports Syndicate reports Staff Delegate’s reports	CNPS Report
	R2 Workers in the private sector are covered by the Labour Law of Cameroon	Number of workers with signed contracts of employment Number of workers covered by CNPS	DD of MINTSS Employers’ Reports Syndicate reports Staff Delegate’s reports	Government’s ability to enforce labour laws
Activities		Cost	Activities	Cost
R1			R2	
1.1 Sensitize employers and employees on their rights, roles and responsibilities		7,000,000	2.1 Identify providers of paid employment in the private sector within the municipality	500,000
1.2 Facilitate the creation of staff representatives		1,200,000	2.2 Encourage and/or assist in drawing up of contracts of employment for workers	900,000
			2.3 Ensure that employers register their workers	500,000
			2.4 Ensure that pensioners dues are paid and on time	500,000
Total investment cost		10,600,000		

LIVESTOCK, FISHERIES AND ANIMAL INDUSTRY

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Ensure the availability and affordability of proteins sources for human and economic development			
Specific Objective	Diversify production activities and increase on the income levels and living standards in the municipality	Number of individual groups and families engaged in livestock farming	Livestock reports from MINEPIA Reports from SOWEDA Reports from CIGs	
Expected Results	R1. Access to livestock technical services increased	Number of new farmers CIGs and groups practicing livestock production	Reports from MINEPIA Reports from SOWEDA Reports from CIGs	
	R2. The Production base and methods modernized	Use of Modern Production techniques and equipments	Reports from MINEPIA	
Activities		Cost	Activities	Cost
<u>R1.</u>			<u>R2.</u>	
			2.1 Build capacity of local farmers on production techniques	7,500,000
1.1 Credit facilities for starters		3,000,000	2.2 Disseminate technologies use in agricultural production	10,000,000
1.3 Expand coverage and technical outreach grassroot activities to 30 communities		10,000,000	2.3 Build infrastructure	120,000,000
1.4 Recruit and train 15 livestock personnel		15,000,000		
Total investment cost				165,500,000

STATE PROPERTY AND LAND TENURE

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Improve on the management state lands and property			
Specific Objective	Rationalize the allocation of land resources and improve state property control	Cadastral map of the municipality	Reports from Ministry of State Property Existence of cadastral map of the municipality	
Expected Results	R1. Primary and secondary sector demand for photo delimited	Effective delimitation of primary and secondary plots	Survey reports Cadastral map	
Activities		Cost		
<u>R1.</u>				
1.1 Survey of land in the municipality		5,000,000		
1.2 Delimitation of primary and secondary plots		9,000,000		
Total investment cost		14,000,000		

HIGHER EDUCATION

	Objectives	O.V.I	M.O.V	Assumptions
Goal	To improve access to quality higher education training			
Specific Objective	To promote the professionalization of	No. of effective professional		

	higher educational training toward self employment and job creation	related training at tertiary level		
Expected Results	R1 Increase specialization and professionalization of tertiary education	No. of graduates in specialized or professional programs	MINESUP Institutional reports	
	R2 Use of academic research findings in solving problems	Quantity of research findings disseminated	Reports from MINESUP	
Activities		Cost	Activities	Cost
<u>R1.</u>			<u>R2.</u>	
1.1 Identify institutions of higher learning		200,000	2.1 Develop MoUs with higher education institutions for operational research	200,000
1.2 Provide orientation for students in secondary schools		1,000,000	2.2 Disseminate research results to end-users	6,000,000
Total investment cost		7,400,000		

SPORTS AND PHYSICAL EDUCATION

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Improve sport competitiveness and participation at the highest level at both national and international level			Increasing interest of individuals /actors in this sector
Specific Objective	Promote public/private sector partnership on the development of infrastructure and competitive sporting skills	No. of joint project finance Effective policy that attract private capital in sport development	MoU with private actors Reports from Min. of Sports	

Expected Results	R1. New sporting infrastructure are constructed and old ones rehabilitated		Council reports Sectoral reports	
	R2. Skilled athletes identified and trained	No. of people involved in sporting activities	Reports from Min. of sports	
Activities		Cost		
<u>R1.</u>				
1.1 Construction of sports platforms		45,000,000		
1.2 Create a gym		6,000,000		
Total investment cost		51,000,000		

TRANSPORT

	Objectives	O.V.I	M.O.V	Assumptions
Goal	To promote economic growth and competency by easing the free movement of persons, goods and services within the municipality			Effective public – private partnership
Specific Objective	Facilitate and manage the activities of road users to ensure proper services and safety	Increased ability of goods and people to move	Sectoral reports	
Expected Results	R1. Movement of goods and persons improved	Availability of safe, reliable and consist transport services	Sectoral reports	Active private actors
	R2. Delays and accidents minimized	Number of breakdowns recorded Number of accidents per month/year	Transport office Syndicate reports	Active involvement of forces of law and order
Activities		Cost	Activities	Cost
<u>R1.</u>			<u>R2.</u>	
1.1 Construction and rehabilitate motor parks		25,000,000	2.1 Regulate traffic through control posts	7,000,000

1.2 Facilitate the creation of functional drivers' union/syndicates		2.2 Institute fine-system for road users who default	300,000
1.3 Construct infrastructure	250,000,000		
Total investment cost	282,300,000		

COMMUNICATION

	Objectives	O.V.I	M.O.V	Assumptions
Goal	Optimize the use of Telecommunication /ICT for development			Good public-private partnership
Specific Objective	Improve access to modern telecommunication facilities and ICT's	Effective ICT coverage in communities		
Expected Results	R1. Access and use of ICT's expanded and improved	Different types of ICT coverage in communities	Reports from council Reports from Mincom	
	R2. Territorial coverage of radio-television and satellite images increased	No. of audio-visual transmitters constructed	Reports from councils Reports from Mincom	Friendly and dynamic policy of private actors in the sector
Activities		Cost	Activities	Cost
<u>R1.</u>			<u>R2.</u>	
1.1 Connectivity to the national telecommunication grid (optic fiber)		75,000,000	2.1 Create/improve unity (municipal radio/TV distribution)	20,000,000
1.2 Construction of telecommunication infrastructure		50,000,000	2.2 Recruitment and training of local radio operators	400,000
Total investment cost		145,400,000		

CULTURE

	Objectives	O.V.I.	M.O.V.	Assumptions
Goal	Ensure the inter-generational preservation of the cultural patrimony			
Specific Objective	To Safeguard and promote the cultural identity and diversity of the Mbonge society.			
Expected Results	R1. Trans-generational transmission of the cultural heritage			
Activities		Cost	Activities	Cost
<u>R1</u>				
1.1 Construct 5 community halls		50,000,000		
1.2 Organise 2 cultural events		25,000,000		
1.3 Build communal library in Mbonge		60,000,000		
Total investment cost		135,000,000		

SOCIAL AFFAIRS

	Objectives	O.V.I.	M.O.V.	Assumptions
Goal	Extension of social security in terms of personnel and equipment			
Specific Objective	Provide assistance to handicapped and needy people of the Municipality, orphans and vulnerable children			Continuous financial support from partners
Expected Results	R1: Social support to orphans and other needy people of the Municipality provided	- No of orphans and vulnerable children assisted - No of handicapped people supported	- MINAS reports	

Activities	Cost		
<u>R1</u>			
1.1 Acquire and distribute materials to handicapped people	30,000,000		
1.2 Provide educational and medical assistance to OVCs	55,000,000		
Total Investment	85,000,000		

COMMERCE

	Objectives	O.V.I.	M.O.V.	Assumptions
Goal	Supplying the domestic market in sound competitive conditions and, at the international level, in developing, promoting and helping to diversify foreign trade in goods and services with high added value.			Stable macroeconomic conditions
Specific Objective	Promote trade in core commodities notably palm oil and cocoa (for cash crops) and other basic items, in the Municipality			Availability of favourable economic conditions
Expected Results	R1: Marketing of Cameroonian products abroad facilitated	Value of orders received Quantity of cocoa exported	Macroeconomic reports	
	R2: Village markets in strategic locations set-up	Number of markets set up	Chambers of commerce	
	R3: Movement of persons and goods facilitated	Volume of trade b/n Nigeria & Cameroon Volume of trade within CEMAC	Macroeconomic reports	

Activities	Cost	Activities	Cost
R1		R2	
1.1 Regulate relations between cocoa & palm oil buying agents and producers	600,000	2.1 Establish market management & revenue collection for the Council	1,200,000
1.2 Promote quality control & assurance	4,000,000		
1.3 Organise an strengthen marketing cooperatives	5,000,000		
Total investment cost	9,800,000		

WOMEN'S EMPOWERMENT AND THE FAMILY

	Objectives	O.V.I.	M.O.V.	Assumptions
Goal	That gender based discrimination and inequality significantly reduced to a national acceptable level.			
Specific Objective	To contribute to women, men and children participation in the development process of the Municipality.	-Participation of both women and men in the development related activities in the Municipality	- Sectoral reports	Women are willing to contribute toward the development of their communities.
Expected Results	R1: Gender based discrimination and inequalities reduced.	-Evidence of equal participation of both sexes in dev’t work - Availability of policy frameworks promoting equality	- MINPROFF reports	
	R2: Women’s participation in the non-agricultural sector increased	- Number of women involved in non-agricultural related activities	- Sectoral reports	Available support system
	R3: Women’s social & economic capacity strengthened	- Availability of social & economic assets / capitals		Existence of economic boom
Activities		Cost		
R1				
1.1 Identify issues & stakeholders		3,000,000		
1.2 Develop awareness & sensitization campaigns		4,500,000		
		2.2 Provide loans to boost non-agric activities		25,000,000
		R3		
		3. 1 Develop physical capital for women’s economic activities		40,000,000

1.3 Implement campaigns to breach the gap between men & women in decision making positions at village & local levels	15,000,000	3.2 Strengthen women's social networks	8,000,000
		3.3 Promote HIV/AIDS and other STIs prevention and treatment among women and girl children	5,000,000
R2		3.4 Promote equality among girl-child education	10,000,000
2.1 Provide career opportunities through vocational training	20,000,000		
Total investment cost	130,500,000		

SMALL & MEDIUM SIZED ENTERPRISES, SOCIAL ECONOMY & HANDICRAFT

	Objectives	O.V.I.	M.O.V.	Assumptions
Goal	Enhance the creation and growth of small businesses			Availability of support system
Specific Objective	Provide business climate, increase decent job provision as well as enhancing vocational training	- Proportion of businesses in the formal sector		Presence of the spirit of entrepreneurship among citizens
Expected Results	R1: Handicraft villages created and equipped	- Quantity & quality of infrastructure ready for use	Contracts reception reports	
	R2: One-stop-shop set up and equipped for the establishment of SMES	- No of stop-shops established - No of entrepreneurs engaged	Chambers of Commerce reports	
	R3 A conducive business environment for the formalization of activities created	- Accessibility of business creation documents - Accessibility to business laws	Chambers of Commerce reports	

Activities	Cost	Activities	Cost
<u>R1</u>		2.2 Establish a stop-shop and monitor	20,000,000
		R3	
1.1 Create handicraft villages	10,000,000	3.1 Mobilise business actors	1,400,000
		3.2 Sensitise actors on laws & procedures	400,000
R2		3.3 Create strong & active syndicate to fight corrupt practices	6,000 000
2.1 Identify a location and type of shop & through feasibility study			
Total investment cost			37,800,000

TOURISM

	Objectives	O.V.I.	M.O.V.	Assumptions	
Goal	Double the number of foreign tourists each year thereby boosting employment and investment in this sector.	Number of international tourists per year		Continuous government support	
Specific Objective	Build integrated tourism products around the Municipality	- No tourists visiting Mbonge Municipality		Availability partners	
Expected Results	R1: Touristic sites identified & developed	- Availability of tourism products	-MINTOUR reports		
	R2: Domestic tourism developed	- No visits to touristic sites			
	R3: Tourism institutions strengthened	- Availability of tour agents for the Municipality	-MINTOUR reports		
Activities		Cost	Activities		Cost
R1			2.2 Develop marketing networks with relevant institutions at local & national level		40000000
1.1 Identify tourism potential		1,000,000	R3		
1.2 Cataloguing of touristic potentials within the Municipality		5,000,000	3.1 Identify stakeholders & agents		500,000

1.3 Develop tourism infrastructure (roads, accommodation, etc.)	360,000,000	3.2 Train agents in cultural & ecotourism	10,000,000
R2		3.3 Provide financial capital through loans/grants to boost activities	30,000,000
2.1 Valorization of touristic potential of the council	10,000,000		
Total investment cost	456,500,000		

5.3 ESTIMATED BUDGET

Table 5: Estimated budget

SECTOR	AMOUNT
Council Institutional Capacity	
Agriculture	297,000,000
Basic Education	3,873,160,000
Secondary Education	1,099,855,000
Employment & Vocational Training	530,000,000
Public Health	583,000,000
Water and Energy	900,000,000
Public Works	10,618,000,000
Urban Development & Housing	11,053,000,000
Environment & Nature Protection	29,500,000
Forestry and Wildlife	43,000,000
Territorial Administration, Decentralisation & Maintenance of Order	123,000,000
Youth Affairs	60,800,000
Post & Telecommunication	91,200,000
Industries, Mines and Technological Development	21,700,000
Labour & Social Security	10,600,000
Livestock, Fisheries and Animal Industries	465,500,000
State Property and Land Tenure	14,000,000
Higher Education	7,400,000
Sport & Physical Education	51,000,000
Transport	282,300,000
Communication	145400,000
Culture	135,000,000
Social Affairs	85,000,000
Commerce	9,800,000
Women's Empowerment and the Family	130,500,000
Small & Medium Sized Enterprises, Social Economy & Handicraft	37,800,000
Tourism	456,500,000
GRAND TOTAL	31,838,515,000

5.4 PLANS FOR THE USE AND MANAGEMENT OF LAND WITHIN COUNCIL SPACE

Table 6: Plans for the use and management of land within council space

Land space	Problem identified	Causes	Proposed solutions
Habitation zone	<ul style="list-style-type: none"> • Poor living environment 	<ul style="list-style-type: none"> • No sanitation services • Unplanned settlement • Unauthorized houses • Stray animals • No master plan for urban area 	<ul style="list-style-type: none"> • Develop and implement town planning master plan • Institute sanitary services
Forest	<ul style="list-style-type: none"> • Significant degradation of the forest • Encroachment into reserve or protected areas 	<ul style="list-style-type: none"> • Expansion of farms • Irregular and ineffective forest control 	<ul style="list-style-type: none"> • Intensify control around protected areas • Encourage agro-forestry • Develop supplementary livelihoods
Lakes	<ul style="list-style-type: none"> • Drop in fish pollution • Pollution 	<ul style="list-style-type: none"> • Uncontrol fishing • Ignorance of surrounding population 	<ul style="list-style-type: none"> • Develop eco-tourism • Sensitize viverine population
Farm lands	<ul style="list-style-type: none"> • Drop in soil fertility • Unsustainable farming practices 	<ul style="list-style-type: none"> • Agricultural intensification 	<ul style="list-style-type: none"> • Encourage sustainable agriculture
Rivers/ streams	<ul style="list-style-type: none"> • Drying off 	<ul style="list-style-type: none"> • Exposure of catchments 	<ul style="list-style-type: none"> • Protect catchment for streams used for domestic purposes

CHAPTER SIX: PROGRAMMING

6.1 MID-TERM EXPENDITURE FRAMEWORK

Table 7: Three-Year Implementation Plan

Objectives	Activity	Indicators	Place	Period			Resp.	Resources			Funding sources		
				Y 1	Y 2	Y3			H	M	F	Cou ncil	Sta te
BASIC EDUCATION													
By 2020, 100% access and completion rate of basic education by all six school years pupils	1.1 Creation of 5 schools	- No. of schools created	Kotto II Konge Bonja Kongo Bekondo Efolofo Mafamba camp	2	2	1	Council	x	x	x	x	x	
	1.2 Constructi on of classroom s / renovation	-No. of classrooms constructed	G.S Mbonge Marumba GS Mabonji	1 4	2 0	22							

			GS Big Bekondo GS Kombone GNS Foe Bakundu G.S Massaka GS New Town Barumbi G.S Mbonge Marumba GS banga Bakundu				Council						
	1.3 Provision of desks / benches	No of desks available	Select schools	7 2 0/ 6 3 0	1 2 0 5	10 00	Council BIP			x	x	x	
	2.1 Supply basic didactic materials	-Quantity & qual. Of didactic materials supplied	All the schools by August	7 5	-	-	Council			x	x	x	

	2.2 Recruit and deploy trained teachers	-Pupils /teacher ratio	All the schools / highest teacher/pupil ratio (25schools)	25	25	30	Council	x	x	X	x	x	
	2.3 Organise refresher courses	No of cources organised	Mbonge Marumba Ekombe 3 corner Banga Bakundu	3	3	3	DDEDUB	x	x	X	x	x	
	3.1 Provide potable water points	Availability of potable water	20 most populated schools		30	31							
	3.2 Construct latrines	-No. of latrines, potable water, and electricity available	Kombone, Mabonji, Big Bekondo, Bobanda, & Bombe Bakundu	5	10	15	Council	x	x	X	x	x	
	3.3 Connect schools with		GS Ekombe		1	20		x	x	X	x	x	x

	electricity		GS 3 corner Ekombe GS Banga Bakundu I,II, III GS Mbalangi GS Ediki		4		Council							
--	-------------	--	---	--	---	--	---------	--	--	--	--	--	--	--

Objectives	Activity	Indicators	Place	Period			Resp.	Resources			Funding sources		
				Y1	Y2	Y3			H	M	F	Council	State
SECONDARY EDUCATION													
Access to quality secondary education improved	1.4 Creation of schools	- No. of schools created	GSS Mofako Bekondo GSS Pete Bakundu GTC 3 corner Ekombe Bonji		2	1		x	x	x		x	x
	1.5 Construction of classrooms	-No. of classrooms constructed	2 classroom to the 1 st 10 most populated schools	2	10	14	State	x	x	X	x	x	x

	1.6 Provision of desks (20 to the other schools)		GHS Kombone Town GSS Big Nganjo GSS Big Ngwandi GSS Big Butu		500	457	State	x	x	X	x	x	x
	2.1 Supply basic didactic materials / library	-Quantity didactic materials	All the schools	All	Al 1	Al 1	State	x	x	X	x	x	
	2.2 Recruit and deploy trained teachers / sponsor	Pupils-teacher ratio	All the schools	All	Al 1	Al 1	PTA		x	X	x	x	x
	2.3 Organise refresher courses / sponsor		All the schools	All	Al 1	Al 1	State	x	x	x	x	x	x
	3.1 Provide potable water		GSS Big Nganjo		5	5	State	x	x	X	x	x	X

	points	potable water available,	GSS Bokosso GSS Kotto Barombi GHS Kombone Bakundu GSS Bekondo				Council							
	3.2 Construct latrines	Latrine available	GTC Massaka GSS Banga Bakundu GSS Bole Bakundu GSS Bai Kuke		4	4	State	x		x	X	x	x	x
	3.3 Connect schools with electricity	Availability of electricity	GTC Massaka GHS Bombe GSS Banga Bakundu											

Objectives	Activity	Indicators	Place	Period			Resp.	Resources			Funding sources		
				Y 1	Y 2	Y 3			H	M	F	Cou ncil	Sta te
PUBLIC HEALTH													
	1.1 Construct / rehabilitation ICHs	-No health facilities available	Bai Foe Dienyi Koto Barombi	1	1	1	State	X	x	50,000,000 /IHC	X	X	X
	1.2 Create CMA Kotto Barombi, Bai Foe, Bangele		Mbonge Kombone		2	1		Equip & painting for Kombone Mbonge (roof & flooring) Electrification		25,000,000 / ICH	X	X	
	1.3 Equip IHC with basic	-Accessibility of health	Bai Many	1	1	1	Coun	x	x	15,000,000 /			x

	furniture (beds, mattresses, forests, sterilizers, refrigerators, etc , apparatus, surgical sets)	services	Bai Kuke Kombone				cil			IHCs			
	2.1 Expand maternal care / training of TBs	No of TB pat. Covered	Delivery sets	1			DH	X	x	X	x	x	x
	2.2 Promote child care services (Nutritional needs 0-5, milk, vaccination campaigns)	No of children covered	Existing 4 health areas	1	2	1	DH	Community Health personnel	Milk	X	x	x	x
	3.1 Promote continuous HIV/AIDS prevention and treatment	No of pers. Accessing treatment	All HAs					Health committees Trainers/ health personnel	x	X	X	x	X
	3.2 Promote malaria and TB prevention /	Prevalence of malaria & TB in the	Create TB, HIV/AIDS center at										

	availability of drugs	Municipality	Mbonge District Hospital		1		State	X	TB drugs	X	x	x	x
	4.1 Create and make functional hygiene and sanitation committees at village level (provision of water system toilets)	No functional sanitation units	Kombone Bokosso Kotto Barombi Mbonge		2	2	Coun cil	X	x	x	x	x	
	4.2 Conduct hygiene and sanitation campaigns (locate areas for wastes disposal)	No of com. Covered with campaigns	All villages	x	x	x		Sanitation agent Communit y/village councils	x	X	x	x	x

Objectives	Activity	Indicators	Place	Period			Resp.	Resources			Funding sources		
				Y1	Y2	Y3			H	M	F	Co unc il	St ate
PUBLIC WORKS													
By 2016, 30% of secondary road networks and rural road are maintained or rehabilitated in the municipality	1.1 Rehabilitate of 78km of rural roads	- No. of km of road networks maintained each year -% of road networks in good condition	6key road network s	10k m	68k m		Council State	x	X	x	X	X	X
	1.2 Provide small civil engineering equipment	Quantity of equipment received	6 key road network s		X	X		x	x	x	x	x	
	2.1 Construct 6 rain gates	No of road networks under	Big Nganjo	x	x	x		x	x	x	x	X	

		control	Nganjo Titi Nake Bakund u Ekombe Bonji Bekond o Road Marumb a Road				State Council						
	2.2 Involvement of local communities in road maintenance through training		6 main areas rehabilit ated	2	2	2	State council	x	x	x	X		X

Objectives	Activity	Indicators	Place	Period			R es p.	Resources			Funding sources		
				Y 1	Y2	Y3			H	M	F	Co un cil	St ate
WATER & ENERGY													
Provide potable water and electricity in the municipality	1.1 Construct water points	-No. of functional water points	Small Ekombe Banga Mile 40 Kwakwa	3	10	15		Communit y labour Engineers	Pipes, sand, gravel, cement	1120000 00 for 1 st yr	X	X	X
	1.2 Rehabilitate water points	- No of bad water points maintained	Select com.		3	5		Engineers & communit y	Pipes, sand, gravel, cement	60millio n	X	X	X
	1.3 Train/equip Water Management committees and Caretakers / yearly	-No. of management committees -No. of caretaker trained and	All villages with water points	3 0	30	30		2 water engineers	Technic al Didactic material s	2.000.00 0/year	X		X

		equipped											
	2.1 Connect community to AES Sonel	-No. of villages connected to AES Sonel	From Kombone to Mbonge	1 2	5	6		Community labour Engineers	Transformers Poles Cables	15.000.000 for mono-face 45.000.000 for 3-face Transformer per community	X	X	X
	4.2 Provide alternative energy	-No. of villages using solar energy or thermal plants	Bomanu Disoni Mueli & Liweni	1	11	11 1		Technicians			X	X	

Objectives	Activity	Indicators	Place	Period			Resp.	Resources			Funding sources		
				Y 1	Y 2	Y3			H	M	F	Cou ncil	Sta te
AGRICULTURE													
By 2020, 75% increased in agricultural production and productivity	1.4 Construction of agric-posts 3 posts to be rehabilitated and extension services	-No farmers covered by extension services -No farmers using sustainable agric practices	Bai Grass Effolofo Kotto II		1	1	council			X	x	x	
	1.5 Expand technical services (ten (10) field staff for the ten (10) posts to be rehabilitated)	-No farmers covered by extension services	Bai Grass Effolofo Kotto II Big Nganjo Bole Bakundu Banga Bakundu Big Ngbandi				State	x	X	x	x	x	

			Big Butu Big Bekondo Bai Many										
	1.6 Recruit and train more extension field staff (10) for the agric post or extension workers)	-No farmers covered by extension services	Bai Grass Effolofo Kotto II Big Nganjo Bole Bakundu Banga Bakundu Big Ngbandi Big Butu Big Bekondo Bai Many		3	3	State	x	x	x	x	x	

	2.1 Distribution of materials (farm inputs, chemical sprayers, wheelbarrows, cutlasses and fertilizer, planting materials, sawing machines)	-No. of farmers using improved planting materials	All court areas	15	10	10	State	x	x	X	x	x	
	2.3 Construction of markets (3 markets to be constructed in Mbonge municipality)	No of communities having access to markets	Big Butu Bokosso Bai Grass		2	1	state	x	x	x	x	x	
	5.3 Revamp existing CIGs (Support to cooperatives from MINADER)	-No. functional cooperatives /CIGs created -No. of crop/CIGs supported	All court areas	2	6	8							

6.2 ENVIRONMENTAL IMPACT ASSESSMENT FOR A THREE-YEAR INVESTMENT PLAN

6.2.1 Socio-environmental impact

Sector	Positive	Negative
Basic Education: Construction of Classrooms	<ul style="list-style-type: none"> - More quality education as a result of better teaching and learning conditions - Decongestion of over crowded classrooms - Creation of temporal employment. 	<ul style="list-style-type: none"> - Loss of land by some individuals for the schools, playground - Deforestation resulting from the need of timber
Water: Construction of pipe borne water	<ul style="list-style-type: none"> - Decrease in water-borne diseases - Improved access and usage of clean and safe water. 	
Energy: Provision of Hydroelectricity	<ul style="list-style-type: none"> - Increase economic opportunities through petit business and services - Job creation - Enhance the use of communication and information technology 	<ul style="list-style-type: none"> - Risk of fire accidents and electrical shocks
Public Works: Construction and rehabilitation of earth roads	<ul style="list-style-type: none"> - Creation of employment - Easy movement of people and goods - More economic activities 	<ul style="list-style-type: none"> - Increased incidence and exposure to road accidents - Health hazards due to dust pollution and mud
Health: Rehabilitation of Integrated Health Center	<ul style="list-style-type: none"> - Employment opportunities - Increased standard of living - Reduction in death rate - Improve access to health care services. 	<ul style="list-style-type: none"> - Pollution from waste products from the hospital

6.2.2 Enhancing and/or Mitigation Measures

Table 8: Enhancing and/or mitigation measures

Negative Impact	Mitigation Measures	Positive Impact	Fostering Measures
Involuntary displacement during construction of classrooms and fields	- Land/financial compensation	- Educational enhancement	- Maintenance of infrastructure
Clearing of forest for water pipeline and catchment	- Tree planting especially at the catchment	- Reduction of water borne disease	- Sustainable supply through water management committees and caretakers
High risk of accidents and disaster by hydro-electricity	- Enhanced safety measures - Sensitization of users	- Boost to local economy	- Facilitate creation of small businesses
Dust pollution during public works	- Watering should be integral part of contracts	- Easy movement of people and goods	- Create and strengthen road management committees – involve villagers in road management
Disposal of hazardous waste materials	- Disinfection of toxic waste before disposal	- Improve health conditions	- Enhance maintenance

6.3 ANNUAL INVESTMENT PLAN FOR 2011

6.3.1 Resources Mobilisation for 2011

Table 9: Annual investment plan for 2011

Activity	Amount	Source of Funding
Council Institutional Capacity		
IT equipment	1.500.000	Council
Vehicles	20.000.000	Council
Social facilities	5.000.000	Council
Miscellaneous	1.500.000	Council
Sub total	28.000.000	

Basic Education		
Construction of classrooms	32.000.000	BIP
	80.000.000	Council
Provision of benches	6.100.000	BIP
Provision of teachers desks	500.000	BIP
Construction of latrines	17.500.000	BIP (2) Council (3)
Construction of GNS	25.000.000	BIP
Subsidies to schools	10.000.000	Council
Sub total	171.100.000	
Public Health		
Rehabilitation of Koto Barombi IHC	15.000.000	BIP
Provision of equipment	8.000.000	PNDP
Garbage removal	2.000.000	Council
Sub total	25.000.000	
Public Works		
Rehabilitation of rural roads	25.000.000	Council;
Sub total	25.000.000	
Water and Energy		
Water supply	112.000.000	BIP
Electrification	25.000.000	PNDP
	25.000.000	Council
Sub total	162.000.000	
Secondary Education		
Construction of classrooms	18.000.000	BIP
Sub total	18.000.000	
Agriculture		
Equip CEAC Mbonge	7.000.000	BIP
Support to CIGs	2.000.000	BIP
Sub total	9.000.000	
Grand total	413.100.000	

6.3.2 Annual Implementation Plan for Priority Projects

Table 10: Annual plan of action for Mbonge Council Development Plan

Activities	Place	Period of Execution												Means			Responsible		
		1	2	3	4	5	6	7	8	9	10	11	12	Hum	Mat	Fin	Cou	Stat	Oth ers
BASIC EDUCATION																			
1.7 Construction of 14 classrooms	G.S Mbonge Marumba																		
	GS Mabonji																		
	GS Big Bekondo																		
	GS Kombone																		
	GNS Foe Bakundu						x	x	x		x	x	x	X	X	112000000	x	x	
	G.S Massaka																		
	GS New Town Barumbi																		
	G.S Mbonge Marumba																		
	GS banga Bakundu																		
1.8 Provision of desks	All the schools							x	x					X	X	6100000		x	
2.1 Supply basic didactic materials	All the school by August									x	x			X	X	10000000	x		

3.2 Construct of 05 latrines	Kombone, Mabonji, Big Bekondo, Bobanda, & Bombe Bakundu								x	x	x	x				x	x	17500000	x	x	
------------------------------	---	--	--	--	--	--	--	--	---	---	---	---	--	--	--	---	---	----------	---	---	--

ANNUAL PLAN OF ACTION FOR MBONGE COUNCIL DEVELOPMENT PLAN

Activities	Place	Period of Execution												Means			Responsible		
		1	2	3	4	5	6	7	8	9	10	11	12	Hum	Mat	Fin	Comm	Stat	Other
SECONDARY EDUCATION																			
1.2 Construction of 02 classrooms	Big Butu						x	x	x					x	x	18000000		x	

ANNUAL PLAN OF ACTION FOR MBONGE COUNCIL DEVELOPMENT PLAN

Activities	Place	Period of Execution												Means			Responsible		
		1	2	3	4	5	6	7	8	9	10	11	12	Hum	Mat	Fin	Cou	Stat	Others
WATER AND ENERGY																			
1.1 Construct water points	Bai Many Marumba Bopo Mile 40 Banga Mofako Bume							x	x	x	x	x	x	Community labour Engineers	Pipes, sand, gravel, cement	112.000. 000		X	

	Nganjo																				
3.2 Connect community to AES Sonel	Mile 40 Banga, From Kombone to Mbonge							x	x	x	x	x	x	x	Communit y labour Engineers	Transforme rs Poles Cables	25.000.0 00		X	X	X

ANNUAL PLAN OF ACTION FOR MBONGE COUNCIL DEVELOPMENT PLAN

Activities	Place	Period of Execution												Means			Responsibl e		
		1	2	3	4	5	6	7	8	9	10	11	12	Hum	Mat	Fin	Cou	Stat	Oth ers
PUBLIC HEALTH																			
1.1 Construct /rehabilitate IHCs	Dienyi Bai Foe Kotto 1										x	x	x	x	x	15000000		x	X
1.3 Equip IHC with basic furniture	Kombone Bai Many Bai Kuke Kombone										x	x		x	x	8000000	X	X	
4.1 Create and make functional hygiene and sanitation committees at village level	All villages													x	x	2000000	x	x	

ANNUAL PLAN OF ACTION FOR MBONGE COUNCIL DEVELOPMENT PLAN

Activities	Place	Period of Execution												Means			Responsible																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
		1	2	3	4	5	6	7	8	9	10	11	12	Hum	Mat	Fin	Cou	Stat	Oth ers																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
PUBLIC WORKS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
1.1 Rehabilitation of 10km of rural roads	Priority road network													x	x	x																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															

ANNUAL PLAN OF ACTION FOR MBONGE COUNCIL DEVELOPMENT PLAN

Activities	Place	Period of Execution												Means			Responsible		
		1	2	3	4	5	6	7	8	9	10	11	12	Hum	Mat	Fin	Cou	Stat	Oth ers
AGRICULTURE AND RURAL DEVELOPMENT																			
1.7 Equip CEAP Mbonge	Mbonge															7000000		x	
5.3 Revamp existing cooperatives/CIGs	2 CIG: Kalamo CIG Mbonge RAM Farmers CIG Mbonge,								x	x	x			x	x	2000000		x	

6.3.3 Operational Plan for Vulnerable Groups

Table 11: Operational Plan for Vulnerable Groups

Activity	Indicators	Resp.	Funding
Identify OVCs health, psychological and educational needs	No. of OVCs identified	<ul style="list-style-type: none"> • Council • Divisional delegation of Social Affairs 	<ul style="list-style-type: none"> • Council • MINAS
Provide educational and medical support for OVCs	No. of OVCs supported	<ul style="list-style-type: none"> • Council • MINAS 	<ul style="list-style-type: none"> • Council • MINASD • Others
Identify physically challenged / handicapped (blind, cripple etc)	No. of handicapped identified	<ul style="list-style-type: none"> • MINAS 	<ul style="list-style-type: none"> • Council • MINAS
Provide material support to handicapped	No. of handicapped supported	<ul style="list-style-type: none"> • MINAS 	<ul style="list-style-type: none"> • Council • MINAS • NGOs
Construct social center for the old, handicapped, vulnerable etc	No. of people having access to social center	<ul style="list-style-type: none"> • MIANS 	<ul style="list-style-type: none"> • MINAS

6.4 CONTRACT AWARD PLAN

Table 12: Contract award plan

Activity	Feasibility studies	Preparation of tender files	referral to the tender board	Examination and adoption of tender	Launching of tender file	Reception of offers	Opening of bids	Evaluation of offers	Award forwarded and publication of results	Examination and adoption of staff contracts	Notification of contractors	Execution	Reception
Water & Energy													
Electrification of Mbonge Marumba 10%	Jun-July 2011	01/08/11	04/08/11	15/08/11	29/08/11	30/09/11	30/09/11	03/10/11	04/10/11	10/10/11	17/10/11	-	15/12/11
Health													
Equipment of Kombone Town health centre in Mbonge council area 5%	Jun-July 2011	01/08/11	04/08/11	15/08/11	29/08/11	30/09/11	30/09/11	03/10/11	04/10/11	10/10/11	17/10/11	-	15/12/11
Basic education													
Construction of 10 (5lots) classrooms and 5 toilets in Mbonge council area	12/07/11	29/07/11	01/08/11	08/08/11	15/08/11	20/09/11	20/09/11	23/09/11	26/09/11	30/09/11	13/10/11	15/10/11	25/10/11

CHAPTER SEVEN: MONITORING AND EVALUATION MECHANISM

7.1 Composition and attribution of M&E

There will be committees at various levels to monitor and evaluate the CDP.

Village Level

At the Village level, the committee will be composed of the Village Development Committee (VDC) and will have the duty to follow-up and report the execution of the micro-projects being implemented in their respective villages. However, technical committees like the Water Management Committee (WMC) for example, will be expected to take part, but still under the general supervision of the VDC, in monitoring projects under their area of specialization.

Council Level

At the Council Level, there will be a Steering Committee made up of people of integrity who should selflessly monitor and evaluate the implementation of various micro-projects within the municipality.

The steering committee will be technically backstopped by a Project Development Officer (PDO) and a Finance Officer. While the former will have the general mandate to technically follow-up the implementation of chosen projects, the latter will be responsible for the financial supervision of the said projects. The council development officer will be in touch with all the committees and contractors before, during and even after projects are executed. He will technically assist the committees at both the village and council levels and will obligatorily report to the PNDP Regional Delegation, on monthly basis and as required, on the progress of each and every project within the Council Development Plan.

Sectoral Committee

Technical services especially those already decentralized are also expected to contribute in the monitoring and evaluation of micro-projects within their sectors. For instance, if there is a project to supply desks for a primary school, the Basic Education officials will have to be involved to ascertain that the quality and quantity of desks supplied conform to standard. In

fact, all sectors are called upon to be involved in the M&E of projects within their domains to guide them to conform to standards.

Memorandum of Understanding (MOU)

The fact that there will be more than one committee responsible for the M&E of projects, calls for the establishment of a Memorandum of Understanding (MOU) for each project. The MOU will help to avoid potential conflict or misunderstanding between and within the various committees and ensure a smooth functioning and mutual respect and understanding critical of project success. Various committees are expected to be fully aware of the terms of contracts being implemented for proper follow-up, monitoring and evaluation, and the council development officer is expected to provide them with this information.

7.2 Monitoring and Evaluation Framework

Table 13: Monitoring and Evaluation Framework

Activities	Indicators	Tools	Frequency of reporting
Basic Education			
Construction of classrooms	- Availability of classrooms	- Direct observation - Reception reports	- Mid-term reports - End of project reports
Construction of GNS	- Availability of GNS structure	- Audit reports	
Provision of desks and benches	- No. of desks and benches		
Public Health			
Provision of equipment	- Availability of equipment	- Reception	- Needs assessment report - Reception report
Collection of garbage	- No. of communities using wastes management techniques	- Direct observation	- Monthly report
Public works			
Rehabilitation of roads	- No. of communities accessible by road	- Observation	- Quarterly reports
Water and Energy			
Provision of 3 water projects	- No. of stand taps functional	- Observation	- Quarterly reports
Connect to AES Sonel	- Availability of electricity - No. of people having electricity	- Secondary data - Observation	- Quarterly reports

Agriculture			
Equip CEAC Mbonge	- Quantity and quality of equipment received	- Secondary data	- After supply
Support to CIGs	- Amount received	- Secondary data	- After supply

7.3 Mechanism for the Preparation of AIP and Updating of the CDP

The CDP is a long-term development plan based on Growth and Employment Strategic paper (GESP) and Vision 2035. However, concrete plans of action are short-term oriented. First, a short-term 3-year plan derived from the long-term plan was established in conjunction with anticipated financial resources. Micro-projects involved are drawn from priority problems identified by village and by sector, leading to a few key sectors.

For the sake of this CDP of Mbonge municipality, 6 key sectors have been identified namely agriculture, basic education, secondary education, public works, public health and water and energy. These six sectors possess two or more areas of intervention derived from logical frameworks earlier developed. Consequently, annual implementation plans have been developed based on concrete resources already mobilized for this financial year.

For systematic implementation of the CDP, it is expected that the plan would be updated on yearly basis. For instance, micro-projects effectively executed should be cancelled from the long-term plan. The M&E committee has the mandate of updating the CDP. This activity should be properly documented and communicated to all partners in order to avoid duplication of efforts.

CHAPTER EIGHT: COMMUNICATION PLAN FOR THE IMPLEMENTATION OF THE CDP

Information flow is vital for effective decision-making during the course of implementation of the CDP. CDP stakeholders notably the council, technical services, contractors, villages/traditional authorities, donors, among others have to be aware of the implementation process. The communication plan is therefore derived from the M&E framework presented above. The table below presents the channel and technique of communication among stakeholders.

Table 14: Communication plan

Stakeholders	Council	Technical services	Communities	Contractors	Partners/donors
Council	<ul style="list-style-type: none"> • South – South or inter-council cooperation • Exchange visits 	<ul style="list-style-type: none"> • Direct communication • Formal • Joint meetings • During project implementation & ME meetings 	<ul style="list-style-type: none"> • Direct • Through VDC traditional authorities • Sensitization meeting on micro-projects • Joint M&E 	<ul style="list-style-type: none"> • Direct • Contracts 	<ul style="list-style-type: none"> • Direct • Proposals • Reports
Technical services		<ul style="list-style-type: none"> • Intersectoral meetings 	<ul style="list-style-type: none"> • Direct communication • Joint M&E 	<ul style="list-style-type: none"> • Direct communication for decentralized sectors 	<ul style="list-style-type: none"> • Direct through reports
Communities			<ul style="list-style-type: none"> • Exchange visits for experience sharing 	<ul style="list-style-type: none"> • Direct (meeting between contractor, VDC and village authority) • Sensitization on project implementation • Joint M&E 	<ul style="list-style-type: none"> • Indirect comm.

Contractors					<ul style="list-style-type: none"> • Indirect communication through project report
Partners / donors					<ul style="list-style-type: none"> • Donors meetings

CHAPTER NINE: CONCLUSION

The foregoing effort of Cameroon Government to foster decentralized participatory development enhanced by *National Community Driven Development Programme (PNDP)* has ushered in a new spirit of community and local development. Tandem to the Growth and Employment Strategy Paper (GESP) and Vision 2035, the CDP process is geared toward improving the socio-economic conditions of the population, especially those in the rural areas by reducing poverty and enhancing opportunities for growth and employment. Thanks to this initiative the Pan African Institute for Development – West Africa (PAID-WA), as a local support organization, accompanied Mbonge Council through the CDP process.

The goal of the CDP is to strengthen Mbonge council to be able to cope with, and also take advantage of the ongoing decentralization process in the country. This can be achieved through capacity building in the areas of participatory diagnosis, strategic planning, resource mobilisation and programming of interventions in the short, medium and long-term within the framework of the decentralized development financing mechanism.

The approach used for diagnosis was participatory, utilizing *Participatory Analysis Rapid Methods of Planning (PARM)* techniques and tools. These methods facilitated understanding of the realities of the rural areas. PARM is a whole set of methods and tools used to enable rural and urban populations to present the knowledge they have of their own situation and living conditions. A step-by-step approach, using different techniques and tools was adopted for the three diagnoses: council institutional diagnosis (CID), urban space diagnosis and village-by-village diagnosis by sector. CID was principally preoccupied with issues regarding human resources, council properties, finance, organizational functioning, and relationships. While settlement and land use were the main concern of urban space diagnosis, village level diagnosis had as main objective to identify development problems by sector.

Having validated the consolidated diagnosis, the next step was strategic planning, resource mobilization and programming. While strategic planning focused on long-term interventions (2020), programming was based on short and medium-term interventions, covering the main sectors—basic and secondary education, public health, public works, water, energy and agriculture.

For sustainability purposes, issues of socio-environmental impact have been identified in order to mitigate negative effects and foster positive ones. In the same vein, an M&E framework has been put in place to ensure the smooth implementation of the micro-projects as well as update the CDP as a whole, on yearly basis. The actual implementation of micro-projects invariably depends on availability of funds. Hence, more interventions can be tackled, should additional resources be mobilized. The end result, as mentioned in the vision of this plan is long-term improvement of living conditions of the people in the Municipality, which hinges on results-based management of the CDP, community commitment and involvement, stability of development financing and a vibrant and proactive management of Mbonge Council.

ANNEXES

Annex 1: MICRO PROJECTS PROFILE

Region: South West

Sector: Water and Energy

Project title: Electrification of Mbonge Marumba

Domain: Infrastructural Development

Implementing organisation: Mbonge Council

Duration: Four months

Partners: AES Sonel, Rural Electrification Project

Objectives: To provide electricity supply to the inhabitants of Mbonge Marumba

Cost: 85,000,000 (Eighty-five million) francs cfa

Contribution: Council = 25.000.000fcfa , PNDP = 25.000.000fcfa,
Community = 10.000.000fcfa

Beneficiaries: Inhabitants of Mbonge Marumba (about 14,250 inhabitants)

Project Description: The project's main activities of erecting poles, purchase of power supply lines and cables and purchase of a 3-face step down transformer and connecting it to the national electricity grid that leaves from Kumba to Ekondo Titi. These activities will be preceded by a feasibility study to be carried out by a consultant and LSO.

Environmental assessment: The above mentioned project poses little or no problems to the environment. Rather it will considerable reduce carbon emission and related pollution emanating from diesel generator plants locally used to generate electrical energy used for business/home consumption.
Aside of the environmental consideration, this project would boost economic activities and social services.

MICRO PROJECTS PROFILE

Region: South West

Sector: Public Works

Project title: Rehabilitation of Rural Roads

Domain: Infrastructural Development

Implementing organisation: Mbonge Council

Duration: Four months

Partners: Divisional Delegation of Public Works

Objectives: To ease the free movement of persons and goods

Cost: 25,000,000 (Twenty-five million) francs cfa

Beneficiaries: Inhabitants of Mbonge Council Area (about 14,250 inhabitants)

Project Description: The project consists of rehabilitating of 10km of rural roads. Rehabilitation will involve the resurfacing of 10km of road, provision of drainage and the construction of culverts and bridges, if necessary.

Environmental assessment: Considering that rehabilitation involves resurfacing of already existing rural road, the projects poses very little impact on the environment. However, measure should be taken to avoid dust pollution, which is a serious health hazard.

MICRO PROJECTS PROFILE

Region: South West

Sector: Public Health

Project title: Garbage Removal

Domain: Hygiene and Sanitation Services

Implementing organisation: Mbonge Council

Duration: Twelve months

Partners: Ministry of Urban Development and Housing and MINSANTE

Objectives: To improve on garbage collection and waste management within the municipality

Cost: 2,000,000 (Two million) francs cfa

Beneficiaries: Inhabitants of Mbonge Marumba (about 14,250 inhabitants)

Project Description: Project will consist of designing a garbage collection system and treatment center. It will include amongst other things, identifying a disposal site, putting in place a waste collection system to ease the collection, dumping of household and related wastes. Garbage cans will have to be constructed and placed at different dumping points in the respective residential areas.

Environmental assessment: The project will contribute positively to reducing pollution, thereby improving on environmental management.

MICRO PROJECTS PROFILE

Region: South West

Sector: Public Health

Project title: Provision of Medical equipment to the Kombone Health Center

Domain: Infrastructural Development

Implementing organisation: Mbonge Council

Duration: Two months

Partners: Mbonge Health District, Ministry of Public Health

Objectives: To improve access to quality health care delivery

Cost: 8,000,000 (Eight million) francs cfa

Beneficiaries: Inhabitants of Kombone Village and surrounding villages (about 8000 inhabitants)

Project Description: Project consist of renovating the dilapidated structure of the Kombone Integrated Health Center. It will involve providing basic health care equipment, that will enable the provision of basic primary health care to the beneficiaries population of Kombone Bakundu and surrounding villages.

Environmental assessment: This project possess little or no direct environmental impact. However, the health center needs to be cautioned on how it disposes of waste, especially toxic ones.

MICRO PROJECTS PROFILE

Region: South West

Sector: Basic Education

Project title: Construction of ten classrooms and three school latrines

Domain: Infrastructural Development

Implementing organisation: Mbonge Council and State

Duration: five months

Partners: Ministry of Basic Education

Objectives: To modernize school/classroom infrastructure in the municipality and improve on the learning environment in schools.

Cost: 99.000,000 (Ninety-nine million) francs cfa

Beneficiaries: Mbonge Marumba, Mabonji, Big Bekondo, Kombone and New Town
Barombi (about 9400 inhabitants)

Project Description: Entails the construction of classrooms with permanent materials, cement floor, drainages and roofed with corrugated iron sheets.

Environmental assessment: Minimise environmental degradation through the felling down of trees. This is the case of the classroom constructed on a new site, located within a forest area.