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MINISTRE DE L'ECONOMIE, DE LA PLANIFICATION ET DE  
L'AMENAGEMENT DU TERRITOIRE

SECRETARIAT GENERAL

PROGRAMME NATIONAL DE DEVELOPPEMENT PARTICIPATIF

CELLULE REGIONALE DE COORDINATION DE SUD OUEST



REPUBLIC OF CAMEROON

*Peace – Work – Fatherland*

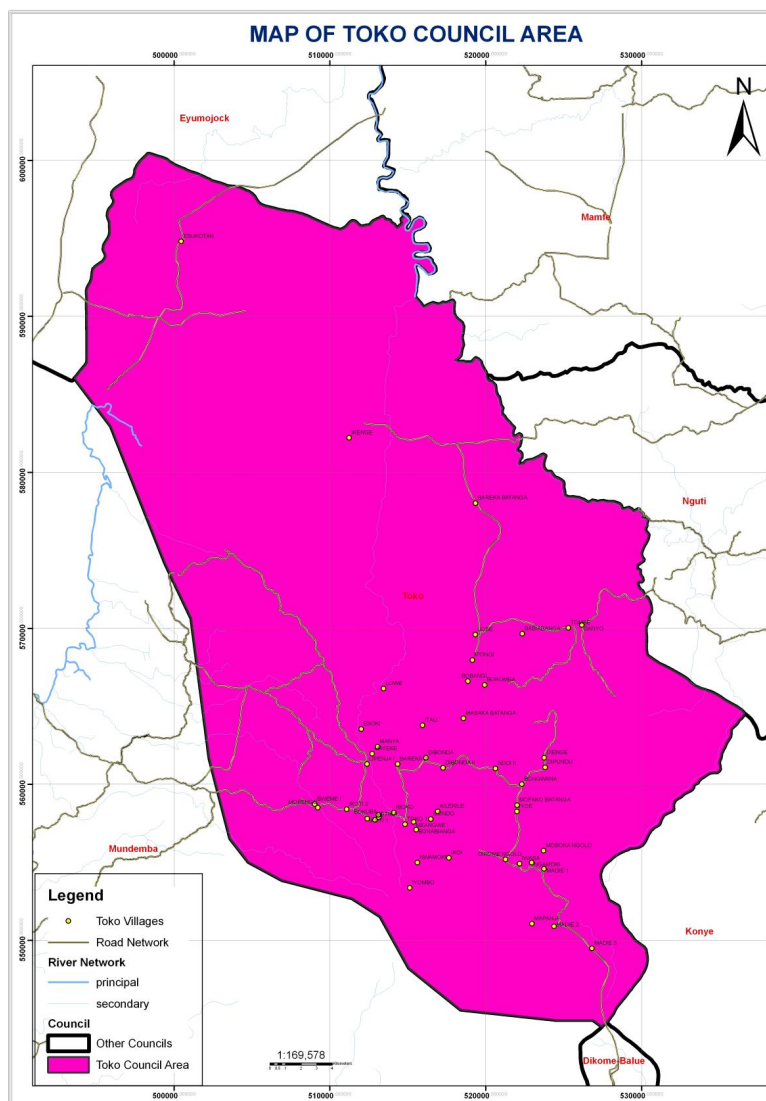
MINISTRY OF ECONOMY, PLANNING AND REGIONAL  
DEVELOPMENT

SECRETARY GENERAL

NATIONAL COMMUNITY DRIVEN DEVELOPMENT PROGRAM

SOUTH WEST REGIONAL COORDINATION UNIT

## COMMUNAL DEVELOPMENT PLAN TOKO COUNCIL



December 2011

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## **LISTS OF ABBREVIATIONS**

<b>CDP</b>	Communal Development Plan
<b>CEFAM</b>	Centre de Formation de L'Administration Municipale (Local Government Training Center)
<b>CSO</b>	Civil Society Organizations
<b>CIG</b>	Common Initiative Group
<b>FEICOM</b>	Fonds Special d'Equipement et d'Intervention Intercommunale (Special Council Support Fund for Local Authorities)
<b>FS</b>	Feasibility Studies
<b>FSLC</b>	First School Leaving Certificate
<b>GCE</b>	General Certificate of Education
<b>GESP</b>	Growth Employment Strategy Paper
<b>GNS</b>	Government Nursery School
<b>GHS</b>	Government High School
<b>GPS</b>	Government Primary School
<b>GSS</b>	Government Secondary School
<b>GPS</b>	Global Positioning System
<b>HIV/AIDS</b>	Human Immuno Deficiency Virus/Acquired Immune Deficiency Syndrome
<b>HPI</b>	Hiefer Project International, Cameroon
<b>LBA</b>	Licence Buying Agent
<b>LSO</b>	Local Support Organization
<b>MDG</b>	Millenium Development Goals
<b>MINFOF</b>	Ministry of Forestry and Wildlife
<b>MITEF</b>	Mid Term Expenditure Framework (3 year Invesyment Plan)
<b>MUDEC</b>	Municipal Development Counselling Group
<b>NBDC</b>	National Book Development Council
<b>NTFP</b>	Non Timber Forest Products
<b>OSRI</b>	Organization for Sustainable Rural Infrastructure
<b>PTA</b>	Parent Teacher Association

<b>PNDP</b>	Programme Nationale Developpement Participatif (National Community Driven Development Program)
<b>SDO</b>	Senior Divisional Officer
<b>SG SOC</b>	SITHE GLOBAL (Palm Investment Company)
<b>SWOT</b>	Strengths Weaknesses Opprtunities Threats
<b>SWSFH</b>	South West Special Fund for Health
<b>TOC</b>	Toko Council
<b>VDC</b>	Village Development Committee
<b>VTC</b>	Village Traditional Council

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## **1.0. INTRODUCTION**

### **1.1 Context and Justification**

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

The following decrees have also fostered the process:

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

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

A major output of the planning process is the production of a council monograph which is a sector per sector consolidated report of the findings within each village.

## **1.2. Objectives of the CDP:**

The overall objective of the Communal Development Plan is to enable all development actors to participatorily identify, analyze and document their felt human, material and financial needs and to collectively ensure the follow up of all development initiatives within their municipality.

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The specific objectives include to;

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

## **1.3 Structure of the CDP :**

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

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

## **EXECUTIVE SUMMARY**

The Government of Cameroon has instituted several instruments (GESP, 2004 Law on Decentralization, Inter Ministerial/ Sectorial Commissions, Transfer of Resources and Competencies) which collectively are designed to positively impact on the lives of the average Cameroonian at the level of local councils. Recently, the National Community Driven Development Programme (PNDP) was commissioned to actualize this government effort by facilitating the elaboration of Communal Development Plans (CDP) in the country. Toko council in Ndian Division of the South West Region signed a convention with the PNDP in which the latter supported the council in engaging the Local Support Organization (MUDEC Group) to accompany it in the realization of its CDP through participatory planning processes.

Beginning from 4<sup>th</sup> July to 13<sup>th</sup> December 2011, the methodology prescribed by the PNDP was strictly adhered to which has resulted in the production of the document.

A quick look at the key findings reveal that inhabitants of Toko municipality are preoccupied with the near lack of infrastructure especially the absence of a road network linking the villages to the outside world, limited supply of portable water, limited access to electricity and communication. These situations have immensely contributed to the low agricultural production and commercial activities resulting in rural exodus of the population especially the youth.

Toko CDP takes into account the problems and needs of the population in more than thirty (30) sectors with an estimated cost of eight thousand three hundred and nine million six hundred and forty thousand francs (8.309.640.000 FCFA). This CDP is expected to be realized within six (06) Annual Investment Plans beginning with that of 2012 which is part of this document.

The Monitoring and Evaluation Plan includes a follow up team comprising competent and available individuals and a set of tools designed to facilitate their work.

A communication plan has been included to enable widening the circulation of the contents of this CDP.

The main challenge for the TOC lies in its outlook. The council executive (whether or not it changes after the upcoming municipal elections) should continue to play the pivotal role of mobilizing and organizing all stakeholders through inclusive strategies such that the vision of the municipality will be slowly but steadily attained.



## **2.0. METHODOLOGY**

### **2.1. Preparatory Process**

The preparatory process for the elaboration of the CDP of Toko council area involved several stakeholders and activities. It started with a two week training of key LSO personnel in Ekona which was facilitated by officials of the PNDP. The training ended with the signing of the execution contract between the council, the LSO and the PNDP South West Regional Coordination Unit. The training was thereafter restituted to other MUDEC research assistants while several brainstorming and planning sessions were held with Toko council management. Secondary data on the socio economic and environmental situation within the municipality was collected and triangulated at the subdivisional, divisional and regional levels of technical services. The council guided by its LSO elaborated a sensitization campaign involving a combination of radio and Church announcements, banners, fliers and the village criers targeting stakeholders including traditional authorities, social and cultural groups, women and youth group representatives, the local heads of technical services, socio professional groups and international organizations operating within the municipality. All sensitization material carried the planning process as well as messages designed to heighten participation of all stakeholders. This process ended with the holding of the official launching workshop on the 5<sup>th</sup> of August 2011. MUDEC presented an elaborate program of the data to be collected at the council, urban space and in all villages per sector. A Steering Committee was proposed by the mayor and installed by the traditional authorities and the PNDP representatives. Their clearly defined terms of reference were presented to the villagers by the LSO. An expected result was for stakeholders to return with concise memories of their roles and responsibilities in the data collection process. The workshop had 114 participants who represented all shades of opinion within the municipality.

### **2.2. Collection and Analysis of Information**

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

group discussions were also conducted to enable the team update and triangulate information gathered. At the internal level of the CID, council service heads such as the Mayor, councilors, Secretary General, Civil Status Registrar and the Finance Clerk represented sources of information while at the external level traditional and religious authorities, VDC members, technical service heads, contractors, beneficiaries of council services and development partners such as KORUP and SITHE GLOBAL were interviewed. Through this method, descriptive data was collected on the systems, structures, staff, management style, culture of the council as well as established the strengths and weaknesses of the council. Data related to the level of interaction between development partners and the council was collected. Data was collected using a variety of tools including semi structured interviews, direct observations, focus discussions and questionnaires. All information collected was triangulated with other sources at the council, divisional or regional levels.

The USD was conducted in Madie I which is the commercial center and in Toko which is the seat of the local administration. Both locations are sparsely populated and have little to show in terms of infrastructure. The services of local facilitators and the use of village criers contributed to the high rate of participation in almost all forty nine villages. Data was collected and analyzed using a variety of tools including participatory mapping, socio economic and environmental surveys and meetings with socio professional group representatives. Participants also engaged in transect walks, simple ranking, producing venn diagrams, focus group discussions and problem analysis using problem and objective trees. Waypoints were collected using the Global Positioning System (GPS). Interactive discussions, direct observations and site visits were also utilized in certain areas in the municipality. The historical timeline assisted participants to identify previous development efforts and their partners within the urban spaces.

The participatory village by village and sector by sector diagnosis covered 49 villages in the municipality including; Toko, Bweme, Mobenge, Ikoti I, Ikoti II, Bekita, Bokuba, Iboko, Meangwe I, Bonabeanga, Basari, Nwamoki, Iyombo, Ikoi, Dikome, Iwasa, Ngamoki I, Moboka, Madie, Madie New Town, Madie III Boembe, Mapanja (Ngamoki II), Mofako, Dienge, Dipundu, Tombe, Banyo, Ndoi, Itali, Debonda Koroki, Debonda Mosina, Masaka, Bombangi, Babiabanga, Ipongi, Bareka II, Lobe Batanga, Baromba, Bareka I, Many, Lipenja, Ikenge, Esukotan, Iyoe, Illondo, Kilekile, Mayeka, Esoki and Lowe.

A total of twelve researchers with clearly defined terms of reference were constituted into three teams of four individuals. They spent an average of three days per village in order to actually collect and diagnose information as prescribed in the PNDP methodology.

The village by village and sector by sector data collection and diagnosis (Problem Identification and Analysis) were participatory in that all the different stakeholders and all shades of opinion were given equal opportunities to make valuable contributions. During plenary exercises men, women and youth collectively identified the core problems per sector which were later prioritized, analyzed and reformulated using problem and objective trees for causes and effects. Participatory Rural Appraisal (PRA) methods with gender considerations were utilized to assemble field realities. These included: meetings, semi structured interviews, focus group discussions, participative mappings, transect walks, simple ranking, venn diagrams, and problem analysis using problem and objective trees. Interactive discussions, direct observations and site visits were also utilized in certain areas in the municipality. Waypoints were collected using the Global Positioning System (GPS). Information collected was triangulated with various sources at the council, sub divisional, divisional and regional levels.

### **2.3. Data Consolidation & Mapping**

The consolidated data (presented on excel sheets) was analyzed using software that enabled us to generate tables, graphs, pie charts and bar charts. The GIS software also assisted in the production of geo referenced maps.

### **2.4. Planning, Resource Mobilization & Programming Workshop.**

During this workshop several activities were carried out including:

- ❖ Restitution of the diagnosis report by sector and by village ;
- ❖ Restitution of the Logical Framework sector by sector;
- ❖ Programming and Prioritisation of investments for the MITEF (3 years) and the AIP (first year) ;
- ❖ Evaluation of the environmental strategy of the AIP
- ❖ Putting in place the Follow up Committee with clear terms of reference with an annual work plan.
- ❖ Elaboration of a contract award plan for the first year.

## **2.5. Implementation of Participatory Monitoring and Evaluation Mechanism**

A Steering Committee was constituted and installed by the Mayor in the presence of the Divisional Delegate of MINEPAT who sat in for the PNDP. There were seven members (three females) who were chosen because they indicated their willingness to be actively involved in the data collection process.

### **Steering Committee members:**

<b>NO</b>	<b>Name</b>	<b>Position</b>	<b>Profession</b>
01	Mr. Mindako Osih	Chairperson	Council Staff
02	Mrs. Bali Mispa	Secretary	Teacher
03	Mr. Ottu Raymond	Member	Councilor
04	Mr. Beyoko Jonathan Moki	Member	Councilor
05	Mrs. Ndede Mercy	Member	Farmer
06	Mrs. Ngembane Veronica	Member	Farmer
07	Mr. Esungu Wilson	Member	Councilor

**Source : CID Survey Sept. 2011**

### **Steering Committee functions:**

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



Collection of GPS points in Lipenja.

Data Collection in villages.



Display of information sheets.



Participatory mapping.



Village Housing.



Village meetings.



Villagers using planning Materials

## **3.0. BRIEF PRESENTATION OF THE COUNCIL AREA**

### **3.1. Description of the municipality**

#### **3.1.1. The South West Region:**

The South West Province was created by decree no 72/349 of June 1972 with Buea as its administrative headquarters. The 1996 Constitution (Article 61) created the regional system in Cameroon thus the current appellation of South West Region. It covers a surface area of 24,910 km<sup>2</sup> (representing about 5.2% of Cameroon). Climatic conditions can be primarily divided into maritime and mountain. There is a wide disparity in the population of 1,361,981 persons (SOWEDA, 2010) with varied occupations and resources. The population density is 55 inhabitants per km<sup>2</sup>. There are six (06) administrative divisions and 32 sub divisions which are simple extensions of the State and enjoy neither financial nor legal autonomy and are dependent on the central government for all decisions. The division (Ndian) and Toko council which is the subject of this report are located within the South West Region.

#### **3.1.2. Ndian Division:**

Ndian division is one of six administrative units that constitute the South West Region with its headquarters in Mundemba. Ndian has a surface area of 6,165km<sup>2</sup> (25% of the region). The population (17% urban and 83% rural) in 2010 was 118,465 comprising 63,065 women and 55,399 men (SOWEDA projections) representing a population density of about 22 inhabitants per km<sup>2</sup>. This is largely due to the inaccessibility and the unfertile soils. The division is very low and indented point of contact with the sea. It has an amphibious area dominated by mangroves and creeks which make it difficult to penetrate and cannot be accessed by land. The use of creeks and canals as means of transport is not regular. Numerous sandbanks render access to sea difficult and limit movement only through small boats. There is no drinking water during the dry season coupled with the lack of drugs, food, schools and administrative offices make life difficult. There is a lot of marine erosion going on in the delta zone of the Ndian River. The dense tropical forest with numerous rivers is located in the Toko area which is sparsely populated due to the undulating terrain, lack of roads and the presence of numerous conservation organizations.

#### **3.1.3. Toko Council:**

The council was created within the framework of decree no. 77/203 of 19<sup>th</sup> June 1977 to setup councils and define their boundaries. A Presidential decree in April 1995 created Toko District which was later upgraded to a sub division by another decree in 2010. It is bordered to the north by Dikume Balue, to the south by Eyumojock, to the east by Konye and Nguti and to the west by Mundemba. The village study (Aug. 2011) put the total population at fourteen thousand and forty five (14,045) inhabitants of whom there are 3,815 men and 4,480 women and 5,625 are children. Council authorities however contest these figures given that a council village by village population analysis through Village Development Associations put the figure in 2011 at sixty six thousand (66,000) inhabitants. The municipality has a total surface area of 103,413 hectares (1,034.13 km<sup>2</sup>) representing a population density of fifteen to thirty (15 to 30) inhabitants per



km<sup>2</sup> (source: South West Master Plan, 2004). This low population density in Toko is due to the dense tropical forest most of which are reserved. These include KORUP Park which occupies a surface area of 49,105 hectares (491.05 km<sup>2</sup>) which are dedicated primarily to conservation, research and tourism; the RUMPI Hills covers a surface area of 5,445 hectares (54.45 km<sup>2</sup>) and the Christian Philanthropic Community Forest covers a surface area of 4,928 hectares (49.28 km<sup>2</sup>). An organization from the United States of America called SG SOC has recently settled (and put in place a oil palms nursery) in Lipenja and is requesting 13,303 hectares (133.03 km<sup>2</sup>) of land. If granted these organizations will have control of more than 70% of the entire surface area of Toko municipality while the communities that are comprised of the Ngolos, Batangas or Bakokos will be left with about 30% of land on which to engage in farming and hunting. The municipality is endowed with natural resources including stones, rocks, sand deposits, timber (iroko, asube, njabe, mahogany, ebony, sapelle, obeche, bobinga, duzie), NTFP (bush mango, bush onion, febe etc) and wildlife.

Since its creation in 1992, Toko council has been administered by five (05) District Heads, one Divisional Officer and three (03) Mayors.

### **3.1.4. Description of the Biophysical Environment**

#### **3.1.4.1. Climate**

Toko municipality has an equatorial climate where there are two distinct seasons: a long rainy season of about eight months and a relatively shorter dry season of about four months. The annual amount of rainfall ranges from 3500mm to 5000mm. The rainfall pattern provides suitable conditions for the growth of both perennial and annual crops thus allowing for two cropping seasons a year. Rainfall is a major determinant on agricultural production in terms of the crops grown, the farming system and the sequence and timing of farming operations.

Daily temperatures are relatively moderate throughout the year and ranges from 20°C to 30°C. Humidity varies with the absolute value and the seasonal distribution of rainfall, being uniformly moderate throughout the wet season, and falling to lower levels during the dry season

#### **3.1.4.2. Soils**

The Toko municipality has rich clay loam and lateritic soil type which is very fertile for agricultural production. This has greatly influenced the cultivation of both cash and food crops. Due to poor farming techniques in the area, the soil is gradually losing its fertility.

#### **3.1.4.3. Relief**

The topography is undulating with hills and slopes ranging from between 200 to about 1000m. Hence, movement from one village to the other within municipality which is done primarily on foot as result of the poor road network is very difficult.

#### **3.1.4.4. Hydrology**

The Toko council area has so many streams, springs and waterfalls which have direct bearings with the river Meme which takes its rise from the Rumpi Hills as it drains the highlands of Madie, Dikome Balue and the coastal lowlands of Mbonge in the Meme Division before emptying into the Atlantic Ocean. The Combrany River which originates from within Toko municipality also empties itself into the Meme River. These features can serve as potential touristic sites within the municipality when developed. Despite the seemingly abundant availability of water, only three villages have made meaningful effort at having portable water supply including Madie Ngolo, Madie New Town and Toko. The rest of the population depends entirely on springs, streams and rainfall as sources of drinking water.

#### **3.1.4.5. Vegetation and Fauna.**

The vegetation is characterised by the evergreen tropical forest most of which contains tree species of immense economic value. The Korup Project, Rumpi Hills and Philanthropic forest reserves of the area contain a rich variety of flora and fauna. Many non-timber forest products are also found, including kola nuts and bush pepper, njansang, bitter cola and a variety of medicinal plants.

The difference in topography, vegetation and climate gives rise to a variety of both food and cash crops which includes; banana, cocoyams, maize, cassava, plantains, cocoa, and oil palm. Cocoa is the main cash crop within the municipality.

Some of the animal species includes; elephants, monkeys and porcupines.

### **3.2. Historical Profile**

#### **3.2.1. Ethnic Groups and inter-ethnic relations**

The indigenous of Toko municipality comprises the Ngolo, Batanga, and Bakoko. There are other migrants from different parts of the Cameroon such as the Bayangi, Dongolo, Bakundu and Grasslanders who are inter married and coexist in the municipality.



**Table 1: Different Ethnic Groups within the municipality**

No	Villages	Main Ethnic group	Ethnic group 1	Ethnic group 2	Ethnic group 3	Ethnic group 4
1	Madie Ngolo	Ngolo (Ekama)	Grassfielders	Batanga	-	-
2	Madie New Town	Ngolo (Ekama)	-	Batanga	-	-
3	Madie III Boembe	Ngolo (Ekama)	-	Batanga	-	-
4	Banyo	Ngolo	-	-	-	-
5	Iyombo	Ngolo	-	-	--	-
6	Bonabeanga	Ngolo	-	-	-	-
7	Mofako	Batanga	-	-	-	-
8	Bweme	Ngolo	Dongolo	Oroko	-	-
9	Dienge	Ngolo	-	-	-	-
10	Ngamoki I	Ngolo (Ekama)	-	-	-	-
11	Illondo	Ngolo	-	-	-	-
12	Kilekile	Ngolo	-	-	-	-
13	Iwasa	Ngolo	-	-	-	-
14	Mapanja (Ngamoki II)	Ngolo (Ekama)	-	-	-	-
15	Ikoi	Ngolo	-	-	-	-
16	Iyoe	Batanga	-	-	-	-
17	Mobenge	Ngolo	Oroko	-	-	-
18	Ndoi	Ngolo	-	-	-	-
19	Dikome Ngolo	Ngolo	-	-	-	-
20	Tombe	Ngolo	-	-	-	-
21	Moboka	Ngolo	-	-	-	-
22	Meangwe I	Ngolo	-	-	-	-
23	Toko	Ngolo	Batanga	Bakoko	Orocko	-
24	Manya	Ngolo	-	-	-	-
25	Mayeke	Batanga	-	-	-	-
26	Bareka I	Batanga	-	-	-	-
27	Basari	Ngolo	-	-	-	-
28	Dipundu	Batanga	-	-	--	-
29	Nwamoki	Ngolo	-	-	-	-
30	Itali	Batanga	-	-	-	-
31	Debonda II	Batanga	-	-	-	-
32	Debonda I	Batanga	-	-	-	-
33	Masaka	Batanga	-	-	-	-
34	Bombangi	Batanga	-	-	-	-
35	Ipongi	Batanga	-	-	-	-
36	Babiabanga	Batanga	-	-	-	-
37	Lobe Batanga	Batanga	-	-	-	-

38	Bareka II	Batanga	-	-	-	-
39	Betika	Ngolo	-	-	-	-
40	Bokuba	Ngolo	-	-	-	-
41	Iboko	Ngolo	-	-	-	-
42	Lipenja	Batanga	Grassfielders	-	-	-
43	Baromba	Batanga	-	-	-	-
44	Ikoti II	Ngolo	-	-	-	-
45	Esoki	Batanga	-	-	-	-
46	Lowe	Batanga	-	-	-	-
47	Ikoti	Ngolo	-	-	-	-
48	Ikenge	Bakoko	-	-	-	-
49	Esukotan	Bakoko	Ngolo	Bayangi	Bakundu	Grassfielders

*Source: Village Survey (Aug. / Sept. 2011)*

### **3.2.2. Religion**

Christianity is the predominant religion within Toko municipality and there is freedom of worship. The main Christian denominations in the area are the Presbyterians and Pentacostals. The Presbyterian Church in Cameroon contributes to the development of the municipality by providing basic health facilities through the Presbyterian Health Center at Madie Ngolo.

### **3.2.3. Mobility of the population**

The rate of movement into and out of Toko Municipality is very low. This is due to a large extent to the absence of employment opportunities in the council area and the inaccessibility of villages within the municipality as a result of the poor road network. There are civil servants who have been transferred to the different schools and health centers within Toko sub division and who are hardly around due to the harsh living realities.

The rate of rural exodus is high as people, especially the youth move from the municipality to other sub divisions and cities either in search of jobs, better education (attend universities or professional schools) or to do business.

### **3.2.4. Size and structure of the population**

The total population size of Toko municipality in 2010 was estimated at seven thousand and thirty five (7.035) inhabitants of whom there are 3.515 men and 3.520 women. (Source: Bureau of Census & Population Studies). But from field survey, the population was estimated to be 14.045 inhabitants of whom are men 3815, women 4480 and 5625 being children.

The municipality has a total surface area of 103,413 hectares (1,034.13 km<sup>2</sup>) representing a population density of fifteen to thirty (15 to 30) inhabitants per km<sup>2</sup> (source: South West Master

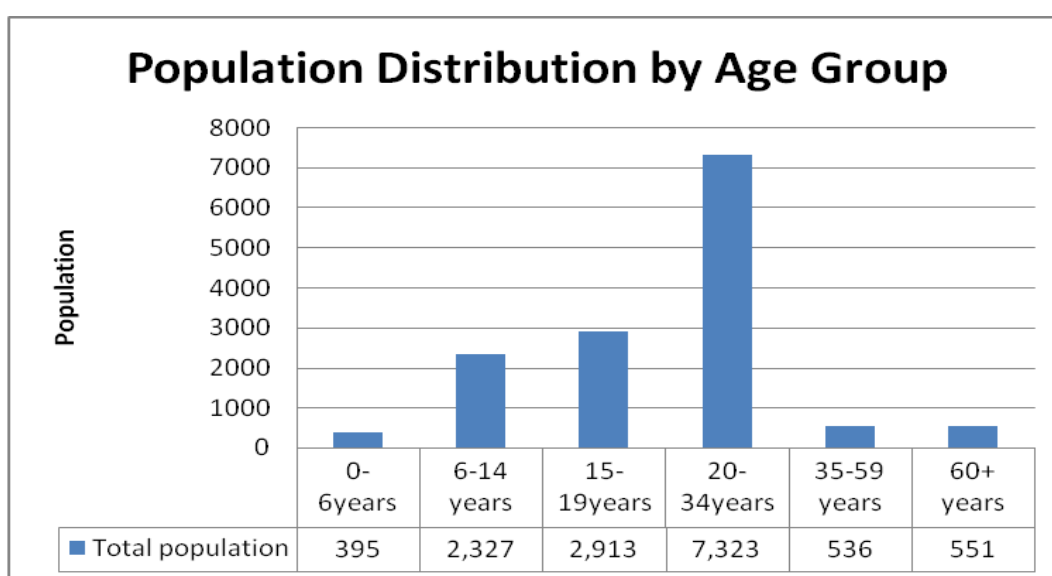
Plan). This low population density in Toko is due to the dense tropical forest most of which are reserved by development organizations.

The table below shows the structure of the population within the municipality.

**Table 2: Population Densities by age group**

No.	Age bracket	Total population
1	0—6 years	395
2	6—14 years	2,327
3	15—19 years	2,913
4	20—34 years	7,323
5	35—59 years	536
6	60+ years	551
	<b>Total</b>	<b>14,045</b>

**Fig: 1 Age structure of the population**



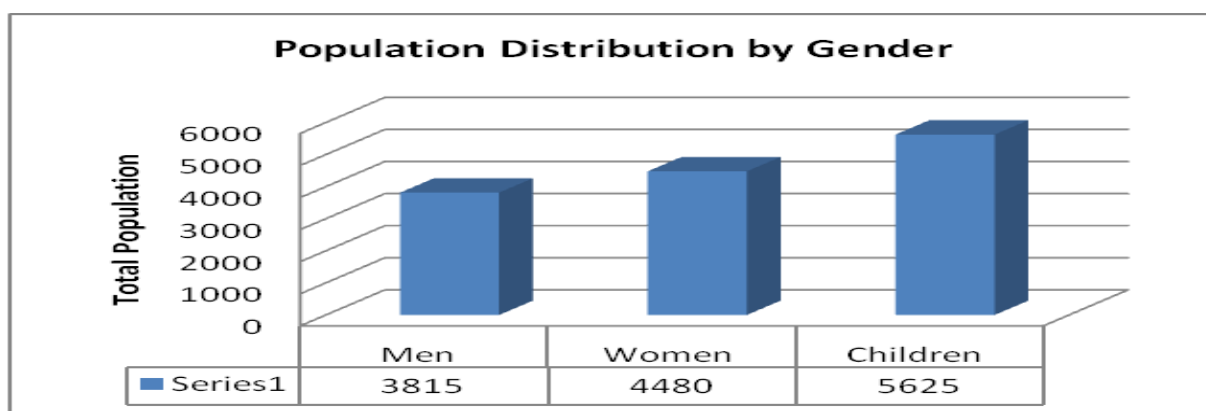
**Table 3: Population distribution by gender in the Municipality**

No.	Village	Men	Women	Children	Total
1	Madie Ngolo	100	100	500	700

2	Madie New Town	80	85	200	365
3	Madie III Boembe	60	63	150	273
4	Banyo	30	40	57	127
5	Iyombo	93	30	40	163
6	Bonabeanga	8	6	11	25
7	Mofako	150	300	400	850
8	Bweme	21	16	24	61
9	Dienge	262	200	150	612
10	Ngamoki I	207	293	110	610
11	Illondo	7	19	39	65
12	Kilekile	16	18	30	64
13	Iwasa	120	150	105	375
14	Nwamoki	29	55	30	114
15	Mapanja (Ngamoki II)	200	250	515	965
16	Ikoi	150	250	145	545
17	Iyoe	9	12	43	64
18	Mobenge	17	34	34	85
19	Ndoi	92	100	65	257
20	Dikome Ngolo	150	62	85	297
21	Tombe	11	10	17	38
22	Moboka	100	150	261	511
23	Meangwe I	150	159	291	600
24	Toko	250	261	300	811
25	Manya	1	0	0	1
26	Mayeka	5	4	1	10
27	Bareka I	120	200	120	440
28	Itali	60	90	70	220
29	Debonda II	170	210	120	500
30	Debonda I	50	95	65	210
31	Masaka	5	9	49	63
32	Bombangi	50	74	78	202
33	Ipongi	53	55	117	225
34	Babiabanga	45	50	105	200
35	Lobe Batanga	15	30	22	67
36	Bareka II	30	27	61	118
37	Betika	157	93	150	400
38	Bokuba	51	100	49	200
39	Iboko	100	105	45	250
40	Lipenja	100	117	283	500
41	Boromba	1	0	0	1

42	Ikoti II Batanga	210	190	300	700
43	Esoki	45	20	60	125
44	Lowe	1	1	5	7
45	Ikoti	22	40	18	80
46	Ikenge	80	100	170	350
47	Esukotan	150	200	160	510
48	Basari	15	15	20	50
49	Dipundu	12	12	15	39
	<b>Total Population</b>	<b>3815</b>	<b>4480</b>	<b>5625</b>	<b>14.045</b>

*Source: Village Survey (Aug. / Sept. 2011)*



**Fig 2: Population distribution by gender**

From the analysis of the findings, men constitute 27% of the total population while women and children constitute 32% and 41% respectively. Persons of primary school age (6-14 years) represent 17 % of the population while individuals between the ages 20-34 make up 54% of the population thus indicating that Toko municipality has a very youthful population. This indicator is in line with the national trends in population.

### 3.2.5. Actors of Local Development

No	Name	Activities/ Sectors
----	------	---------------------

01	KORUP	Conservation, Scientific Research, Forestry, Culture, Tourism, Environment
02	SITHE GLOBAL (SG SOC)	Agriculture, Commerce, Employment, Public Works, Transport
03	Christain Philanthropic	Conservation, Scientific Research, Forestry, Culture, Tourism, Environment
04	RUMPI	Conservation, Scientific Research, Forestry, Culture, Tourism, Environment

*Source: Village Survey (Aug. / Sept. 2011)*

### 3.3. Main Potentials and Resources of the Council

The main assets and potentials within the municipality include numerous waterfalls, forest reserves, streams, rivers and caves.

Sector	Assets	Potentials	Constraints
Tourism and Leisure	Waterfalls	-Tourist sites -Generate Hydro electricity	-Inaccessible road network - Poorly constructed bridges - Landslides
	Caves	-Tourist sites	-Inaccessible road network - Poorly constructed bridges - Landslides
Forestry and wildlife	Rumpi Hills	-Monkeys, Alligatos, porcupines -Medicinal plants, NTFPs -Timber	-Illegal exploitation of timber species -Illegal poaching
	Korup Forest	-Monkeys, Alligatos, alligators, elephants, Medicinal plants, NTFPs -Timber	-Illegal exploitation of timber species -Illegal poaching
	Christain Pillantronic forest	-Monkeys, Alligatos, alligators, elephants - Medicinal plants, NTFPs -Timber	-Illegal exploitation of timber species -Illegal poaching
Water and Energy	Streams , Rivers,	-Sand extraction, -Fresh Water Sources	-Drought -Pollution

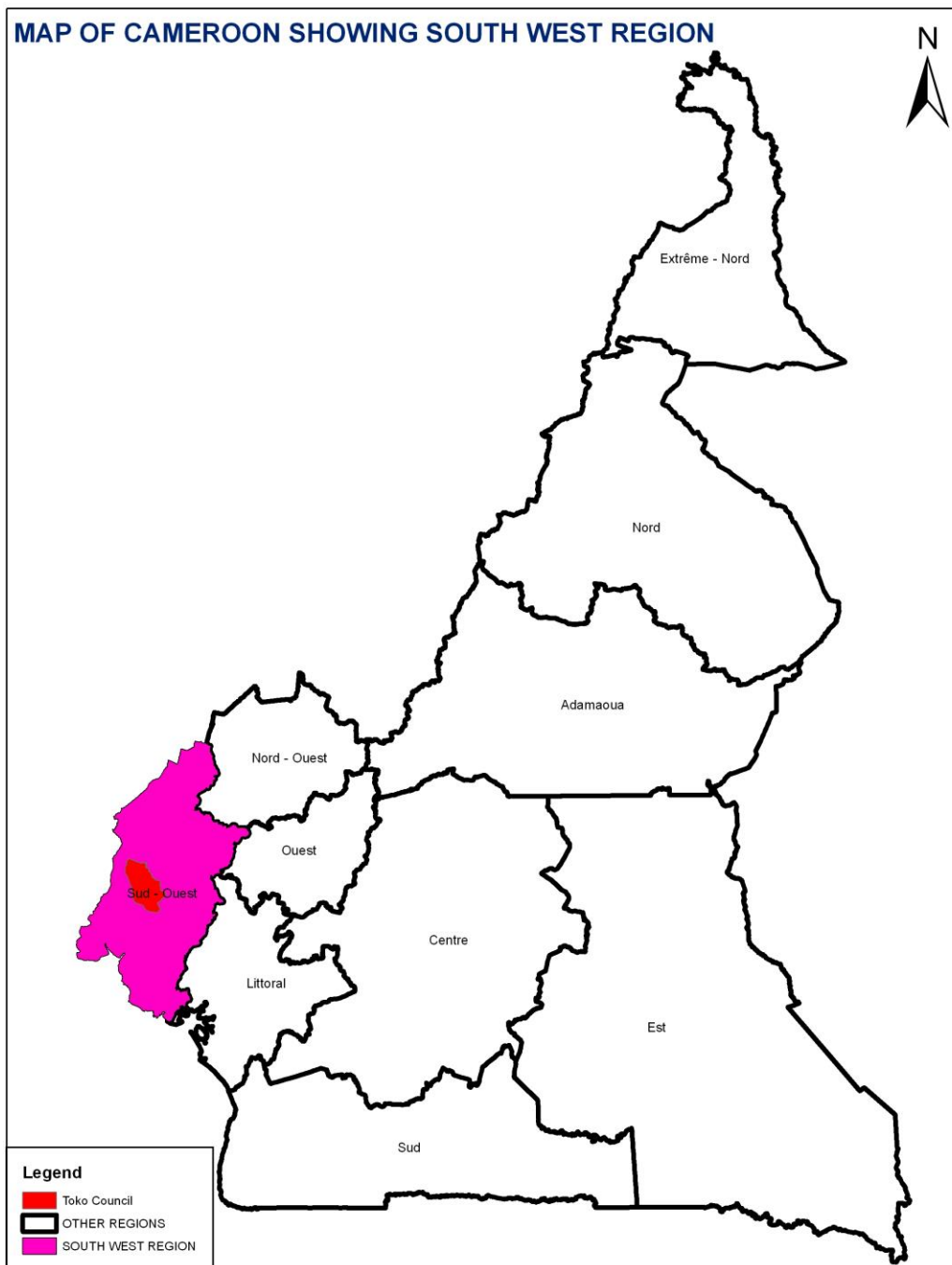
	Springs, waterfalls		
Commerce	SG SOC	-Plantation Agriculture .Emploment Oppotunities	-Landslides -Village Land Disputes

**Table 4: Assest, Potentials and Constraints of the Biophysical Environment**

### **3.4. Socio Economic Infrastucture in the Municipality:**

All villages within the municipality have a Palaver House (**an Etane**) which is used as a venue for conflict resolution and other social gatherings. Several of these structures are in very bad shape with no concrete floors, chairs, windows and doors. “**Etanes**” structures were identified in the following villages; Toko, Ikoti II, Bokuba, Iboko, Banobeanga, Basari, Nwamoki, Iyombo, Dikume, Iwasa, Ngamoki, Moboka, Madie I, II, III, Dienge, Bareka I, II, Lipenja, Ikenge, Esukotan, Kilekile, Esoki.

Meangwe I has a Catholic Church hall while Madie I has a Presbyterian Church hall.



**Fig. 3 Map of South West showing TOC**





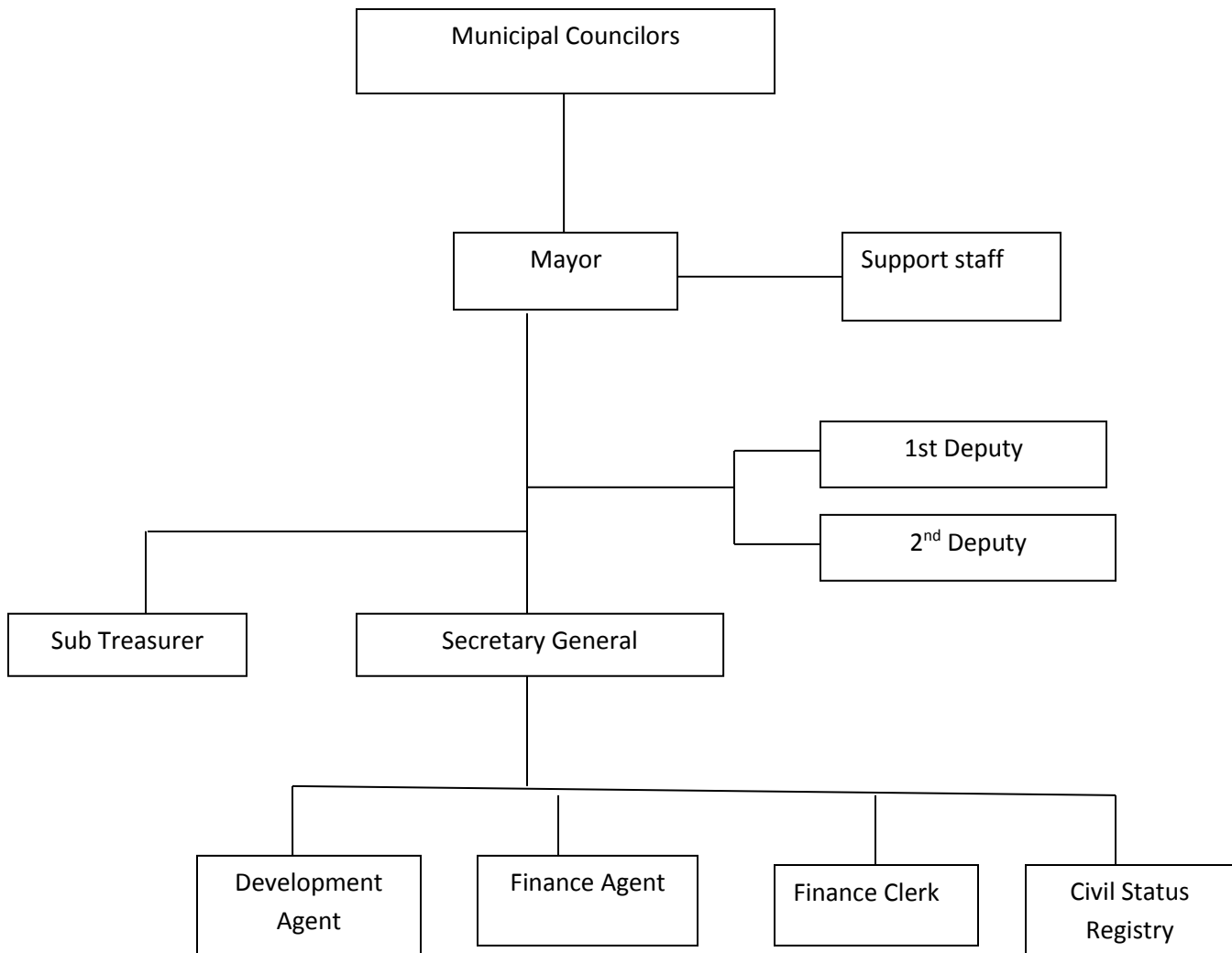
## 4.0 SUMMARY OF DIAGNOSTIC RESULTS

### 4.1 . SWOT Analysis of Toko council

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>Youthful and Committed Staff</li> </ul>	<ul style="list-style-type: none"> <li>Irregular Payment of staff salaries</li> <li>Limited Delegation of Authority</li> <li>Poor collaboration among council executive</li> <li>General laxity at work (Deputies Mayors &amp; SG are not always on seat)</li> <li>Low rate of implementation of Municipal Decisions</li> <li>Limited Flow of Information at all levels</li> <li>Poor Filing System (No archives)</li> <li>No Standard Operating Manuals and Procedures on Council Functioning</li> </ul>	<p>Tropical Forests with potentials for Research, Conservation, by International and National partners (Korup National Park, Rumpi Forest, Christian Philanthropic Forest.</p>	<p>Non resident heads of technical services</p>
<ul style="list-style-type: none"> <li>❖ Legal Entity with identified boundaries</li> <li>❖ Regular Deliberations by at least 85% of Councilors</li> </ul>	<ul style="list-style-type: none"> <li>Poor Tax Base</li> <li>Limited Cooperation between the Council and the business community</li> <li>Inadequate strategies for revenue collection</li> </ul>	<p>Availability of touristic potentials e.g. waterfalls, caves, Eco Tourism</p>	<p>Risky &amp; undulating terrain</p>
<ul style="list-style-type: none"> <li>➤ Standard Operating Procedure for Revenue Collection</li> </ul>	<ul style="list-style-type: none"> <li>No Policy on the use of council assets</li> <li>Obsolete office equipment</li> </ul>	<p>Available Land for Agro Industrial Production (SG SOC) oil palm exploitation</p>	<p>Rural Exodus for the youth</p>
<ul style="list-style-type: none"> <li>▪ Available equipment such Tipper and 4x4 Hilux</li> <li>▪ Available Council Chambers</li> <li>Available Council Real Estate</li> </ul>	<ul style="list-style-type: none"> <li>Non collaboration with business community and other development actors within the municipality</li> <li>No Open Day programs between the population and the council.</li> <li>No Policy for Public Private Partnerships within the municipality</li> </ul>	<p>Available Funding partners e.g. FEICOM, PNDP</p>	<p>Poor Tax Base</p>

<ul style="list-style-type: none"> <li>• Cordial Relationship with Supervisory Authority</li> </ul>		Potentials for hire (payment) by the community.	
<ul style="list-style-type: none"> <li>• No Municipal Treasurer</li> <li>• No clearly elaborated Job Descriptions for staff</li> <li>• No system of staff evaluation</li> <li>• No Gender Policy</li> <li>• Absence of Staff Meetings</li> <li>• Under Staffed with limited knowledge on Council Management</li> <li>• Limited training opportunities for council staffs</li> <li>• Untrained Councilors</li> <li>• Non Functional Council Standing Committees</li> </ul>			

## 4.2 The Organisational Chart of Toko Council



**Fig. 5: Organizational Chart of TOC**

*Source: Village Survey (Aug. / Sept. 2011)*

- ❖ Based on the above structure, one can easily observe that Toko Council is a very small institution which is not capable of rendering the huge workload that is required of local councils within the dispensation of decentralization. When compared with the standard organizational structure proposed by MINATD (the Supervisory Authority), it becomes evident that the council urgently needs to build its capacity in several areas in order for it to play its pivotal role of fostering development within the municipality.

Toko council has twenty five (25) councillors including three (03) women who represent all forty nine (49) villages that constitute the municipality. Their professional backgrounds include farmers, nurses, businesspersons, teachers, drivers and hunters. The Council has four permanent committees including one each for Finance, Development, Infrastructure and All Purpose.

The executive organ constitutes of the Mayor and the two deputies none is a woman.

The council has very few staff including the Secretary General who is responsible for the overall coordination of the council's administrative and technical services. She is the main collaborator with the council executive as well as the other services within the municipality.

The finance clerk is in charge of all financial records of the council. He also assists in keeping all financial records; draw up budgets and administrative accounts of the council.

The Civil Status Registrar establishes marriage, birth and death certificates

The auxiliary staffs constitute the messenger and domestic servants who serve in the Mayor's residence.

The Sub Treasurer (ST) is acting in the place of the Municipal Treasurer (MT) since the financial portfolio of the council does not qualify it to have its own treasurer.

**Budget analysis of the council for 2008, 2009 and 2010 are presented below (Table 5):**

<b>Fiscal Period</b>	<b>Budget Amount</b>	<b>Overhead Costs</b>	<b>Investment</b>
2008	108.730.000 FCFA	85.469.000 FCFA	23.261.000 FCFA
2009	108.730.000 FCFA	85.469.000 FCFA	23.261.000 FCFA
2010	106.260.000 FCFA	84.360.000 FCFA	21.900.000 FCFA

*Source: Village Survey (Aug. / Sept. 2011)*

#### **Administrative accounts (actual)**

<b>Actual Situation</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Total Revenue	7.994.277 FCFA	7.106.835 FCFA	145.600.204 FCFA
Total Expenditure	7.880.185 FCFA	6.949.510 FCFA	140.175.910 FCFA
Surplus	114.092 FCFA	157.325 FCFA	5.424.294 FCFA

An overview of the existing financial records indicates that TOC has a very weak tax base which seriously puts to question the council's ability to provide basic services to its population. The budget execution rate for 2008 and 2009 was less than 8%. In 2010, the execution rate rose to 63% largely because of the transfer of funds from the Public Investment Budget (PIB).

### 4.3 Consolidated Problems and Needs per Sector

Sector	Core Problem	Causes	Effects	Needs
<b>Basic Education</b>	Limited access to quality Basic Education	<ul style="list-style-type: none"> <li>▪ Insufficient qualified teaching staff</li> <li>▪ Insufficient classrooms</li> <li>▪ Insufficient benches</li> <li>▪ Limited permanent classrooms</li> <li>▪ Limited access to didactic materials</li> <li>▪ No functional school libraries</li> <li>▪ No residence for staff</li> <li>▪ Insufficient latrines and water points in schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ High illitracy rate</li> <li>▪ Juvenile delinquency</li> <li>▪ Rural Exodus</li> <li>▪ Poor Results at Public Examinations</li> <li>▪ High rate of school dropouts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct permanent structures and additional classrooms in schools</li> <li>▪ Recruit qualified teaching personnel</li> <li>▪ Supply didactic materials and other school needs</li> <li>▪ Construct water points, latrines, fences, libraries</li> <li>▪ Initiate contacs with NBDC</li> </ul>
<b>Secondary Education</b>	Limited access to quality Secondary Education	<ul style="list-style-type: none"> <li>▪ Insufficient number of secondary schools</li> <li>▪ Insufficient qualified teaching staff</li> <li>▪ No play groups in schools</li> <li>▪ Limited classroom equipment and furniture</li> <li>▪ Limited access to didactic materials (students and teachers)</li> <li>▪ No functional school libraries</li> <li>▪ No lantrines, fences and water points in schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low scolarisation rate</li> <li>▪ Poor performance of school</li> <li>▪ High rate of school drop outs</li> <li>▪ High rate of illitracy</li> <li>▪ Juvenile delinquency</li> <li>▪ High rate of prostitution</li> <li>▪ Rural exodus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct additional classrooms in schools</li> <li>▪ Recruit qualified teaching personnel</li> <li>▪ Supply didactic materials and other school needs</li> <li>▪ Construct water points, latrines, fences, libraries</li> <li>▪ Create a high school within the council area</li> <li>▪ Initiate contacts with NBDC</li> </ul>
<b>Public Health</b>	Limited access to quality health care services	<ul style="list-style-type: none"> <li>▪ Insufficient health equipment for consultations, pharmacy, laboratory</li> <li>▪ Insufficient qualified medical personnel</li> <li>▪ Insufficient and inadequate coverage of community outreach</li> </ul>	<ul style="list-style-type: none"> <li>▪ High cost of health treatment</li> <li>▪ High prevalence of diseases</li> <li>▪ High infant mortality rate</li> <li>▪ High rate of rural</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruit qualified medical personnel</li> <li>▪ Supply modern health equipment (beds, refrigerators, laboratory, drugs)</li> </ul>

		programmes <ul style="list-style-type: none"> <li>▪ Inadequate health infrastructures</li> <li>▪ Long distance trek to existing health units</li> </ul>	exodus <ul style="list-style-type: none"> <li>▪ Drop in per capital income</li> <li>▪ High cost of expenditure</li> <li>▪ High death rate</li> <li>▪ Low standards of living</li> </ul>	
<b>Water</b>	Poor access to potable water	<ul style="list-style-type: none"> <li>▪ Insufficient potable water points</li> <li>▪ Inadequate alternative sources of potable water.</li> <li>▪ None functional pipe borne water supply</li> <li>▪ Long distance to fetch water in streams</li> <li>▪ Poorly treated available sources like the community wells</li> </ul>	<ul style="list-style-type: none"> <li>▪ High prevalence of water borne diseases</li> <li>▪ High cost to treat related water borne diseases</li> <li>▪ Drop in per capital income</li> <li>▪ Low standards of living</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct more water schemes in more villages</li> <li>▪ Rehabilitate existing water points In Madie and Toko</li> <li>▪ Initiate contacts with OSRI</li> </ul>
<b>Energy</b>	Poor access to electricity supply	<ul style="list-style-type: none"> <li>▪ None functional thermal electricity plants in Toko and Madie Ngolo</li> <li>▪ No connection to the national electricity supply network (AES SONEL)</li> <li>▪ None functional maintenance committees for community generators</li> <li>▪ High cost to maintain community generators</li> </ul>	<ul style="list-style-type: none"> <li>▪ Difficulty using electrical appliances</li> <li>▪ High incidence in health hazards like eye problems</li> <li>▪ Difficulties for students to study at night</li> <li>▪ High rate of insecurity</li> <li>▪ Difficulty managing perishable foods</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rehabilitate electrification networks in in Toko and Madie Ngolo</li> <li>▪ Extension of AES SONEL from Mundemba to Toko</li> </ul>
<b>Public Works</b>	Poor state of rural road network	<ul style="list-style-type: none"> <li>▪ None maintenance of earth roads</li> <li>▪ Poor state of culverts and bridges</li> <li>▪ Insufficient farm to market roads</li> </ul>	<ul style="list-style-type: none"> <li>▪ High cost of transportation</li> <li>▪ Limited circulation of persons, good and services</li> <li>▪ Rural exodus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constant maintenance of existing road network</li> <li>▪ Construct bridges and culverts</li> <li>▪ Extend road network to other villages</li> <li>▪ Acquire front head loader</li> <li>▪ Rehabilitate council tipper</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Poor community mobilization</li> <li>▪ None existence of road maintenance committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overloading of persons on clandestine vehicles</li> <li>▪ Drop in per capital income</li> <li>▪ Drop in living standards</li> <li>▪ High rate of accidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initiate contacts with OSRI</li> </ul>
<b>Women Empowerment and the Promotion of the Family</b>	Marginalisation of women and children	<ul style="list-style-type: none"> <li>▪ Absence of social structures</li> <li>▪ Insufficient facilities for women focused activities</li> <li>▪ Weak economic power of women</li> <li>▪ Insufficient and inadequate representation and participation of women in development and political issues</li> <li>▪ Ignorance of women on their rights</li> <li>▪ Under scholarisation of the girl child</li> <li>▪ Absence of gender policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient opportunities for the women and the girl child</li> <li>▪ High dependence rate of women</li> <li>▪ High prevalence of early births for the girl child</li> <li>▪ High prevalence of abandoned children</li> <li>▪ High prevalence of early girl child marriages</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mobilize and sensitize on gender equality and related topics</li> <li>▪ Train administrative and council authorities on gender mainstreaming</li> <li>▪ Equip Home Economics Center in Toko.</li> <li>▪ Sensitize and train on women's rights and the family</li> <li>▪ Train and support women on income generating activities</li> <li>▪ Initiate contacts with REACH OUT, Cameroon</li> </ul>
<b>Commerce</b>	Insufficient Business and commercial activities	<ul style="list-style-type: none"> <li>▪ Insufficient market facilities</li> <li>▪ Poor information on prices of goods in other areas</li> <li>▪ Poor road network</li> <li>▪ Insufficient financial institutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ High price speculation on products</li> <li>▪ Insufficient revenue</li> <li>▪ Risk of diseases and loss of goods</li> <li>▪ Exploitation of the communities by traders (buyam-</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct modern periodic market in Madie</li> <li>▪ Improve on Market in Toko Information Systems</li> <li>▪ Regularly maintain road network</li> <li>▪ Initiate contacts with SG SOC &amp; KORUP</li> <li>▪ Activate Toko Village Bank</li> <li>▪ Lobby for Installation of Micro finance institution</li> </ul>



			sellams)	
<b>Agriculture and Rural Development</b>	Low agricultural production / productivity	<ul style="list-style-type: none"> <li>▪ High cost of farm inputs</li> <li>▪ Inadequate technical know how</li> <li>▪ Pest and diseases attack on cocoa (black pod)</li> <li>▪ Limited access to improved planting materials</li> <li>▪ Insufficient and inadequate transport facilities</li> <li>▪ Limited access to agricultural equipment and inputs</li> <li>▪ Insufficient training of farmers</li> <li>▪ Low financial capacity on producers</li> <li>▪ Insufficient technical personnel</li> <li>▪ Limited access to training opportunities</li> <li>▪ No storage facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drop in agricultural output</li> <li>▪ Low revenue</li> <li>▪ Poor living standards</li> <li>▪ Low purchasing power</li> <li>▪ Low harvest</li> <li>▪ High post harvest losses</li> <li>▪ Rural Exodus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organize trainings on modernmproduction techniques and agricultural inputs utilisation</li> <li>▪ Provide modern farming equipment to farmers</li> <li>▪ Recruit trained agricultural personnel</li> <li>▪ Provide modern storage facilities for perishable products</li> <li>▪ Create and constantly maintain farm to market roads</li> <li>▪ Network with KORUP Management Plan</li> <li>▪ Network with SG SOC Management Plan</li> <li>▪ Network with Christain Philanthropic Management Plan</li> </ul>
<b>Livestock, Fisheries and Animal Industries</b>	Low livestock and fisheries production/productivity	<ul style="list-style-type: none"> <li>▪ High cost of animal feed</li> <li>▪ Poor techniques of animal rearing (free range)</li> <li>▪ Inadequate technical know how.</li> <li>▪ Poor methods on animal rearing</li> <li>▪ Limited access to livestock technical services.</li> <li>▪ Fish Poisoning</li> </ul>	<ul style="list-style-type: none"> <li>▪ High rate of diseases outbreaks</li> <li>▪ Limited Production of high breed animal species</li> <li>▪ Low intake of protein</li> <li>▪ Reduced revenue</li> <li>▪ Low standards of living</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organize capacity buiding for animal breeders</li> <li>▪ Restructure CIGs</li> <li>▪ Assist animal farmers with seed capital.</li> <li>▪ Initiate contacts with HPI</li> </ul>
<b>State Property and Land Tenue</b>	High insecurity of state property and land	<ul style="list-style-type: none"> <li>▪ Limited number of title deeds for state and private property</li> <li>▪ Cultural limitations</li> <li>▪ Poor community sensitisation on the importance of land titles and how to go about it</li> </ul>	<ul style="list-style-type: none"> <li>▪ Illegal possession of land</li> <li>▪ Conflicts between individuals and neighbouring villages</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create Sub delegation in the municipality</li> <li>▪ Facilitate access to title deeds.</li> <li>▪ Sensitize population on land issues.</li> </ul>
<b>Housing and Urban Development</b>	Poor Town Planning	<ul style="list-style-type: none"> <li>▪ Construction of housing using local and temporal materials</li> <li>▪ Poor financial capacity of the</li> </ul>	<ul style="list-style-type: none"> <li>• Poor construction of houses</li> <li>• Absence of vision and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create and institute functional communal electricity and pipe borne water networks</li> <li>▪ Elaborate Town plan</li> </ul>

		<ul style="list-style-type: none"> <li>population</li> <li>▪ Insecurity of occupied land</li> <li>▪ Limited access to a communal electrification network</li> <li>▪ Absence of urban development and housing facilities</li> <li>▪ Absence of a Council Plan for villages</li> <li>▪ Absence of waste management plan</li> <li>▪ Haphazard building of houses</li> </ul>	<ul style="list-style-type: none"> <li>consciousness on construction of modern houses</li> <li>• High rate of water borne diseases</li> <li>• High rate of fire disasters</li> <li>• High rate of promiscuity</li> <li>• High rate of accidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitate access to construction and building materials/equipment</li> </ul>
<b>Environment, Nature Protection and Sustainable Development</b>	High rate of Environmental degradation	<ul style="list-style-type: none"> <li>▪ High rate of water pollution</li> <li>▪ Poor management of natural resources</li> <li>▪ High rate of timber exploitation by illegal exploiters</li> <li>▪ Poor drainage system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Displacement and extinction of animal species</li> <li>▪ High rate of erosion</li> <li>▪ High incident of climate change</li> <li>▪ Increase rate of pollution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourage tree planting</li> <li>▪ Sensitize on the impact on environmental issues</li> </ul>
<b>Forestry and Wildlife</b>	High rate of forest exploitation	<ul style="list-style-type: none"> <li>▪ Illegal exploitation of the forests for timber</li> <li>▪ Illegal hunting in the forest</li> <li>▪ Poor knowledge of forestry laws</li> <li>▪ Insufficient Forest controllers</li> <li>▪ Absence of a structure for the forestry post.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disappearance of certain species</li> <li>▪ Destruction of biodiversity</li> <li>▪ Climate change</li> <li>▪ Displacement of animal species</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct forestry post</li> <li>▪ Increase number of technical staff in the forestry post</li> <li>▪ Sensitize on the forestry laws</li> </ul>
<b>Territorial Administration and Decentralization</b>	Insufficient local administrative services	<ul style="list-style-type: none"> <li>▪ Unavailable personnel</li> <li>▪ Insufficient equipment</li> <li>▪ Limited collaboration with VTC</li> <li>▪ Slow classification of Chiefs</li> </ul>	<ul style="list-style-type: none"> <li>▪ High costs associated with administrative services</li> <li>▪ High rate of rural exodus</li> <li>▪ Drop in population</li> <li>▪ Reduced trust of local administration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transfer personnel and supply working equipment</li> <li>▪ Speed up process of classifying Chiefs</li> <li>▪ Develop confidence building measures and Sensitize population</li> </ul>

<b>Higher Education</b>	Inaccessibility to higher education	<ul style="list-style-type: none"> <li>▪ Absence of professional education facilities</li> <li>▪ Insufficient financial resources of parents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Difficult access to socio-professional training</li> <li>▪ High educational fees</li> <li>▪ Abandonment of studies</li> <li>▪ Juvenile delinquency</li> <li>▪ Under-development</li> <li>▪ Insufficient number of educated elites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Offer scholarships to youths who have completed secondary education</li> </ul>
<b>Social Affairs</b>	Insufficient social services and empowerment of vulnerable persons	<ul style="list-style-type: none"> <li>▪ Non existence of a data base of vulnerable persons</li> <li>▪ Absence of social centre and other infrastructure</li> <li>▪ None existence of social workers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Psychological trauma</li> <li>▪ Juvenile delinquency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct social centre</li> <li>▪ Recruit social workers to be at their disposal and to offer psycho-social assistance to them when need be</li> <li>▪ Establish lists of vulnerables.</li> <li>▪ Initiate contacts with REACHOUT</li> </ul>
<b>Youth and Citizen Education</b>	Insufficient youth empowerment facilities and programmes	<ul style="list-style-type: none"> <li>▪ Insufficient trainers and youth animators</li> <li>▪ Limited entrepreneurial capacities</li> <li>▪ Limited access to funding youth interests</li> <li>▪ High illiteracy rate</li> <li>▪ Absence of youth empowerment structures and services</li> <li>▪ Limited mobilization of youths on income generating activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ High rate of unemployment</li> <li>▪ High illitracy rate</li> <li>▪ Juvenile delinquency</li> <li>▪ High rate of teenagers pregnancies</li> <li>▪ High prevalence and spread of HIV and AIDS</li> <li>▪ High rate of rural exodus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase sensitization of youths on different opportunities available</li> <li>▪ Create functional youth empowerment centres</li> <li>▪ Recruit youth trainers and animators</li> </ul>
<b>Sports and Physical Education</b>	Insufficient sporting activities	<ul style="list-style-type: none"> <li>▪ Insufficient sporting activities</li> <li>▪ Insufficient sport equipment in schools</li> <li>▪ Insufficient sport teachers in the different schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low rate of physical exercise</li> <li>▪ Poor development of sports and leisure disciplines</li> <li>▪ Absence of sport</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct a sports complex</li> <li>▪ Institute Proper management of the available sports facilities</li> <li>▪ Employ sport teachers in schools</li> <li>▪ Organize local sporting activities</li> </ul>

			organisations ■ Insufficient sport competitions	
<b>Transport</b>	Poor means of transportation	■ Non existence of transport agencies in the municipality ■ Non existent transporters union ■ High cost of transport ■ Poor state of roads ■ Poor state of vehicles ■ Overloading of vehicles and motor bikes	■ High rate of accidents ■ Inadequate circulation of persons and goods ■ Low economic activities ■ Drop in the labor force ■ High cost of transport ■ Rural exodus	■ Reorganize rural transportation network
<b>Employment and Vocational Training</b>	High rate of unemployment	■ Absence of a vocational training center ■ Insufficient employment opportunities ■ High illitracy rate ■ Absence of professional training for potential job seekers ■ Absence of professional training schools	■ High rate of illegal activities ■ Juvenile delinquency ■ High crime wave	■ Construct SAR-SM and a professional training centre ■ Support self employment through supply of seed capital
<b>Small and Medium size Entreprises, Social Economy and Handicraft</b>	Insufficient actors in the informal sector	■ Ignorance on procedures and formalities on enterprises creation ■ Limited opportunities for (mechanics, tailoring, panel beating/welding etc) ■ Weak vision and entrepreneurial capacity ■ Low capacity and skills of the population	■ High prices for basic services ■ High taxes for existing enterprises ■ Weak economic power of the population and the council ■ Insufficient revenue	■ Create enabling environment to attract informal sector actors ■ Sensitize on small and medium size enterprises services ■ Support creation of small and medium size enterprises and related services

		<ul style="list-style-type: none"> <li>▪ Slow and weak promotion of the sector</li> </ul>	collection and diversification strategies	
<b>Scientific Research and Innovation</b>	Limited access to scientific innovations	<ul style="list-style-type: none"> <li>▪ Absence of research facilities (structures, personnel, equipment)</li> <li>▪ Poor dissemination of scientific innovations</li> <li>▪ Poor policy formulation and programming by the state with petroleum companies</li> <li>▪ Little or no information on agro pastoral innovations</li> <li>▪ Limited access to improved planting materials</li> <li>▪ Poor promotion of sectoral activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low quality of agricultural / Livestock products</li> <li>▪ Rudimentary production techniques</li> <li>▪ Poor production</li> <li>▪ Low revenues</li> <li>▪ High poverty rates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Train local community researchers</li> <li>▪ Institute Award of best innovative research projects</li> <li>▪ Carry out research on other potentials</li> <li>▪ Initiate contacts with research departments of KORUP and PAMOL.</li> </ul>
<b>Tourism and Leisure</b>	Poor development of touristic potentials	<ul style="list-style-type: none"> <li>▪ Absence of touristic infrastructures</li> <li>▪ Poor development of touristic sites</li> <li>▪ Enclavement of the communities</li> <li>▪ Poor Road network</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor attraction of tourists</li> <li>▪ Poor economic power of the population and the communities</li> <li>▪ Limited benefite from Pro Poor Tourism activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop touristic sites</li> <li>▪ Construct touristic infrastructures (hotels, restaurants and guest houses)</li> <li>▪ Maintain road network</li> </ul>
<b>Arts and Culture</b>	High rate of deterioration of cultural values	<ul style="list-style-type: none"> <li>▪ Absence of community halls</li> <li>▪ Poor development and promotion of cultural initiatives</li> <li>▪ Poor socio-cultural infrastructure</li> <li>▪ Poor financial and organisational capacity</li> <li>▪ Poor community mobilisation</li> <li>▪ Non-binding decisions of ‘Palavar Houses’</li> </ul>	<ul style="list-style-type: none"> <li>▪ Loss of cultural values</li> <li>▪ No cultural contribution in the economic growth of communities</li> <li>▪ Rural Exodus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct community halls</li> <li>▪ Organize cultural events</li> <li>▪ Construct cultural Shrines</li> </ul>

<b>Industry, Mines and Technological Development</b>	Limited Development of the mining / industrial sector	<ul style="list-style-type: none"> <li>▪ No feasibility studies carried out in this sector</li> <li>▪ Absence of trainings</li> <li>▪ Poor sensitization of the population</li> <li>▪ Absence of mining and industrial sector policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor conception of development plans</li> <li>▪ Over exploitation of resources</li> <li>▪ None financing of micro projects by companies</li> <li>▪ Weak economic power of the council and population</li> <li>▪ High rate of poverty in the communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct feasibility study on existing minerals within the municipality.</li> <li>▪ Organize a Toko Development Conference</li> </ul>
<b>Post and Telecommunications</b>	Difficult access to information and postal services	<ul style="list-style-type: none"> <li>▪ Poor access to Radio, TV and internet signals</li> <li>▪ Poor Mobile Telecommunication network</li> <li>▪ Absence of Community radio station</li> </ul>	<ul style="list-style-type: none"> <li>▪ Population is less informed</li> <li>▪ Poor exposure to the outside world</li> <li>▪ Difficulties in communicating with people within and out of the community</li> <li>▪ High rate of unemployment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Install radio and TV network antennas</li> <li>▪ Establish Community radio</li> <li>▪ Institute Mobile Telecommunication networks</li> </ul>
<b>Labour and Social Security</b>	High rate of Job insecurity	<ul style="list-style-type: none"> <li>▪ Insufficient number of stabilised enterprises and organisations</li> <li>▪ Poor organisation and structuring of self employment</li> <li>▪ High taxes</li> <li>▪ Poor sensitisation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor participation in development activities</li> <li>▪ High rate of poverty</li> <li>▪ High rate of rural exodus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attract enterprises in the municipality</li> <li>▪ Sensitize on the rights of the employee</li> </ul>
<b>Public Security</b>	High rate of insecurity	<ul style="list-style-type: none"> <li>• No resident public security staff</li> </ul>	<ul style="list-style-type: none"> <li>• High rates of</li> </ul>	<ul style="list-style-type: none"> <li>• Create public security post</li> </ul>

		<ul style="list-style-type: none"> <li>• No permanent security offices</li> <li>• Refusal of transferred staff to reside in the municipality</li> </ul>	<ul style="list-style-type: none"> <li>• unprosecuted domestic disputes</li> <li>• High crime wave</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer security staff</li> <li>• Construct houses for security staff</li> </ul>
<b>Communication</b>	Poor communication networks	<ul style="list-style-type: none"> <li>• Poor access to Cameroon TV and Radio signals</li> <li>• Poor lobbying capacity</li> <li>• No community radio</li> <li>• Poor initiation of community radio project</li> <li>• Poor circulation of newspapers</li> <li>• No newspaper agents</li> </ul>	<ul style="list-style-type: none"> <li>• Poor circulation of information</li> <li>• Limited access to development programmes</li> <li>• Limited access to world events</li> </ul>	<ul style="list-style-type: none"> <li>• Install CRTV antenna</li> <li>• Create community radio</li> <li>• Install news paper vendors</li> </ul>

**4.4. Table of Priority Projects per Village in the key Social Sectors**  
**(villages with similarly ranked prioritized projects have been grouped together)**

Villages	Sector	Micro-projects in order of priority	Estimated Costs (pending feasibility studies)
Toko, Meangwe I, Bonabeanga, Bweme	Water and Energy	Rehabilitate and extend thermal electricity plant	24.000.000
		Rehabilitate and extend water scheme	50.000.000
	Public Health	Equip the health centre with essential drugs and equipment	8.000.000
	Arts & Culture	Construction of a community hall for cultural manifestation	10.000.000
	Commerce	Equip market with lock up stores	10.000.000
	Basic Education	Equipment and furniture in GS (pupil desks, table's chairs for teachers)	30.000.000
	Secondary Education	Construction of four classrooms to GSS and supply of didactic materials	36.000.000
	Public Works	Rehabilitate road network	200.000.000
Madie I, II & III	Water and Energy	Rehabilitate and extend thermal electricity plant	24.000.000
		Rehabilitate and extend water scheme	50.000.000
	Public Works	Rehabilitate road network	200.000.000
	Basic Education	Equipment and furniture (pupil desks, table's chairs)	30.000.000

Villages	Sector	Micro-projects in order of priority	Estimated Costs (pending feasibility studies)
		for teachers)	
	Secondary Education	Construction of four classrooms to GSS and supply of didactic materials	36.000.000
	Culture	Construct a community hall for cultural manifestations	10.000.000
	Commerce	Construct a modern permanent market	30.000.000
	Public Health	Supply of basic health equipment and drugs to health center	10.000.000
Mofako, Iyoe, Basari, Dipundu, Ilondo, Lowe	Public Health	Construction of a health centre and public toilets	30.000.000
	Basic Education	Construction of 8 classrooms to four GSs and supply didactic materials	107.800.000
	Water and Energy	Install water scheme	50.000.000
		Install thermal electricity	38.500.000
	Public Works	Maintenance of existing road network and rehabilitation of culverts and bridges	72.000.000
	Commerce	Construction of a modern permanent market	30.000.000
Diengen, Iwasa, Iko, Ndoi,	Culture	Construct community hall for cultural manifestations	10.000.000
	Water and energy	Construct a water scheme with gravity	50.000.000
		Install thermal electricity	38.500.000
	Basic Education	Construction of four additional classrooms in two GSs and supply of didactic materials and teachers tables and chairs	76.500.000
	Public Health	Construct and equip health centre	20.000.000
	Public Works	Rehabilitation of the road network	6.000.000
Ngamoki, Nwamoki	Water and Energy	Install water scheme	50.000.000
		Install thermal electricity	38.500.000
	Public Health	Construction health center and equip with basic essential drugs	30.000.000
	Public Works	Rehabilitate existing road network	72.000.000
	Commerce	Construct market	20.000.000



Villages	Sector	Micro-projects in order of priority	Estimated Costs (pending feasibility studies)
Esukotan, Ikenge, Banyo	Water and Energy	Install 3 thermal electricity plants	34.000.000
		Install 3 water schemes	100.000.000
	Public Health	Construct and equip health centre (2)	50.000.000
	Basic Education	Rehabilitation of classrooms and supply of didactic materials	50.000.000
	Public Works	Rehabilitate road network	102.000.000
	Employment & Vocational Training	Construct and equip SAR SM and make functional	50.000.000
Lipenja, Ikoti I, Ikoti II, Esoki	Public Health	Rehabilitate and equip health centre	20.000.000
	Water	Install water scheme	38.500.000
	Energy	Install 3 thermal electricity plants	34.000.000
	Public Works	Rehabilitate existing road network	106.000.000
	Basic Education	Construction of additional 3 classrooms and supply with teacher desks	24.000.000
	Secondary Education	Construct 2 classrooms for GTC	18.000.000
	Culture	Construct a community hall for cultural manifestations	10.000.000
	Commerce	Construct modern market	20.000.000
Bareka I & II, Betika, Bokuba, Iboko	Water and Energy	Install water schemes and form functional management committee	107.000.000
		Install thermal electricity plants (2)	38.500.000
	Public Health	Construction of health center	26.000.000
	Public Works	Rehabilitate existing road network	50.000.000
	Basic Education	Construction of 6 classrooms and equip with teachers desk and didactic materials	72.000.000
	Culture	Construct 3 community halls for cultural manifestation,	30.000.000
Masaka, Lobe, Tombe, Mayeke	Water and Energy	Install water schemes and form functional management committee	50.000.000
		Install thermal electricity plants (4)	50.000.000
	Public Health	Construction of health centre and equip with basic	30.000.000

Villages	Sector	Micro-projects in order of priority	Estimated Costs (pending feasibility studies)
		essential drugs	
	Public Works	Rehabilitate existing road network	50.000.000
	Basic Education	Construction of 4 additional classrooms	42.000.000
Dikome Ngolo, Mapanja, Dibonda I & II,	Public Works	Rehabilitate existing road network and construction of culverts/bridges	106.000.000
	Water and Energy	Supply of a potable water scheme	50.000.000
		Install thermal electricity (3)	50.000.000
	Public Health	Rehabilitate health centre	36.000.000
	Basic Education	Construction of 6 addition classrooms in GS Dikome, Mapanja and Dibonda	92.000.000
Bobangi, Ipongi, Babianga, Kile Kile, Mobenge	Water and Energy	Supply of pipe borne water scheme by gravity	105.000.000
		Install thermal electricity (3)	50.000.000
	Culture	Construct 3 community halls for cultural manifestations	45.000.000
	Public Works	Rehabilitate existing road network	106.000.000
	Commerce	Construct modern market	30.000.000

## **5.0. STRATEGIC PLANNING**

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

#### **The Vision**

**“Toko Council and the population enjoy a healthy relationship in which a well maintained road network links all villages with improved social infrastructure including electricity, water, health and education.”**

#### **The Objective**

**“Toko Council continuously strives toward improving the life styles of the population through the effective and efficient supply of basic services in the domains of health, education and socio economic infrastructure.”**

## 5.2 LOGICAL FRAMEWORK BY SECTOR

### WOMEN EMPOWERMENT AND THE PROMOTION OF THE FAMILY:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Decision making by women improved	At least 50% of women take decisions on matters that concern them by 2020.	- Testimonies - Administrative reports	Negative cultural practices against women reduced.
<b>Specific objective</b>	Marginalization of women and children reduced	By 2015 at least 50% of women are empowered personally, economically, socially, culturally and politically.	- Administrative reports - Testimonies	Male subordination reduced
<b>Results</b>	1. Economic power of women increased	At least 40% of women embark on profitable income generating activities by 2015.	- Business records - Administrative reports	Favourable economic conditions
	2. Representation and participation of women in development and political issues increased.	By 2015, at least 50% of members in development and political committees are women	- Administrative reports - Testimonies	- Negative socio-cultural biases. - Inferiority complex of women reduced.
	3. Ignorance of women on their rights reduced	By 2015, at least 50% of the women in the municipalities know their rights and apply them	- Testimonies - Reports	Male subordination reduced
	4. Level of education for women increased	At least 20% of young girls enroll in schools at all levels yearly.	School enrollment registers	Negative cultural practices reduced

**PUBLIC WORKS :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Circulation of goods and persons increased	By 2020 transport means increase in the municipality yearly by at least 15%	<ul style="list-style-type: none"> <li>- Traffic counts</li> <li>- Testimonies</li> </ul>	Stable economic environment
<b>Specific objective</b>	Rural roads network improved	By 2020, at least 30% of the communities are accessible all seasons	<ul style="list-style-type: none"> <li>- Transport record</li> <li>- Testimonies</li> <li>- Visits</li> </ul>	<ul style="list-style-type: none"> <li>- Community collaboration</li> <li>- Stable economic environment</li> </ul>
<b>Results</b>	1. Farm to market roads increased	By 2020, at least 40km of roads constructed, regularly maintained and accessible all seasons.	<ul style="list-style-type: none"> <li>- Administrative reports</li> <li>- Visits</li> </ul>	<ul style="list-style-type: none"> <li>- Community collaboration</li> <li>- Stable economic environment</li> </ul>
	2. Conditions of existing roads improved	At least 30km of existing roads are regularly maintained and accessible all seasons by 2015	<ul style="list-style-type: none"> <li>- Visits</li> <li>- Administrative reports</li> </ul>	Community collaboration
	3. State of culverts and bridges improved	25% of broken down culvers and bridges are rehabilitated and used by 2015	<ul style="list-style-type: none"> <li>- Visits</li> <li>- Testimonies</li> </ul>	Community collaboration

## ENERGY RESOURCES :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Lighting of communities improved	By 2020, at least 30% of communities in the municipality are regularly supplied with electricity	<ul style="list-style-type: none"> <li>- Public interviews</li> <li>- Administrative reports</li> <li>- Observations</li> </ul>	Favourable economic and political environment
<b>Specific objective</b>	Access to electricity supply increased	At least 20% of the population use electricity for lighting of their houses and businesses by 2015	<ul style="list-style-type: none"> <li>- Business record</li> <li>- Interviews</li> </ul>	Favourable economic and political environment
<b>Results</b>	1. Thermal electricity plants in Toko and Madie Ngolo made functional	By 2015, two thermal electricity plants in Toko and Madie Ngolo are maintained regularly, and supply electricity throughout.	<ul style="list-style-type: none"> <li>- Observations</li> <li>- Testimonies</li> <li>- Administrative reports</li> </ul>	Stable economic environment
	2. Community generators increased and functional	At least 20 community generators installed and functional by 2015.	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Observations</li> </ul>	Community collaboration
	3. Connection to the national electricity supply network (AES SONEL) enhanced	By 2015, Toko town has functional AES SONEL installations	<ul style="list-style-type: none"> <li>- Administrative report</li> <li>- Public interviews</li> </ul>	Stable political environment

## WATER RESOURCES :

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Prevalence of water born diseases reduced	By 2020, the number of reported cases of water borne diseases reduce by at least 50% in all the communities with portable water	<ul style="list-style-type: none"> <li>- Health centre records</li> <li>- Testimonies</li> </ul>	Water pollution reduced
<b>Specific objective</b>	Access to potable water increased	At least 10 communities have access to potable water by 2020	<ul style="list-style-type: none"> <li>- Administrative reports</li> <li>- Visits</li> <li>- Testimonies</li> </ul>	Favourable policy framework
<b>Results</b>	1. Potable water schemes increased	At least 10 communities have functional portable water schemes by 2020	<ul style="list-style-type: none"> <li>- Site visits</li> <li>- Administrative reports</li> </ul>	An enabling economic and political conditions
	2. Functional water schemes increased	All existing water schemes are maintained regularly and functional by 2015.	<ul style="list-style-type: none"> <li>- Site visits</li> <li>- Administrative reports</li> </ul>	An enabling economic and political conditions
	3. Contamination of available water sources reduced.	At least 20% of water sources in the municipality are good for drinking by 2015	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Site visits</li> <li>- Council reports</li> </ul>	Community collaboration

## SECONDARY EDUCATION :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Global objective</b>	Illiteracy rate at the secondary level reduced	By 2020, literacy rate increased by at least 20% in the municipality	- Administrative and management reports	Favorable policy framework
<b>Specific objective</b>	Access to quality secondary education increased	At least 60% of pupils from primary school have access to secondary education and at least 60% obtain 4 “O” level subjects or more by 2015	- GCE ‘O’ level results - Administrative and management report	Favorable economic and political environment
<b>Results</b>	1. Qualified teachers increased	By 2015 each secondary schools have at least 10 qualified teachers	- Transfer decision - Administrative and management report	Favorable economic and political environment
	2. Infrastructure increased	All secondary and technical schools have at least five classroom blocks, a water point, a latrine, a library and workshop by 2015.	- Visit to schools - Administrative and management reports	Favorable economic conditions
	3. Equipment increased	By 2015, all classrooms constructed are equipped with desks, chairs, tables & blackboards	- Visits to schools - Inventory record	Favorable economic conditions



## BASIC EDUCATION :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Global objective</b>	Illiteracy rate at the basic level reduced	By 2020 at least 70% of children (half of them girls between the ages of 12 – 14) obtain F.S.L.C	<ul style="list-style-type: none"> <li>- Reports of the inspectors of basic education</li> <li>- F.S.L.C results</li> </ul>	<ul style="list-style-type: none"> <li>- Favourable policy framework</li> <li>- Favourable economic and political environment</li> </ul>
<b>Specific objective</b>	Access to quality basic education increased	By the year 2020 at least 80% of the children (half of them girls) within the municipality have access to quality basic education	<ul style="list-style-type: none"> <li>- F.S.L.C results</li> <li>- Administrative and management reports</li> </ul>	<ul style="list-style-type: none"> <li>- Favourable policy framework</li> <li>- Favourable economic and political environment</li> </ul>
<b>Results</b>	1. Qualified teachers increased	At least 90% of nursery and primary schools have at least four functional qualified teachers by 2015.	<ul style="list-style-type: none"> <li>- Transfer decisions</li> <li>- Administrative and management reports</li> </ul>	<ul style="list-style-type: none"> <li>- Favourable policy framework</li> <li>- Favourable economic and political environment</li> </ul>
	2. School infrastructure increase (classroom, latrines, libraries, water points, staff residence)	At least 70% of nursery and primary schools in the municipality have at least four classrooms, a water point, a latrine and a library by 2015.	<ul style="list-style-type: none"> <li>- Visit to schools</li> <li>- Administrative and management report</li> </ul>	Favourable economic conditions
	3. School equipment / materials increased	By 2015 at least 70% of classrooms constructed are fully equipped with desks, chairs, tables, boards and required didactic materials yearly.	<ul style="list-style-type: none"> <li>- Visit to schools</li> <li>- Administrative and management report</li> </ul>	Favourable economic conditions

**PUBLIC HEALTH :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Global objective</b>	Health status improved	By 2015, the death rate reduces by a least 30% each year.	- Health centre records - Testimonies	- Economic and political stability. - Epidemic reduced
<b>Specific objective</b>	Access to quality health services improved	By 2015 at least 60% of the population have access to quality health services	- Health centre records - Testimonies	Cooperation of stakeholders
<b>Results</b>	1. Health infrastructure increased	By 2015, all health centers created are constructed according to required specifications	- Visit to health centres - Health centre reports	Favourable economic and political environment
	2. Health equipment increased (beds, delivery beds and kits, laboratory equipment etc)	By 2020, all health centers have at least 50% of required basic equipment	- Visit to health centres. - Inventory record	Favourable economic and political environment
	3. Access to quality and affordable essential drugs increased	All health centers have pro-pharmacies with regular supply of essential drugs by 2015	- Visit to health centre and pro-pharmacy - Testimonies	Favourable economic and political environment
	4. Qualified health personnel increased	By 2015 all centres have at least 3 functional qualified staff	- Health centre reports - Transfer decisions	Favourable policy framework

**COMMERCE :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Global objective</b>	Commercial activities increased within the municipality	By 2014, revenue of the council from commercial activities increase by at least 15% annually	<ul style="list-style-type: none"> <li>- Accounts document</li> <li>- Testimonies</li> </ul>	Favorable taxation policy
<b>Specific objective</b>	Commercial activities increased	Diversified commercial activities increase by at least 30% by 2015	<ul style="list-style-type: none"> <li>- Visit to business places</li> <li>- Council revenue reports</li> </ul>	Enabling business climate
<b>Results</b>	1. Micro – enterprises increased	At last 50 lucrative micro – enterprise exists by 2015	<ul style="list-style-type: none"> <li>- Visit to market</li> <li>- Council report</li> </ul>	Favorable economic environment
	2. Marketing of products improved	By 2015 at least 70% of the population market their products in appropriate environment and fetch good prices	<ul style="list-style-type: none"> <li>- Interviews with market masters.</li> <li>- Radio announcements on market prices</li> </ul>	Availability of funds ensured
	Commercial activities increased within the municipality	By 2014, revenue of the council from commercial activities increase by at least 15% annually	<ul style="list-style-type: none"> <li>- Visit to micro-finance</li> <li>- Testimonies</li> </ul>	Laws establishing micro-finance institutions respected

## AGRICULTURE AND RURAL DEVELOPMENT:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Global objective</b>	Agricultural products regularly available in the municipality	Varieties of agricultural products available in the municipality all cropping seasons by 2015	<ul style="list-style-type: none"> <li>- Administrative reports</li> <li>- Testimonies</li> </ul>	Favorable climatic conditions
<b>Specific objective</b>	Agricultural production and productivity increased	By 2015 at least 40% of farmers increase their yields by at least 10% yearly	<ul style="list-style-type: none"> <li>- Farm visits</li> <li>- Farm record</li> <li>- Administrative reports</li> </ul>	Epidemic outbreak reduced
<b>Results</b>	1. Pests and diseases attack on cocoa (black pod) reduced	At least 20% reduction in losses due to pests and diseases attack by 2015	<ul style="list-style-type: none"> <li>- Farm records / visits</li> <li>- Administrative reports</li> </ul>	Favorable prices for fungicides and pesticides
	2. Use of improved planting materials increased	By 2013 at least 40% of farmers use improved planting materials yearly and experience an increase in yields,	<ul style="list-style-type: none"> <li>- Farm record</li> <li>- Administrative reports</li> </ul>	Timely availability of improved planting materials
	3. Use of fertilizers increased (organic and inorganic)	By 2015, at least 30% of farmers use organic and inorganic fertilizers and increase their yields by at least 10% yearly.	<ul style="list-style-type: none"> <li>- Farm record</li> <li>- Administrative reports</li> </ul>	Favorable prices for inorganic fertilizers

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
	4. Farming practices improved	By 2014 at least 30% of farmers practice improved farming techniques	- Farm visit administrative reports	Bush fire reduced
	5. Post harvest losses reduced	By 2014 at least 30% of farmers reduce post harvest losses by at least 50%	- Administrative reports - Interviews	Rural road network improved

## LIVESTOCK :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Global objective</b>	Nutritional conditions of the population improved	At least 40% of the population increase protein intake by at least 10% annually	- Testimonies - Health record	Epidemic outbreak reduced
<b>Specific objective</b>	Livestock production and productivity increased	By 2020 at least 30% of the population keep livestock and increase production by at least 10% yearly	- Farm record - Administrative reports	Epidemic outbreak reduced
<b>Results</b>	1. Livestock production practices improved	At least 50% of livestock farmers practice improved breeding techniques by 2015	- Farm visits	Epidemic outbreak reduced
	2. Use of improved livestock breed increased	By 2015 at least 60% of farmers use improved livestock breed and increase the production	- Farm visits - Administrative reports	Favourable economic environment
	3. Use of quality livestock feed increased	By 2015 at least 50% of farmers use quality livestock feed and increase their production by at least 5%	- Farm record - Administrative reports	Favourable prices for livestock feed
	4. Rate of diseases incident reduced	By 2015, disease attack on animals reduce by at least 3% annually	- Farm record - Administrative reports	Epidemic outbreak reduced

**FISHERIES :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Global objective</b>	Nutritional intake of the population improved	By 2015 at least 30% of the population increases their protein intake by at least 10% yearly.	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Health record</li> </ul>	Stable economic environment
<b>Specific objective</b>	Fish production and productivity increased	By 2015, the fishing population increase their harvest by at least 3% annually	<ul style="list-style-type: none"> <li>- Administrative reports</li> </ul>	Fish poisoning reduced
<b>Results</b>	1. Sustainable Fish harvesting methods increased	By 2015, at least 50% of fish harvesting is done with improved equipment	<ul style="list-style-type: none"> <li>- Visit to fishing sites</li> <li>- Administrative reports</li> </ul>	Environmental laws respected
	2. Fish pond increased	At least 4 functional fish pond exist in the municipality by 2015	<ul style="list-style-type: none"> <li>- Visit to fish pond</li> <li>- Administrative reports</li> </ul>	Stable economic environment

# STATE PROPERTY AND LAND TENURE:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Global objective</b>	Security of State and Private properties improved.	By 2015 at least 40% of state property and land secured	<ul style="list-style-type: none"> <li>- Visits</li> <li>- Administrative reports</li> </ul>	<ul style="list-style-type: none"> <li>- Favourable land tenure policy.</li> <li>- Enabling political and economic climate</li> </ul>
<b>Specific objective</b>	Legal possession of land increased.	By 2015 at least 30% of Government property are in good state with reduced illegal possession	<ul style="list-style-type: none"> <li>- Visits</li> <li>- Land certificates</li> <li>- Administrative reports</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Favourable land tenure policy.</li> <li>- Favourable political and economic climate</li> </ul>
<b>Results</b>	1. Title deeds for state and private land increased.	At least 20% of land have land certificates and are developed by 2015	Land certificates	Conflict management ensured
	2. Management of state property and land occupied improved	By 2015, a management plan is developed and implemented by all stakeholders.	Management plan	Collaboration of all stakeholders



# HOUSING AND URBAN DEVELOPMENT:

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Master plan for the municipality developed	At least 3 major towns in the municipality have master plans by 2015	<ul style="list-style-type: none"> <li>- Town visit</li> <li>- Administrative reports</li> </ul>	Collaboration between council and urban development and housing
Specific objective	Town planning improved	By 2015, the towns of Toko, Madie 1 and Lipenja are well presented with streets	<ul style="list-style-type: none"> <li>- Town visit</li> <li>- Administrative reports</li> </ul>	Collaboration between council and urban development and housing
Results	1. Master plans of the municipality made available	Master plans of Toko, Madie 1 and Lipenja put in place and used by 2013	<ul style="list-style-type: none"> <li>- Master plan</li> <li>- Administrative reports</li> </ul>	Collaboration between council and urban development and housing
	2. Construction of houses using permanent materials increased	At least 30% of the houses in the municipality are permanent structures by 2015	<ul style="list-style-type: none"> <li>- Permits</li> <li>- Council reports</li> </ul>	Collaboration between council and urban development and housing
	3. Haphazard building of houses reduced	At least 40% of the population construct their houses with building permits by 2015	<ul style="list-style-type: none"> <li>- Town visits</li> <li>- Council reports</li> </ul>	Favorable economic conditions

# **ENVIRONMENT, NATURE PROTECTION AND SUSTAINABLE DEVELOPMENT:**

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Rate of pollution reduced	Water and air pollution reduce in the municipality by at least 20% by 2015	<ul style="list-style-type: none"> <li>- Site visits</li> <li>- Administrative reports</li> </ul>	Environmental laws respected
<b>Specific objective</b>	Environmental degradation reduced	Environmental degradation due to human practices reduce by at least 20% by 2015	<ul style="list-style-type: none"> <li>- Site visits</li> <li>- Testimonies</li> <li>- Administrative reports</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental laws respected</li> <li>- Community collaboration</li> </ul>
<b>Results</b>	1. Management of natural resources improved	At least 20% of natural resources are sustainably managed by 2015	<ul style="list-style-type: none"> <li>- Visits to forests, water sources and famers</li> <li>- Administrative reports</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental laws respected</li> <li>- Community collaboration</li> </ul>
	2. Waste management improved	By 2014 a functional waster management system is put in place	<ul style="list-style-type: none"> <li>- Town visits</li> <li>- Council reports</li> </ul>	Community collaboration
	3. Drainage system improved	By 2014, drainage systems are constructed, functional and regularly maintained	<ul style="list-style-type: none"> <li>- Site visits</li> <li>- Council reports</li> </ul>	<ul style="list-style-type: none"> <li>- Favorable economic conditions</li> <li>- Community collaboration</li> </ul>

# **FORESTRY AND WILDLIFE :**

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Extinction of forest resources reduced	By 2015, destruction of biodiversity reduced by at least 20%	<ul style="list-style-type: none"> <li>- Administrative report</li> <li>- Visits to forest</li> </ul>	<ul style="list-style-type: none"> <li>- Forest laws respected</li> <li>- Fire disasters reduce</li> </ul>
<b>Specific objective</b>	Management of forest resources improved	By 2015 at least 50% of the population practice sustainable forest management techniques	<ul style="list-style-type: none"> <li>- Site visits</li> <li>- Administrative report</li> </ul>	- Forest laws respected
<b>Results</b>	1. Illegal exploitation of timber reduced	By 2015, Illegal exploitation of the forest reduced by at least	<ul style="list-style-type: none"> <li>- Administrative report</li> <li>- Visits to forest</li> </ul>	<ul style="list-style-type: none"> <li>- Forest laws respected</li> <li>- Conflict over land use reduced</li> </ul>

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
		20%		
	2. Illegal hunting reduced	By 2015, Illegal hunting reduced by at least 20%	- Administrative report - Testimonies	- Forest laws respected
	3. Non timber forest products sustainably managed	By 2015 at least 10.000 NTFPs are domesticated and sustainably harvested	- Visits to forest and farms - Testimonies	Community collaboration
	4. Forestation increased.	By 2015 at least 5000 trees are planted in the municipality	- Visits to the forest	Community collaboration

#### **TOURISM AND LEISURE :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Revenue from the tourism sector increased	Annual revenue from the tourism sector increase by at least 20%	- Council accounts record - Testimonies	Favorable economic and political conditions
<b>Specific objective</b>	Development of tourist potentials increased	By 2015 at least 100 tourists visit the municipality annually	- Council reports - testimonies	Favorable political conditions
<b>Results</b>	1. Tourist infrastructures such as hotels and restaurants increased	By 2014 at least 1 functional standard hotel and restaurant exist in the municipality	- site visit - administrative reports	Enabling economic conditions

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	2. Development of tourist sites increased	At least 3 tourist sites are developed and attract tourists by 2014	<ul style="list-style-type: none"> <li>- site visits</li> <li>- council report</li> </ul>	Enabling economic conditions
	3. Community mobilization improved	By 2014, at least 10 tourist guides trained and functional	<ul style="list-style-type: none"> <li>- testimonies</li> <li>- council reports</li> </ul>	Community solidarity ensured

#### ARTS AND CULTURE :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Cultural values enhanced	By 2015, Cultural awareness within the municipality increase by at least 50%	<ul style="list-style-type: none"> <li>- reports</li> </ul>	Stable economic and political climate
<b>Specific objective</b>	Deterioration of cultural values reduced	Cultural values in the municipality are practiced by at least 50% of the population by 2015	<ul style="list-style-type: none"> <li>- testimonies</li> <li>- reports</li> </ul>	Community solidarity ensured
<b>Results</b>	1. Development and promotion of cultural activities increased	By 2015, at least 50% of cultural activities are revived and practiced in the municipality	<ul style="list-style-type: none"> <li>- testimonies</li> <li>- administrative reports</li> </ul>	Stable political climate
	2. Cultural infrastructures established	By 2015 at least 2 functional community halls and museums exist and are used	<ul style="list-style-type: none"> <li>- site visits</li> <li>- council reports</li> </ul>	Stable economic environment
	3. Community	At least 60% of the population	<ul style="list-style-type: none"> <li>- reports</li> </ul>	Community solidarity

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	mobilization improved	take part in annual cultural activities	- testimonies	ensured

#### INDUSTRY, MINES AND TECHNOLOGICAL DEVELOPMENT :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Industrial base of the municipality increased	Council industrial policy put in place by 2013	- Visits - Administrative reports -	Favorable policy framework
<b>Specific objective</b>	Development of the mining and industrial sector improved	At least one feasibility study conducted by 2014	- Administrative reports - Testimonies	Favorable policy framework
<b>Results</b>	1. Mining activities in the municipality promoted	At least 1 processing industry functional by 2015	- Prospection reports - data	Favorable policy framework
	2. An industrial zone put in place	By 2015 at least one industrial zone exists	- Site visits - Reports	Favorable political climate

#### COMMUNICATION :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Circulation of information improved	By 2015, at least 50% of the population are informed on major events	- Testimonies - Reports	Favourable policy framework
<b>Specific objective</b>	Access to information increased	.By 2015 at least 50% of the population can regularly send and receive information	- Testimonies - Reports	Favourable policy framework

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Results</b>	1. Access to radio, TV and internet signals improved	By 2015, at 30% of the population receive CRTV and other signals	<ul style="list-style-type: none"> <li>- Home visits</li> <li>- Reports</li> </ul>	Favourable policy framework
	2. Community radio put in place	By 2015, at least one functional community radio exist in the municipality	<ul style="list-style-type: none"> <li>- Visit to radio</li> <li>- Reports</li> </ul>	Favorable economic conditions
	3. Circulation of news papers increased	By 2014 at least one functional newspaper vendor exist in the municipality	<ul style="list-style-type: none"> <li>- Available newspapers</li> <li>- Reports</li> </ul>	Favorable economic conditions

#### **POST AND TELECOMMUNICATIONS :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Communication with people within and out of the country improved	By 2015 at least 50% of the population regularly send and receive information using telecommunication	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- reports</li> </ul>	Favorable policy framework
<b>Specific objective</b>	Access to postal services and telecommunication increased	By 2015 at least 50% of the population are satisfied with postal and telecommunication services	<ul style="list-style-type: none"> <li>- testimonies</li> </ul>	Favorable policy framework
<b>Results</b>	1. Mobile	By 2015 at least 2 functional	<ul style="list-style-type: none"> <li>- list of subscribers</li> <li>- testimonies</li> </ul>	Stable economic environment

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
	telecommunication network increased	mobile telephone networks exist in the municipality		
	2. Functional post office put in place	By 2015 at least 1 functional post office exist in the municipality	<ul style="list-style-type: none"> <li>- visit</li> <li>- administrative reports</li> <li>- testimonies</li> </ul>	Favorable policy framework

#### LABOUR AND SOCIAL SECURITY :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Job security increased	At least 50% of the working population have job security by 2015	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Administrative reports</li> </ul>	Favorable economic climate
<b>Specific objective</b>	Employee Social security payments improved	By 2015, 50% employers regularly contribute social security for their workers	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Administrative reports</li> </ul>	Favorable economic climate
<b>Results</b>	1. Stable Institutions increased	By 2014 at least 5 stable and profitable institutions established within the municipality	<ul style="list-style-type: none"> <li>- Visit</li> <li>- council reports</li> </ul>	Favorable economic climate

**PUBLIC SECURITY :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Crime ware reduced	By 2015, at least 40% of the population in the municipality circulate freely and live in peace	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Administrative reports</li> </ul>	Enabling economic and political climate
<b>Specific objective</b>	Insecurity reduced	By 2015 the number of criminal cases reduce by at least 30% yearly	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Security reports</li> </ul>	Enabling economic and political climate
<b>Results</b>	1. Security officers increased	By 2015 at least 10 new elements of the forces of law and order are transferred and functional	<ul style="list-style-type: none"> <li>- Transfer decision</li> <li>- Administrative reports</li> </ul>	Favourable policy framework
	2. Permanent structures for forces of law and order and customary court put in place	By 2015 gendarmerie brigade, police post and customary court structures are constructed and functional	<ul style="list-style-type: none"> <li>- Visit</li> <li>- Administrative reports</li> </ul>	Favourable policy framework
	3. Lighting of the municipality increased	By 2015, the streets of Toko and Madie Ngolo are regularly lighted.	<ul style="list-style-type: none"> <li>- Visit</li> <li>- Council reports</li> </ul>	Favourable policy framework



**TERRITORIAL ADMINISTRATION AND DECENTRALISATION :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Peaceful coexistence and mutual respect within the municipality	By 2015 at least 70% of communities express willingness to collaborate with local administrators	<ul style="list-style-type: none"> <li>- Visits</li> <li>- Administrative reports</li> </ul>	Favourable economic and political condition
<b>Specific objective</b>	Trust in local administration increased	By 2014 at least 50% of the population respect their chiefs, community laws and the local administration	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Reports</li> </ul>	Enabling political climate
<b>Results</b>	1. Collaboration and classification of Chiefs improved	By 2014 at least 60% of Chiefs are recognized and serve as auxiliaries of the administration.	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Administrative Reports</li> </ul>	Enabling political climate
	2. Community awareness, commitment & mobilization improved	By 2014, at least 60% of the population regularly participates in meetings initiated by the administration.	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Reports</li> </ul>	Collaboration community members ensured

# **SCIENTIFIC RESEARCH AND INNOVATION:**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Access to Scientific benefits increased within the municipality	By 2015 at least 70% of the population have access to scientific innovations	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Administrative reports</li> </ul>	Favourable economic climate
<b>Specific objective</b>	Technological innovations increased	By 2015, improved scientific technologies in agriculture and livestock available within the municipality	<ul style="list-style-type: none"> <li>- Visits</li> <li>- Administrative Reports</li> </ul>	Appropriateness of technology ensured
<b>Results</b>	1. Dissemination of scientific innovations (inputs) improved	By 2015 scientific inputs in agriculture and livestock made available in 49 villages	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Field visits</li> <li>- Reports</li> </ul>	Timeliness and appropriateness of research findings
	2. Research outreach programs increased	By 2013, research outreach programs exist in the municipality	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Research Reports</li> </ul>	Collaboration of stakeholders ensured

**SOCIAL AFFAIRS :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
<b>Overall objective</b>	Assistance to vulnerable population increased	By 2015, at least 70% of vulnerable persons are empowered and satisfied with the services rendered	<ul style="list-style-type: none"> <li>- reports</li> <li>- testimonies</li> </ul>	Enabling political and economic conditions
<b>Specific objective</b>	Social services improved	By 2015 at least 70% of vulnerable persons have access to quality social services	<ul style="list-style-type: none"> <li>-Reports</li> <li>-Testimonies</li> </ul>	Enabling economic conditions
<b>Results</b>	1. Social Centers increased	At least 2 functional social centers exist by 2014	<ul style="list-style-type: none"> <li>-Site visits</li> <li>-Reports</li> </ul>	Enabling economic conditions
	2. Social workers increased	By 2014, at least 4 functional trained social workers exist	<ul style="list-style-type: none"> <li>-Transfer decision</li> <li>-Administrative report</li> </ul>	Favourable policy framework
	3. Awareness on available social benefits for vulnerable persons increased	At least 80% of vulnerable persons know their social benefits and at least 70% get them regularly	<ul style="list-style-type: none"> <li>-Administrative reports</li> <li>-Testimonies</li> </ul>	Enabling economic conditions

**YOUTH AND CITIZEN EDUCATION :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
Overall objective	Awareness on youthful living and civic responsibilities increased	At least 70% of youths are living responsible lives by 2014	-Visit -Reports	Favourable economic conditions
Specific objective	Youth empowerment facilities and programs increased	By 2014, realistic youth programs are drawn up and implemented yearly in conducive environments	-Visit -reports	Favourable education policy
Results 1	Trainers and youth animators increased	By 2014 at least 2 functional youths animators are in place and functional	-visit -Report	Favourable economic conditions
2.	Youth empowerment structures and services increased	By 2015 at least 1 youth animation centre is constructed and functional	-Transfer decision -Administrative report	Favourable policy framework.
3.	Mobilization of youths on income generating activities increased	At least 10% of youths operate gainful businesses by 2014	-Reports	Enabling political conditions.

### SPORTS AND PHYSICAL EDUCATION :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Overall objective	Physical education exercises increased.	By 2015, at least 50% of the population carry out physical exercises	-Testimonies -Visits	Change of attitude in sporting activities
Specific objective	Sporting activities increased	Diversified sporting activities increased by at least 20% and promoted regularly	-Reports -Observations	Enabling economic conditions
Results	1. Sports equipment in schools increased	By 2015 each school is equipped with at least 3 sport equipment	-School record -Visits	Enabling economic conditions
	2. Sports teachers increased	At least 5 functional trained teachers in place by 2013	-Transfer decision -Reports	Favorable policy framework.
	3. Sports complex increased	At least 2 sport complex exist and used.	-Visits -Reports	Enabling economic conditions.
	4. Local sports activities increased	At least 2 sport competitions organized yearly	-Council reports -Testimonies	Enabling economic conditions

# **EMPLOYMENT AND VOCATIONAL TRAINING :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
Overall objective	Skills development increased.	By 2015, marketable skills transferred to at least 40% of persons within the employable age	-Testimonies  -Trainees evaluation reports	Enabling economic conditions
Specific objective	Employment increased	By 2015, at least 40% of individuals with professional skills are gainfully employed	-Employment contracts  -Testimonies	Enabling economic conditions
Results 1.	1. Training opportunities increased	By 2014, at least 500 individuals trained on small business start ups	-Reports  -Testimonies	Favourable policy framework
	2. Self employment increased	By 2015, at least 50% of those trained are self employed	- Visit to business places  - Tax receipts	Enabling business climate

**TRANSPORT :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
Overall objective	Circulation of goods and persons improved	At least 50% of the population move safely and on time within and outside the municipality by 2015	-Observations -Council record -Testimonies	Favourable economic and political conditions
Specific objective	Means of transportation improved	By 2015, at least 50% of the population travel in good vehicles with affordable fares	-Testimonies -Council record	Cooperation of transporters ensured
Results	1. Transport vehicles increased	By 2015, transport vehicles and motorbikes increase by at least 40%	-Council record -Observations	Enabling economic conditions
	2. State of vehicles improved	At least 70% of vehicles and motorbikes are regularly maintained	-Visit to garages -Testimonies -Records of broken down vehicles	Enabling economic conditions.
	3. Overloading of vehicles and motorbikes reduced	At least 40% of passengers travel comfortably in vehicles and on motorbikes regularly.	-Testimonies -Transport record	Cooperative transporters union

# **HIGHER EDUCATION :**

<b>Strategy</b>		<b>Indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>
<b>Level</b>	<b>Formulation</b>			
Overall objective	Number of professional institutions increased	At least 1 professional institution exist in the municipality by 2014	-Testimonies -Reports	Enabling economic conditions
Specific objective	Access to quality higher education increased	At least 25% of youths obtain Diplomas and degrees by 2015	-Enrollment register -Testimonies	Favourable economic and political environment
Results	1. Access to professional schools increased	At least 25% of youths are admitted into professional schools by 2015	-Visit -Decision creating the school	Favourable political environment
	2. Higher professional schools in the division increased	At least 1 professional school created by 2014	-Testimonies	Enabling economic conditions.



### SMALL AND MEDIUM SIZE ENTERPRISES, SOCIAL ECONOMY AND HANDICRAFT :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Actors in the Informal Sector within the municipality increased	By 2015 informal sector actors increase by at least 35% yearly	<ul style="list-style-type: none"> <li>- council revenue reports</li> <li>- testimonies</li> </ul>	<ul style="list-style-type: none"> <li>- security ensured</li> <li>- enabling economic environment</li> </ul>
<b>Specific objective</b>	Small and medium size enterprises increased	By 2015 at least 40 small and medium size enterprises are operational in the municipality	<ul style="list-style-type: none"> <li>- Visit</li> <li>- Council reports</li> </ul>	enabling economic environment
<b>Results</b>	1. Capacity and skills of the population for informal sector activities increased	At least 400 persons acquire knowledge and skills and operate small enterprise (restoration, woodwork, hair dressers, mechanics, tailoring)	<ul style="list-style-type: none"> <li>- Visit to business places</li> <li>- Council reports</li> </ul>	<ul style="list-style-type: none"> <li>- enabling economic environment</li> <li>- enthusiasm of youths</li> </ul>
	2. Access to the services of small and medium size enterprises increased	At least 70% of the population attend various training organized by this sector by 2013	Training reports	<ul style="list-style-type: none"> <li>- enabling economic environment</li> <li>- wiliness of the youths ensured</li> </ul>

### TOKO COUNCIL :

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
<b>Overall objective</b>	Provision of basic services to the population increased	At least 70% of the population have access to basic services by 2015	<ul style="list-style-type: none"> <li>- Visits</li> <li>- Observations</li> <li>- Pictures</li> <li>- Administrative reports</li> </ul>	Enabling economic and political environment
<b>Specific objective</b>	Functional capacity of Toko council strengthened	By 2015, at least 80% of council departments are in place and offering services to the population	<ul style="list-style-type: none"> <li>- Testimonies</li> <li>- Administrative report</li> <li>- Visits</li> <li>- Pictures</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration of main stakeholders</li> <li>- Enabling economic conditions</li> </ul>

Strategy		Indicators	Sources of Verification	Assumptions
Level	Formulation			
Results	1. Human resource management improved	- By 2015, the council is equipped with sufficient qualified and regularly motivated staff.	- List of council staff - Organigramme - Council reports	- Permanent residence of staff ensured - Favourable policy framework
	2. Funds increased	Council funds increased yearly by at least 25% and used following budget allocations	- Financial report - Testimonies	Favourable economic conditions
	3. Management of council assets increased	By 2015 at least 50% of council assets are acquired and used according to standard operating procedures	- Visit - Council report	- Favourable economic conditions - Collaboration of all stakeholders ensured
	4. Collaboration with main stakeholders improved	By 2013, at least 50% of the main stakeholders actively participate in the realization of development projects in the municipality	-Testimonies Council reports	Conducive political climate

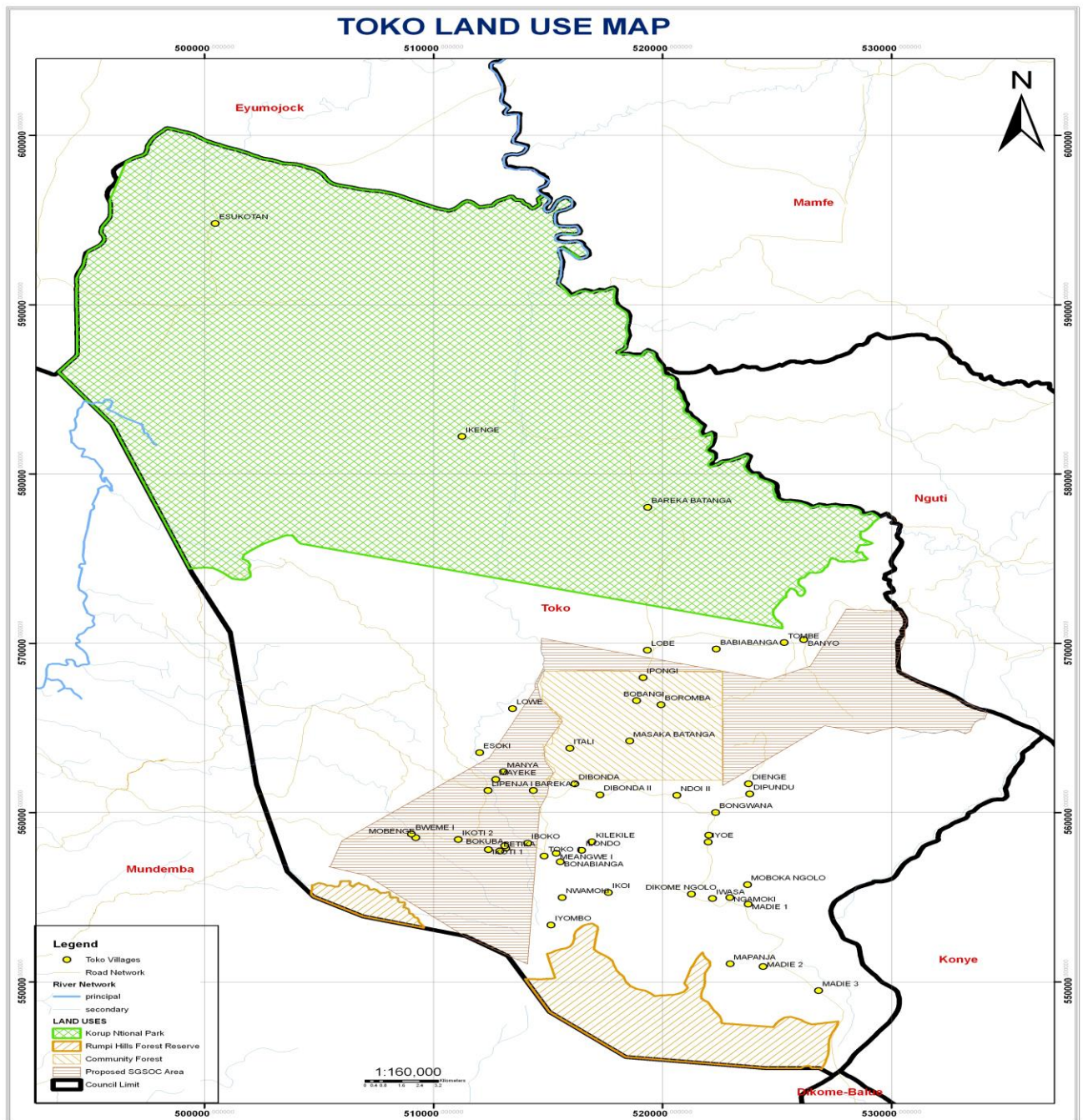


Fig. 6: Landuse Map TOC

## 6.0. OPERATIONAL PLANNING (PROGRAMMING)

### Cost of the CDP per Sector

No	Sector	Cost of Activities (FCFA)
1	Women Empowerment and the Promotion of the Family	124.000.000
2	Public Works	3.219.000.000
3	Energy	225.000.000
4	Water	2.004.300.000
5	Secondary Education	99.960.000
6	Basic Education	909.080.000
7	Public Health	74.700.000
8	Commerce	59.000.000
9	Agriculture and Rural Development	323.000.000
10	Livestock	83.300.000
11	Fisheries	71.000.000
12	State Property and Land Tenure	5.300.000
13	Housing and Urban Development	10.900.000
14	Environment, Nature Protection and Sustainable Development	34.100.000
15	Forestry and Wildlife	35.600.000
16	Tourism and Leisure	63.000.000
17	Arts and Culture	155.400.000
18	Industry, Mines and Technological Development	3.000.000
19	Communication	26.300.000
20	Post and Telecommunication	20.000.000
21	Labor and Social Insurance	16.400.000
22	Public Security	100.500.000
23	Territorial Administration and Decentralization	9.900.000
24	Scientific Research and Innovation	20.000.000
25	Social Affairs	100.700.000
26	Youth and Citizen Education	105.400.000
27	Sports and Physical Education	57.300.000
28	Employment and Vocational Training	210.800.000
29	Transport	60.000.000
30	Higher Education	4.500.000
31	Small and Medium Size Enterprises, Social Economy and Handicraft	20.000.000
32	Toko Council	78.200.000
<b>33</b>	<b>Total Cost of the CDP</b>	<b>8.309.640.000</b>

**Total cost of the Communal Development Plan (CDP) of Toko municipality is eight thousand three hundred nine million six hundred and forty thousand francs CFA.**

### 6.1. Mid Term Expenditure Framework (MITEF) 3 years (2012 to 2014)

No	Sector	Micro Projects / (locations)	Cost	Funding Source
1	<b>Basic Education</b>	<b>Lobby for transfer of 20 trained teachers</b> (Mundemba & Buea)	600.000	Council Budget
2		<b>Construct (12) Classrooms</b> (Toko, Madie I, Lipenja, Mokako, Dikome, Dibonda)	118.000.000	PIB /FEICOM
3		<b>Construct (12) Latrines</b> (Toko, Madie I, Lipenja, Mokako, Dikome)	60.000.000	PIB /FEICOM
4		<b>Construct (5) Fences</b> (Toko, Madie I, Lipenja, Mokako, Dikome)	50.000.000	PIB /FEICOM
5		<b>Supply (3.719) Desks</b> (Kilikile, Esukotan, Ikenge, Bweme, Betika,Nwamoki, Ikoe, Banyo, Ndoi, Itali, Mofako, Dibonda, Bombangi, Lipenja, Dikome, Madie I, II, III, Toko, Moboka)	111.580.000	<b>PNDP/ FEICOM</b>
6		<b>Supply (72 sets) of Tables and Chairs</b> (Kilikile, Esukotan, Ikenge, Bweme, Betika,Nwamoki, Ikoe, Banyo, Ndoi, Itali, Mofako, Dibonda, Bombangi, Lipenja, Dikome, Madie I, II, III, Toko, Moboka)	25.000.000	PIB
7		<b>Supply Didactic Materials (assorted)</b> (Kilikile, Esukotan, Ikenge, Bweme, Betika,Nwamoki, Ikoe, Banyo, Ndoi, Itali, Mofako, Dibonda, Bombangi, Lipenja, Dikome, Madie I, II, III, Toko, Moboka)	46.000.000	PIB
8	<b>Secondary Education</b>	<b>Lobby for the transfer of 20 trained teachers</b>	600.000	Council Budget

		(Toko, Madie I, Lipenja)		
9		<b>Construt 14 Classrooms and Workshops</b> (Toko, Madie I, Lipenja)	126.000.000	PIB/FEICOM
10		<b>Construct 3 Latrines</b> (Toko, Madie I, Lipenja)	16.250.000	PIB/FEICOM
11		<b>Construct 3 Fences</b> (Toko, Madie I, Lipenja)	32.000.000	PIB
12		<b>Supply 400 Desks</b> (Toko, Madie I, Lipenja)	12.000.000	<b>PNDP / PIB</b>
13		<b>Supply (10 sets) Tables and Chairs</b> (Toko, Madie I, Lipenja)	3.500.000	PIB
14		<b>Supply Didactic Materials (assorted)</b> (Toko, Madie I, Lipenja)	6.000.000	PIB
15		<b>Allocate and Equip library (1)</b> (Toko)	20.000.000	<b>PNDP / PIB</b>
16		<b>Construct Administrative Block (2)</b> (Toko, Madie I)	45.000.000	PIB
17	<b>Public Health</b>	<b>Renovate 2 Health Centers</b> (Lipenja & Dikome)	15.000.000	FEICOM
18		<b>Supply 10 Normal Beds</b> (Lipenja & Dikome)	3.000.000	FEICOM
19		<b>Supply 8 Delivery Beds</b> (Toko, Madie I, Dikome)	4.000.000	FEICOM
20		<b>Supply 6 Delivery Kits</b> (Toko, Madie I, Dikome)	1.500.000	PIB
21		<b>Supply 15 Baby Cots</b> (Toko, Madie I, Dikome)	750.000	PIB
22		<b>Supply 3 lots of Laboratory Equipment</b> (Toko, Madie I, Dikome)	15.000.000	PIB
23		<b>Equip 3 pharmacies with shelves and drugs</b> (Toko, Madie I, Dikome)	25.000.000	<b>PNDP</b>

24		<b>Train 3 Pharmacy Attendants</b> (Toko, Madie I, Dikome)	600.000	SWSFH
25		<b>Lobby for transfer of qualified staff</b> (Toko, Madie I, Dikome)	600.000	Council Budget
26	<b>Agriculture &amp; Rural Development</b>	<b>Train farmers in 3 zones on pests and diseases control &amp; Supply fungicides and pesticides</b> (Ngolo, Batanga, Bakoko Zones)	13.000.000	FEICOM
27		<b>Organise farmers in 3 zones to have access to fungicides and pesticides</b> (Ngolo, Batanga, Bakoko Zones)	150.000	Council Budget
28		<b>Sensitize farmers in 3 zones on the use of improved planting materials</b> (Ngolo, Batanga, Bakoko Zones)	600.000	Council Budget
29		<b>Distribute improved planting materials to farmers in 3 zones at subsidized rates</b> (Ngolo, Batanga, Bakoko Zones)	70.000.000	FEICOM
30		<b>Supply 3 Cassava Processing Units in 3 zones</b> (Ngolo, Batanga, Bakoko Zones)	40.000.000	FEICOM
31		<b>Train farmers in 3 zones on soil improvement techniques</b> (Ngolo, Batanga, Bakoko Zones)	1.000.000	<b>PNDP</b>
32		<b>Train farmers in 3 zones on improved farming practices</b> (Ngolo, Batanga, Bakoko Zones)	1.000.000	<b>PNDP</b>
33		<b>Train farmers in 3 zones on post harvest losses</b> (Ngolo, Batanga, Bakoko Zones)	1.000.000	FEICOM
34		<b>Support Plantation Farming &amp; Supply planting materials (cocoa, cassava, plantains, banana) in 3 zones</b> (Ngolo, Batanga, Bakoko Zones)	80.000.000	PNDP / MINADER / FEICOM
35	<b>Commerce</b>	<b>Construct market</b> (Madie I)	10.000.000	PIB
36		<b>Maintain Markets</b>	5.000.000	PIB

		(Madie I, Meangwe I)		
37		<b>Disseminate market prices of goods</b> (Madie I, Meangwe I)	300.000	Council Budget
38		<b>Lobby for the creation of 1 Micro- finance Institution</b> (Madie I)	400.000	Council budget
39	<b>Public Works</b>	<b>Conduct 2 Studies for road construction</b> (Madie I, Toko)	5.000.000	PIB
40		<b>Construct new road</b> (Madie I, Toko)	120.000.000	PIB
41		<b>Maintain new roads</b> (Madie I, Toko)	50.000.000	PIB
42		<b>Conduct Studies for road rehabilitation</b> (Madie I, Toko)	2.500.000	PIB/ FEICOM
43		<b>Rehabilitate roads</b> (Madie I, Toko)	70.000.000	FEICOM
44		<b>Conduct Studies for Bridges and Culverts</b> (Madie I, Toko)	1.500.000	FEICOM
45		<b>Construct 6 Bridges</b> (Madie I, Ikenge, Banyo, Lipenja, Moboka, Dikome Ngolo)	340.000.000	PNDP / PIB
46		<b>Construct 12 Culverts</b> (Madie I, Ikenge, Banyo, Lipenja, Moboka, Dikome Ngolo)	48.000.000	PNDP / PIB
47	<b>Energy</b>	<b>Rehabilitate 1 thermal electricity plant</b> (Madie)	500.000	Council Budget
48		<b>Maintain 1 thermal electric plant</b> (Toko)	100.000	Council Budget
49		<b>Install 4 Community generators</b> (Dikome, Lipenja, Mapanja, Ikenge)	47.000.000	PIB
50		<b>Maintain Community generators</b> (Dikome, Lipenja, Mapanja, Ikenge)	3.000.000	Council Budget
51	<b>Water</b>	<b>Submit 1 Proposal to FEICOM</b> (Toko)	500.000	Council Budget



52		<b>Conduct Studies</b> (Dikome, Lipenja, Mapanja, Ikenge)	2.500.000	FEICOM
53		<b>Construct 4 water shemes</b> (Dikome, Lipenja, Mapanja, Ikenge)	252.000.000	FEICOM
54		<b>Mobilize Community Contribution</b> (Dikome, Lipenja, Mapanja, Ikenge)	500.000	VDC / TOC
55		<b>Creat and equip water maintenance committee</b> (Dikome, Lipenja, Mapanja, Ikenge)	600.000	Council Budget
56		<b>Rehabilitate &amp; Extend Madie – Moboka water sheme</b>	15.000.000	<b>PNDP</b>
57		<b>Sensitise Communities on hygiene and sanitation in 4 villages</b> (Dikome, Lipenja, Mapanja, Ikenge)	500.000	VDC / TOC
58		<b>Enact and implement laws on use of 4 sources of water</b> (Dikome, Lipenja, Mapanja, Ikenge)	200.000	VDC / TOC
58		<b>Train 4 Caretakers</b> (Dikome, Lipenja, Mapanja, Ikenge)	250.000	Council budget
59		<b>Protect 4 Catchment areas</b> (Dikome, Lipenja, Mapanja, Ikenge)	500.000	Council budget
60	<b>Toko Council</b>	<b>Train Staff and Councilors</b> (Toko)	5.000.000	<b>PNDP</b>
61		<b>Aquire Office equipment</b> (Toko)	7.000.000	<b>PNDP</b>
62		<b>Paint Council Chambers</b> (Toko)	5.000.000	FEICOM
63		<b>Rehabilitate Tipper &amp; Pick up</b> (Toko)	10.000.000	FEICOM
64		<b>Rehabilitate Catepillar</b> (Toko)	10.000.000	FEICOM
65		<b>Acquire Real Estate</b> (Toko)	50.000.000	PIB
66	<b>Total MITEF</b>		<b>2.007.580.000</b>	

**Total cost of TOC MITEF (2012 - 2014) is two thousand seven million, five hundred and eighty thousand francs CFA.**

### 6.3 Annual Investment Plan

#### 6.3.1. Available Resources and Deadlines

No	Donor	Amount (FCFA)	When	Donor Conditions
1	PNDP	63.000.000	March	10% Council Contribution
2	Toko Council	7.560.000	March	PNDP Requirement
3	PIB	19.500.000	February	Contract Award
4	<b>TOTAL</b>	<b>90.060.000</b>		

#### 6.3.2. Annual Program of Priority Projects (2012)

No	Sector	Name of Project	Type of Project	Objective	Location (s)/ Villages	Financing Partner / Execution Period	Project Cost (FCFA)/ Vote Holder
1	<b>Basic Education</b>	Supply 320 desks in nursery and primary schools	Supplies	To increase access to quality educational facilities	<b>GNS:</b> Lipenja & Toko. <b>GS:</b> Madie Newtown, Madie Ngolo, Madie III Boembe, Banyo, Mofako Batanga, Bweme, Kilekile, Ikoi Ngolo,	<b>PNDP/ TOC</b> (March 2012)	9.600.000/ Mayor

					Dikome Ngolo, Moboka, Meangwe I, Toko, Betika, Dibonda, Bombangi, Lipenja, Ikenge, Esukotan, Itali, Nwamoki, Ndoi		
2	<b>Secondary Education</b>	Supply 70 desks to secondary schools	Supplies	To increase access to quality educational facilities	GSS Madie I and GTC Lipenja	<b>PNDP/ TOC</b> (May 2012)	2.100.000 / Mayor
		Supply 60 desks to secondary schools	Supplies	To increase access to quality educational facilities	GSS Toko	PIB (May 2012)	1.800.000 / Director of Secondary Education
		Construction of 2 classrooms	Construction	To increase access to quality educational	GSS Madie Ngolo	PIB (May 2012)	18.000.000/ Director of Secondary Education

				facilities			
		Supply 6 Lots of tables and chairs	Supplies	To increase access to quality educational facilities	GSS Toko, Madie I and GTC Lipenja	<b>PNDP / TOC</b> (May 2012)	1.500.000 / Mayor
		Supply Didactic materials	Supplies	To increase access to quality educational facilities	GSS Toko, Madie I and GTC Lipenja	<b>PNDP / TOC</b> (May 2012)	1.800.000/ Mayor
		Equip Library with shelves and books	Supplies	To increase access to quality educational facilities	GSS Toko	<b>PNDP / TOC</b> (May 2012)	1.260.000/ Mayor
3	<b>Public Health</b>	Equip pharmacy with shelves and drugs	Supplies	To increase access to quality health care	Toko	<b>PNDP/ TOC</b> (May 2012)	5.000.000/ Mayor
4	<b>Agriculture &amp; Rural Development</b>	Train farmers on improved farming methods (Post harvest lost & Soil improvement	Supplies		Ngolo, Batanga and Bakoko	<b>PNDP/ TOC</b> (March 2012)	1.000.000/ Mayor

		techniques)					
5		Supply improved planting materials	Supplies	To increase food crop security	Ngolo, Batanga and Bakoko	<b>PNDP/ TOC</b> (March 2012)	3.000.000/ Mayor
6	<b>Water</b>	Rehabilitate and extend potable water to Madie I & Moboka	Construction	To increase access to portable water supply	Madie I & Moboka	<b>PNDP/ TOC</b> (June 2012)	15.000.000/ Mayor
7	<b>Public Works</b>	Construct Iroka Bridge	Construction	To improve security of movements between Toko and Meangwe I	Meangwe I	<b>PNDP/ TOC</b> (June 2012)	12.000.000/ Mayor
8		Construct culverts in Toko	Construction	To increase movement between Toko town	Toko	<b>PNDP/ TOC</b> (June 2012)	6.000.000/ Mayor
9	<b>Toko Council</b>	Organise capacity building workshops (training) for Council Staff and	Supplies	To improve the functioning of Toko Council	Toko	<b>PNDP/ TOC</b> (March 2012)	5.000.000/ Mayor

		councilors					
10		Supply computer, generator, tables, chairs, shelves, cupboards in offices	Supplies	To improve the functioning of Toko Council	Toko	<b>PNDP/ TOC</b> (March 2012)	7.000.000/ Mayor
11	<b>Total 2012 AIP</b>						<b>90.060.000</b>

**TOC Priority Projects for 2012 stands at ninety million and sixty thousand francs CFA**

## 6.4. Simplified Environmental Management Framework of the MITEF.

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

#### a) Possible Social Impacts:

Micro project type in the MITEF	Possible Social Impacts (Positive)	Possible Social Impacts (Social Risks)	Mitigation Measures
Supply Improved planting materials to farmenrs & Open new farms (plantations)	<ul style="list-style-type: none"> <li>- Increased self employment opportunities</li> <li>- Increased food production</li> <li>- Reduction in malnutrition</li> <li>- Food security ensured</li> </ul>	<ul style="list-style-type: none"> <li>- Conflicts on land to be ceded for plantation planting</li> </ul>	<ul style="list-style-type: none"> <li>- Create and train Land Management Platform members</li> <li>- Ensure concrete Land Transfer agreements with KORUP, Christain Philanthropic and SITHE GLOBAL</li> </ul>
Construction of classrooms and laboratories for secondary education	<ul style="list-style-type: none"> <li>- High performance in public exams</li> <li>- Conducive learning environment</li> <li>- Increased literacy rate</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction in leasure activities due limited land</li> </ul>	<ul style="list-style-type: none"> <li>- More allocation of land for play ground</li> </ul>
Construction of embarkment	<ul style="list-style-type: none"> <li>- Improve circulation of persons and goods</li> <li>- Less distruction of buildings and household equipment</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in accident</li> </ul>	<ul style="list-style-type: none"> <li>- Sign board along the embarkments indicating danger zones</li> </ul>
Install new thermal plans	<ul style="list-style-type: none"> <li>- Increase in socio economic activities</li> <li>- Reduction in rural exodus</li> <li>- Increase in self employment</li> <li>- Increase in communication</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in crime wave</li> <li>- Fire desasters</li> <li>- Conflict in site selection</li> </ul>	<ul style="list-style-type: none"> <li>- High security control</li> <li>- Installation of circuit breakers</li> </ul>
Construction of New water schemes	<ul style="list-style-type: none"> <li>- Reduction of water borne diseases</li> <li>- Intensification and diversification of socio cultural activities due to</li> </ul>	<ul style="list-style-type: none"> <li>- Poor sanitation around water</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitisation of the population proper hygiene and sanitation</li> </ul>

Micro project type in the MITEF	Possible Social Impacts (Positive)	Possible Social Impacts (Social Risks)	Mitigation Measures
	increase time available - Children will be more punctual at school leading to better performance - Improved hygiene and sanitation - Change in gender roles (more men fetching water since the taps are at their door steps)	systeems	
Construction of new roads	- There will be reduction in travelling hazards and risks - Reduction in transport fares - Transportation cost for goods to travel by vehicle and motorbike will significantl reduced - Communities will notice an increase in traffic volume	- Influx of theives due to good roads - High rate of juveniel delinquency and prostitution	- High security control - Sensitisation of youths
Supply equipment (beds, delivery kits, laboratories	- Reduction in mobility and mortality rates - Improvement in health status	- Poor hygienic conditions in use of equipments	- Sensitisation on hygienic conditions in use of equipments
Construction of new classrooms For Basic education	- High performance in public exams - Conduasive learning environment - Increased litracy rate	- Reduction in leasure activities due limited land	- More allocation of land for play ground



**b) Possible Environmental Impacts:**

<b>Micro project type in MITEF</b>	<b>Possible Environmental Impacts (positive)</b>	<b>Possible Environmental Impacts (Environmental Risks)</b>	<b>Mitigation Measures</b>
Supply Improved planting materials to farmers & Open new farms (plantations)	- Reduction in post harvest losses	- Destruction of the forest and wildlife systems	- Agreement with conservation organizations on land to be ceded for farming
Construction of classrooms and laboratories	- Conducive learning environment	- Destruction of the natural environment	- Areas dug should be backfilled and trees planted
Construction of embankment	- Reduce landslides along the motorable road	- Water course will be destroyed	- Deviation of the water course
Install new thermal electricity plant	- Provision light for the storage of fish thus reduced post harvest losses	- Pollution of the environment by carbon monoxide	- Filter (carbon filter) to reduce pollution
Construction of new water schemes	- Improvement of hygiene and sanitation	- Destruction of soil structure and erosion for areas dug for the construction of structures and pipeline - Waste from structures	- Areas dug for construction of structures and pipeline will be backfilled - Waste from structures will be directed to soak away pits ; through the availability of water supply
Construction of new roads	- Post harvest losses in the disenclaved communities will witness a reduction	- Destruction of flora and fauna - Increase in soil erosion - Environmental pollution (dust)	- Planting of trees along the road - Construction of drainage system - Watering of road during construction
Supply equipment (beds, delivery kits, laboratories)	- Improved hygienic and sanitation conditions in the health centers and hospitals	- Poor waste disposal	- Dumping site for waste will be created and used - Garbage cans will be installed
Construction of new classrooms	- Conducive learning environment	- Destruction of the natural environment (fauna and flora) - Digging of site will increase erosion	- Planting of trees and lawns

### 6.4.2. Simplified Socio Environmental Management Plan

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

Environmental measures	Putting in place actors	Periods	Follow up actors	Costs	Observations
Train Council Follow up Committee on environmental aspects of project implementation (using PNDP's socio-environmental management framework).	PNDP	2012	<ul style="list-style-type: none"> <li>• Div. Delegations of MINEP &amp; MINAS</li> <li>• PNDP</li> </ul>	Council / PNDP joint budget	
Checklist on the Socio-environmental form.	SG and Development officer	2012 to 2014	<ul style="list-style-type: none"> <li>• Div. Delegations of MINEP &amp; MINAS</li> <li>❖ PNDP</li> <li>❖ Follow up Committee</li> <li>❖ Minicipal councilor s</li> </ul>	Council / PNDP joint budget	Associated Cost are inbuilt at micro project conception level
Train COMES on Policies to safeguard socio environmental aspects.	PNDP	2012 to 2013	<ul style="list-style-type: none"> <li>• Div. Delegations of MINEP &amp; MINAS</li> <li>❖ PNDP</li> <li>❖ Follow up Committee</li> <li>❖ Minicipal councilor s</li> </ul>	Council / PNDP joint budget	

<b>Environmental measures</b>	<b>Putting in place actors</b>	<b>Periods</b>	<b>Follow up actors</b>	<b>Costs</b>	<b>Observations</b>
Conduct Environnemental Impact Studies/ Assessments (EIA)	Council Executives and PNDP.	2012 to 2014	<ul style="list-style-type: none"> <li>• Div. Delegations of MINEP &amp; MINAS</li> <li>❖ PNDP</li> <li>❖ Follow up Committee</li> <li>❖ Minicipal councilor s</li> </ul>	Council / PNDP joint budget	The Council shall cover any costs associated with resettlements.
Monitor Socio Environmental Management Plan and Contractors.	Follow up Committee and Contractors	2012 to 2014	<ul style="list-style-type: none"> <li>• Div. Delegations of MINEP &amp; MINAS</li> </ul>	Council / PNDP joint budget	

### 6.5. CONTRACT AWARD PLAN (CAP):

The CAP is presented in three categories namely; construction, infrastructure and supplies which are financed by the PNDP.

Category	Project	Location	Deposit of Tender	Delivery of Tender	Contract Amount
<b>Construction</b>	Construction of 2 classrooms	GSS Madie Ngolo	26/02/12	9/07/12	18.000.000
<b>Infrastructure</b>	Rehabilitate and extend potable water to Madie I & Moboka	Madie I & Moboka	26/02/12	9/07/12	15.000.000 <b>(PNDP Funds)</b>
	Construct Iroka Bridge	Meangwe I	26/02/12	9/07/12	12.000.000 <b>(PNDP Funds)</b>
	Construct 2 culverts	Toko	26/02/12	9/07/12	6.000.000 <b>(PNDP Funds)</b>
<b>Supplies</b>	Supply 320 desks in nursery and primary schools	<b>GNS:</b> Lipenja & Toko. <b>GS:</b> Madie Newtown, Madie Ngolo, Madie III Boembe, Banyo, Mofako Batanga, Bweme, Kilekile, Ikoi Ngolo, Dikome Ngolo, Moboka, Meangwe I, Toko, Betika, Dibonda, Bombangi, Lipenja, Ikenge, Esukotan, Itali, Nwamoki, Ndoi	26/02/12	9/07/12	9.600.000 <b>(PNDP Funds)</b>

	Supply 70 desks to secondary schools	GSS Madie I and GTC Lipenja	26/02/12	9/07/12	2.100.000 <b>(PNDP Funds)</b>
	Supply 60 desks to secondary schools	GSS Toko	26/02/12	9/07/12	1.800.000 <b>(PNDP Funds)</b>
	Supply 6 Lots of tables and chairs	GSS Toko, Madie I and GTC Lipenja	26/02/12	9/07/12	1.500.000 <b>(PNDP Funds)</b>
	Supply Didactic materials	GSS Toko, Madie I and GTC Lipenja	26/02/12	9/07/12	1.800.000 <b>(PNDP Funds)</b>
	Equip Library with shelves and books	GSS Toko	26/02/12	9/07/12	1.260.000 <b>(PNDP Funds)</b>
	Equip pharmacy with shelves and drugs	Toko	26/02/12	9/07/12	5.000.000 <b>(PNDP Funds)</b>
	Train farmers on improved farming methods (Post harvest lost & Soil	Ngolo, Batanga and Bakoko	26/02/12	9/07/12	1.000.000 <b>(PNDP Funds)</b>

	improvement techniques)				
	Supply improved planting materials	Ngolo, Batanga and Bakoko	26/02/12	9/07/12	3.000.000 <b>(PNDP Funds)</b>
	Organise capacity building workshops (training) for Council Staff and councilors	Toko	26/02/12	9/07/12	5.000.000 <b>(PNDP Funds)</b>
	Supply computer, generator, tables, chairs, shelves, cupboards in offices	Toko	26/02/12	9/07/12	7.000.000 <b>(PNDP Funds)</b>
<b>Total CAP</b>					<b>90.060.000</b>

## 7.0. MONITORING AND EVALUATION MECHANISM

### 7.1. Composition of the Follow up Committee:

No	Name	Position	Function	Telephone
1	Osih Mindako	President	Civil Status Registry/ Council Technician	96 58 39 87 / 79 67 31 21
2	Balemba Hilary	Secretary	Development Officer	74 85 56 93
3	Chief Nwese Adilf Ekokola	Member	Traditional Ruler	75 01 13 40
4	Nakeli Daniel Mboka	Member	Teacher	-
5	Cjief Esoh Samson	Member	Agric Technician	-
6	Chief Eboka Eboka Christopher III	Member	Traditional Ruler	77 01 51 67
7	MUDEC Group, Buea	Technical Adviser	LSO	77 64 94 30

### Functions of the Follow up Committee:

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

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

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

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

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



		Submit request for financing from PNDP/other funders			March/April	Mayor
		Mobilize council/community contributions			March/April	Mayor/ SG/Dev. Agent
		Monitor execution of micro projects	Minutes	Reports	March/April	
		Planned spot checks during project execution	Project Monitoring book, Progress Reports, Project Schedule	Reports	Monthly	President/members of Follow up Committee
		Unplanned spot checks during project execution	Surveys	Reports	Weekly	VDC & VTC, Councilor concerned
		Monitor validation of receipt of completed projects		Reports	March/April / May/ June	President/members of Follow up Committee
		Monitor commissioning & use of projects			March/April / May/ June	President/members of Follow up Committee
3	Socio Environmental Management	Train Follow up Committee on Environmental PNDP Checklist aspects of project management	PNDP Checklist	Reports	March/April	Mayor
		Train Enlarged	PNDP Checklist	Reports	March/April	Mayor

		Council Session on Socio-environmental Policies				
		Monitor Socio environment aspects of projects	PNDP Checklist	Reports	March/April / May/ June	President/members of Follow up Committee
		Conduct Environmental Impact Assesments (studies)	PNDP Checklist	Reports	March/April / May/ June	President/members of Follow up Committee
		Monitor Socio Environmental Management Plan	PNDP Checklist	Reports	March/April / May/ June	President/members of Follow up Committee
4	Logistical Support to Contractors during project execution	Provide Safekeeping for Materials	Rooms	Materials safe	Daily	VDC & VTC, Councilor
		Provide Lodging	Rooms	Contractor comfortable	Daily	VDC & VTC, Councilor
5	Communication of CDP contents	Review and Execute communication plan	Communication checklist	Report	Monthly	SG/ Dev. & Fin.Officer/
		Create & maintain contacts with potential funding partners for the MITEF with focus on the 2013 projects	Internet/letters	Report	Monthly	SG/ Dev. & Fin.Officer/
		Initiate and Maintain Decentralized	Meetings/letters	Report	Quarterly	SG/ Dev. & Fin.Officer/

		Cooperation with neighboring Councils (Mudemba, Nguti, Konye, Dikome Balue, Eyumojock)				
		Maintain liaison role with all technical services at sub divisional, divisional & regional levels	Meetings/letters	Report	Monthly	SG/ Dev. & Fin.Officer/
6	Participatory Reviews	Update Council Monograph	Data Sheets	Report	November	SG/ Dev. & Fin.Officer/
		Review 2012 AIP	Data Sheets	Report	Quarterly	SG/ Dev. & Fin.Officer/
		Review MITEF & Prepare 2013 AIP	Data Sheets	Report	November	SG/ Dev. & Fin.Officer/
		Facilitate Resource Mobilization for 2013	Data Sheets	Report	November	SG/ Dev. & Fin.Officer/
		Facilitate Municipal Deliberation 2013 AIP	Meeting	Report	November	Mayor
7	Execute Financial Commitments	Raise PV	Check	Reports	Monthly	Finance Agent
		Sign Check	Check	Reports	Monthly	Mayor
		Produce financial statements	Income statement	Reports	Monthly	Fin. Agent

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

The Follow up Committee should engage in monthly reviews of the 2012 AIP to ascertain the rate of realisation and to address gaps.

An end of 2012 evaluation exercise should be conducted so as to enable TOC determine best practices and lapses in order to improve on future performances.

TOC development actors should be current with information on new orientations and emerging issues (regular use of the internet) that could be exploited and integrated in the AIP of 2013.

The services of competent development actors within and without the municipality (including the PNDP) should be highly solicited.

## 7.5 Communication Plan of the CDP

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

<b>ACTION</b>	<b>TIMEFRAME</b>	<b>PERSONS RESPONSIBLE</b>
Produce and circulate fliers to all villages containing objectives, activities, and community rights & responsibilities	10th to 31st January 2012	Mayor /SG/Dev. Officer
Organise Open Day in 5 Key villages and distribute MITEF/ AIP to all socio development groups	1st Feb. To 31st March 2012	Mayor, Deputies/SG/ Dev. Officer
Jumpstart Decentralized cooperation of Bakassi Councils	Feb. 15th to 28th, 2012	Mayor, Deputies/SG/ Dev. Officer
Lobby potential partners including PNDP, SONARA, HPI, SOWEDA, FEICOM, KORUP, CHRISTAIN PHILANTROPHIC, SG SOC, MINADER, MINEPIA, MINEPAT, MINBASE, MINSEC, MINSANTE, MINEE, MINTRANSPORT, MINTP, Elites and Embassies etc...	March 2012	Mayor, Deputies/SG & Follow-up committee

## **8.0. CONCLUSION:**

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

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

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

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