

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. PNDP design is in line with the Growth and Employment Strategy (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. 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.

Muyuka Council in Fako division is among the municipalities for PNDP phase II in the South West region. As a result, Muyuka 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 reports.

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 investment 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 CDP

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. It is in this section that issues for capacity building and institutional strengthening are addressed. 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 used *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 to 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, council development officer, and council finance officer; and members of civil society. Another category of participants was technical services, especially those already decentralized. MINEPAT representative too, was one of the key actors during the workshop, given the critical role this sector plays on planning and programming. 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 is established at the village level (Village Development Team) and at the Council level (comprising of some councillors) to be 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 area

Muyuka is a small town in Fako Division of the South West Region of Cameroon, located (4.72167°N and 9.64083°E) about 31km from Buea, the Region capital. It is host to one of the four councils (Muyuka council) that make up Fako Division. A total of some 18 villages make up the council area: Muyuka (Administrative Head Quarter of the Council), Masone, Munyenge, Lylale, Lykoko, Ikata, Bafia, Bavenga, Owe, Malende, Yoke, Ekona Mbenge, Ekona Lelu, Massuma, Leo La Buea, Mundame, Mpondu Balong and Mautu

3.2. Brief description of the bio-physical environment

Climate

Average monthly temperatures are like any other part of Fako division, with the hottest month recording a monthly temperature of 33°C (February and March) and the coldest months recording as low as 23°C (June–October)

Two major seasons exist in the area, the rainy and the dry seasons. In the past, the rainy season occurred from March and extends to October and the dry season from November to February each year. Present climatic change has caused variation in both seasons. The rainy season extends up to October and December.

Relief

The topography of this council area is characterized by steep/gentle slopes and lowlands. Settlements are located between 45m and 898m above sea level. The village with the highest altitude point above sea level is Ekona Lelu (898m) above sea level while Muyuka has the lowest location point of 45m above sea level.

Soil

Like any other part of the Mount Cameroon region, the Muyka municipality is rich in andosols even though water remains one of the vital natural resources appealing to the local inhabitants of the eastern slope. Traces of clay soils can also be found in certain areas. Generally, the area is rich in sandy soil, black volcanic soil with high humus content. However the Municipality is suffering from high soil erosion due to increasing human intervention.

Hydrology

The major water bodies in this municipality are the Yoke River found in Yoke, the Mungo River that flows across Mpondu village and “Lake Mboudong” in Masoni village and other small streams in various villages.

Flora and vegetation

Primary forest and secondary forest with savannah vegetation dominate flora species of the municipality. However, over 80% of the primary forest had long been exploited by timber companies.

Fauna

Wild life and domesticated animals are found within the Muyuka sub division. Cattle, goats, sheep, pigs, poultry (local and improved breeds), ducks, cane rats and rat moles constitute the domesticated animals whilst the antelope, hare, deer, monkeys, elephants, pangoline, chimpanzee, gorilla, bush baby and squirrels constitute those found in the wild. Moreover, the wild birds include: Grey headed sparrow, Swallow, Hawk, Weaver bird, Sunbird Owls, bats, Kingfisher and parrots.

Protected area

The main protected area in this municipality is the Bakundu Forest Reserve that cut across both Muyuka Subdivision and Mbonge Subdivision and the Mount Cameroon forest reserve that extends from Ekona Lelu to Munyenge.

Mineral resources

There is no evidence of mineral resources in this Subdivision as confirmed by community residents and no secondary data exists to disprove this.

Natural resources

Natural resources in the Council area are the gravel pits in Ekona Mbenge and Ikata village. Sand pits are also available in communities like Yoke and Malende.

Detail presentation of the Muyuka council bio-physical information can be found in the consolidated report.

3.3. History and people of the Council

Historical Background

The Muyuka council was created in 1956 as a Divisional Council. At the time of its creation, it was headed by a council administrator appointed by the then Ministry of Territorial Administration. The council then moved from a divisional council to a sub-divisional council in the early 1970's and then called as the 'Muyuka Rural Council' (MRC). The appellation of the council was later on changed to the 'Muyuka Council'(MC) following the signing into law of the 22nd July, 2004 (laws on decentralization), which transferred responsibilities and competences to councils and removed and transformed the rural/urban qualification to mere councils within the dispensation of decentralization. The monographic study of the council presented 18 villages made up of 98 quarters

Demography

Population size and structure

The population size of the Muyuka Municipality s estimated at 118,470 inhabitants with detail presentation in the table below.

Table 1: Demography data per village

Village	Homme	Femme	Jeunes (moins de 16 ans)	Enfants (moins de 5 ans)	Total
Munyenge	3000	4000	2000	7000	16,000
Masone	2	0	18	1	21
Lylale	100	200	700	500	1,500
Lykoko	800	1200	3000	2000	7,000
Bafia	1200	1800	2000	3000	8,000
Bavenga	30	18	2	0	50
Ikata	800	1200	1100	2000	5,100
Owe	1000	1500	3500	2000	8,000
Muyuka	2000	3000	12000	8000	25,000
Ekona Mbenge	7000	11000	3000	1300	18,000
Malende	4500	6500	1300	600	11,000
Yoke	4100	5900	700	300	10,000
Leola Buea	26	13	5	6	39
Massuma	23	2	0	0	25
Mautu	2500	3200	987	350	5,700
Mundame	60	40	12	5	100
Mpondo Balong	250	450	900	800	2,400
Ekona Lelu	387	148	25	3	535
TOTAL	27778	31578	31,249	27,865	118,470

Population Mobility

Population mobility includes movement within, out and into the municipality. Population mobility within the municipality is inter-communities. People migrate from other communities to settle in communities which are considered urban areas within the municipalities because of the present of basic amenities like schools, health care, water and electricity.

Other form of mobility is movement out of the Municipality (rural exodus). The reason for this flow of population is the search for better living conditions.

Characteristics of Vulnerable Population

The municipality has a significant number of vulnerable persons who are either stigmatized or neglected:

- ✓ persons living with disabilities(blind, deaf and dumb, aged persons, orphans),
- ✓ people living with HIV/AIDS, and
- ✓ aged persons

Ethnicity

Historically, two main ethnic groupings made up the municipality - the Bakweri and the Balong which could be described as the native inhabitants of the Council area. In recent times, the area has witnessed a surge in diverse ethnic representation drawn from within and without Cameroon comprising the Bangwa's, Bamileke, Bikom, Mankon, Bafut, Ibo's, Ibiobos.

Settlement pattern

Over the years, population and economic growth have transformed some a number linear settlement patterns to cluster. For example, communities like Munyenge, Bafia, Ikata, Owe, Muyuka, Ekona Mbenge, Malende and Yoke that are today classified as urban centers grew out from linear settlement patterns to cluster.

Religion

Christianity was introduced in the Municipality in the 1950s by the Basel mission. Since then, the acknowledgment and fear of the creator is embedded in the mines of residents in the Muyuka Municipality. For this reason, one could identify churches of different denomination in most villages in the Municipality. Some churches include: the Roman Catholic, Presbyterian Church of Cameroon, Baptist, Apostolic, Full Gospel church etc.

Economic Activities

A number of primary productive structure development and human welfare/livelihoods in the municipality was identified to include: agriculture, animal husbandry and fishing, hunting, forest exploitation, commerce and industries.

Opportunities presented by economic activities are employment, sources income, food self sufficiency which are all avenues for economy growth. The constraints are insufficient capital for expansion and inadequate sustainability skills. Consult the consolidated report for details regarding economic activities.

3.4. Basic socio economic infrastructure

Agriculture

Agriculture is the major economic activity and source of livelihood for majority of individuals, families and households in this Municipality. Consequently, the Government of Cameroon (GoC) has put in place technical services (though not effective) to assist farmers with modern production system. This service includes the sub divisional delegation of agriculture and agricultural post. Most residents of this municipality are involved in the cultivation of cash crops (cocoa, palm oil) and food crops (plantain, cocoyams, bananas, yams, maize,)

The potentials of this activity are that it provides source of employment and revenue to residents. The common problem associated with it is a drop in agriculture production and low productivity

Health

The Government of Cameroon has invested much in the sector of health in the Muyuka municipality. A District Medical Hospital, Medical Health Center (CMA), Integrated Health Center coupled with authorized private clinics is available in these communities. Communities with either public or private health infrastructure are Muyuka, Eknona Mbenge, Malende, Bafia, Ikata, and Munyenge.

The most prevalence diseases reported in the health sector are malaria and typhoid. Sexually transmitted diseases like HIV/AIDS, syphilis and gonorrhea as testified by officials of these centers.

Common problems related to health are inadequate medical equipment and staff.

Education

Various educational institutions present in this Municipality are the public and lay private schools at both basic and secondary level. Though the GoC has put in place technical services (sub divisional inspectorate for basic education and Delegation of secondary education) to monitor the smooth functioning of various schools in this municipality, these institution still face

the problem of inadequate pedagogic materials, limited classrooms and desks, ill equipped technical services and limited staff.

Water

Access to potable water within this municipality is inadequate. The service of CAMWATER is limited to Muyuka, Malende and Yoke and the rest of the communities like Ekona Mbenge, Mundame, Ekona Lelu, Bafia, Ikata and Owe have benefited from water schemes though insufficiency remain a greater problem due to large population size, and non treatment of water source or non functional water system remain a major problem

Electricity

With regards to energy, the source of energy in the council area varied in terms of types. Some communities like Owe, Ikata, Malende, Muyuka, Ekona Mbenge and Yoke are connected by AES Sonel while the rest of communities rely on private generator and wood fuel. Insufficient electricity supply remains a major problem to communities connected to AES Sonel.

Communication

Access to Radio signals in the Municipality can be considered adequate. Television signals are limited to community like Ikata, Bavenga, Muyuka, Mautu, Yoke, Malende and Ekona Mbenge. Cable network and print medium are areas to be encouraged. Insufficient access to communication media has led to low level of awareness in the Municipality.

Roads

Roads network linking communities within the Council area vary in states. The states of road within the council area are horrible especially during the rainy season. Vehicle plying the road during this period usually get stocked in mud pits and incidents of frequent accidents are frequent as testify by some residents of this communities.

Except for the paved main axes leading from Buea to Kumba that runs through the Municipality, the rest of the road infrastructures are earth and unpaved roads. Though these roads are passable all year round, the state of the roads remains in very bad condition. Investment in regular road maintenance is imperative to ease free movement of persons and goods as well as promoting diversification in economic activities

Environment

The environment is constantly under pressure from mankind. The search of farmlands and settlements space keeps increasing as time increases. Most farming systems are not eco-friendly, leading to land degradation.

Solid wastes are not properly disposed of. The absence of waste management system and/or waste disposal mechanisms in the municipality makes littering very common. Street/ roads and drainage system serve as dumping ground for household waste. This practice has contributed to the current poor hygienic and sanitation condition in the council area. The state of the art vis-à-vis waste disposal in some communities is shown in the picture gallery.

3.5. Potential and Resources of the council

These are features that if properly harnessed can present assets and opportunities to the Municipality. Analysis of these potentials takes in to consideration features within the physical environment and asset, opportunities and constraints within the environments. Detail analysis is presented in the table below.

Table 2: Summary of assets potentials and constraints of the bio-physical environment

Features	Assets	Potentials	Constraints
Climate	Equatorial rain climate (the rain and the dry season)	-Favours cultivation of cash and food crops. -It improves soil fertility through rapid decomposition of litter.	-It encourages rapid soil erosion and high soil nutrients lost through leaching. -It favours pests and diseases and breeding ground for mosquitoes. -windy and foggy atmosphere
Relief	Undulating terrain	-Offers settlement and farming areas	-
	Steep slopes	-Good scenery for aerial view	-Neither favour farming nor settlement -High soil erosion
Soil	Sandy and dark volcanic soil	-Favours cash and food crops cultivation	-High lost of soil fertility through leaching and soil erosion
Hydrology	Streams	-It can serve as good source for drinking, Laundry and washing	-Often dry off during the dry season.
	Rivers	-It can serves as source of water catchment, fishing and swimming grounds.	-Some of these rivers have poor bridges and culverts -Dead trap
	Lake (Lake Mboudong in Masone Village)	-Touristic potentials, fishing and leisure site	-Inaccessible
Vegetation	Primary,	-Shelter for wild	-Threat of human intervention

	secondary and savannah vegetation	life and avenues for both forest and non timber forest products (NTFP) -Some of the plants are medicinal plants	
Fauna	Wild and domesticated species	-Source of protein and income for community residence	-Threat of extinction of some endangered species like elephants -Rudimentary method of breeding domesticated animals
Protected areas	Bakundu and Mount Cameroon forest reserve	-Good touristic sites -Sanctuary for endangered animal species	-Human encroachment
Mineral resources	-	-	-
Natural resources	Sand and Gravy	-Source of employment and income generation -Source of revenue to the Council	-Environmental Degradation

Source: Field work 2011

3.6. Local development actors

Besides the Government of Cameroon and the local Municipality council who are the main development actors in this Municipality, other include: the RUMPI, GIZ, Non Government Organisation (NGOs) Common Initiative groups (CIGs), Cooperative societies and other socio-professional groups. Details can be found in the annexes.

CHAPTER FOUR: SUMMARY OF DIAGNOSTIC RESULTS

4.1. Summary of Council Institutional Diagnosis

The summary of Council institutional diagnosis takes in to account the strength, weakness, opportunity and threat (SWOT analysis) of the human resources, financial resources, material (assets) resources and relationships of the Muyuka council.

Table 3: SWOT analysis for human resources

Strength	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> -Structuration of the council well laid out in a defined organigram; -Key department and administrative heads qualified and trained; -Automatic valuation and advancement of staff; -Systematic and coherent appraisal of staff performance 	<ul style="list-style-type: none"> -Arbitrary implementation of institutional organigram by council management; -Non-existence of a human resource management division in the council; -No defined and applied human resource management policy; -Absence of staff hiring and staff recruitment policy and practice; -No job description and terms of reference for staff; -Weak control and follow-up mechanism of staff to ensure punctuality, assiduity, effective presence and production out; -High level un-professionalism and low level commitment to work output by majority staff; -Un-define career development profile for staff; -Low motivation and related incentives for staff; and -Non-existence of an internal rules and regulations for staff. 	<ul style="list-style-type: none"> -Actualize implementation of approved organigram; -Training in human resource management at PAID-WA; -Capacity development readily available through partnership with PNDP; -Develop and implement a career development plan for staff in collaboration with the ministry of Labor and Social Insurance; and -Improve staff capacity through allowing staffs undertake short term professional training courses. 	<ul style="list-style-type: none"> -Low productivity and poor performance output by staff; -Under-performance by council as a public service agency; -Non-attainment of the prescribed vision, mission and goals of the council over a defined time period; and -Low development pace of the municipality

Table 4: SWOT analysis of financial resources

Strength	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> -Technical competence and professional expertise of the head of the treasury department; -Diverse economic and financial/revenue potential in the municipality 	<ul style="list-style-type: none"> -Un-realistic budgeting by council; -Non-computerization of council accounts; -Huge reliance on manual entries and accounting procedures; -Porous and in-effective mechanism to recover and generate council revenue; -Non-exploitation of new opportunities for revenue generation; -Conflicting interests by management and poor collaboration between some council services with respect to revenue recovery; -Under-recovery of expected council revenue; -Absence of functional logistics to facilitate revenue generation by council; -Crushing work load/burden due to lack of qualified personnel's 	<ul style="list-style-type: none"> -Availability of modern accounting software applications; -Recruitment of qualified accounting graduates; -Training of staff in the OHADA accounting principles. 	<ul style="list-style-type: none"> -Discrepancies in council accounting data; -Unaccountability of council revenue; -Risk of Illicit and abusive enrichment by some council staffs; and -Financial deficits and indebtedness of council.

Table 5: SWOT analysis of material (assets) resources

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> -Existence of a stores accounting service; -Existence of an inventory of all council property; -Qualified personnel with experience on the job to carry out the assigned task; and -Well defined procedure established control measures to access and use council property. 	<ul style="list-style-type: none"> -Non respect of the laid down purchase procedure by management; -Non-registration of some council landed property by current and successive council management landed property; -Poor filing, archiving and storage of stores inventory; and -Non computerization of store records 	<ul style="list-style-type: none"> -Modern methods of filing, archiving and computerization of stores accounting data; 	<ul style="list-style-type: none"> -Abuse in use and encroachment/sale of council physical property; -Poor accountability of council property; and -Wastage of council (public) funds.

Table 6: SWOT analysis of Council relationships

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Strong and cordial relation between the council supervisory authorities - Cordial relation between council and traditional authorities 	<ul style="list-style-type: none"> - Undefined and unpredictable relation with sectors - Irregular relation with civil society - Lack of trust amongst staff members - One sided relation with business operators (tax payers not part of decision-making) - Difficulty to adopt and manage change 	<ul style="list-style-type: none"> - Sectors are willing to cooperate with council - Community & elites, interested in council affairs - Availability of CIGs & NGOs 	<ul style="list-style-type: none"> - Potential risk of losing support from sectors - Possible lack of confidence over council by business operators - Ever changing development environment

Axis for Strengthening

The proposed way forward for the council to improve on its performance (service delivery) in order to meet up with the present development challenges in general and Cameroon vision 2035 in particular takes in to consideration general management of the council as an institution, mode of communication(internal and external), human resources, financial resources, council assets and management of relationship. See Table 8 for details.

Table 7: Axis for Strengthening

Main axis for strengthening	Activities for reinforcement
General Management	Encouraged participative management style through frequent general staff meetings and coordination meetings so as consider staff's opinions.
	Develop internal rules and regulations for the council
	Regular monitoring and evaluation of various services activities.
	Institute regular feedback mechanism
	Improve on the office space and provide modern office stationeries and furniture for all offices
Communication (Internal and External)	Improved internal communication by putting in place Intel-com system, encouraged inter-services meetings and Memo writing.

Main axis for strengthening	Activities for reinforcement
	Improved external communication by developing the council Website, Email address and other materials like council brochures or flyers.
	Put in place suggestion box.
Human resources	Employed a Human Resource officer to manage personnel and other related issues.
	Institute staff recruitment policy document
	Terms of reference and Job descriptions be given to employed workers to define their responsibility
	Provides equal professional training opportunities for staff
	Institute mechanism for controlling staff present at work and actual work done.
	Institute a non discriminatory incentives and rewards system for all staff
	Provide working materials and logistics for both internal and out station duties for staff
Financial Resources	Avoid over budgeting by taking into consideration the council budgetary situation for the past three years and actual realization
	Involve the council technical committees and various service heads in the council draft budget orientation meeting
	Internal revenue assessment should be done prior to each budgetary session so as to avoid under budget or over budget of internal revenue of the council
	Make adequate assessment before privatizing internal revenue avenues.
	Strengthen the capacity of council revenue collection agents
	Set weekly target for all revenue collection agents

Main axis for strengthening	Activities for reinforcement
	based on assessment and budgeted amount and provide adequate logistics for this exercise
	Organize
	Construct more markets and increase spending on investment to increase avenue for internal revenue
	Improve on the financial control mechanism on the uses of council funds
Financial Resources	Exploit different external sources of funds like Foundations and Donors both home and abroad.
Council Assets	Institute control mechanism on the uses of council properties
	Computerization of inventory records
	Registration of all council landed properties
	Trained staff on the uses of council property
	Estimate life span for all council assets and auction them when this time is due.
	Renovate all council property
	Sensitize the general public on the existence and use of council properties for they are sources of internal revenue
	Construct permanent structures in council markets so as to increase council assets and internal revenue avenues
Council Relationship	Improve on council relationships by inviting all stakeholders for meetings when need arises
	Keep them informed on the management of council affairs
	To improve on relationship with the general public and boost council image, council management should involve in social activities like organizing

Main axis for strengthening	Activities for reinforcement
	sporting events, Donations and scholarships programmes
Municipal Councilors	Orientate the councilors on their roles as councilors in the management of council affairs
	Improve on councilor's capacities through regular seminars and short training courses
	Informed them well ahead of time on on-going council projects and respective contractors
	Involve them in the follow-up of council micro projects in order to avoid misunderstanding

4.2. Summary of Consolidated problem and needs per sector

Table 8: Consolidated problem analysis and needs per sector

Sector	Core problem	Causes	Effects	Micro-projects (Needs)	Village (s) concerned
Agriculture	Low agricultural yields	-Limited access to technical services -Limited access to farm inputs (chemicals, equipments) -Rudimentary farming method -Poor state of farm to market road	-High cost of living -Post harvest lost	Capacity building on modern farming method	All villages
				Capacity building of cooperative staff on Cooperative Management	Munyenge, Bafia, Ikata, Owe, Muyuka, Ekona Mbenge,
				Lobby for the creation of Farmer's Cooperative	Malende, Mautu, Yoke
				Rehabilitation of about 315km of farm to market roads	All villages
	Low productivity	-Inefficient farmer's Cooperative -Over exploitation by buying agents	-Unstable cash crops prices -Low prices of cash crops	Renovation of agricultural post	Bafia
				Construction of a bridge	Malende (over Ndongo river)
Public works	Difficult accessibility to communities	-Irregular maintenance of roads -Absence or poor construction of bridges/culverts -Absence of good drainage system	-High cost of transportation -Frequent accidents	Rehabilitation of 78.5km of road	All villages except Ekona Mbenge, Muyuka, Malende
				Construction of 3 speed breaks	Muyuka (2) (in front of our lady of Grace secondary school) and Malende (kindep junction)
				Construction of 3 culverts	Munyenge (1), Lykoko (3), Owe (1)
				Construction of slaps	Malende
Health	Inadequate access to quality health	Inadequate infrastructure (ill	-Prevalence of diseases	Upgrade health center status (from Integrated	Munyenge

	facility	equipped health centers) -Inadequate personnel -Long distances to nearby health centers	-High medical cost	Health center to a Medical Health Center	
				Lobby for the Construction of a modern District Medical Hospital	Muyuka
				Lobby for the creation/construction of functional Integrated Health Center	Malende, Mautu, Lykoko
				Extension and equipped Integrated Health center	Bafia, Ikata
				Equipped Government medical center	Ekona Mbenge
Basic Education	Inadequate access to quality Nursery and Primary education	-Limited staff -Limited classrooms -Absence of class rooms -No Drinking points -Poorly constructed latrines	-Un-conducive learning Environment -High absenteeism -High school drop out	Construction of 47 nursery school class rooms	Lylale (2), Lykoko Native (6), Muyuka (10), Malende (6), Owe (2), Ikata (2), Munyenge (9), Ekona Mbenge (5), Bafia (5),
				Renovate 8 nursery school class rooms	Muyuka (2), Munyenge (3), Ekona Mbenge (1), Yoke (2)
				Lobby for the creation of 4 functional GNS	Lylale, Lykoko Native, Mpondu Balong, Mautu
				Construction offices and staff quarters	Lylale, Lykoko Native, Mpondu Balong, Mautu, Muyuka, Malende, Yoke, Owe, Ikata, Munyenge, Ekona Mbenge, Bafia,
	No access to quality Government Nursery education	-Absence of Government Nursery School	-High illiteracy	Construction of 137 primary school class rooms	Lylale (6), Lykoko (20), Mpondu Balong (4), Mautu (1), Muyuka (16),

		-Long distance to nearby Nursery school			Malende (7), Yoke (8), Owe (4), Ikata (10), Munyenge (7), Ekona Mbenge (20), Bafia (34),
				Renovate 135 primary school class rooms	Lykoko (4) , Mautu (9), Muyuka (36), Yoke (8), Owe (6), Ikata (9), Munyenge (31), Ekona Mbenge (30), Bafia (2),
\ Secondary Education	Inadequate access to quality secondary education	-Limited or absence of class rooms -Limited staff	-High Absenteeism -High school drop out -Rural exodus	Construction of 43 secondary school class rooms	Muyuka (20), Munyenge (5), Ekona Mbenge (11), Munyenge (12)
				Renovate of 31 secondary school class rooms	Mpondu Balong (15), Muyuka (8), Munyenge (5), Ekona Mbenge (3),
	No access to quality secondary education	-Absence of Government secondary school -Long distance to nearby secondary school	-High level of illiteracy -Rural exodus	Lobby for the creation of 5 functional GSS	Lykoko, Ikata, Mautu, Mpondu Balong, Owe
				Lobby for the creation of 6 functional GTS	Lykoko, Ikata, Mautu, Mpondu Balong, Owe, Bafia
				Construction of 20 class rooms for GHS	Bafia (2), Muyuka (2), Ekona Mbenge (9), Yoke (7)
				Renovate of 67 class rooms for GHS	Bafia (8), Muyuka (40), Ekona Mbenge (11), Malende (8)
				Construction of offices and staff quarters	Muyuka, Munyenge, Ekona Mbenge, Munyenge, Bafia, Malende, Yoke

Water	No access to potable water	<ul style="list-style-type: none"> -Absence of water supply system -Non functional water system -Poorly constructed water system 	-Prevalence of water born diseases	Construction of pipe born water system	Masone, Munyenge, Lylale, Bavenga, Ekona lelu, leo
				Rehabilitate potable water system	Ikata, Ekona Mbenge
	Inadequate access to potable water	<ul style="list-style-type: none"> -Insufficient water point -Non repair of non functional water points -Broken pipes 	<ul style="list-style-type: none"> -Congestion at drinking points -Prevalence of water born diseases 	Construct 170 stanp taps	Leo la Buea (1), Muyuka (13), Bafia (20), Lykoko (20), Massuma (1), Owe (6) Yoke (25), Malende (15), Ekona Mbenge (10), Masone (1), Munyenge (50), Lylale (5), Bavenga (1), Ekona lelu (2)
				Capacity building of water management committee	All villages
Energy	No access to electricity	<ul style="list-style-type: none"> -Uncompleted Rumpi Electricity projects -Not connected to AES Sonel network -Absence of electricity supply system 	<ul style="list-style-type: none"> -Low level of economic activities -Low standard of living -High insecurity 	Completion of electricity project	Masone, Munyenge, Lylale, Lykoko, Bafia, Mpondu Balong, Massuma, Leo la Buea, Mundame, Ekona Lelu
	Inadequate access to electricity	<ul style="list-style-type: none"> -Low voltage -Absence of street lights 	<ul style="list-style-type: none"> -Low level of economic activities -Destruction of electrical appliances 	Extension of electricity	Ikata, Ekona Mbenge, Mautu

Commerce	Low commercialization of goods	-Poor or absence of market infrastructure -Poor road net work	-Low income level -High prices of basic goods -High cost of living	Construction of modern market	All villages except Masone, Lylale, Bavenga, Leo la Buea, Massuma, Mundame, Ekona lelu
				Extension of market	Muyuka, Ekona Mbenge
Women empowerment and promotion of the family	Inadequate access to women empowerment services	-Absence of women empowerment centers -Limited sensitization and capacity building of women	-Ignorant of basic rights and responsibilities -High teenage pregnancy -Low participation in decision making at home and community level -High level of illiteracy among women -Early marriages	Construction of 4 multipurpose women center	Muyuka, Ekona Mbenge, Bafia, Munyenge
				Capacity building on entrepreneur skills and rights and Health education	All villages
				Lobby for annual grant support for women for capital creation	All villages
Social affairs	Inadequate access to social services	-Absence of functional multipurpose centers -Limited minimum package from Government to cater for all categories of people with disabilities and vulnerability	-Feeling of neglect and abandonment -Ignorant of their rights -Increased number of street children -High level of school dropout among children of school going age -Child labour	Construction of 4 social centers	Muyuka, Ekona Mbenge, Bafia, Munyenge
				Annual support to social groups	All villages

Transport	Difficult to transport goods and services	-Poor state roads -High fuel prices -Absence of motor parks	-Slow economic activities	Extension of the Muyuka park and construction of 2 motor parks in Munyenge and Bafia	Muyuka, Munyenge and Bafia
Culture	Decline cultural values	-No cultural festivals in the Municipality -Absence of a cultural centers -Absence of community hall	-Difficult to mobilize the community -Low community initiatives -Non-respect of chiefs	Construction of 1 cultural center	Muyuka
				Construction of community hall	All villages
Employment and vocational training	Limited employment opportunities	-Limited number or absence of technical/vocational training centers -Low level of entrepreneurial skills	-High level of employment -High crime wave -Rural exodus	Lobby for the creation of 5 functional GTS	Lykoko, Ikata, Mautu, Mpondu Balong, Owe, Bafia
				Renovate 3 GTS	Munyenge(1), Muyuka (2),
				Youth capacity building on entrepreneurial skills and Job seeking techniques	All villages
				Annual grants for small business development	All villages
Youth	Inadequate access to youth empowerment services	-Absence of youth centers	-High juvenile delinquency Low contribution to the development of the Municipality	Youth capacity on group dynamics and entrepreneurial skills/construction of 2 youth animation centers	Muyuka, Munyenge
Environment and protection of nature	Environmental degradation	-Poor waste disposal -No reafforestation	-Prevalence of diseases	Planting of 10.000 trees in streets and schools	All villages

			-Climate change	Provision of 64 trash cans and capacity building on waste management	All villages
Communication	Inadequate access to communication media	-Limited national radio signal -Long distance to acquire newspaper	-Ignorant of Government and council issues in the field -Difficulties to communicate	-Lobby for the creation of functional community radio station	Muyuka
				-Lobby for the creation of CRTV control station	
				Creation of newspaper quos	
Post and telecommunication	Inadequate access to postal services	-Long distance to the only post office in the Sub division -Under equipped post office	Loss of confidence in the postal service	Renovation of post office	Muyuka
	Inadequate access to telecommunication	-Spotted telephone signals -Few cable distributors	-People have to go out of their homes and maybe to particular spots to make contact on phones -Not inform about global issues	Installation of 1 antenna	Bafia
Scientific research	Inadequate access to scientific research activities	-Underequipped research center at Ekona Mbenge -Inadequate personnel at the Ekona Mbenge research center	-Low level of scientific innovation	Renovate and equipped scientific research center	Ekona Mbenge

Higher Education	No access to higher education facilities	-No infrastructures for Higher education	-Rural exodus -High cost of higher education -School drop out	Construct 2 higher education orientation offices	Muyuka, Munyenge
				Annual scholarships for higher education	All villages
Urban Development and housing	Inadequate access to urban development and housing regulations	-Inadequate urban planning personnel	-Uncontrolled building of houses -Narrow street roads	Lobby for the Employment of 9 urban development and housing agents in the Municipality	Muyuka
				Develop master for all communities	All villages
State property and land tenure	Inadequate access to acquiring landed property regulations	-Inadequate personnel in this sector	-Most land lords do not own land certificate -Bottleneck in the acquiring of land certificate	Provision of settlement land (new lay out)	Mpondu Balong
	Inadequate land for settlement	-Occupation of land by C.D.C	-Congested settlement -Rural exodus	Sensitization on acquiring land title	All villages
Tourism	Underdeveloped touristic potentials	-Poor state of road	-Low level of economic activities -Few hotel facilities	Construction of 2km road and developing of leisure sites at the Lake Mboudong site	Masone
Forestry and wildlife	Indiscriminate exploitation of forest product	-Inadequate forestry personnel -Increase in population growth	-Climate change -Extinction of endanger species	Lobby for the employment of 18 forest guard agents	Muyuka
				Strengthen the capacity of local conservation groups and general sensitization on the needs to conserve the environment	All villages

				Provision of alternative means of livelihood to communities with protected areas	All villages
Sport and physical education	Inadequate access to sport facilities	<ul style="list-style-type: none"> -Inadequate sport teachers -Poor or absence of playing grounds -Absence of sport and physical education center 	<ul style="list-style-type: none"> -Under-utilised talents -Un-identified talents -Loss of interest in sport activities by residents 	Lobby for the employment of 13 sport teachers	Muyuka, Ikata, Bafia, Lykoko, Munyenge, Ekona Mbenge, Lylale, Owe, Malende, Mpondu Balong, Yoke, Mautu
				Construction of playing grounds	All villages
Livestock, fisheries and animal husbandry	Inadequate access to veterinary services	<ul style="list-style-type: none"> -Long distance to the only existing office in the Subdivision -Not enough staff in the only office -High prices of veterinary drugs -Few slaughter houses in the municipality 	<ul style="list-style-type: none"> -Prevalence of seasonal disease, sickness and death of livestock -Poverty and loss of interest of some involved in the activity -Low production 	Capacity building in livestock rearing and marketing	All villages
				Construction and renovation of 6 slaughter slaps	Muyuka, Ikata, Bafia, Lykoko, Munyenge, Ekona Mbenge
				Lobby for the employment of 9 veterinarian agents	Muyuka
Territorial administration and decentralisation	Inadequate access to security service	<ul style="list-style-type: none"> -limited enforcement of law and order personnel -Few security post 	<ul style="list-style-type: none"> -High crime wave -Long distances to security offices in Muyuka 	Construction of police post	Munyenge
				Settlement of land dispute with C.D.C	Ikata, Mpondu Balong

	Inadequate community land	-Occupation of land by C.D.C	-No farm land	Lobby for the employment of more personnel in the forces of law and order	Muyuka
Small and medium size Enterprise	Low level of small and medium size enterprise development	-Limited access to financial capital -Bottleneck in acquiring credit facilities -High taxes/patents	-High unemployment -Poverty -High crime wave	Capacity building on the formation of small enterprises	All villages
				Provision of yearly grants facilities to residents in the Municipality	All villages
Labour and social security	Inadequate access to labour and social security services	-Limited personnel in this sector	-Ignorant of labour code -Exploitation workers by employers -Late received of pension -workers in the private sector have no insurance cover	Capacity building on the rights of workers	All villages
				Lobby for early payment of pensions	All villages
Industrial mines and technological development	Low level of industrial and technological development	-Few industries -Limited access to financial capital -Bottleneck in acquiring credit facilities -High taxes/patents -Bottleneck in setting up industries	-High unemployment -Poverty -Rural exodus	Capacity building on the formation of industries	All villages
				Provision of yearly grants facilities to residents in the Municipality	All villages

Source: field data 2011

Details of the above analysis can be found in the consolidated report

CHAPTER FIVE: STRATEGIC PLANNING

5.1. Vision and objective of the CDP

Vision

By 2020, Muyuka municipality would have become an emerging council area 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. This would hopefully be achieved by identifying and harnessing socio-cultural and economic potentials of the municipality in a rational, transparent, and equitable manner, so as to ensure sustainability.

Strategic objectives of the CDP

- Improve access to basic and secondary education; health care delivery; water and energy; and other social infrastructure necessary for upgrading living standards;
- Improve the performance of Muyuka council through a more proactive and results-driven management of personnel, assets, financial resources, and relationships with stakeholders;
- Boost agricultural sector as the main engine for economic development by modernizing production and productivity through research, extension services, and capacity building of farmers, as necessary so to ensure food self sufficiency.
- Mainstream socio-cultural issues in the development of the Municipality by harnessing its rich cultural heritage and diversity;
- 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 frame works

Table 9: Logical frame works

Council Institutional Logical frameworks

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Improvement in socio-economic conditions of all inhabitants of the Municipality through better service delivery	-Improved income level of residents and general living standard	National per capital index	-Transparency in the use of Council funds -Recommendations of the CDP are respected -Government and other development actors support	-Improved management of council financial accounts -Realisation of projects in the CDP	-Council accounts records -Report from FEICOM and MINEPATE
Specific objective	. Increased collection of revenue by 50% by 2015 -Increased capacity of councils materials resources by 30% by 2015 -Human resources of the council reinforced by 70% by 2016 -Improved relationships between council and development actors 70% by 2017	-Increased in council investment budgets -Increased in council material assets -Number of council staff trained -Active participation of other development actors and civil society in projects realisation	-Council accounts records -Report from FEICOM and MINEPATE -Minutes of meetings held between the council and actors	-Recommendations of the CDP are respected -Positive change of attitude among council executive -A participatory style in employed	-Increased in council investment budgets -Increased in council material assets -Number of council staff trained -Active participation of other development actors and civil society in projects realisation	- Report from FEICOM and MINEPATE -Council staff

Results (Strategic axes)	R1) Increased collection of revenue	-Number revenue collector trained -Increased in council recovery revenue	-Council records -Council staff	Recommendation of council institutional diagnosis are respected	-Number revenue collector trained -Increased in council recovery revenue	-Council records -Council staff
	R2) Increased capacity of councils materials resources	-Increased acquisition of council assets	Store accountants records	Recommendation of council institutional diagnosis are respected	-Increased acquisition of council assets	Store accountants records
	R3) Human resources of the council reinforced	-Number of experts employed -Number of staff trained	-Human resource personnel records -Council records	Recommendation of council institutional diagnosis are respected	Number of experts employed -Number of staff trained	-Number of experts employed -Number of staff trained
	R4) Improved relationships between council and development actors	Increased number of protocol agreement	Council records	Recommendation of council institutional diagnosis are respected	Increased number of protocol agreement	Council records

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
R1) Increased collection of revenue	1.1 Train revenue collectors	-	Lump sum	3,000,000
	1.2. Assessment of revenue avenues		Lump sum	5,000,000
	1.3 Sensitize economic operators		Lump sum	10,000,000
	1.4 Institute Computerised accounting system		Lump sum	10,000,000
	1.5. Trained th MT and accounting staff on modern accounting software		Lump sum	10,000,000
	Miscellaneous		Lump sum	1,000,000
			Estimated sub total	39,000,000
R2) Increased capacity of councils materials resources	2.1) Completion of banquet hall	Lump sum	60,000,000	60,000,000
	2.2) Renovation council guest house and other buildings	Lump sum	20,000,000	20,000,000
	2.3) Computerised store management records	Lump sum	10,000,000	10,000,000
	2.4) Equipment and furniture offices	Lump sum	100,000,000	100,000,000
	2.5) Acquire civil engineering equipment (grader, bulldozer, camion, council ambulance etc)	Lump sum	100,000,000	100,000,000
	2.6) Acquiring of council ambulance bus	Lump sum		
	2.6) Miscellaneous		Lump sum	5,000,000
			Estimated sub total	295,000,000
R3) Human resources of the council reinforced	3.1 Review personnel status	Lump sum	2.000.000	2,000,000
	3.2 Elaborate & adopt staff training and development plan for the council	Lump sum	5.000.000	5,000,000
	3.3 Review work plan for staff and executive		2.000.000	2,000,000
	3.4 Train council executive		7.000.000	7,000,000
	3.5 Recruit qualified staff according to the organigram		23.000.000	23,000,000
	3.6) Miscellaneous		5,000,000	5,000,000
			Estimated Sub total	34,000,000
R4) Improved relationships between council and development actors	4.1 Organise systematic work session between decentralized technical services (DTS) to improve collaboration	Lump sum	10,000.000	10,000.000
	4.2 Formalise and harmonise relationship	Lump sum	2.000.000	2.000.000

	between the council and NGO and economic operators' groups			
	4.3 Improve coverage and community radio programme	Lump sum	10.000.000	10.000.000
	4.4 Develop council twining programme (South –South and North-North Cooperation)	Lump sum	21.000.000	21.000.000
	Miscellaneous		5,000,000	5,000,000
			Estimated sub total	48,000,000
	Grand total			416,000,000

BASIC EDUCATION

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Ensure quality basic education for all parts of the Muyuka Sub-division by 2017	- Recruitment of experienced qualified teachers; - Infrastructure improved.	-Examination results; -Pupils enrolment; -Creation of more schools	Parents prioritize the education of children.	- School requirements bought and fees paid; -School performance followed –up	School registers showing regular attendance
Specific objective	Improved equal access to quality basic education for all in the Muyuka Municipality by 2020	Higher rate of enrolment of children of school going age	School registers and school reports from inspectorate and basic education.	All facilities expected are put in place	-New public school opened; - School infrastructure modernized.	-School registers; - Public contracts awarded.
Results (Strategic axes)	1)Number of GS and GNS increased	Number of schools newly created	School/ Inspectorate reports	Adequate availability of funds	Increase in the budget of Basic Education	National Budget
	2) Number of teachers in the Muyuka Municipality increased.	Number of trained and experienced teachers recruited and posted.	-School/ Inspectorate report; -Teachers work contract and job descriptions.	Adequate availability of funds	Increase budget allocation to Basic Education	National Budget
	3)All schools endowed with basic, modern and standardized infrastructure (classrooms, benches, toilets, HM office, latrines, stand taps, trash cans)	Number of available infrastructure	-Site visit /Inspectorate of basic education's report; - School construction contract award.	Funds are available	Increase budget allocation to ministry of Basic Education	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Increase in the number of GS, GNS, and enrolment of children of school going age	1.1) Carry out inspection and assessment tours of all public schools in all the villages	44	Lump sum	750,000
	1.2) Carry out feasibility studies		Lump sum	2,500,000
	1.3) Construction of class rooms for nursery schools (Lylale(2), Lykoko native (6), Malende (6), Owe (2), Ikata (2) Munyenge (9), Ekona Mbenge (5) Yoke (3) and Bafia (5).	47	18,000,000	423.000.000
	1.4) Rehabilitation of 8 nursery school classrooms: Muyuka (2), Muyenge (3), Ekona Mbenge (1) and Yoke (1)	8	9,000,000	36,000 000
	1.5) Lobby for the creation of 4 functional GNS: Lylale, Lykoko native, Mpundu Balong and Mautu	4	Lump sum	72,000,000
	1.6) Construction of offices and staff quarters: Lylale, Lykoko, Mpundu Balong, Mautu, Malende, Yoke, Owe, Ikata, Munyenge, Ekona Mbenge and Bafia		Lum sum	200,000,000
	1.7) Construction of 137 primary school classrooms: Lylale (6), Lykoko (20), Mpundu Balong (4), Mautu (1), Muyuka (16), Malende (7), Yoke (8), Owe (4), Ikata (10), Munyenge (7), Ekona Mbenge (20), Bafia (34),	137	18,000,000	1.233.000.000
	1.8) Rehabilitate 135 primary school class rooms. Lykoko (4), Mautu (9), Muyuka (36), Yoke (8), Owe (6), Ikata (9), Munyenge (31), Ekona Mbenge (30), Bafia (2), Mundame (6)	135	9,000,000	607.500.000
			Estimated sub total	2,575,000,000
2) Increase the number of teachers in the Muyuka Municipality	2.1) Lobby for employment of more teachers in the schools in the municipality	-	Lump sum	-
	2.2) Advertising available positions and recruitment of trained teachers		Lump sum	200,000
			Estimated sub total	200,000
3) All schools have enough basic infrastructure (benches, latrines, trash cans, water points, electricity)	Assess basic infrastructural needs of various schools:			
	3.1) provision of benches	3053	20,000	61,060,000
	3.2) Provision of trash cans	200	5,000	1,000,000
	3.3) Construction of latrines	40	1,000,000	40,000,000
	3.4) Construction of fences	44	2,000,000	88,000,000
	3.5) Planting of trees in all schools	440	100,000	44,000,000
	3.6) Provision of water points	40	100,000	4,000,000
	3.6) Provision of electricity	35	1,000,000	35,000,000
	3.7) Tender process		Lum sum	1,000,000
	3.8) Monitoring and evaluation		Lum sum	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	245,060,000
	Grand total			2,859,260,000

SECONDARY EDUCATION

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Promote equitable and accessible quality secondary education	All children graduating from primary school are registered in secondary school	School enrolment statistics; Delegation reports; and Field inspection	Not all pupils who graduate from primary continue to secondary schools	Less holders of FSLC school drop out	School registers
Specific objective	Access to quality secondary education in the Muyuka municipality is significantly improved by 2020 by 100%	FSLC holders are enrolled in secondary schools	School records; Delegation reports; and Field inspection reports	Parents register children and provide their basic school needs	Less holders of FSLC school drop out	School registers
Results (Strategic axes)	1)- Increase in the number of public Secondary and Technical Schools and class rooms rehabilitated and constructed	-Number of new (general and technical) schools created -Number of students enrolled in each school	-School records; -Delegation reports; Field inspection; Public school contract award reports.	Adequate availability of funds	Increase budget allocation to ministry of Secondary education	National Budget
	2) Number of secondary school teachers and administrative staff in the Muyuka municipality increased	-Increase in the number of trained/experienced teachers; -Increase in the number of administrative staff	School records, Delegation Reports	Adequate availability of funds	Increase budget allocation to ministry of Secondary education	National Budget
	3) All schools have basic infrastructure (benches, toilets, laboratory/workshops library etc) recreation,	-At least new class rooms are constructed -At least desks are made for new	Delegation reports, Inspection reports	Funds are available	% increase in the budget for Secondary education	National Budget

	leisure and sporting facilities	and existing classrooms -At least 19 workshops constructed Number of schools having water and electricity supply	Field visits, Reports	-Water and electricity readily available in locality, Funds are available	-Number of available water sources	
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Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Number of Gov. Secondary and Technical Schools, class rooms constructed/rehabilitated and enrolment rate in the municipality increased	1.1) Carry out inspection and assessment tours to secondary schools (G.S.S. G.H.S. and G.T.C.) in the Muyuka Municipality		Lum sum	5,000,000
	1.2) Feasibility studies and site identification for new secondary schools.		500 000	44,500, 000
	1.3) Construction of 43 secondary school class rooms. Muyuka (20), Munyenge (5), Ekona Mbenge (11), Munyenge (12)	43	9,000, 000	387.000.000
	1.4)Rehabilitate of 31 secondary school class rooms Mpondu Balong (15), Muyuka (8), Munyenge (5), Ekona Mbenge (3),	31	9,000,000	279,000,000
	1.5) Lobby for the creation of 5 functional GSS. Lykoko, Ikata, Mautu, Mpondu Balong, Owe	5	Lum sum	225.000.000
	1.6) Lobby for the creation of 6 functional GTS. Lykoko, Ikata, Mautu, Mpondu Balong, Owe, Bafia	6	Lum sum	270.000.000
	1.7) Construction of 20 class rooms for GHS. Bafia (2), Muyuka (2), Ekona Mbenge (9), Yoke (7)	20	9,000,000	180.000.000
	1.8) Rehabilitation of 67 class rooms for GHS. Bafia (8), Muyuka (40), Ekona Mbenge (11), Malende (8)	67		301.500.000
	1.9) Construction of offices and staff quarters	89	Lum sum	100,000,000
			Estimated sub Total	1,567,000,000

2) Number of teachers and staff in secondary schools in the Njinikom Municipality increased	2.1)Lobby for employment/recruitment of more teachers in all schools in the municipality	-	Lum sum	2,000,000
			Estimated sub total	2,000,000
3) All schools have basic infrastructure (benches, toilets, laboratory/ workshops, library etc), equipment recreational, leisure and sporting facilities	3.1) provision of benches	3000	20,000	60,000,000
	3.2) Provision of trash cans	2900	10,000	29,000,000
	3.3) Construction of latrines	51	1,000,000	51,000,000
	3.4) Construction of fences	48	2,000,000	96,000,000
	3.5) Planting of trees in all schools	890	100 000	6,750,000
	3.6) Provision of water points	31	100,000	3,100,000
	3.6) Provision of electricity	89	1000,000	89,000,000
	3.7) construction of science laboratory, computer laboratory, library at GHS Bafia and workshops in GTS Munyenge and SAR SM Muyuka		Lum sum	200,000,000
	3.7)Tender process		Lum sum	1, 000 000
	3.8)Monitoring and evaluation		Lum sum	5,000,000
	Miscellaneous		Lum sum	5,000,000
			Estimated sub Total	466,850,000
	Grand total			2,035,850,000

Youth Affairs

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Harness youth capital development	-Youth participation in Municipal development activities/programs -Massive participation in manifestations	Delegation of Youth Affairs reports, -Observations -CNYC reports	Youth are ready to contribute to community development initiatives but unfortunately they are sidelined.	-Youth participation in Municipal development activities/programs -Youth development	-Reports of Delegation of Youth affairs -Observation
Specific objective	-Train / harness the effective contributions of 60% youth productive capacities for development by 2017 -Identify and register 70% of youths in associations by 2016 -Create Youth Association databank	-Youth participation in Municipal development activities/programs -Youth development -CYNC structures	Delegation of Youth Affairs reports, Visits	Youth are ready to participate in the community development.	-Youth participation in Municipal development activities/programs -Youth development	-Reports of Delegation of Youth affairs -Observation -CNYC reports
Results (Strategic axes)	1) Youth capital and skill development	Number of new professional and vocational training facilities created	Delegation reports, Inspection reports	Functional Youth Associations exist.	Increase in the number youths with professional training certificates	Registry
	2) A functional multipurpose youth centre is constructed.	At least one centre constructed	Delegation reports, Field visit reports	Funds are available	Increase in Youth Affairs budget	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Youth capital and skill development	1.1) Creation of youth association data bank in the municipality	-	Lump sum	1,000,000
	1.2) Youth capacity building on group dynamics and entrepreneurial skills in all villages	18	500,000	9,000,000
	Miscellaneous		Lump sum	1,000,000
			Estimated sub total	11,000,000
2) A functional multipurpose youth empowerment centre is constructed and equipped	2.1) Contact ministry for creation of youth multipurpose centre	-	200,000	200,000
	2.2) Feasibility studies and site identification	2	1,000,000	2,000,000
	2.3) Construction of 2 youth multipurpose centres in Muyuka and Munyenge	2	50,000,000	100,000,000
	2.4) Equipment and furniture	-	Lump sum	50,000,000
	2.5) Planting of trees	20	100,000	2,000,000
	2.6) Tender process		Lump sum	1,000,000
	2.7) Monitoring and evaluation		Lump sum	5,000,000
	2.8) Miscellaneous		Lump sum	5,000,000
			Estimated sub total	165,200,000
	Grand total			176,200,000

Posts and Telecommunications

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Economic operations and the population have access to quality post and telecommunication infrastructure	The number of telecommunication service users increased	Site visit, P&T and CAMPOST report	That users are viable enough to subscribe	Increase in the number of subscription	Network operators files
Specific objective	Improve access to post and telecommunication facilities and services by 80% by 2020	The number of telecommunication service users	Site visit, P&T and CAMPOST report	-Viable users -Operators for distribution	Increase in the number of new subscription	Network operator's records.
Results (Strategic axes)	1) The current postal network system within the sub-division is upgraded	Liaison Post Offices	Site visit, P&T and CAMPOST reports	Population use CAMPOST services	Increase in CAMPOST and P&T budget	National and CAMPOST Budget
	2) The receptivity of telecommunication signal of the existing networks are strengthened	Number of new antennae located in municipality	Site visit, Reports from P&T, CAMPOST and network operators	Site visit, Reports from P&T and CAMPOST	Increase in budget of network service providers	Budget of network service providers

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Current postal network system within the sub-division is upgrades	1.1) Feasibility studies on upgrading current postal service delivery system.		Lump sum	100,000
	1.2) Renovation		Lump sum	50,000,000
	1.3) Equipment and furniture		Lump sum	50,000,000
	1.4) Planting of trees	10	100,000	1,000,000
			Estimated sub total	111,100,000
2) The reception of signals of various operators is increased	2.1) Carry out feasibility studies, identification and installation of 1 antennae in Bafia		Lump	200,000,000
	2.2) Planting of trees	10	100,000	1,000,000
	2.3) Installation and extension of phone lines		Lump sum	10,000,000
	2.4) Tender process		Lump sum	1,000,000
	2.5) Monitoring and evaluation		Lump sum	5,000,000
	2.6) Miscellaneous		Lump sum	5,000,000
			Estimated sub total	222,000,000
	Grand total			333,100,000

Ministry of Women empowerment and promotion of the family

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Strengthen the social role of women, by sustaining livelihood activities and to ensure the sustainability of the family institution	-Participation of both women and men in the development related activities in the Municipality	Site visit, Women's empowerment delegation report	That traditional practice shall not militate against mainstreaming women in development.	The number of women involved in productive activities.	-Observation -Delegation reports
Specific objective	Promote the empowerment of the woman and the family in the Municipality by 70% in 2019	-Evidence of equal participation of both sexes in development work - Availability of policy frameworks promoting gender equality.	Site visit, Women's empowerment delegation report.	Women are willing to contribute toward the development of their communities	The number of women who are involved in productive activities	-Observation -Delegation reports
Results (Strategic axes)	1) A functional Women's empowerment center is available in the Muyuka Municipality	-At least four women empowerment centers are constructed; -Existing structures rehabilitated and equipped.	Site visit, Women's empowerment delegation report	Funds are available	Increase in the budget for Women's Affairs	National Budget
	2) Women groups and networks are adequately promoted and assisted	Number of women's groups assisted	Women's delegation report	Active women's networks exist	Increase in number of networks/ groups	Reports, surveys

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Functional women's centre available in the Municipality	1.1) Carry out feasibility studies and site allocations	4	1,000,000	4,000,000
	1.2) Construct and equip four women empowerment centres in Muyuka (1) Ekona Mbenge (1), Bafia (1), Munyenge (1)	04	40,000,000	160,000,000
	1.3) Planting of trees	20	100,000	2,000,000
			Estimated sub total	166,000,000
2) Women groups and networks are adequately promoted and assisted	2.1) Design and implement empowerment packages for women and the girl child through capacity building in diverse domains: entrepreneurship, women's right and health education etc	150	500,000	75,000,000
	2.2) Annual grants for capital creation		Lump sum	5,000,000
	2.3) Tender process		Lump sum	1,000,000
	2.4) Monitoring and evaluation		Lump sum	5,000,000
	2.5) Miscellaneous		Lump sum	5,000,000
			Estimated sub total	91,000,000
	Grand total			267,000,000

Environment and nature protection

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	To ensure sustainable management of existing ecosystems.	-Communities participation in the fight for climate change	-Observation -Delegation reports	That communities are ready to adhere to change by stopping traditional practices that destroy the environment	-Change in practices that have adverse environmental effects.	Delegation reports
Specific objective	Improved sustainable management of the environment and protection of nature in the municipality in 2016 by 60%	-Communities participate in programs and activities that protect the environment	Site visits, Council report, Environment and Nature Protection Delegation	That communities are ready to adhere to change by stopping traditional practices that affect the environment	-Change in practices that have adverse environmental effects; -Increase in the budget.	Delegation reports
Results (Strategic axes)	1) Proper waste management system instituted	-At least one garbage collection van acquired; -Number of garbage cans acquired; -Number of dump and waste treatment site(s) created.	Site visits, Council report, Environment and Nature Protection Delegation	Funds are available	Increase in the budget of environment and nature protection	National Budget
	2) Environmental conservation practices are improved.	Types of environmental friendly practices in use	Survey reports, Environment and Nature Protection Delegation report	Enabling environment	Decrease in the number environmental practices	Reports
	3) Environmental and nature protection consciousness and expertise are increased within the municipality.	Number of environment oriented staff at work.	Report of Environment and Nature Protection Delegation	Environment experts/staff exists	Increase in budget of service of environment and nature protection	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Proper waste management system instituted	1.1)Acquisition of waste collection and transportation van	01	42,000,000	42,000,000
	1.2) Provide garbage cans in all villages and towns in the municipality.		Lump sum	200,000,000
	1.3)Feasibility studies and selection of permanent dump site	01	600,000	600,000
	1.4) Planting of trees in streets	1,000	100,000	100,000,000
	1.5) Environmental and nature protection agents are recruited within the municipality.	9	Lump sum	1,000,000
			Estimated sub total	343,600,000
2) Environmental conservation practices are improved.	2.1) Sensitization campaigns on natural resource management, soil conservation and agro-forestry practices		Lump sum	10,000,000
	2.2) Put in place a sustainable environmental management plan		Lump sum	2,000,000
	2.3) Tender process		Lump sum	1,000,000
	2.4) Monitoring and Evaluation		Lump sum	
	2.5) Miscellaneous		Lump sum	5,000,000
			Estimated sub total	18,000,000
	Grand total			361,600,000

Employment and vocational training

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	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	More youths with employable and productive skills.	-Employment and Vocational training delegation reports; Statistics of vocational centers/schools	More parents are viable enough to send their children for technical and vocational training	-Skilled youths -Employment opportunities; -Job creation opportunities.	-Employment and Vocational training delegation reports
Specific objective	Improve on the level of employment and vocational training of more than 60% youth in the municipality by 2016	Rate of auto-employment within the municipality.	-By observation -Employment and Vocational training delegation reports	More parents are viable enough to send their children for technical training -Availability of funds	-Skilled youths -Employment opportunities	Employment and Vocational training delegation reports
Results (Strategic axes)	1) Youth employment opportunities in the municipality are created and increased.	Number of youths employed, Number of job opportunities created.	Employment and Vocational training delegation reports	Funds are available, Potential entrepreneurs exist in municipality	Increase in budget for employment and vocational training, Number of entrepreneurs	National Budget,
	2) The number of professional and vocational training centres is increased.	Number of centres created.	Employment and Vocational training delegation reports.	Funds are available, Potential entrepreneurs exist in municipality.	Increase in budget for employment and vocational training; Number of entrepreneurs.	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Youth employment opportunities in the municipality are created and increased	1.1) Youth capacity building on entrepreneurial skills and Job seeking techniques	18	5,000,000	90,000,000
	1.2) Annual grants for small business development		Lump sum	50,000,000
			Estimated sub total	140,000,000
2) The number of professional and vocational training centres is increased	2.1) Feasibility study and allocation of site		Lump sum	2,000,000
	2.2) Lobby for the creation of 5 G.T.C in Lykoko, Ikata, Mautu, Mpondu Balong, Owe, Bafia	5	54,000,000	270,000,000
	2.3) Renovate and equipped 3 G.T.C Munyenge(1), Muyuka (2),	3	Lump sum	100,000,000
	2.4) Planting of trees	80	100,000	8,000,000
	2.4) Tender process		Lump sum	1,000,000
	2.5) Monitoring and Evaluation		Lump sum	5,000,000
			Miscellaneous	5,000,000
			Estimated sub Total	311,000,000
	Grand total			451,000,000

Livestock, Fisheries and Animal Industries

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Intensify and modernize agro-pastoral, livestock and fishery production activities in the municipality.	Increase in local livestock production levels.	Reports from MINEPIA; Observation; Surveys	That livestock farmers are viable enough to acquire and practice modern methods to augment investments and production	-Increase in the supply of livestock	-Council reports
Specific objective	Improve the income levels of livestock farmers from livestock production, fisheries and animal industry activities in the municipality by 30% by 2015.	Number of individual groups and families engaged in livestock farming.	MINEPIA Delegation records, Surveys	-That livestock farmers are viable enough to augment investments - Funds are available, improved breeds are available	-Increase in the supply of livestock	-Council reports
Results (Strategic axes)	1) Livestock production system in the municipality is modernized and improved.	Quantity and quality of livestock produced; Scale of production system.	MINEPIA Delegation records, Surveys	Funds are available, improved breeds are available,	Increase in the budget of MINEPIA	National Budget
	2) Marketing facilities and infrastructure for livestock products improved	Number of facilities available	Site visits, MINEPIA Delegation Reports	Funds are available	Increase in the budget of MINEPIA	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) Livestock production system in the municipality is modernized and improved.	1.1) Lobby for the employment of 9 veterinarian experts in Muyuka	9	Lump sum	1,000,000
	1.2) Capacity building on modern livestock rearing, aquaculture and marketing.	18	5,000,000	90,000,000
	1.3) Annual grants for the promotion of livestock farming	All villages	Lump sum	50,000,000
			Estimated sub total	141,000,000
2) Marketing facilities and infrastructure for livestock products improved	2.1) Feasibility study and allocation of site		Lump sum	1,000,000
	2.2) Construction of 5 slaughter slaps, Ikata, Bafia, Lykoko, Munyenge, Ekona Mbenge	5	5,000,000	25,000,000
	2.3) Renovation of 1 slaughter slap in Muyuka	1	Lump sum	1,000,000
	2.4) Planting of trees	60	100,000	6,000,000
	2.4) Tender process		Lump sum	1,000,000
	2.5) Monitoring and evaluation		5,000,000	
			Miscellaneous	5,000,000
			Estimated sub total	39,000,000
	Grand total			180,000,000

Sports and Physical Education

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Promote sports and physical education activities in the Muyuka Municipality.	Structures put in place, Talents identified and managed.	Delegation reports	More young people are interested in sporting activities.	Talents identified and managed	Delegation reports on competitions
Specific objective	Improve access to sports and physical education infrastructure in the Muyuka municipality by 40% in 2015	Sporting complexes and structures developed and put in use	Delegation reports	Young people are interested and funds are available to develop infrastructure.	High rate of participation in Sports and Physical Education; Qualified, talented and competitive athletes identified and trained.	Delegation reports on competitions
Results (Strategic axes)	1) The sports and physical education is promoted infrastructural needs of the various communities in the municipality are improved	Infrastructural needs identified	Delegation reports	Funds are available, Suitable land is available	Increase in budget of Delegation of Sport and Physical Education	National Budget
	2) The services of the sports and physical education sector in the municipality are constructed, equipped and adequately staffed	At least one SPE office building is constructed and equipped, staff recruited	Sports and physical education Delegation reports, Site visit	Funds are available	Increase in budget of Delegation of Sports and PE	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) The sports and physical education is promoted and infrastructural needs of the various communities in the municipality are improved	1.1) Feasibility study and allocation of site for playing grounds		Lump sum	1,000,000
	1.2) Construction/renovation of 12 playing grounds Muyuka, Ikata, Bafia, Lykoko, Munyenge, Ekona Mbenge, Lylale, Owe, Malende, Mpondu Balong, Yoke, Mautu	12	100,000,000	1,200,000,000
	1.3) Lobby for the recruitment of 12 sport teachers in Muyuka, Ikata, Bafia, Lykoko, Munyenge, Ekona Mbenge, Lylale, Owe, Malende, Mpondu Balong, Yoke, Mautu		Lump sum	1, 000,000
	1.4) Annual inter-village sports competition		Lump sum	2,000,000
			Estimated sub total	1,204,000,000
2) The services of the sports and physical education sector in the municipality are constructed, equipped and adequately staffed	2.1) Feasibility study and allocation of site		Lump sum	1,000,000
	2.2) Construction of sub divisional delegation of sport and physical education		Lump sum	100,000
	2.3) Planting of trees	10	100,000	1,000,000
	2.4) Tender process		Lump sum	
	2.5) Monitoring and evaluation		Lump sum	5,000,000
			Miscellaneous	5,000,000
			Estimated Total	12,100,000
	Grand total			1,218,100,000

Tourism

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Develop and Promote the tourism industry.	Availability of touristic destinations	Tourism delegation reports	More individuals and agencies are involved in the tourism industry	Tourism agencies organizing touristic activities	Tourism delegation reports
Specific objective	Harness and exploit the touristic potentials in the municipality by 40% in 2016.	Number of new destinations in the municipality.	Tourism delegation reports	More individuals and agencies are willing to invest in the industry.	Tourism agencies organizing touristic activities	Tourism delegation reports
Results (Strategic axes)	1) Access to existing touristic sites in the municipality created and eased	Number of touristic sites accessed	Site visits, Tourism Delegation reports	Funds are available	% increase in budget for Tourism Delegation	National budget
	2) Modernization and standardization of Lodging and restoration/catering facilities in the municipality	Number of improved hotels and restoration services available.	Site visits, Tourism Delegation reports	Funds are available, Economic operators available	Increase in number of economic operators	National budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1)Improved access to existing touristic sites in the municipality created and eased	1.1) Feasibility study and assessment of the leisure needs of the Lake Mboudong in Masone village		Lump sum	5,000,000
	1.2) Construction of about 2km of road to the lake Mboudong site in Masone village	2	7,000,000	14,000,000
	1.3) Developing of the lake site for leisure purposes		Lump sum	500,000,000
			Estimated sub total	519,000,000
2) Modernization and standardization of Lodging and restoration /catering facilities in the municipality.	2.1)Encouraged and promote the provision of improved lodging and restoration services through capacity building.		Lump sum	3,000,000
	2.2) Tender process		Lump sum	1,000,000
	2.3) Monitoring and evaluation		Lump sum	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	14,000,000
	Grand total			533,000,000

Urban Development and Housing

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	To regulate and modernize urban development and housing in the municipality.	Development of infrastructures and implementation of council master plan	Site visit, Council and Urban Development Delegation reports	That Council dwellers are viable enough to adhere to council plan and changes.	No of planned individual and private properties constructed	Site visit, Council and Urban Development Delegation reports
Specific objective	Improve urban development and housing in the municipality for better living environment by 60% in 2017	-Urban master plan available -Proportion of town dwellers having access to basic utilities.	Site visit, Council and Urban Development Delegation reports	That Council area dwellers are viable enough to adhere to council plan and changes and funds available	Planned development and emerging suburbs	Site visit, Council and Urban Development Delegation reports and National budget
Results (Strategic axes)	1) Development and implementation of master plan for the municipality.	-Existence of municipality master plan.	Cartographic plan of the municipality	Funds are available	Increase in the budget for Urban Development Delegation	National budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1)) Development and implementation of an urban master plan for the municipality	1.1) Lobby for the recruitment of 9 urban development agents in Muyuka		Lump sum	1,000,000
	1.2) Community survey/planning for all villages		Lump sum	10,000,000
	1.3) Sensitization on the modalities for building plans and building permit		Lump sum	5,000,000
	1.4) construction of 4 ceremonial grand stands in Ikata, Ekona Mbenge, Bafia, Munyenge	4	10,000,000	40,000,000
	1.3) Tender process		Lump sum	1,000,000
	1.4) Monitoring and Evaluation		Lump sum	50,00,000
			Miscellaneous	5,000,000
			Estimated sub total	25,550,000
	Grand total			31,000,000

Scientific Research

Strategy		Indicators by level of strategy		Assumptions	Indicators of Assumption	
Level	Formulation	Indicators	Sources of verification		Indicators	Sources of verification
Vision, Goal, Global objective	To promote and involve villages in the municipality in scientific research and innovation.	Contributions to research, innovation and local best practices	Delegation reports	That communities are ready to participate and integrate and use new information and knowledge gained	Results being applied by communities in the municipality	Activity reports from the Delegation
Specific objective	To promote research and development in agriculture by 60% in 2015 in the municipality.	Contributions in research, innovation and local best practices improved	Delegation reports	That communities are ready to participate and integrate new information	Results being practiced by communities in the municipality	Activity reports from the Delegation
Result	Renovate and equip existing scientific research centers	Number of research equipped and renovated in the municipality	Delegation reports	Funds are available	Increase in the budget for Scientific research in the Delegation	-National budget

Results	Activities	Estimates		
		QTY	Unit Price	Amount
1) Renovate and equip existing scientific research centers	1.1)Renovate and equip research centers in Ekona Mbenge		lump sum	500,000,000
	1.2).Tender process		lump sum	1,000,000
	1.3) Monitoring and evaluation		Lump sum	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	511,000,000
	Grand total			511,000,000

Water and Energy

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Inhabitant of the Muyuka Municipality have access to clean and safe drinking water and electricity	More home connection, stand taps and electricity poles in the municipality	Water management committee and CAMWATER reports; -AES sonel reports	Families and individuals subscribed to existing networks systems	-Increase pipeline and extension -Increase in home users of water and electricity networks.	-CAMWATER and Community Water Management Committee reports -AES SONEL reports
Specific objective	Improve access to potable water and electricity supply in communities within the municipality by 80% in 2015	-Number of household connected to existing water and electricity network systems.	Water management committee and CAMWATER reports; AES sonel reports	Families and individuals subscribe to existing networks	-Increase pipeline and extension -Increase in household connections to existing water & electricity networks.	-CAMWATER and Community Water Management committee reports -AES SONEL reports
Results (Strategic axes)	1) All communities of the municipality have access to potable water and electricity supplies.	Number of communities accessed with water and electricity	Water and Energy Delegation records, site visits	Adequate funds are available	Increase in the budget of MINEE	National Budget
	2) Provision/ Rehabilitation and extension of existing water and electricity supply networks.	-Number of water schemes rehabilitated; -Number of new neighbourhoods covered by water and electricity supply.	-Water and Energy Delegation records, site visits -Community water management reports	Adequate funds are available	Increase in the budget of MINEE	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
1) All communities of the municipality have access to electricity in steady supply	1.1) Extention electricity in the municipality in Ikata, Ekona Mbenge, Mautu		Lump sum	10,000,000
	1.2) Completion of electricity project in Munyenge, Lylale, Lykoko, Bafia,		Lump sum	300,000,000
	1.3) Provision of electricity in Masone, Mpondu Balong, Massuma, Leo la Buea, Mundame, Ekona Lelu		Lump sum	500,000,000
	1.4) Feasibility study		Lump sum	10,000,000
	1.5) Tender process		Lump sum	1,000,000
	1.6) Monitoring and evaluation		Lump sum	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	831,000,000
2) Provision/ Rehabilitation and extension of existing water and electricity supply networks	2.1) Rehabilitation of existing water schemes (Ekona Mbenge, Ikata)		Lump sum	2,000,000
	2.2) Construction of pipe born water system in Masone, Munyenge, Lylale, Bavenga, Ekona lelu, Leola Buea		Lump sum	200,000,000
	2.3) Construction of 170 stand taps Leo la Buea (1), Muyuka (13), Bafia (20), Lykoko (20), Massuma (1), Owe (6) Yoke (25), Malende (15), Ekona Mbenge (10), Masone (1), Munyenge (50), Lylale (5), Bavenga (1), Ekona lelu (2)	170	200,000	340,000,000
	2.4) Capacity of water management committee in all villages		Lump sum	36,000,000
	2.5) Feasibility studies		Lump sum	10,000,000
	2.6) Tender process		Lump sum	1,000,000
	2.7) Monitoring and evaluation		1,000,000	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	347,000,000
	Grand total			599,000,000

Public Health

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Improved access to quality health care services in the municipality	-Increased number of integrated health centers -Increased number of health personnel -Reduced mortality and death rate	-Reports from the ministry of public health	-That investment budget for public health is adequately implemented	-Increased in public health investment budget	-Reports from the ministry of public health
Specific objective	By 2015, sustainably provide universal access to quality health services and care by 70%	-Under-five mortality is reduced by 2/3 by 2015 - Maternal mortality ratio is reduced by ¾ by 2015 - All adolescents and population of child bearing age have access to quality reproductive health services.	-Reports from the District Medical office for Muyuka and the regional delegation for health	-All medical personnel are effective and efficient at the work place -20% increased in public health investment budget	-More health centers constructed and equipped	-Reports from the District Medical office for Muyuka, the regional delegation for health and ministry of public health
Results (Strategic axes)	1) All communities in the municipality have access to quality health services	More health centers are constructed, equipped and adequately staffed	District health Service records, Field visits	-Public health investment budget is effectively and efficiently implemented	-More health centers constructed and equipped	Health records, Surveys
	2) A health centers are adequately equipped and staffed	-Increased recruitment of health personnel in the municipality	District health Service records,	-Funds are made available and properly managed	% increase in the budget for Public Health	National Budget
	3) All health centers environment are ameliorated	-All health centers in the Municipality have drinking points, latrines, incinerators	District health Service records, field visits reports	-Funds are made available and properly managed	10% increase in the budget for Public Health	National Budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
R1) All communities in the municipality have access to quality health services	1.1) Lobby for the Construction of a modern District Medical Hospital in Muyuka	1	200,000,000	200,000,000
	1.2) Lobby for the up grading of the Munyenge Integrated Health center to a Medical Health Center	1	100,000,000	100,000,000
	1.3) Lobby for the construction of functional Integrated Health Center in Lykoko, Malende and Mautu	3	50,000,000	150,000,000
	1.4) Feasibility study and site location		Lump sum	2,000,000
	1.5) Extension of the Ikata-Bavenger and Bafia Health center	2	20,000,000	40,000,000
	1.6) Annual sensitisation on hygiene and sanitation		Lump sum	10,000,000
			Estimated sub total	502,000,000
R 2) All health centers are adequately equipped and staffed	2.1) Recruitment of 2 medical doctors, 2 laboratory technicians, 16 midwives, 16 state nurses, 16 assistant nurses, 16 brevete nurses 16 auxillary staff		Lump sum	200,000,000
	2.2) Equipped and furnished all health centers with modern furniture and equipments		Lump sum	100,000,000
R3) All health centers environment are ameliorated	3.1) provision of 6 drinking points, 5 latrines, 8 incinerators, 8 staff quaters		Lump sum	100,000,000
	3.1) Planting of trees	80	100,000	8,000,000
	3.2) Tender process		Lump sum	1,000,000
	3.3) Monitoring and Evaluation		Lump sum	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	419,000,000
	Grand total			921,000,000

Public Works

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	All road network improve through rehabilitation and regular maintenance	% increased in public work investment budget	Report from ministry of public works, council and urban development	Funds are available and transparent in management of funds	Council budget and national budget on public work increased	Report from ministry of public works, council and urban development
Specific objective	Rehabilitate and maintain 78.5 km of existing road networks by 2017	Roads network rehabilitated and maintained	Council reports and site visit report	Funds are available and transparent in management of funds	Council budget and on public work increased	Report from ministry of public works, council and urban development
Results (Strategic axes)	R1) All existing motor-able roads are rehabilitated and regularly maintained	Number of Km of exiting roads rehabilitated and regularly maintained	Site visits, Public Works Delegation report	Funds are available	Council budget and on public work increased	Monitoring and evaluation reports
	R2) All bridges and culverts identified on the major access roads are constructed and maintained	Number of bridges and culverts constructed	Site visits, Public Works Delegation report	Funds are available	Council budget and on public work increased	Monitoring and evaluation reports

Result	Activity	Unit	Unit cost	Estimated cost (10%)
R1	Feasibility study	-	Lump sum	10,000,000
	Rehabilitate 78.5km of roads	78.5	7,000,000	549,500,000
			Estimated sub total	559,500,000
R2	2.1) construction of 3 culverts -Munyenge (1), Lykoko (3), Owe (1)	3	2,000,000	6.000.000
R3	2.2) Construction of 3 speed breaks- Muyuka (2-in front of our lady of Grace secondary school) and Malende (kindep junction)	3	1.000.000	3.000.000
	2.3) Construction of road slap at Malende		Lump sum	30,000,000
	2.4) Tender process		Lump sum	1,000.000
	2.5) Monitoring and evaluation		Lump sum	5,000,000
			Estimated sub total	45,000,000
	Grand total			604,500,000

Transport

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	To ensure economic growth by easing the movement of persons, goods and services in the municipality	Reduced accidents	Reports from ministry of transport	The council investment budget on construction of motor park increased	% increased in the council budget	Council reports
Specific objective	70% improved of transportation services in the municipality by 2017	Number of parks constructed	Council reports	The council more committed to improving the transport sector	% increased in the council budget	Council report
Results (Strategic axes)	1) All motor parks in the municipality are constructed and organised	Number of parks constructed	Site visit, Reports	Adequate land and funds are available	% increase in council budget	Council report
	2) drivers and Bike unions are well organised and functional	Reduced fighting and quarrelling among drivers and bike riders	Report on the number of participants trained	Funds are allocated for refresher courses	% increase in council budget	Council report

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
R1	1.1) Acquire land		Lump sum	10,000,000
	1.2) Feasibility study		Lump sum	3,000,000
	1.3) Construct motor parks in Munyenge and Bafia,		5,000,000	10,000,000
	1.4) Extension of Muyuka motor park		Lump sum	10,000,000
			Estimated sub total	33,000,000
		Lump sum		12,000,000
	Construct toilet	05	1,000,000	5,000,000
	Carry out feasibility studies	05	2,000,000	10,000,000
	Tendering	-	500,000	500,000
	Supervision	05	500,000	2,500,000
R 2	2.1) facilitate proper functioning of drivers and bike rider union through capacity building		Lump sum	5,000,000
			Tender process	1,000,000
			Monitoring and evaluation	5,000,000
			Estimated sub total	11,000,000
	Grand total			44,000,000

Culture

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	- Ensure the inter-generational preservation of the cultural patrimony	Number of annual cultural festivals held	Reports from the ministry of culture	Chief are more committed to inter-cultural promotion	Number of annual cultural festivals held	Reports from the ministry of culture
Specific objective	65% safeguard and promote the cultural identity and diversity in the municipality by 2017	Number of annual cultural festivals held	Regional delegation of culture	Chiefs and elites are committed	Number of annual cultural festivals held	Regional delegation of culture
Results (Strategic axes)	R1) Transmission of cultural heritage	Increased in cultural activities in the municipality	Regional delegation of culture	Funds are made available for annual cultural festivals organisation	Reflected in the council annual budgets	Council budget

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
R1) The culture has been valorised	1.1) Subsidise construction of 18 multipurpose community halls	18	50,000,000	900.000,000
	1.2) Construction of a cultural center in Muyuka	1	100,000,000	
	1.3) Organisation of annual cultural festivals		Lump sum	50,000,000
			Tender process	1.000.000
			Miscellaneous	5,000,000
			Monitoring and evaluation	5,000,000
			Estimated sub total	961,000,000
	Grand total			961,000,000

Commerce

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Develop an accessible marketing system that makes the acquisition and disposition of local, national and international goods at acceptable and affordable prices.	% increased in economic activities in the municipality	-Council report -Reports from the ministry of commerce	-Stable political and economic environment -Available funds	-% increased in economic activities in the municipality -Reflected in national and council budgets	-Report from the ministry of commerce -Report from Council
Specific objective	-All communities have access to modern market infrastructure by 2017 -Council market revenue collection improved	-Number of market constructed -% increased in council revenue	Council report	Council committed by facilitating the provision of fund -Available competent market masters/mistresses	-Increased in council and national budget	-Council report
Results (Strategic axes)	R1) Functional markets are created in all 11 village clusters.	Number of functional village markets created	Site visits, Council report	Funds are available,	% increase in the budget for the Council and MINCOMM-ERCE	National budget
	R2) Residents have access to market information especially on prices of goods and services	Residents level of market awareness improve	Discussions with communities residents	Council frequently transmit market information through various media and other means	% increase in the Council communication budget	Council report
	R3) Council market revenue collection increased	% increased in market revenue collection	Council financial report	Council have transparent market revenue collector	Number revenue collector trained	Council report

Results	Activities	Estimates		
		Qty	Unit cost/ Designation	Amount
R1) Functional markets are created in all 11 village clusters	1.1) Construction of 10 markets in Munyenge, Lykoko, Bafia, Ikata, Owe, Yoke, Malende Mpondu-Balong, mautu	10	40,000,000	400,000,000
	1.2) extension of 2 markets – Muyuka and Ekona- Mbenge	2	20,000,000	40,000,000
			Estimated sub total	440,000,000
R2) Residents have access to market information especially on prices of goods and services	2.1) Monthly transmission of market information (market prices of both cash and food crops and basic commodities		Lump sum	500,000
	2.2) Set price control committee		Lump sum	10,000,000
			Estimated sub total	10,500,000
R3) Council market revenue collection increased	3.1) Train market revenue collectors		Lump sum	1,000,000
			Tender process	1,000,000
			Miscellaneous	5,000,000
			Estimated sub total	7,000,000
	Grand total			457,500,000

Agriculture

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Ensure food security and nutritional status of the population and strengthen growth and employment in this sector	Increased in agricultural production and productivity in the municipality	-Report from the ministry of agriculture and rural development	Investment budget in this sector is increased and well implemented	Increasing in national budget	-Report from the ministry of agriculture and rural development
Specific objective	By 2016, 30% increased in agricultural production and productivity	-% increased in quantity and quality of agricultural produce -% increased in farmers income level	-Report from the ministry of agriculture and rural development	-Consistent subsidies to farmers -Improved access to extension services	- Increased number of farmer groups supported	-Report from the ministry of agriculture and rural development
Results (Strategic axes)	R1) Agricultural production in the municipality improved	Increased quantity and quality of yields -Amount earned by farmers increased	Agriculture/ Rural Delegation reports	Farm inputs are readily available, Farmers have access to improved farm inputs, Funds are available	- Increased number of farmer groups supported	Farm records, Divisional delegation report
	R2) Marketing facilities for agricultural products improved	Number of facilities available,	Site visits, Agric Delegation reports	Funds are available	% increase in the budget of MINADER	Farm records, Divisional delegation report
	R 3) Post harvest lose reduced	Availability of agricultural produce in the market and households	Delegation reports	Farms to market are rehabilitated regular	Farms to market roads constructed	Farm records, Divisional delegation report

Results	Activities	Estimates		
		Quantity	Unit cost	Amount
R1) Agricultural production in the municipality improved	1.1) Farmers capacity building on modern farming method through increased extension services in all villages		Lump sum	90,000,000
	1.2) Regularly assist farmers on farm inputs (cutlasses, hoes, pesticides, insecticide, fertilisers and genetic modified seedlings)		Lumpsum	180,000,000
	1.3) Renovate, equipped and staffed agriculture post in Munyenge		Lump sum	20,000,000
	.		Estimated sub total	290,000,000
R2) Marketing facilities for agricultural products improved	2.1) Strengthened capacity of cooperative management staff in Munyenge, Bafia, Ikata, Owe, Muyuka, Ekona Mbenge		Lump sum	30,000,000
	2.2) Creation of 3 functional farmers cooperative in Malende, Mautu, Yoke	3	10,000,000	30,000,000
	2.3) Regular market information on prices of cash and food crops		Lump sum	500,000
			Estimated sub total	65,500,000
R3) Post harvest reduced	3.1) Rehabilitation of about 315km of farm to market roads – all 18 villages	315	7,000,000	2,205,000,000
	3.2) capacity building on local food preservation in all villages		Lump sum	90,000,000
			Tender process	1,000,000
			Miscellaneous	5,000,000
			Estimated sub total	2,301,000,000
	Grand total			2,656,500,000

Social Affairs

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Social Affairs services are well coordinated and extended	Support units are functional	Report from ministry of social affairs	Available funds	Increased investment budget in this sector	Report from ministry of social affairs
Specific objective	More than 50% of vulnerable people in the Municipality are assisted and social structures valorised by 2016	Social structures made available	Report from sub divisional delegation and council	Transparency in the use of funds	Social structures available and vulnerable assisted	Report from sub divisional delegation and councils
Results (Strategic axes)	R1) Provide assistance to vulnerable people of the Municipality and valorise social structures	Social centers created -Social groups supported	Site visit	Funds are available	% increase in the budget for Social Affairs	Report from sub divisional delegation and councils

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
R1	1.1) Renovate, equipped and furnished the divisional delegation of social affairs	01	20,000,000	20,000,000
	1.2) Construct 4 functional multipurpose social centers- Muyuka, Bafia, Ekona-Mbenge, Munyenge	4	60,000,000	240,000,000
	1.3) Annual supports to social groups network		10,000,000	10,000,000
			Tender process	1.000.000
	Supervision	1	Monitoring and evaluation	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	290,000,000
	Grand total			290,000,000

Labour and Social Security

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Enhance good working conditions for private and public sectors by ensuring respect of labour laws	All workers are satisfied	Report from the ministry of labour and social security	Strict respect for the labour code	Increased number of workers registered with CNPS -Early payment of pension	-Syndicates reports - Report from the ministry of labour and social security
Specific objective	More than 50% of workers working and social security conditions are improved in the municipality by 2016	-Good pay package for all workers - All workers are registered with CNPS	-Staff delegates reports -CNPS report	Strict respect for the labour code	-Good pay package for all workers - All workers are registered with CNPS	-Staff delegates reports -CNPS report
Results (Strategic axes)	R1) All workers rights are fully protected	% increased in workers registration with CNPS in the municipality	Reports, Surveys	Both private and public sector respect national labour laws	-Good pay package for all workers - All workers are registered with CNPS	-Staff delegates reports -CNPS report -Employers records

Results	Activities	Estimates		
		Quantity	Unit cost/ Designation	Amount
R1	1.1) Annual capacity building on worker rights and general labour law		Lump sum	90,000,000
	1.2) Lobby for early payment of pension		Lump sum	10,000,000
			Tender process	1,000,000
			Monitoring and evaluation	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	106,000,000
	Grand total			106,000,000

Communication

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Information and communication accessible to all	Number of individuals using modern communication technologies.	Observation. Surveys and reports from the different service providers.	Government invests in communication system in the municipality.	Increased communication media channel	Ministry of communication
Specific objective	Improve access to communication facilities in the Council area	Number of antenna installed to boost network coverage.	Telecommunication reports of the different service providers	Government invests in communication system in the municipality.	Increased communication media channel	Telephone sector regulatory authority reports;
Results (Strategic axes)	R1) Improved postal network system in the Municipality	At least TV and radio signals are good	Site visits, Delegation report	Funds are available, Suitable site available	Budget for MINCOM/ CRTV	National budget
	R2) Improved reception of telephone signals in Municipality	Telephone signals available in all communities	Camtel report	Government invest in communication system in the municipality	Budget for MINPTT /CAMPOST	National budget

Results	Activities	Estimates		
		Quantity	Unit cost	Amount
R1) Improved postal network system in the Municipality	Liaise with MINPTT decentralized central services and CAMPOST to establish a mobile postal service system in Muyuks	01	Lump sum	15,000,000
R2) Improved reception of telephone signals in Municipality	Liaise with MINPTT decentralized /centralized services/telephone operators/telephone regulatory body to study the possibility of implanting more reception antennae in Muyuka Council area			1,000,000
	Grand total			16,000,000

Territorial Administration and Decentralization

Strategy		Indicators by level of strategy		Assumptions	Indicators of Assumptions	
Level	Formulation	Indicators	Sources of verification		Indicators	Sources of verification
Vision, Goal, global objective	Peace, stability and internal security maintained	Proper functioning of administrative units	Council report, security reports, DO's and SDO's reports	Local population are law abiding and peace loving.	Respect of state institutions	National budget
Specific objective	By 2015, decentralization process reinforced and local administration rendered effectively by 75%	Powers and competencies effectively transferred to decentralized structures	Council report, security reports, DO's and SDO's reports; MINADT reports	Local population are law abiding and peace loving.	Respect of state institutions	National budget
Results 1	Security ensured within the municipality	Number of police post increased	Council personnel records	Stable regime	Zero political strife	-Police and Div office records
Results 2	Settlement of land disputed with the CDC	Number of land disputes settled.	Sub divisional office	Stable regime	Zero political strife	-Police and Div office records
Result 3	Council management modernized and democratized .	Participatory management of councils structures	Council records; Reports	Stable regime in place	Harmony among management.	Council records
Results 4	Council management improved and democratized	-Number of council sessions increased. -% drop in decision making time -% increase in level of delegation of powers.	Council and DO's reports	Stable regime	Political stability	DO's SDO's and MINADT reports

Results	Activities	Estimates		
		QTY	Unit cost	Amount
1). Security ensured within the municipality	1 Construction of a Gendarmerie post in Munyenge		25,000,000	25,000,000
	Lobby for additional personnel in the forces of law and order		Lump sum	1,000,000
	Estimated sub total	-	-	26,000,000
2) Settlement of land disputed with the CDC	1. Advancement of land surrender negotiation talks between Ikata, Mpondu-Balong and CDC	Lump sum	1, 000,000	1,000,000
			Tender process	1,000,000
			Monitoring and evaluation	5,000,000
			Miscellaneous	5,000,000
	Estimated sub total	-	-	12,000,000
	Grand total			38,000,000

Small and Medium Sized Enterprises

Strategy		Indicator by level of strategy		Assumptions	Indicators of assumption	
Level	Formulation	Indicators	Sources of verifications		Indicators	Sources of verification
Vision, Goal, Global objective	Sustainable economic growth and development	Number of auto-employed small and medium size enterprises created.	-Register and reports of the regional/Divisional delegation of small and medium size enterprises; -Observation; and surveys	The population is largely innovative and enterprising.	New business enterprises established.	Department of small and medium size enterprises.
Specific objective	Facilitate the creation and management of small and medium sized enterprises by 80% in 2016	Reduction in time taken to open a small business venture	Register and reports of the regional delegation of small and medium size enterprises; Observation; and surveys	Individuals and groups can easily open up new businesses if the bureaucracies are reduced	Reduction in the length of time in starting and registering a small business enterprise	Ministry of small and medium size enterprises
Results 1	R1. Residents knowledgeable in business creation and management	Number of new small and medium sized enterprise created and functional	Delegation of Small & Medium sized enterprises -Taxation dept	Institutional constraints to the development of SME are removed	Appropriate production and marketing atmosphere.	Ministry of small and medium size enterprises
Results 2	R2. Credits facilities available in the municipality	% increase in facilities and incentives given to encourage the growth of SME's	Delegation of Small & Medium sized enterprises -Taxation dept	Financial constraints to the development of SME are removed	Available financial assistance (incentives) accorded to small entrepreneurs.	Ministry of small and medium size enterprises

Results	Activities	Estimates		
		Qty	Unit Price	Amount
R1. Residents knowledgeable in business creation and management	1.1)Capacity building on how to start and run a small/medium sized enterprise in all villages		Lump sum	90,00,000
	Estimated sub total			90,000,000
R2. R2. Credits facilities available in the municipality	2.1) Provision of annual credits facilities to residents for capital creation		lump sum	10,000,000
			Tender process	1,000,000
			Monitoring and evaluation	5,000,000
			Miscellaneous	5,000,000
		-	Estimated sub total	21,000.000
	Grand total	-		111,000.000

Higher Education

Strategy		Indicators by level of strategy		Assumptions	Indicators of assumption	
level	Formulation	indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global objective	Promote human capital development, research, knowledge and innovation.	Number of residents enrolled in institutions in the municipality	Reports from MINESUP; Observation and surveys	Parent can support part the cost of university education.	Number of residents enrolled in institutions in the municipality.	Reports from MINESUP
Specific objective	Increase number of students in higher education by 25% in 2020	Increases in the number of registered student.	University/higher institute of learning records	Parent can afford the cost of university education.	Students enrolled in to higher learning institutions.	Reports from MINESUP
Results 1	Residents are informed about higher institutions	Increases in the number of registered student..	- Council report	Collaboration of private sector	Number of authorizations granted by government for opening of schools	Ministry of higher education
Result 2	Higher education enrolment is encouraged	Number students attending institutes of higher learning	- Council report	Availability of counselling resources	Number of authorizations granted by government for opening of schools	Ministry of higher education

Results	Activities	Estimates		
		Qty	Unit Price	Amount
R1	-Construct of higher education orientation centers	2	50,000,000	100,000,000
R2	Provide annual scholarship to students pursuing higher education		Lump sum	10,000,000
			Tender process	1,000,000
			Monitoring and evaluation	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	120,000,000
	Grand total			120,000,000

Forestry and Wildlife

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Sustainable use of forest and wildlife resource in the Municipality.	Conservation and preservation of endangered forest and wildlife species	Conservation reports; Reports from the delegation of forestry and wildlife.	Population can resort to adaptive livelihood strategies	Number and types of alternative livelihood sources	Survey reports; Conservation reports
Specific objective	55% reinforcement of inter/intra generational conservation of forest and wildlife resources by 2017	Controlled exploitation of endangered plant and wildlife species	Conservation reports; Reports from the delegation of forestry and wildlife.	Urgent measures are needed to regulate the un-sustained exploitation of forest resources	Regulation of illegal forest exploitation and use.	Survey reports; Conservation reports
Results (Strategic axes)	1) Primary forests and all protected areas in the municipality properly managed	Number of protected forest reserve areas	Site visits, Appraisal reports, Forest and Wildlife Delegation reports	Alternative livelihood sources for communities exist	Number and types of alternative livelihood sources	Survey reports

Results	Activities	Estimates		
		Quantity	Unit cost	Amount
R1	1.1) Lobby for the employment of 18 forest guard agents	18	Lump sum	1,000,000
	1.2) Strengthen the capacity of local base conservation groups and general sensitization on the needs to conserve the environment	1	Lump sum	90,00,000
	1.3) Provision of alternative means of livelihood to communities with protected areas through capacity building	07	Lump sum	10,00,000
			Tender process	1,000,000
			Monitoring and evaluation	5,000,000
			Miscellaneous	5,000,000
			Estimated sub total	112,000,000
	Grand total			112,000,000

Industry Mines and Technological Development

Strategy		Indicator by level of strategy		Assumption	Indicators of assumption	
Level	Formulation	indicator	Sources of verification		indicators	Sources of verification
Vision, Goal, Global objective	Sustainable industrial and technological development	Number of industries created.	Register and reports of the regional delegation of industrial development	The population is largely innovative and enterprising.	New industries established.	Ministry of industry and technological development
Specific objective	Facilitate the creation of industries by 60% by 2016	Reduction in time taken to create industries	Register and reports of the regional delegation	Individuals and groups can easily open up new businesses if the bureaucracies are reduced	Reduction in the length of time in starting and registering a	Ministry of industry and technological development
Results 1	R1. Residents knowledgeable in industrial development	Number of industries created and functional	Regional Delegation of industrial development	Institutional constraints to the development of industries are removed	Appropriate production and marketing atmosphere.	Regional Delegation of industrial development
Results 2	R2. Credits facilities available in the municipality for industrial development	% increase in facilities and incentives given to encourage the growth of SME's	Delegation of Small & Medium sized enterprises -Taxation dept	Financial constraints to the development of SME are removed	Available financial assistance (incentives) accorded to small entrepreneurs.	Regional Delegation of industrial development

Results	Activities	Estimates		
		Qty	Unit Price	Amount
R1. Residents knowledgeable in industrial creation and management	1.1) Training/sensitization on how to create industries		Lump sum	90,00,000
	Estimated sub total			90,000,000
R2. R2. Credits facilities available in the municipality for industrial development	2.1) Provision of annual credits facilities to residents for industrial development		lump sum	10,000,000
			Tender process	1,000,000
			Monitoring and evaluation	5,000,000
			Miscellaneous	5,000,000
		-	Estimated sub total	21,000.000
	Grand total	-		111,000.000

State Property and Land Tenure

Strategy		Indicator by level of strategy		Assumption	Indicators of assumption	
Level	Formulation	indicator	Sources of verification		indicators	Sources of verification
Vision, Goal, Global objective	Improve on the management of state lands and property	Land disputes reduced -Rational distribution of land	Ministry of state property and land tenure	Officials respect government policy regarding state property and land tenure	Land disputes reduced -Rational distribution of land .	Ministry of state property and land tenure
Specific objective	65% rationalize the allocation of land resources and improve state property control by 2016	Communities have access to settlement land	Regional delegation of state property and land tenure Council report	Officials respect government policy regarding state property and land tenure	Communities have access to settlement land	Regional delegation of state property and land tenure Council report
Results 1	R1) Communities have enough settlement space and residents knowledgeable for land title acquisition	Settlement space available for all communities	Regional delegation of state property and land tenure Council report	Officials and stakeholders respect government policy regarding state property and land tenure	Communities have access to settlement land	Regional delegation of state property and land tenure Council report

Results	Activities	Estimates		
		Qty	Unit Price	Amount
R1) Communities have enough settlement space and residents knowledgeable for land title acquisition	1.1) Provision of settlement land (new lay out) to Mpondu-Balong		Lump sum	5,00,000
	1.2)Sensitization on acquiring land title in all villages			10,000,000
	Estimated sub total			15,000,000
	Grand total			15,000,000

5.3. CDP Estimated Budget

Table 9: Estimated budget

SECTOR	AMOUNT (FCFA)
Council Institutional Capacity	416,000,000
Agriculture	2,656,500,000
Basic Education	2,859,260,000
Secondary Education	2,035,850,000
Employment & Vocational Training	451,000,000
Public Health	921,000,000
Water and Energy	599,000,000
Public Works	604,500,000
Urban Development & Housing	31,000,000
Environment & Nature Protection	361,600,000
Forestry and Wildlife	112,000,000
Territorial Administration, Decentralisation & Maintenance of Order	38,000,000
Youth Affairs	176,200,000
Post & Telecommunication	333,100,000
Industries, Mines and Technological Development	111,000,000
Labour & Social Security	106,000,000
Livestock, Fisheries and Animal Industries	180,000,000
State Property and Land Tenure	15,000,000
Higher Education	120,000,000
Sport & Physical Education	1,218,100,000
Transport	44,000,000
Communication#	16,000,000
Culture	961,000,000
Social Affairs	290,000,000
Commerce	457,500,000
Women's Empowerment and the Family	267,000,000
Small & Medium Sized Enterprises, Social Economy & Handicraft	111,000,000
Tourism	533,000,000
Scientific Research and Innovation	51,000,000
GRAND TOTAL	16,076,610,000

5.4. Plans for the Use and Management of Land within Council Area

Table 10: Plans for the use and management of land within council space

Land space	Problem identified	Causes	Proposed solutions
Habitation zone	- Poor living environment	- No sanitation services - Unplanned settlement - Unauthorized built houses - Stray animals - No master plan for urban area	- Develop and implement town planning master plan - Institute sanitary services
Forest	- Significant degradation of the forest - Encroachment into reserve or protected areas	- Expansion of farms - Irregular and ineffective forest control	- Intensify control around protected areas - Encourage agro-forestry - Develop supplementary livelihoods
Lakes	- Drop in fish population - Pollution	- Uncontrolled fishing - Ignorance of surrounding population	- Develop eco-tourism - Sensitize riverine population
Farm lands	- Drop in soil fertility - Unsustainable farming practices	- Agricultural intensification	- Encourage sustainable agriculture
Rivers/ streams	- Drying off	- Exposure of catchments	- Protect catchment for streams used for domestic purposes

CHAPTER SIX: PROGRAMMING

6.1. Resource mobilization

This section indicates sources of finance and expected amount from sources as shown in the table below.

Table 11: Financial Resources for 2012 AIP

NO	SOURCE	AMOUNT
1	Loan from FEICOM	114,000,000
2	PNDP	66,000,000
3	Muyuka Council Investment Budget	160,000,000
4	Council contribution to PNDP	10,000,000
5	Africa Development Bank-ADB	4,500,000
6	Council contribution to ADB	500,000
7	Public Investment Budget (pending)	-
TOTAL		355,000,000

6.2. Midterm Investment Frame Work

Table 13: Three years implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Public works	Construction of 4 culverts	-Feasibility study	Owe	1			X	X	X	Council /PNDP
		-Award of contract	Lykoko		1		X	X	X	Council
		-Execution	Munyenge			2	X	X	X	Council
		-Follow up activities	Muyuka-kwekwe							
	Construction of slaps	-Feasibility study -Award of contract -Execution -Follow up activities	Malende			X	X	X	X	State

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Water and Energy	Construction of potable water source	-Feasibility study	Munyenge	X			X	X	X	Council/ADB
		-Award of contract -Execution -Follow up activities	Leo la Buea	X			X	X	X	Council /PNDP
	Rehabilitation of potable water source	-Feasibility study -Award of contract -Execution -Follow up activities	Malende Ikata Ekona Mbenge		X	X	X	X	X	Council

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Commerce	Construction of 3 U-shaped stores	-Feasibility study -Award of contract -Execution -Follow up activities	Ekona Mbenge, Munyenge, Yoke	X			X	X	X	Council
	Construction of 3 markets	-Feasibility study -Award of contract -Execution -Follow up activities	Munyenge,		X		X	X	X	Council
			Lykoko, Lylale		X	X	X	X	X	Council

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Transport	Construction of parking lot	-Feasibility study	Ekona Mbenge	X			X	X	X	Council
		-Award of contract	Lykoko		1		X	X	X	Council
		-Execution	Munyenge and Malende			2	X	X	X	Council
		-Follow up activities								
	Construction of two moto parks	-Feasibility study -Award of contract -Execution	Bafia, Munyenge		X	X	X	X	X	Council
	Extensions of Muyuka motor park	-Follow up activities	Muyuka			X	X	X	X	Council

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Culture	Completion of Banquet hall	-Supplier of materials -Execution -Follow up activities	Muyuka	X			X	X	X	Council
	Completion of community hall	-Feasibility study -Award of contract -Execution -Follow up activities	Munyenge			X	X	X	X	Council
	Construction of 2 community halls	-Feasibility study -Award of contract -Execution -Follow up activities	Lykoko, Malende		X	X	X	X	X	Council

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Basic education	Construction of 10 class rooms	-Feasibility study -Award of contract -Execution -Follow up activities	G.S Lylale GNS Yoke GNS Ekona Mbenge	6	2	2	X	X	X	Council /PNDP
	Renovation of 6 classrooms		G.S Mundame	X			X	X	X	Council /PNDP
	Lobby for the creation/const ruction of GNS	-Lobby activities -Feasibility study -Award of contract -Execution -Follow up activities	Mpundu-Balong		X	X	X	X	X	Council
	Construction of administrative block	-Feasibility study -Award of contract -Execution -Follow up activities	G.S Owe			X	X	X	X	Council

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Health	Supply of equipments and construction of latrine	-Feasibility study -Award of contract -Execution -Follow up activities	Bavenga-Ikata	X			X	X	X	Council/PNDP
	Lobby for the construction of Health center	-Lobby activities -Feasibility study -Award of contract -Execution -Follow up activities	Malende		X	X	X	X	X	Council /state
	Lobby for the construction of modern district hospital	-Lobby activities -Feasibility study -Award of contract -Execution -Follow up activities	Muyuka		X	X	X	X	X	Council /state

Three year implementation plan

Sector	Projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Urban development and housing	Construction of 3 ceremonial grand stand (public squares) Rehabilitate about 15km of street road	-Feasibility study -Award of contract -Execution -Follow up activities	Ikata, Bafia, Ekona Mbenge	X			X	X	X	Council/PNDP
			Muyuka-Kwekwe Yoke, Ekona Mbenge							
	Develop master plan for Muyuka Municipality	-Identification of experts -Feasibility study -Award of contract -Execution -Follow up activities	Muyuka Municipality		X	X	X	X	X	Council

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Agriculture	Rehabilitation of 90KM of farm to market road	-Feasibility study -Award of contract -Execution -Follow up activities	Ekona Mbenge, Bafia, Lilale, Leola Buea	30Km	30Km	30Km	X	X	X	Council

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Health	Planting of 10,000 trees	-Feasibility study -Award of contract	Allocated and distributed in all villages		X	X	X	X	X	Council
	Provision of 64 trash cans	-Execution -Follow up activities								

Three year implementation plan

Sector	projects	Activities	Place	Period of Execution			Means			Responsibility
				Y1	Y2	Y3	H	M	F	
Secondary education	Lobby for the creation and construction of functional GSS	-Feasibility study -Award of contract -Execution -Follow up activities	Lykoko and Malende		X	X	X	X	X	Muyuka Council

6.3. Summary Environmental impact assessment for a three-year investment plan

6.3.1. Main potential impacts (social and environmental) and Mitigation measures

Table 14: Socio-environmental impact

MICRO PROJECT	POTENTIAL SOCIO-ENVIRONMENTAL IMPACTS	SOCIAL-ENVIRONMENTAL MITIGATION MEASURES
BASIC EDUCATION		
Creation of schools and construction of classrooms and staff quarters	Diverse conflicts related to the choice of site.	- Systematically avoid setting up works in sensitive zones such as ; swampy areas, sacred zones, rivers, parks and protected areas, used zones, mountain sides etc ;
	Conflicts related to the use, and non durability or fragility of the work.	Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
	The loss of woody species related to the clearing of the site.	Re-afforestation around the works.
	Air pollution by dust due to the transportation of materials and circulation of machines	- Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source.
	Accident risks related to diverse movements and works	- Respect the distance between the road and the site. - Put project site sign boards; - Observe basic security rules (putting on the appropriate uniforms, speed limitation, etc.) - Ensure site security
	The increase of revenue within the micro project zone.	The recruitment of personnel on the basis of competition and transparency; - Favour the recruitment of the local population for mobilized labour as well as the use of labour intensive techniques.
	The increase in the prevalence rate of STD/HIV/AIDS, and eventually on poaching	Sensitize the direct beneficiary population and personnel on STDs and HIV/AIDS, and on poaching through bill boards and meetings.

	Accident risks related to diverse movements and works	<ul style="list-style-type: none"> - Respect the distance between the road and the site. - Put project site sign boards; - Observe basic security rules (putting on the appropriate uniforms, speed limitation, etc.) - Ensure site security
Provision of desks and tables for classrooms	Conflicts related to the use, and non durability or fragility of the work.	Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
	The loss of woody species related to work	Re-afforestation of used wood species
SECONDARY EDUCATION		
Creation of schools and construction of classrooms and staff quarters	Conflicts related to the use, and non durability or fragility of the work.	Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
	The loss of woody species related to the clearing of the site.	Re-afforestation around the works.
	Air pollution by dust due to the transportation of materials and circulation of machines	<ul style="list-style-type: none"> - Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source.
	Accident risks related to diverse movements and works	<ul style="list-style-type: none"> - Respect the distance between the road and the site. - Put project site sign boards; - Observe basic security rules (putting on the appropriate uniforms, speed limitation, etc.) - Ensure site security
	The increase of revenue within the micro project zone.	The recruitment of personnel on the basis of competition and transparency; <ul style="list-style-type: none"> - Favour the recruitment of the local population for mobilized labour as well as the use of labour intensive techniques (HIMO). ;
	The increase in the prevalence rate of STD/HIV/AIDS, and eventually on poaching	Sensitize the direct beneficiary population and personnel on STDs and HIV/AIDS, and on poaching through bill boards and meetings

	Accident risks related to diverse movements and works	<ul style="list-style-type: none"> - Respect the distance between the road and the site. - Put project site sign boards; - Observe basic security rules (putting on the appropriate uniforms, speed limitation, etc.) - Ensure site security
PUBLIC HEALTH		
Construct Integrated Health Centers	Conflicts related to the use, and non durability or fragility of the work.	Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
	Air pollution by dust due to the transportation of materials and circulation of machines	<ul style="list-style-type: none"> - Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source.
	The loss of woody species related to the clearing of the site.	Re-forestation around the works.
	The increase in the prevalence rate of STD/HIV/AIDS, and eventually on poaching	Sensitize the direct beneficiary population and personnel on STDs and HIV/AIDS, and on poaching through bill boards and meetings
Create pharmacies	Conflicts related to the use, and non durability or fragility of the work.	Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
Equip IHC with basic furniture	Conflicts related to the use, and non durability or fragility of the work.	Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
AGRICULTURE AND RURAL DEVELOPMENT		
	Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	<ul style="list-style-type: none"> - Count the persons / homes affected and evaluate their property. - Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms

Construction of farm to market roads	The increase in the prevalence rate of STDs/HIV/AIDS	<ul style="list-style-type: none"> - Sensitize the direct beneficiary population and personnel on STDs, HIV, poaching through billboards and meetings. - Put bill boards for prevention.
	Accident risks related to works.	<ul style="list-style-type: none"> - Put site sign boards; - Observe basic security rules (the wearing of the appropriate uniforms, speed limits, etc.)
	The increase of revenues within the micro-project zone.	<ul style="list-style-type: none"> - The recruitment of personnel on the basis of competence and transparency ; - Favour the recruitment of local labour as well as the use of labour intensive techniques (HIMO);
	Noise or sound pollution by the noise generated by a functioning generator.	<ul style="list-style-type: none"> - Buying of generators endowed with anti-noise mechanisms ; - Secure the generator within a site equipped to that effect; - Avoid installing a generator in the midst of or near habitation or public services
PUBLIC WORKS		
Construction of culvers and rehabilitation of major roads	Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	<ul style="list-style-type: none"> - Count the persons / homes affected and evaluate their property. - Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms
	Air pollution by dust due to the transportation of materials and circulation of machines	<ul style="list-style-type: none"> - Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source.
	Accident risks related to works.	<ul style="list-style-type: none"> - Put site sign boards; - Observe basic security rules (the wearing of the appropriate uniforms, speed limits, etc.)
	The increase of revenues within the micro-project zone.	<ul style="list-style-type: none"> - The recruitment of personnel on the basis of competence and transparency ; - Favour the recruitment of local labour as well as the use of labour intensive techniques (HIMO);
WATER AND ENERGY		
	Risks related to land acquisition for micro project localization	<ul style="list-style-type: none"> - Sensitize and inform affected persons on the necessity of a site and choice criteria. - Obtain a land donation attestation, signed by the village chief and proprietor of the site.

Provision of potable water source	Pollution of water points either by phytosanitary products or latrines	<ul style="list-style-type: none"> - Forbid farming with phytosanitary products around the immediate borders of the site (maintain a distance of at least 300 metres) - Maintain latrines at least 50 m from the water point
	Conflicts related to the use, and the non durability or fragility of the work	<ul style="list-style-type: none"> - Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms.
Rehabilitate water source and stand taps	Conflicts related to the use, and the non durability or fragility of the work	<ul style="list-style-type: none"> - Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms.
	Pollution of water points either by phytosanitary products or latrines	<ul style="list-style-type: none"> - Forbid farming with phytosanitary products around the immediate borders of the site (maintain a distance of at least 300 metres) - Maintain latrines at least 50 m from the water point
	Impacts related to the pollution due to waste oil from vehicles or machines	<ul style="list-style-type: none"> - Use adapted machines/ change filters - Put in place recuperation tanks of machine oils and get them returned to specialized enterprises.
	Pollution of water points either by phytosanitary products or latrines	<ul style="list-style-type: none"> - Forbid farming with phytosanitary products around the immediate borders of the site (maintain a distance of at least 300 metres) - Maintain latrines at least 50 m from the water point
	Risks of contamination and the infiltration of dirty and muddy water.	<ul style="list-style-type: none"> - Render secure water points by building a fence around; Render impermeable the sides with tiles or marble stones
	Perturbation of water quality.	<ul style="list-style-type: none"> - Regular physico-chemical water treatment.
	The increase of revenue within the micro-project zone.	<ul style="list-style-type: none"> - Favour the recruitment of local labour as well as the use of labour intensive techniques(HIMO) - Recruitment to be done on the basis of competency and transparency
CULTURE		
Completion of Banquet hall/Construction of council halls	Air pollution by dust due to the transportation of materials and circulation of machines	<ul style="list-style-type: none"> - Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source. -

	The loss of woody species related to the clearing of the site.	Re-afforestation around the works.
	The increase in the prevalence rate of STD/HIV/AIDS, and eventually on poaching	Sensitize the direct beneficiary population and personnel on STDs and HIV/AIDS, and on poaching through bill boards and meetings
	The increase of revenues within the micro-project zone.	<ul style="list-style-type: none"> - The recruitment of personnel on the basis of competence and transparency ; - Favour the recruitment of local labour as well as the use of labour intensive techniques
COMMERCE		
Construction of U-shape stores and markets	Conflicts related to the use, and non durability or fragility of the work.	Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms
	Diverse impacts related to the choice of site.	Systematically avoid setting up works in sensitive zones such as ; swampy areas, sacred zones, rivers, parks and protected areas, used zones, mountain sides etc ;
	Impacts related to solid waste generated as a result of work.	Preview garbage cans for the evacuation of solid wastes which will be taken to be emptied ;
TRANSPORT		
Construction of motor parks	Impacts related to the pollution due to waste oil from vehicles or machines	<ul style="list-style-type: none"> - Use adapted machines/ change filters - Put in place recuperation tanks of machine oils
	Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	<ul style="list-style-type: none"> - Count the persons / homes affected and evaluate their property. - Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms
	Air pollution by dust due to the transportation of materials and circulation of machines	<ul style="list-style-type: none"> - Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source.
	Accident risks related to works.	<ul style="list-style-type: none"> - Put site sign boards; - Observe basic security rules (the wearing of the

		appropriate uniforms, speed limits, etc.)
	The increase of revenues within the micro-project zone.	<ul style="list-style-type: none"> - The recruitment of personnel on the basis of competence and transparency ; - Favour the recruitment of local labour as well as the use of labour intensive techniques (HIMO);
URBAN DEVELOPMENT AND HOUSING		
Construction of ceremonial grand stand (public squares) and rehabilitation of street roads	Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	<ul style="list-style-type: none"> - Count the persons / homes affected and evaluate their property. - Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms
	Air pollution by dust due to the transportation of materials and circulation of machines	<ul style="list-style-type: none"> - Respect the project site security rules and regulations (wearing of masks, boots,) - Watering the works with water from a permanent water source.
	Accident risks related to works.	<ul style="list-style-type: none"> - Put site sign boards; - Observe basic security rules (the wearing of the appropriate uniforms, speed limits, etc.)
	The increase of revenues within the micro-project zone.	<ul style="list-style-type: none"> - The recruitment of personnel on the basis of competence and transparency ; - Favour the recruitment of local labour as well as the use of labour intensive techniques (HIMO);
ENVIRONMENT AND PROTECTION OF NATURE		
Planting of trees and provision of trash cans	-Reduced global warming	-
	-Proper waste management encouraged	-
	-Risk of destruction of trees by residents	Adequate sensitization before and during planting of trees
	-Risk of destruction of trees by animals	All planted trees should be protected especially when still very young
	Delay in the disposed of waste when collected	A consistent follow up effort to ensure that those responsible for the dispose of waste actually do their work in time

6.3.2 Simplified Socio- environmental management plan:

The plan consists of precision for each environmental measure envisaged in the triennial plan, actors (institutional arrangements), costs, periods and follow up actors.

Table 14: Simplified Socio- environmental management plan:

Environmental measures	Tasks	Actors to be put in place	Period	Follow up Actors	Cost	Observations
Training of Council Development officer on environment issues and on the social and environmental management framework of the PNDP	Prepare the terms of Reference (ToR)	PNDP	2012	Delegation MINEP ; Delegation MINAS ; PNDP ; Council	-	If the council provide funds
Use of socio –environmental Screening form for micro projects (during feasibility studies)		Consultant in-charge of feasibility studies for micro-projects	2012	Delegation MINEP ; Delegation MINAS ; PNDP ; Municipal councilors; Council Development officer	PM (Contract Award, Tender)	Related cost should be included in the micro project conception cost.
Training of COMES (Council sessions extended to sector ministries) on safeguards policies and on social and environmental aspects to be taken into consideration		PNDP, Council	2012-2013	Delegation MINEP ; Delegation MINAS ;	Incorporated into the PNDP budget	

Provision to carry out simplified environmental impact studies	<ul style="list-style-type: none"> -Prepare the ToR ; - Make sure ToR is approved; - Recruit a consultant ; - Carry out the studies 	PNDP, Council (municipal councilors)	2012-2014	Delegation MINEP ; Delegation MINAS ; PNDP ; Council Development officer ; Municipal councilors	It cost at least 7millions FCFA for a simplified study, and around 8 to 10 million FCFA for detailed study	In case of resettlement, the cost is to be borne by the council.
Provision to compensate displaced persons		Council/ municipal councilors		-Council -MINDAF -MINAS	To be evaluated	The cost is to be borne by the council
Follow up on the social and environmental management plan, the contractors (entrepreneur) and also the environmental measures of projects retained	<ul style="list-style-type: none"> - Extraction of environmental measures of the MPs - Elaborate a follow up plan of the measures 	Council Development officer/ Steering committee of the CDP	During Work execution 2012-2014	Delegation MINEP ;MINAS ; PNDP ; Municipal Councilors	Integrated within the council budget	
Respect of environmental clauses contained in the tender document and the micro project environmental measures.	<ul style="list-style-type: none"> -Include the clauses in the Tender document ; - Put operational the clause 	<ul style="list-style-type: none"> -Council, PNDP -Entrepreneurs or contractors 		Delegation MINEP ; Council development officer ; Municipal Councilors	PM,(contract award - Integrated in the Micro-project cost)	

6.4. Annual Investment Plan for Priority Projects

Table 16: Annual Investment Plan

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Council Institutional strengthening	Building of council treasury and fencing of council chambers	-Award of contract	Muyuka		X	X	X	X	X	X	X	X	X	X	X	X	114M	FEICOM	
		-Execution			X	X	X	X	X	X	X	X	X						
		-Monitoring																	
	Purchase of Municipal Ambulance Bus				X	X	X	X	X	X	X	X	X			60M	Council budget		

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Public works	Constructi on of 1 culvert	-Award of contract	Owe		X									X	X	3M	PNDP		
		-Feasibility studies				X													
		-Execution					X	X	X	X	X	X	X					X	
		-Monitoring			X	X	X	X	X	X	X	X	X					X	

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Agriculture	Rehabilit ation of 30km of farm to market road	-Award of contract -Feasibility studies -Execution -Monitoring	Bafia, Lylale, Ekona Mbeng e, Leola Buea		X									X	X	20M	Council budget		
						X	X												
								X	X	X	X	X	X					X	
					X	X	X	X	X	X	X	X	X					X	

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsi bility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Water and energy	Provision of potable water source	-Award of contract -Feasibility studies -Execution -Monitoring	Munye nge		X										X	X	5M	ADB/Coun cil Budget	
						X													
							X	X	X	X	X	X	X	X					
	Provision of potable water source		Leola Buea		X	X	X	X	X	X	X	X	X				7M		PNDP/Cou ncil Budget

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Commerce	Constructi on of 3 U- shape stores	-Award of contract	Ekona Mbenge, Yoke Munyenge		X									X	X	15M	Council budget		
		-Feasibility studies				X	X												
		-Execution						X	X	X	X	X	X					X	
		- Monitoring			X	X	X	X	X	X	X	X	X					X	

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Transport	Constructi on of parking lot	-Award of contract	Ekona Mbenge ,		X									X	X	15 M	Council budget		
		-Feasibility studies				X													
		-Execution					X	X	X	X	X	X	X					X	
		- Monitoring			X	X	X	X	X	X	X	X	X					X	

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Culture	Completion of second phase of banquet hall	-Award of contract	Ekona Mbenge, Yoke Munyenge		X										X	X	60M	Council budget	
		-Execution				X	X	X	X	X	X	X	X	X					
		-Monitoring			X	X	X	X	X	X	X	X	X	X					

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Basic Educati on	Construction of 6 classrooms (clr)	-Award of contract -Feasibility studies -Execution -Monitoring	-G.S Lylale- 2clr		X										X	X	48M	PNDP/Council Budget	
			-G.N.S Yoke-2clr			X													
			-G.N.S Ekona Mbenge- 2clr				X	X	X	X	X	X	X	X					
	Renovation of 2 classrooms		G.S Mundame		X	X	X	X	X	X	X	X	X	X			3M	PNDP/Council Budget	

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Health	Supply of equipments and construction of latrine	-Award of contract -Feasibility studies -Execution -Monitoring	Ikata-Bavenga health center		X										X	X	5M	PNDP/Council budget	
						X													
							X	X	X	X	X	X	X	X					
					X	X	X	X	X	X	X	X	X	X					

Annual Plan of Action for Muyuka Council Development Plan

Sector	Projects	Activities	Place	Period of execution (Months)												Means			Responsibility
				1	2	3	4	5	6	7	8	10	11	12	H	M	F		
Urban Development and Housing	Construction of 3 ceremonial grand stand (public squares)	-Award of contract -Feasibility studies -Execution -Monitoring	Ikata Bafia Ekona Mbenge		X										X	X	25M	Council budget	
						X													
							X	X	X	X	X	X	X	X					
	Rehabilitate about 15KM of streets road		Muyuka – Kwekwe, Yoke Ekona Mbenge		X	X	X	X	X	X	X	X	X	X			15M		Council Budget

6.3.3 Operational Plan for Vulnerable Groups

Table 17: Operational Plan for Vulnerable Groups

Activity	Indicators	Resp.	Funding
Identify OVCs health, psychological and educational needs	No. of OVCs identified	- Council - Divisional delegation of Social Affairs	- Council - MINAS
Provide educational and medical support for OVCs	No. of OVCs supported	- Council - MINAS	- Council - MINASD - Others
Identify physically challenged / handicapped (blind, cripple etc)	No. of handicapped identified	- Council - MINAS	- Council - MINAS
Provide material support to handicapped	No. of handicapped supported	- Council - MINAS	- Council - MINAS - NGOs
Construct social center for the old, handicapped, vulnerable etc	No. of people having access to social center	- Council - MINAS	- MINAS
Identify key socio-economic issues affecting the women and widows	No of widows identified	- Council - MINAS	- MINAS
Provide socio-economic support to needy women and widows (esp. rights, educational, income generating, etc.)	No of needy women/widows supported on social and economic related activities	- Council - MINAS	- MINAS

6.5 Contract award plan

The procurement of goods and services for the implementation of the CDP is in line with the national policy and norms governing public contracts. However, there are internal rules and regulations for development actors that guide the managing of contracts. While many actors may be involved in the council development process, the procedures of contract award for a few key partners is presented below:

- Public Investment Budget (PIB) for projects of 5,000,000 and above
- Conditionality of the conventions with FEICOM and PNDP

Table 18: Contract Award Plan

Contract Award Plan

COUNCIL: MUYUKA COUNCIL																			
Description of project	Responsible officer	Partners	Type of selection (cotation/call for tender)	Estimated Amount	Source of finance	Preparation of DAO	Lunching of Tender (publication)		Technical and financial evaluation		Non Objection from the NCU		Négociation		Award		Provisoinary acceptance		Observations
							projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	
Building of council treasury office and fencing of council chambers	FEICOM	Muyuka council	Call for tender	114million	Loan from FEICOM	National contract award board	-	-	-	-	-	-	-	-	-	-	-	-	Award of this contract is not the Muyuka responsibility
Completion of second phase of Banquet hall	Council	-	Call for tender	60 million	Council budget	Muyuka council	05/03/20012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-

COUNCIL: MUYUKA COUNCIL

Description of project	Responsible officer	Partners	Type of selection (cotation/call for tender)	Estimated Amount	Source of finance	Preparation of DAO	Lunching of Tender (publication)		Technical and financial evaluation		Non Objection from the NCU		Négociation		Award		Provisory acceptance		Observations
							projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	
Purchase of Municipal ambulance bus	Council	-	Call for tender	10million	Council budget	<i>Muyuka council</i>	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/05/2012	-
Rehabilitation of 30km of farm to market road	Council	-	Call for tender	20 million	Council budget	<i>Muyuka council</i>	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-
Provision of water source in Munyenge	Council	ADB	Call for tender	5 million	ADB/council	<i>Muyuka council</i>	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-
Provision of water source in Leola Buea	Council	PNDP	Call for tender	7 million	PNDP/Council	<i>Muyuka council</i>	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-
Construction of U-shape stores and parking lot	Council	-	Call for tender	30 million	Council budget	<i>Muyuka council</i>	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-

COUNCIL: MUYUKA COUNCIL

Description of project	Responsible officer	Partners	Type of selection (cotation/call for tender)	Estimated Amount	Source of finance	Preparation of DAO	Lunching of Tender (publication)		Technical and financial evaluation		Non Objection from the NCU		Négociation		Award		Provisory acceptance		Observations
							projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	projected date	Realised date	
Construction of 6 classrooms	Council	PNDP	Call for tender	48 million	PND P/Council	Muyuka council	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-
Supply of health equipment/ Construction of latrine	Council	PNDP	Call for tender	5 million	PND P	Muyuka council	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/05/2012	-
Construction of 3 ceremonial grand stand (public squares)	Council	-	Call for tender	25 million	Council budget	Muyuka council	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-
Rehabilitation of 15km of streets road	Council	-	Call for tender	15 million	Council budget	Muyuka council	05/03/2012	16/03/2012	19/03/2012	27/03/2012	28/03/2012	02/04/2012	03/04/2012	09/04/2012	10/04/2012	11/04/2012	16/04/2012	16/07/2012	-

CHAPTER SEVEN: MONITORING AND EVALUATION MECHANISM

7.1. Composition and function of a committee in charge of M&E of the CDP

There will be committees at various levels to monitor and evaluate the CDP. These committees constitute individuals of both men and women who can read and write, committed and duty conscious, high moral value and a good sense of judgment.

Village Level

At the Village level, a Village Development Committee (VDC) was constituted to be responsible for 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 monitoring Committee led by the Mayor, made up of people of integrity who should selflessly monitor and evaluate the implementation of various micro-projects within the municipality.

The monitoring 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 and general policy and norms of the given sector. 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 system and Indicator

The system highlights various projects to be implemented by sector, projects indicators, monitoring and evaluation tools and frequency of reporting of the monitoring and evaluation exercise.

Table 19: Monitoring and Evaluation System and Indicator

Activities	Indicators	Tools	Frequency of reporting
Education			
Construction of classrooms	- Availability of classrooms - Availability of GNS structure	- Direct observation - Reception reports - Audit reports	- Mid-term reports - End of project reports
Provision of benches	- No. of desks and benches		
Public Health			
Provision of equipment/ construction of latrine	- Availability of equipment - Latrine available	- Reception	- Needs assessment report - Reception report
Agriculture			
Rehabilitation of farm to market road	- No. of km motorable road available	- Observation - Sector report	- Quarterly reports
Public works			

Construction of culvert	- Culvert constructed	- Sector report - Project reception report	- End of project report - Quarterly report
Water and Energy			
Provision of potable water source	- No. of stand taps functional - No of communities supplied	- Observation - Sector report	- Quarterly reports - End of project report
Commerce			
Construct U-shape stores	- No of store constructed	- Field visit - Direct observation	- Quarterly reports - End of project report
Culture			
Completion of Banquet hall	- Availability of Banquet hall	- Direct observation	- Quarterly reports - End of project report
Urban Development and Housing			
Construction of 3 ceremonial grand stand (public square	- Availability of grand stands	- Direct observation	- Quarterly reports - End of project report
Rehabilitate street roads	- Street road rehabilitated	- Direct observation	- Quarterly reports - End of project report
Transport			
Construction of parking lot	- Parking lot available	- Direct observation	- Quarterly reports - End of project report
Council Institution Strengthening			
Construction of council treasury and fencing of council chambers	- Treasury office available - Council chambers fenced	- Direct observation	- Quarterly reports - End of project report
Purchase of Municipal ambulance Bus	- Municipal ambulance bus available	- Direct observation	- Council assets report

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 and medium term oriented. An annual investment plan and triennial plan, for instance, have been formulated in conjunction with anticipated financial resources. These plans have bearing with micro-projects and priority problems identified by village and by sector.

For the sake of this CDP, key sectors have been affected for first year interventions namely commerce, basic education, public works, public health and water and energy, transport, commerce, urban development and housing and agriculture. The nine sectors possess two or more areas of intervention derived from logical frameworks earlier developed. The choice of micro-projects and number of sectors is a consequence of available resources. 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 OF THE CDP

8. 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 20: Communication plan for the CDP

Stakeholders	Council	Technical services	Communities	Contractors	Partners/donors
Council	<ul style="list-style-type: none"> • Internal service meetings • Service notes • Instructions • Twining (North-South and South – South cooperation) 	<ul style="list-style-type: none"> • Council sessions with invitation letter through the S.D.O • Face to face dialogue • Regular joint meetings • Media 	<ul style="list-style-type: none"> • Direct • Media • Public notices • Councilors • Traditional authorities • Religious leaders • Town criers 	<ul style="list-style-type: none"> • Direct letters • Media • Meetings (contract awards) 	<ul style="list-style-type: none"> • Reports • Letters • Internet • Interpersonal communication
Technical services	<ul style="list-style-type: none"> • Internal service meetings • Service notes • instructions 	<ul style="list-style-type: none"> • Circulars • Interpersonal • Phone calls 	<ul style="list-style-type: none"> • Media • Public notices • Traditional authorities • Religious leaders • Town criers 	<ul style="list-style-type: none"> • Direct communication • Media • M.O.U • Contracts 	<ul style="list-style-type: none"> • Direct through reports • Internet • Letters • Interpersonal conventions
Communities	<ul style="list-style-type: none"> • Letters • councilors 	<ul style="list-style-type: none"> • Media • Public notices • Traditional authorities • Religious leaders • Town criers 	<ul style="list-style-type: none"> • Meetings for experience sharing • Town criers • Social mobilization 	<ul style="list-style-type: none"> • Reports • Follow up committees for BID 	<ul style="list-style-type: none"> • Reports • Letters • Meetings

Contractors	<ul style="list-style-type: none"> • Direct media • Meeting (tender board) • Contracts 	<ul style="list-style-type: none"> • letters • Media • Phone calls • M.O.U • Contracts • Reports 	<ul style="list-style-type: none"> • Reports • Follow up committees 	<ul style="list-style-type: none"> • Interpersonal meetings 	<ul style="list-style-type: none"> • Control reports
Partners / donors	<ul style="list-style-type: none"> • Reports • Letters • Interpersonal • Internet • convention 	<ul style="list-style-type: none"> • reports • letters • internet • interpersonal 	<ul style="list-style-type: none"> • Meetings • Letters • Conventions 	<ul style="list-style-type: none"> • Control reports 	<ul style="list-style-type: none"> • Donors meetings

CHAPTER EIGHT: CONCLUSION

In a bid to foster decentralized participatory development, the Government of Cameroon (GoC) in collaboration with the World Bank and other bilateral organisations put in place a *National Community Driven Development Programme (PNDP)* in 2005. The design of this programme is in consonance with the Growth and Employment Strategy (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. 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 Muyuka 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).

PAID-WA is an international non-governmental organization that has been working in the area of development, particularly capacity building, action-oriented research and support services. Over 35 years, PAID-WA has been able to provide these services to government institutions at national and regional level, international organizations, and civil society organizations, especially in West Africa. The activities embedded in this contract fall within PAID-WA's mission.

The goal of the CDP is to strengthen Muyuka 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.

PAID-WA's used *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. The key steps involved were:

preparation; diagnosis; consolidation; and strategic planning and programming. The results of the CDP are as follows:

Results

While problems were identified in all 28 sectors, priority recurrent problems from urban and village diagnosis came from the following sectors: Public works, Public Health, Basic Education, Urban Development and Housing, Agriculture, Water and Energy, Culture and Transport.

Following these recurrent core problems and in line with available financial resources, an annual investment plan and a medium-term three year plan have been formulated. Proposed micro-projects for 2012 annual investment plan largely cover key sectors. They are as follows:

Council institutional strengthening

1. Construction of the Municipal treasury office
2. Fencing of the council chambers
3. Purchase of Municipal Ambulance Bus

Basic Education

4. Construction of 6 classrooms-2 for GS Lylale, 2 for GNS Yoke and 2 for GNS Ekona Mbenge
5. Renovation of 2 classrooms at GS Mundame

Urban Development and Housing

6. Construction of 3 public squares (ceremonial grand stand);
7. Construction of street roads in Muyuka, Yoke, kwekwe quarter and Ekona

Public Health

8. Provision of medical equipment in IHC Ikata-Bavenga and
9. Construction of 1 latrine in Ikata-Bavenga

Public Works

10. Construction of 1 culvert at Owe

Water and Energy

11. Construction of 2 potable water source in Munyenge and Leola Buea

Agriculture

12. Rehabilitation of 30km farm to market roads

Culture

13. Completion of the second phase of Banquet Hall in Muyuka

Commerce

14. Construct U-shape stores in Yoke, Munyenge and Ekona Mbenge

Transports

15. Construct parking space in Yoke, Munyenge and Ekona Mbenge

While these micro-projects cover only tangible projects (infrastructures), non-tangible development aspects are also vital for a meaningful development of the municipality. This includes issues such as attitudes, governance, aspirations, and worldview. Another vital need for the municipality is the capacity of Muyuka council to deliver on the basis of the proposed interventions by focusing on financial, assets, human and relationships.

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 system has been put in place to ensure the smooth implementation of these micro-projects as well as procedure for the update of the CDP as a whole on yearly basis have been established. 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 rural population, which hinges on results-based management of the CDP, community commitment and involvement, stability of development financing and a vibrant and proactive management of Muyuka Council.

For acceptance and recognition of the CDP as a working document for the Muyuka Council, a Municipal decision was signed by Councilors and a joint deliberation was signed by decentralized sector heads and Municipal Councilors in a validation workshop.

For communication of the CDP to various Stakeholders concern, a Prefectoral Order has been issued by the Council supervisory authority.

ANNEXES

Annex 1: Micro Projects profile for AIP

Sector	Project details	Projects information
Council Institutional Strengthening	Project description	Construction of council treasury and fencing of the council chambers
	Global objective	To improve on Council administrative infrastructure
	Specific objectives	-To build a Council treasury office -To build a fence round the Council Chambers -To plant about 20 seedlings of trees at the project site
	Stakeholders	FEICOM, MINAD
	Execution period	2012
	Direct beneficiaries	Muyuka Council Administration
	Indirect beneficiaries	118,470 inhabitants of the Municipality
	Estimated cost of Project	174.000.000 Frs
	Council contribution	60,000,000
	Partners contribution	114,000,000

Sector	Project details	Projects information
Public works	Project description	Construction of 1 culvert
	Global Objective	To improve accessibility within the Owe Village
	Specific Objective	-To construct a culvert at a stream between quarter 2 and 3 of Owe Village -To reduce school absenteeism to 0% during the rainy season -To facilitate the movement of people and goods within the Owe village by 100%
	Stakeholders	PNDP/Ministry of Public works/Ministry of Environment and Protection of Nature
	Period of execution	2012
	Direct Beneficiaries	8000 inhabitants of Owe Community
	Indirect Beneficiaries	Ikata and Yoke Villages
	Estimated cost of Project	3.000.000 Frs
	Council contribution	-
	Partners contribution	3,000,000Frs

Sector	Project details	Projects information
Agriculture	Project description	Rehabilitation of about 30Km farm to market road
	Global Objective	To improve agricultural production and productivity
	Specific objectives	-To rehabilitate about 30km of farm to market roads -To provide good drainage system along farms to market roads -To reduce post harvest loss from 30% to 10% -To reduce the cost of living by 20% -To create a functional management committee for sustainability purpose.
	Stakeholders	Ministry of public works/Ministry of Environment and Protection of Nature
	Implementing partners	-
	Execution period	2012
	Beneficiaries	Bafia, Lylale, Ekona Mbenge, Leola Buea
	Estimated cost of Project	20.000.000 Frs
	Council contribution	20,000,000Frs
	Partners contribution	-

Sector	Project details	Projects information
Water and Energy	Micro project name	Provision of potable water source
	Global Objective	To improve access to potable water for the inhabitants of Munyenge and Leola Buea Villages
	Specific objective	-To rehabilitate the potable water source at Leo la Buea -To provide potable water source for the Munyenge village -To reduce the risk of constrating water born diseases by 0% -To establish a functional management committee for sustainability
	Stakeholders	Ministry of Water and Energy, PNDP, ADB
	Period of Execution	2012
	Direct Beneficiaries	Munyenge and Leola Buea Villages
	Indirect beneficiaries	External environs of Munyenge and Leola Buea.
	Estimated cost of Project	12.000.000 Frs
	Council contribution	500,000Frs
	Partners contribution	11,500,000frs (PNDP= 7,000,000Frs and ADB= 4,500,000Frs)

Sector	Project details	Projects information
Commerce	Project description	Construction of U-shape stores
	Global Objective	To improve commercial activities within the Munyenge, Ekona Mbenge, and Yoke communities
	Specific objective	-To build a U-shape commercial store in Munyenge, Ekona Mbenge and Yoke each -To increase Council revenue recovery potentials from 17% to 30% -To improve the income level of some 30 inhabitants -Planting of about 30 seedlings of trees at projects sites
	Stakeholders	Ministry in charge of commerce, Communities concern
	Execution period	2012
	Direct beneficiaries	-Those renting the stores (about 30 persons) -Muyuka Council through collection of rent fee
	Indirect Beneficiaries	Residents of Munyenge, Ekona Mbenge, and Yoke Communities
	Estimated cost of Project	15.000.000 Frs
	Council contribution	15,000,000Frs
	Partners contribution	-

Sector	Project detail	Projects information
Transport	Project description	Construction of parking lot
	Global Objective	To improve access to parking facilities in Ekona Mbenge Village
	Specific objective	-To build a parking lot in Ekona Mbenge -To reduce random parking of cars along the major road -To increase revenue recovery potential of the Council from 17% to 30%
	Stakeholders	Ministry of Transport, Ekona Mbenge Community
	Execution period	2012
	Direct beneficiaries	-Muyuka Council through collection of Parking fee -Car owners
	Indirect Beneficiaries	Ekona Mbenge, communities
	Estimated cost of Project	15.000.000 Frs
	Council contribution	15,000,000Frs
	Partners contribution	-

Sector	Project details	Projects information
Culture	Project description	Completion of the second phase of banquet hall
	Global Objective	To improve access to social organisation facilities
	Specific objective	-To complete the multipurpose banquet hall -To increase avenue for Council revenue recovery from 17% to 30% -To provide hotel facilities to residents of the Municipality -To create a functional management committee for the banquet hall -To plant about 20 seedlings of trees at the project site
	Stakeholders	FEICOM/ Ministry of Culture
	Execution period	2012
	Beneficiaries	Muyuka Council
	Indirect Beneficiaries	Muyuka Municipality and beyond
	Estimated cost of Project	60.000.000 Frs
	Council contribution	60,000,000Frs
	Partners contribution	-

Sector	Project details	Projects information
Basic education	Projects description	Construction/Renovation of classrooms
	Global Objective	To improve access to basic education
	Specific objective	-To build a block of two classrooms at Lylale Village -To build a block of school latrine at lylale village -To plant about 10 seedlings of trees at the project site -To furnish the classrooms with desk, tables and chairs -To provide 4trashcans for proper waste disposal -To establish a functional management committee for sustainability -To renovate 6 classrooms at GS Mundame, GNS Ekona Mbenge and Yoke
	Stakeholders	PNDP/Ministry of Basic Education, Ministry of Environment and Nature Protection
	Execution period	- 2012
	Beneficiaries	About 121 pupils and 9 teachers
	Indirect Beneficiaries	Parents of the pupils
	Estimated cost of Project	51.000.000 Frs
	Council contribution	-
	Partners contribution	-51,000,000Frs
	Maintenance Cost	-
	Execution time	2012

Sector	Project details	Projects information
Health	Project description	Supply of medical equipments at Bavenga-Ikata Health Center and construction of VIP latrine
	Objective	To improve access to quality health care and sanitation
	Specific objective	-Supply of medical equipments to Bavenga-Ikata Health Central -Construction of VIP latrine in Ikata -Planting of about 10 seedlings of trees at the project site -Establishing of functional management committee
	Stakeholders	-PNDP/Ministry of public health
	Execution period	2012
	Direct beneficiaries	5150 inhabitants of Ikata and Bavenga
	Indirect Beneficiaries	External environment of Ikata and Bavenga communities
	Estimated cost of Project	5.000.000 Frs
	Council contribution	-
	Partners contribution	- 5.000.000Frs

Sector	Project details	Projects information
Urban Development and Housing	Project description	Construction of ceremonial Grand stand (public square) and rehabilitation of about 15Km of street roads
	Global Objective	To improve urban infrastructures and improve streets road.
	Specific Objective	-Construction of a ceremonial grand stand at Bafia -Rehabilitation of streets at Ekona Mbenge, Muyuka and Yoke
	Stakeholders	-Ministry of Urban Development and Housing -Ministry of Environment and Protection of Nature -Ministry of Public work
	Time to complete project	2012
	Direct Beneficiaries	Ekona Mbenge, Muyuka, Yoke and Bafia communities
	Indirect Beneficiaries	Inhabitants of Mundame, Leola Buea and Malende
	Council contribution	40,000,000Frs
	Partners contribution	-

Annex 2: Prefectoral Order for the Validation and Approval of the CDP

REPUBLIC OF CAMEROON
Peace-Work-Fatherland

SOUTH WEST REGION

FAKO DIVISION

DIVISIONAL OFFICE, LIMBE

SERVICE FOR LOCAL DEVELOPMENT



REPUBLIQUE DU CAMEROUN
Paix-Travail-Patrie

PREFECTORAL ORDER N° 182 /2012
Making Executory the Communal Development Plan
(CDP) for Muyuka Council.

THE SENIOR DIVISIONAL OFFICER FOR FAKO
OFFICIER OF THE CAMEROON NATIONAL ORDER OF VALOUR

Mindful of the Constitution;
Mindful of Law No. 2004/017 of 22/07/2004 on the orientation of Decentralization;
Mindful of Law No. 2004/018 of 22/02/2004 stipulating the rules applicable to Councils;
Mindful of Law No. 2009/011 of 10/07/2009 bearing on the financial modes of the Decentralized Collectivities;
Mindful of Law No. 2009/19 of 15/12/2009 bearing on local taxation;
Mindful of Decree No. 77/91 of 25/03/1977 stipulating the powers of supervisory authorities on the councils, associations and communal establishments, as amended by Decree No. 90/1464 of 09/11/1990;
Mindful of Decree No. 77/23 of 29/07/1977 creating local councils and their jurisdiction and all subsequent modifying texts;
Mindful of Decree No. 2009/322 of 08/12/2009 organizing the Ministry of Territorial Administration and Decentralization;
Mindful of Decree No. 2010/185 of 15/06/2010 appointing Mr. BONA EBENGUE François, Senior Administrative Officer, Senior Divisional Officer for FAKO Division;
Mindful of Decree No. 2011/409 of 09/12/2011 appointing Mr. Philemon YANG as Prime Minister of the Republic of Cameroon;
Mindful of Ministerial Order No. 00298/MINATD/DCTD of 05/09/2011 to record the election of the Mayor and Deputy Mayors of Muyuka Council;
Mindful of the financial agreement signed between Muyuka Council and PNDP on the financing of micro-projects
Considering Deliberation No. 001/2012/M.C bearing on the approval of the Communal Development Plan (CDP) for Muyuka Council;
Considering the necessity of service

HEREBY ORDERS AS FOLLOWS:

ARTICLE 1: That the Communal Development Plan (CDP) for Muyuka Council is validated and shall take effect from the date of signature of this Prefectoral Order.

ARTICLE 2: That the CDP of Muyuka Council is made up of:
- A mid-Term Expenditure Framework (MITEF) or triennial plan for the forthcoming years-2012, 2013 and 2014
- An Annual investment Plan (AIP) for the period Jan-Dec 2012.

ARTICLE 3: Every year, the Mayor of Muyuka Council shall elaborate a new AIP drawn from the MINTEF.

ARTICLE 4: That if need be the actualization of the MITEF can be anticipated during the period of its validity. A deliberation of the Municipal Council Extended to Sectors (COMES) shall take note of this decision.

ARTICLE 5: That the realization of the CDP may be interrupted (for actualization) only after the implementation into two (2) MITEF, that is to say in six (6) AIP.

ARTICLE 6: That the present Order shall be registered, published and communicated whenever and wherever need arises.

Distributions

- MINATD/MINDCAF/Y'de
- GSWR/Buea
- D.O/Concerned
- Services Concerned




Limbe 12 APR 2012

SENIOR DIVISIONAL OFFICER
FOR FAKO DIVISION

Bona Ebengue François
Administrateur Civil Principal

Annex 3: Municipal Deliberation for Validation and Approval of the CDP

<p>REPUBLIQUE DU CAMEROUN PAIX – TRAVAIL – PATRIE</p> <p>MINISTERE DE L'ADMINISTRATION TERRITORIAL ET DECENTRALIZATION</p> <p>REGION DU SUD – OUEST</p> <p>DEPARTMENT DE FAKO</p> <p>COMMUNE DE MUYUKA</p> <p>SECRETARIAT GENERAL</p> <p>SERVICE DES AFFAIRES GENERALES</p>		<p>REPUBLIC OF CAMEROUN PEACE – WORK – FATHERLAND</p> <p>MINISTRY OF TERRITORIAL ADMINISTRATION & DECENTRALIZATION</p> <p>SOUTH WEST REGION</p> <p>FAKO DIVISION</p> <p>MUYUKA COUNCIL</p> <p>GENERAL SECRETARIATE</p> <p>GENERAL AFFAIRS SERVICE</p>
<p>Tel/Fax: (237) 33-32-12-24 Ref. N0.M.C. 296/103/102/SG</p>		<p>Muyuka, the 28 FEB 2012</p>
<p>N0. of Councilors that Make up the Council.....41</p> <p>N0. of Councilors in Function38</p> <p>N0. of Councilors in Attendance.....35</p>		
<p><u>DELIBERATION N0. 001/2012/MC: TO BEAR ON THE</u> <u>VALIDATION OF THE COMMUNAL DEVELOPMENT PLAN.</u></p>		
<p><u>THE MAYOR MUYUKA COUNCIL</u> <u>KNIGHT OF CAMEROON ORDER OF MERIT</u></p>		
<p>Mindful</p> <p>Mindful</p> <p>Mindful</p> <p>Mindful</p> <p>Mindful</p> <p>Mindful</p> <p>Mindful</p> <p>Considering</p>	<p>of the constitution of 18th January, 1996;</p> <p>of law N0.2004/017 of 22nd July, 2004 on the orientation of Decentralization.</p> <p>of Law no 2004/018 of 2nd July, 2004 to lay down rules applicable to Councils;</p> <p>of Decree no. 77/203 of 28th July, 1977, to set up Councils and define their territorial resorts;</p> <p>of Decree N0. 77/91 of December, 1977, determining the supervisory authority over Councils, Council Unions and Councils establishment to modify and complete by Decree No. 90/1464 of 09/11/1990;</p> <p>of Decree N0. 18/2005/104 of 13th April 2005, re-organizing the Ministry of Territorial Administration and Decentralization;</p> <p>of Decree no. 2010 /185 of 15th June, 2010, appointing Mr. Bona Ebengue Francois, Senior Administrative Officer (S.D.O) for Fako Division;</p> <p>Municipal Deliberation no. 18/2007/MC of 31st July, 2007 electing Chief Mokoto Njie Johannes, Mayor of Muyuka Council;</p>	

Considering The training of members of the Expanded Council Session (COMES) charged with the validation of the Muyuka Communal Development Plan;

Considering the necessity of service.

HEREBY DECIDES AS FOLLOWS:

Article 1: That the Muyuka Communal Development Plan is hereby validated by COMES.

Article 2: That thereafter the validation of this Communal Development Plan (C.D.P), should serve as a working document for the Muyuka Municipality.

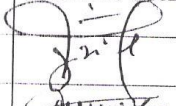


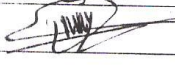
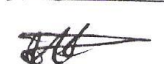
Article 3: That the Mayor, the Secretary General, Municipal Treasurer are each in their respective spheres charged with the implementation of this Deliberation.

Article 4: That this Deliberation shall be forwarded to the Supervisory Authority for approval.

Article 5 That this Deliberation shall be registered and communicated where and whenever necessary.

Done and dated... **28 FEB 2012**

PRESENT WERE:

N0.	NAMES	ADDRESS	MOBILE NUMBER	SIGNATURE
1	MOKOTO NJIE JOHANNES	Mayor	7725167	
2	LANDJINO LAZARE	1st Deputy Mayor	77770800	
3	AYIBE ATASSE SOPHIE	Deputy Mayor	78670896	
4	NDILLE NGWESSE JOSEPH	Deputy Mayor	77634157	
5	KENNETH BENYU BESONG	1st Mayor	77777777	
6	BECKE SMITH LIOMBE			

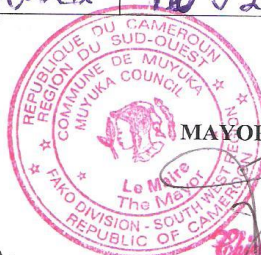
7	MBARGA BODO DIEUDONNE	Munyuka	7403769	UP
8	MUKETE MBAPE ROBERT	Munyuka	Phone 8020	Indel
9	AGALABA TAPONG JOSEPH	EKONA	7866 91 05	ST
10	LOBE EUGENE NDOKE	Mpumbe BAHONG	9959 86 50	Ashe-ES
11	ALBERT NDUMBE NJOH	Munyuka	77965250	Ja
12	MBETEM ZINKENG VINCENT	Munyuka	77579805	AT
13	EMMANUEL TAMBONG TABE	Munyuka	79989843	do
14	BESUMBU MARTIN ELOBE	Munyuka	70145838	LT
15	AKAWUNG NDEMBO SYLVESTER	Munyenge	76 711422	Moko
16	NGOMBA JOHN MUKWELLE	Munyuka	77650794	AT
17	ANDU FLORENCE	EKONA	74678406	Phy
18	NGOLE NGOLE EBONG	YOKE	77513948	ST
19	OTTIA KEVIN	EKONA	75698798	Amunig
20	KHUMBAH HENRY	Muntu v.	44995100	Amunig
21	SONA SIMON MAKIA			
22	MBU PHILIP ENO	Munyuka	771975309	Amunig
23	CHIA PHILIP AWUNTI	Munyenge	77429764	Amunig
24	MANGA IKOME WILLIAM	EKONA	75911623	Amunig
25	ECHA ABRAHAM ACHATO	Bolong/East	77864333	Amunig
26	DAVIDSON ASHU TANYI	Kwediwe	74628768 98505020	Amunig
27	CHIEF FINDI WILLAAMS	EKONA	70850807	Amunig
28	CHRISTOPHER NGOLEFAC	YOKE	77782611	Amunig

29	CHIEF ATEGWA JOHN VINCENT	Muyuka	77727683	<i>[Signature]</i>
30	MBOKE BALEMBA	Kate	77725318	<i>[Signature]</i>
31	LULU BOKOU MUDAPE MUKETE	MUYUKA	77794595	<i>[Signature]</i>
32	SOPHIE ENJEMA KOMBE	MUYUKA	76632906	<i>[Signature]</i>
33	NKENG NVENAKENG PAMELA	Muyuka	77963661	<i>[Signature]</i>
34	CHIEF LYONGA JOHN NDIVE	Owe	77497382	<i>[Signature]</i>
35	MBAKE GRACE NEE LIFANJE	Muyuka	77004968	<i>[Signature]</i>
36	OTTO EBONGE MUKETE	Muyuka	7702477	<i>[Signature]</i>
37	NVENG APPOLINAIRE B. CHARLES			
38	KANGE SUSAN	Muyuka	90020913	<i>[Signature]</i>



SECRÉTAIRE GÉNÉRAL

Cadre Communal
Secrétaire Général

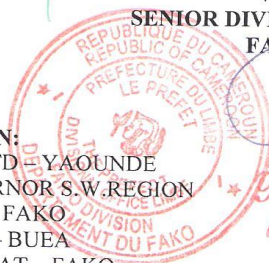


MAYOR

[Signature]
Mayor
Muyuka Council

VISA:

SENIOR DIVISIONAL OFFICER
FAKO-LIMBE



DISIRIBUTION:

- MINATD - YAOUNDE
- GOVERNOR S.W. REGION
- S.D.O - FAKO
- PNDP - BUEA
- MINEPAT - FAKO
- FILE /CHRONO

[Signature]
Bona Ebengue François
Administrateur Civil Principal

Annex 4: Join Municipal and Government Service Heads (COMES) Deliberation for the Validation and Approval of the CDP/Attendance Sheet

VALIDATION OF THE MUYUKA COUNCIL
COMMUNAL DEVELOPMENT PLAN (C.D.P.)

We, the undersigned Councillors of the Muyuka Council, government service heads and other stake-holders of the municipality, sitting in session today Tuesday 28th Feb. 2012 in the Muyuka Council chambers and chaired by the mayor chief HOKOTO NJIE;

Examined and deliberated on the draft Communal Development Plan (C.D.P) for Muyuka Council from 10.40hrs to 14.30hrs.

After the examination, the Councillors, government service heads and other stake-holders were satisfied and unanimously validated the C.D.P. for Muyuka Council.

Now that the C.D.P has been validated it is our wish that it should be implemented to the letter for the good of the Municipality.

DAVID BEN ASHAI TANYI
Secretary
AS

REPUBLIQUE DU CAMEROUN

PAIX – TRAVAIL – PATRIE

MINISTERE DE L'ADMINISTRATION
TERRITORIAL ET DECENTRALISATION

REGION DU SUD – OUEST

DEPARTMENT DE IAKO

COMMUNE DE MUYUKA



REPUBLIC OF CAMEROUN

PEACE – WORK – FATHERLAND

MINISTRY OF TERRITORIAL
ADMINISTRATION & DECENTRALIZATION

SOUTH WEST REGION

IAKO DIVISION

MUYUKA COUNCIL

ATTENDANCE SHEET FOR THE VALIDATION WORKSHOP OF THE
COMMUNAL DEVELOPMENT PLAN (CDP) FOR MUYUKA COUNCIL

Venue: COUNCIL CHAMBERS

Date: 28 - 02 - 2012

No.	Name	Function	Telephone No.	signature
1	Chief Mokofo Njie	Mayor	77725167	
2	Anuafor Clatus Asongwe	AI SDO	75 085636	
3				
4	Ndille Nguene Joseph	D - Mayor	77634157	
5	KENNETH BEAUL B	D - MAYOR	77474443	
6	LOBE EUGENE MOOKE	COUNCILLOR 9859 86 50	9859 86 50	
7	Engema Sophie Koube	Councillor	76632906	

8	Chief Alegna Innocent	Councillor	77727683	
9	AGALABA TAPONG J	Councillor		
10	Prince MUKETE Mbaper	Councillor	Phone Stolen	
11	Ngeh Emmanuel Amambua	Repr. DBBE - Fako	7534 12 69	
12	Mbetem Zinkeng Vincent	Councillor	77579805	
13	Chief Sime Ekoko, Chief of Malou		77522986	
14	Mbarga Bodo pseudonym	Councillor	77103769	
15	REV MANGA IKAME	"	75911825	
16	CHIEF FINDI ILOME II	COUNCILLOR	70850801	
17	ONDORA ENGOM STEVE ALEX	Chief of section S.D. DOMINION Fako	77-9566.67	
18	NKOUAMI Yomi Lubut	Divisional Deputy FWD/Fako Councillor	77360801	
19	DAVIDSON ASUM TANTI		70628768 98505020	
20	Christopher Ngolefac	Councillor	77382611	
21	CHIEF LYONGA John	Councillor	77497382	
22	OTIA KEVIN ABAM	Councillor	75698798	
23	Kanze Susana	Councillor	96020918	
24	Albert Ndeumbo N'oh	Councillor	77965250	
25	Ngole Ngoleboong	"	77613948	
26	Emmanuel Tabe Tamboua	"	79989353	

27	Aghen Christopher Atoh	Store Account	74493061	76
28	Chia Philip Awani	Councillor	77409769	76
29	Khumbeli Henri	Cornaller	49425100	76
30	Vdembo Sylvester	Councillor	76711422	76
31	Chief Nnomoh Esola Thomas	Chief Mpondo	96941233	76
32	Landjior Ngongue lezele	1st deputy mayor	77770800	76
33	Andu Florence	Councillor	74678406	76
34	Mbu Philip Jno	Councilor	77975309	76
35	Besambu Martin Khele	—	70145830	76
36	Elvis Amingwa Ateke	PAW-WA Facilitator	77513633	76
37	Mme Atasse Sophie	2nd Deputy Mayor	78676596	76
38	Sene Sameel Njie	Intern/PNDP/SW	78902296	76
39	Afangoua A. Alexandre	PNDP/SW Trainer	98499003	76
40	Mbake nee Lifaye Grace M.	Councillor	77004968	76
41	MUKUNDU ZACKS	DD/FAKO (MINE)	78,46,79,37	76
42	Don Anthony Chuain	M/FAKIMINE	78972404	76
43	Abendony John	TP/M C	77456950	76
44	Njie Daniel Lyonga	G. Affairs	70729968	76
45	Aminda Dennis	PNDP	98488007	76

46	NOTITU FIDELIS	HEALTH TECH	77756273	VMM
47	Peter Ikomey Moku	PAID-WA	77599231	Rept
48	OTTO EBONGE MUKIE	COUNCILOR	77024177	Rept
49	Tchongu Nwalego	Rep ADFF Pato	75927597 99597395	Rept
50	Balembai Mholo	Councillor	77725318	Rept
51	Lulu Bokoh Modupe Mukie	Evaluation/Mon itoring committee Councillor	77794595	Rept
52	Nkeng Nwamalego Pamela	Councillor	77963661	Rept
53	Achabo Abrahams	Councillor	77864333	Rept
54	NGOMBA JOHN M.	Councillor	77650794	Rept
55	BAKIA ATEM	Development Agent Mnyaka	77958746	Rept
56	IMBUA DAVID	Finance off	74086788	Rept
57	Regent chief Elcille	chief palace	94136372	Rept
58				
59				
60				
61				
62				
63				
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Annex 5: Municipal Order Putting in Place the Monitoring and Evaluation Committee

REPUBLIQUE DU CAMEROUN
PAIX – TRAVAIL – PATRIE
MINISTERE DE L'ADMINISTRATION
TERRITORIAL ET DECENTRALIZATION
REGION DU SUD – OUEST
DEPARTMENT DE FAKO
COMMUNE DE MUYUKA



REPUBLIC OF CAMEROUN
PEACE – WORK – FATHERLAND
MINISTRY OF TERRITORIAL
ADMINISTRATION & DECENTRALIZATION
SOUTH WEST REGION
FAKO DIVISION
MUYUKA COUNCIL

Tel/Fax: (237) 332-12-24
Ref. N0.M.C

Muyuka, the 11/01/2012

SERVICE NOTE

Within the framework of the PNDP program, you are with effect from date of signature of this present note of service designated chairperson and members of the Council monitoring and evaluation committee to evaluate the work of the LSO with respect to the drawing up of the Council Development Plan as shown below:

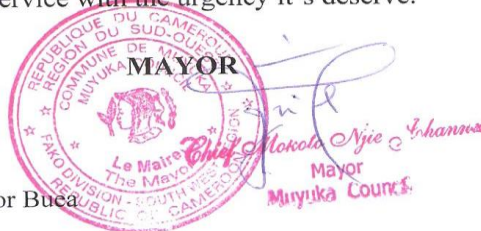
Albert Ndumbe Njoh	Chairperson
Tanyi Davidson	Secretary
	Members
Ngolefack Christopher	
Mbarga Bodo Dieudonne	
Lulu Mukete Mudape	

Please treat this note of service with the urgency it's deserve.

Cc:

- S.D.O Fako – Limbe
- PNDP/Regional Coordinator Buca
- All members concern
- PAID-WA ✓
- Secretary General M.C
- Municipal Treasurer M.C
- Development Agent M.C
- File/Chrono

Above for information and necessary action please.



Annex 6: List of Reporting Team

Name	Functions	Address
Elvis Amingwa Atembe	Project supervisor/Community facilitator	PAID-WA
Mokwe Peter	Project supervisor/Community facilitator	PAID-WA
Dr. Innocent Ndoh	GIS Expert	PAID-WA
Mrs Anne Lokenye	Community facilitator	PAID-WA
Mr. Gilbert Lyonga	Community facilitator	PAID-WA
Mrs. Mboe Mbokeng	Community facilitator	PAID-WA
Ms. Caroline Namondo	Community facilitator	PAID-WA
Mrs. Tiku Quinta	Community facilitator	PAID-WA