

REPUBLIC OF CAMEROON

Peace – Work – Fatherland

MINISTRY OF TERRITORIAL
ADMINISTRATION AND
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NJIKWA COUNCIL DEVELOPMENT PLAN



Elaborated with the support of the National Community Driven Development Program (PNDDP)



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Contents

LIST OF TABLE.....	4
LIST OF PHOTOS.....	4
LIST OF MAPS.....	4
LIST OF ABBREVIATIONS.....	5
1 EXECUTIVE SUMMARY OF THE CDP.....	7
1 INTRODUCTION.....	8
1.1 Context and Justification.....	8
1.2 CDP Objectives.....	8
1.3 Structure of the CDP Report.....	9
3.1 Preparatory Process.....	9
3.2 Collecting and Analysis of information.....	10
3.3 Consolidation of data, Mapping and Diagnosis.....	10
3.4 Planning workshop, Resource mobilization and Programing.....	10
3.5 Implementation of participatory monitoring and Evaluation mechanism.....	10
4.1 Description of the Municipality.....	11
4.1.1 Location of the Council area.....	11
4.1.2 Population size and structure.....	13
4.1.3 Population Results per Village.....	13
4.1.4 Languages.....	16
4.1.5 Religion Bodies.....	16
4.1.6 Settlement Patterns.....	16
4.2 Historical Profile.....	16
4.2.1 History of Njikwa Council.....	16
4.3 Main potentials and Resources of the Council.....	16
4.3.1 Assets, Potential and Contrainsts of the Council Biophysical milieu.....	16
4.3.2 Council Assets.....	18
4.4 Thematic maps.....	21
5. SUMMARY OF DIAGNOSTIC RESULTS.....	26
5.1 Consolidation of Diagnosis Information.....	26
5.1.1 Social Infrastructure.....	26
5.1.2 Roads.....	28
5.1.3 Markets.....	29
5.1.4 Health.....	32
5.1.5 Education.....	35
5.2 Consolidated Main Problems and Needs per sector.....	43
5.2.1 AGRICULTURE AND RURAL DEVELOPMENT.....	43
5.2.2 HEALTH.....	43
5.2.3 BASIC EDUCATION.....	44
5.2.4 SECONDARY EDUCATION.....	45
5.2.5 FOREST AND FAUNA.....	46
5.2.6 SOCIAL AFFAIRS.....	46
5.2.7 TRADE.....	46
5.2.8 STATE PROPERTY AND LAND TENURE.....	47
5.2.9 ENVIROMENT AND NATURE PROTECTION.....	47
5.2.10 LIVESTOCK, FISHERY AND ANIMAL INDUSTRIES.....	48
5.2.11 WATER AND ENERGY.....	48
5.2.12 WOMEN EMPOWERMENT AND THE FAMILY.....	49
5.2.13 YOUTH AFFAIRS.....	49
5.2.14 SPORTS AND PHYSICAL EDUCATION.....	50
5.2.15 TRANSPORT.....	50
5.2.16 EMPLOYMENT AND VOCATIONAL TRAINING.....	51
5.2.17 SMALL AND MEDIUN SIZE ENTERPRISE.....	51
5.2.18 MINES INDUSTRY AND TECHNOLOGICAL DEVELOPMENT.....	51
5.2.19 TOURISM AND LEISURE.....	52

5.2.20 CULTURE	53
5.2.21 LABOUR AND SOCIAL SECURITY	53
5.2.22 HOUSING AND URBAN DEVELOPMENT.....	54
5.2.23 SCIENTIFIC RESEARCH AND INNOVATION	54
5.2.24 HOUSING AND URBAN DEVELOPMENT.....	54
5.2.26 MINEPAT	55
5.2.27 HIGHER EDUCATION	55
5.2.28 PUBLIC WORKS	56
5.3 Priority Projects per village in the 08 main key sectors:.....	56
5.3.1Ekwebo Village	56
5.3.2 Bassa Village	57
5.3.3 Bakwa Village	57
5.3.4 Banyu Village	58
5.3.5 Bako Village	59
5.3.6 Konda Village.....	59
5.3.7 Ikweri Village	60
5.3.8 Oshie Village	61
5.3.9 Ngwo Village.....	63
6 STRATEGIC PLANNING.....	64
6.1 Vision of Njikwa Council.....	64
6.2 Objectives of the CDP	64
6.3 Logical Framework by Sector (including marginal populations.....	64
6.3.1 Social Affairs	65
6.3.2 Energy and Water Resources	68
6.3.3 Tourism and Leisure	77
6.3.4 Livestock, Fisheries and Animal Industries	79
6.3.5 Basic Education	85
6.3.6 Secondary Education	89
6.3.7 Public Works	93
6.3.8 Forestry and Wildlife.....	101
6.3.9 Economy, Planning and Regional Development	105
6.3.10 Environment Protection of Nature and Sustainable Development.....	109
6.3.11 Labour and Social Security.....	111
6.3.12 Urban Development and Housing.....	113
6.3.13 Women Empowerment and the Family	117
6.3.14 Public Health	120
6.3.15 Scientific Research and Innovations	125
6.3.16 Transport.....	128
6.3.17 Employment and Vocational Training.....	130
6.3.18 Trade.....	132
6.3.18 Sports and Physical Education.....	134
6.3.19 Youths and Civic Education	136
6.3.20 Post and Telecommunication.....	138
6.3.21 Small and Medium Size Enterprises Social Economy and Craft	140
6.3.22 Agriculture and Rural Development.....	143
6.3.23 Industry, Mines and Technological Development	148
6.3.24 Arts and Culture.....	151
6.3.25 State Property and Land Tenure	154
6.3.26 Higher Education	157
6.3.27 Communication.....	158
6.4 Spatial planning of Priority Infrastructures.....	161
6.5 Land use plan and management of the council space	161
6.5.1 Management of the urban space of the Njikwa council.....	161
6.5.2 Management of the Council Space of Njikwa	163
6.5.3 Land use plan and management of the council space	163
OPERATIONAL PLANNING.....	169

7.1 CDP Budget.....	169
7.2 Triennial Investment Plan.....	170
7.3 Annual Investment Plan.....	200
7.4 Operational Plan for vulnerable populations for the first year.....	215
7.4 Simplified Socio-Environmental Management framework of the Triennial Investment Plan of the Njikwa Council	216
7.4.1 Main Potential impacts and Mitigation measures	216
7.4.2 Simplified Socio- environmental management plan:.....	224
7.5 Contract Award Plan Njikwa Council	226
8 MONITORING AND EVALUATION SUMMARY.....	230
8.2 Indicators for Monitoring and Evaluation Schedule	230
8.3 Follow up plan, tools and monitoring frequency	231
8.4 Review mechanism of the CDP and preparation of the AIP.....	231
8.5 Information plan and communication on the implementation of the CDP	231

LIST OF TABLE

TABLE 1: LIST OF VILLAGES AND QUARTER IN NJIKWA MUNICIPALITY	11
TABLE 2: APPROXIMATE AGE AND SEX POPULATION DISTRIBUTION OF NJIKWA	13
TABLE 3: ASSETS, POTENTIALS AND CONSTRAINTS OF THE BIOPHYSICAL MILIEU.....	16
TABLE 4: FIXED AND MOVABLE ASSETS OF THE COUNCIL.....	18
TABLE 5: ZOOING OF THE NJIKWA URBAN SPACE	161
TABLE 6: LANDUSE/LAND COVER OF THE NJIKWA COUNCIL	163
TABLE 7: MATRICE DIAGNOSIS OF NATURAL RESOURCES (MDNR) OF THE NJIKWA COUNCIL.....	165
TABLE 8: OPERATIONAL PLAN FOR THE VULNERABLE POPULATION (MBOROROS) NJIKWA COUNCIL... 215	

LIST OF PHOTOS

See Annexes

LIST OF MAPS

MAP 1: LOCATION OF MOMO DIVISION IN CAMEROON.....	12
MAP 2: NJIKWA SUBDIVISION IN THE NORTH WEST REGION	12
MAP 3: MAP OF NJIKWA COUNCIL.....	15
MAP 4: BASIC EDUCATION MAP	21
MAP 5: SECONDARY EDUCATION MAP.....	22
MAP 6: HEALTH MAP.....	23
MAP 7: WATER SUPPLY MAP.....	24
MAP 8: LAND USE MAP	25

LIST OF ABBREVIATIONS

S/N	ABBREVIATION	MEANING
01	AIP	Annual Investment Plan
02	CDP	Council Development Plan
03	CDP	Council Development Officer
04	CID	Council Institutional Diagnosis
05	CIG	Common Initiative Groups
06	CPDM	Cameroon Peoples Democratic Movement
07	CV	Curriculum Vitae
08	DD	Divisional Delegation
09	DMO	District Medical Officer
10	DO	Divisional Officer
11	GESP	Growth and Employment Strategy Program
12	GNS	Government Nursery School
13	GPS	Global Positioning System
14	GRA	Government Residential Area
15	GS	Government School
16	GS	Government Secondary School
17	GTSIP	Go-To School Incentive Project
18	HEDECS	Health Development Consultancy Services
19	HIV/AIDS	Human Deficiency Virus/Acquired Immune Deficiency Syndrome
20	HRH	His Royal Highness
21	IBE	Inspectorate of Basic Education
22	ICT	Information, Communication and Technology
23	IGA	Income Generating Activities
24	LSO	Local Support Organisation
25	NGO	Non Governmental Organisation
26	OVC	Orphans and Vulnerable Children
27	PCC	Presbyterian Church in Cameroon
28	PNDP	National Community Driven Development Program
29	P&T	Post and Telecommunications
30	PTA	Parent Teachers Association
31	RAP	Resettlement Action Plan
32	SDF	Social Democratic Front
33	SDO	Senior Divisional Officer
34	SHUMAS	Strategic Humanitarian Services
35	SSI	Semi Structured Interviews
36	SWOT	Strengths, Weaknesses, Opportunities, Threats
37	ToR	Terms of Reference
38	VCT	Voluntary Counseling and Testing
39	VDA	Village Development Association
40	M&E	Monitoring and Evaluation
41	MINEPAT	Ministry of the Economy Planning and Regional Development
42	MINDUH	Ministry of Urban Development and Housing
43	MINPROF	Ministry of Women Empowerment and the Family

44	MINMESSA	Ministry of Small and medium size Enterprises
45	MINEE	Ministry of Water and Energy
46	MINFOF	Ministry of Forestry and Wildlife
47	MINATD	Ministry of Territorial Administration and Decentralization
48	MINEDUB	Ministry of Basic Education
50	MINESEC	Ministry of Secondary Education
51	MINADER	Ministry of Agriculture and Rural Development
52	MINSANTE	Ministry of Public Health
53	MINTOUR	Ministry of Tourism and Leisure
54	MINAS	Ministry of Social Affairs
55	MINDAF	Ministry of state property and land tenure
56	MINEPIA	Ministry of Fisheries and Animal Industries
57	MINJEUN	Ministry of Youths Affairs
58	MINTP	Ministry of Post and Telecommunication
59	MINEP	Ministry of Environment and Nature Protection
60	NWA	Njikwa Water Authority

1 EXECUTIVE SUMMARY OF THE CDP

Within the framework of decentralization, the government of Cameroon has put in place a framework to capacity the councils for this process. Within this framework, councils have to be empowered to effect the socio/economic development of their council areas. This has to take place as an endeavor to eventually hand certain competences of the ministries to the councils. In this light, the National Community Driven Development Program (PNDP) financed and gave technical inputs for the six months project carried out by Health Development Consultancy Services to support the Njikwa Council elaborate its development plan. This project was executed between July 2011 and March 2012. The goal of the project was to diagnosis, analyze and elaborate a comprehensive Council Development Plan (CDP) for the Njikwa Council. The key aspects of the CDP include; identification of the challenges and needs of the council which were transformed into development objectives of the councils. The areas for capacity building of the council staff also identified, putting in place annual, triennial investment, socio/environmental management and contract award plans for the council. It also includes setting up a monitoring and evaluation plan for the sustainability of the process.

The methodological approach adopted to realize this CDP was generally participatory involving the council staff, councilors, community leaders and members, inhabitants of the council area, administrative and private services, socio-professional groups, PNDP staff, and the population at large. The methods used during the process include presentations, group work, and question and answer sessions, visualization, focus group discussion with marginalize and minority groups. The following tools were use, semi structural interviews, questionnaires administered; a GPS was used to locate the various facilities in the Council area and participant observation. HEDECS as the Local Support Organization (LSO) ensured that this methodology was respected throughout the different phases of the process. The key results entailed a comprehensive baseline data of the council area, a council institutional and urban space diagnoses, data on the various development sectors in the 09 villages of the council. It also entailed a global positioning system data on infrastructure in the council, thematic maps of the council and a council development plan. The results were then compiled at each stage of the process and presented to the various stakeholders for validation. The CDP was then presented to the Council Authorities for adoption and approval by the Senior Divisional Officer.

It is worth noting that the Council Development Plan is an indispensable planning tool with a clear vision and goal for the development of the council for the next decade. This document is a reference document for actors of development within and out of the Njikwa council area.

1 INTRODUCTION

1.1 Context and Justification

Faced with multifarious changes and profound reforms undertaken at the level of the structure of the State in most African countries, and above all in Cameroon, liberalization, good governance and decentralization, States have reoriented their policies and strategies mainly towards regionalization of activities in view of achieving local development

As part of the new socio-political drive marked at the same time by the decentralization process, balanced economic and social, sustainable and fair development, Law No. 2004/017 of 22 July 2004 to organize decentralization gives local councils and regions the competence to conceive and implement their development policies and plans in compliance with the state's main guidelines, the council development was initiated by the government of Cameroon. The goal is to put in place a development plan so as to guarantee smooth and sustainable development that corresponds to the principles of decentralization and local planning. This process did not Njikwa council any different. Njikwa council is one of the four councils in the Momo Division. It is also one of the councils of the twenty-four shortlisted for the council development plan for the North West Region, a nationwide process in Cameroon. A process which has an underlining goal of achieving the nation's 2035 vision that of an emerging country. This process ties with the strategic and sector norms of the sector MINEPAT.

For the Cameroon government to effectively participate and complete the decentralization process in councils, the government obtained from its technical and financial partners (World Bank, French Cooperation, German Cooperation), funds within the framework of the National Community Driven Development Program (PNDP) to empower, stimulate the socio-economic growth as well as stimulate employment. This process has made the Cameroon government identify itself with the participatory approach to development with a bottom top approach. This process can only be effective when councils are solely involved and becoming the real actors to identify their areas of concern and to look for the way forward. It is in this light that the government of Cameroon has a strategy to equip the councils with the tools and means needed to facilitate their readiness to take up their responsibility in the progressive process of decentralization, hence achieve effective participation in the process of development. To accomplish this process, Health Development Consultancy Services (HEDECS) was selected to accompany Njikwa Council to design her Council Development Plan (CDP)

1.2 CDP Objectives

The global objective of the CDP is to provide the Njikwa Council with the council development plan (CDP), while transferring competences in planning and programming to the council, to enable it update its CDP, work out an Annual Investment Plan (AIP) and seek funding. The aim is to identify the reference situation of the council and produce a document which indicates the aspirations of the council to be an emerging one by 2035. In a specific way to accomplish this, HEDECS accompanied the council in the following aspects:

- ❖ Restitute the whole process to the council and steering committee
- ❖ Mobilize stakeholders
- ❖ To produce base line situation of Council
- ❖ Carry out Council Institutional Diagnosis (CID)
- ❖ Carry out the Urban Space Diagnosis (USD)

- ❖ Carry out participatory diagnosis of villages
- ❖ Elaborating the log frame matrix of the 28 sectors
- ❖ Geo-referencing (GPS) of all existing infrastructure within the council area
- ❖ Set up a follow up committee at the council level for the development and implementation of the CDP
- ❖ Establish a land use map of the municipality
- ❖ Produce thematic maps of all basic social services
- ❖ Elaborate a strategic development plan of the council
- ❖ Establish an annual investment plan for the council
- ❖ Establish an environmental assessment plan for the council
- ❖ Establish a monitoring and evaluation plan for the council

1.3 Structure of the CDP Report

The 228 page document seeks to project the Njikwa council in its entity. It serves to give a better understanding of the Council Development Plan (CDP) which has as objective to collect data from the Njikwa council as an institution and as a council area taking into consideration the urban space and the villages. And analyzing the data to x-ray the council area with areas of ameliorations projected. The report is segmented into two areas: the main CDP and the Annexes. The main CDP is projected into seven different sub areas; it starts with the introduction which highlights the context, justification and objectives of the CDP, this is closely followed by the executive summary and methodology for the whole process. Following suit is a brief presentation of Njikwa council area, summary of diagnostic results gathered from the villages and strategic planning indicating the vision and objective of the CDP, logical framework by sector including marginalized populations etc. The operational planning which highlights the CDP budget, triennial planning and annual investment plan, simplified environmental management framework of the triennial plan and contract award plan is also expanded upon. This section ends with monitoring and evaluation summary where a follow up strategy is put in place for a successful implementation of the Njikwa council development plan. The second section of the report is the annexes constituting the baseline report, village report, council institutional diagnosis, urban space diagnosis, program of work, photos, minutes of meeting with attendance sheets, and other relevant materials not found in the main CDP.

3. METHODOLOGY

3.1 Preparatory Process

The objective of this preparatory phase was to contact, inform, and sensitize the stakeholders. It was also to set up, or better still, put in place operational institutional arrangements and collect baseline data, including cartographic mapping. This phase took place in July-August, 2011. In order to successfully carry out this phase, there was the examination of the technical specifications of the LSO, preparation of correspondences informing the different parties of the importance of the process, its duration, their being involved, discussion on the methodology and presentation of a detailed work plan elaborated by the LSO. At this phase also was getting in contact with the council, introduction of the LSO to the administrative authorities, launching of the process, identification of data sources, data collection proper, restitution and validation of data collected to the council, steering committee, sector heads and major stakeholders.

3.2 Collecting and Analysis of information

Data collection was carried out in a participatory manner involving all stakeholders. Primary and secondary data were collected. Primary data on the population, infrastructure and socio-economic milieu were collected using structured and semi-structured questionnaires administered to the personnel within the different 28 sector services and from targeted stakeholders. In addition to that secondary data was collected from documents in the council, the various sectors and palaces in the villages. Other secondary data were collected from the 2005 population and housing census. Tools used to collect data included socio-economic survey forms, semi-structured interviews, observations, GPS equipments and focus group discussions with IEC materials like brown papers, chalk, flip charts, bold makers etc. After data collection, the information was inputted into various suitable computer programs (notably Excel and Microsoft word for analysis and presentation. They were then printed out and ready for presentation to stakeholders.

3.3 Consolidation of data, Mapping and Diagnosis

Consolidating the data was putting together the information collected from CID, Urban Space, and the villages in a synchronized format available for reading. Data collected during the various phases was organized, analyzed and synthesized using tables, charts, excel sheets, amongst other tools. As concerns the mapping, a GPS consultant was recruited to collect way points and produce maps. This was done on a daily basis, over a period of about 02 months, with a lot of trekking and riding on hired motor bikes. Analyses were carried out on the data with the geographical coordinates for existing infrastructures.

3.4 Planning workshop, Resource mobilization and Programing

The objective of this workshop was to plan with stakeholders following the resources mobilized, and elaborate an AIP for the council. The workshop was carried out for 03 days. The following key activities carried out included the elaboration of the Terms of reference (ToR), elaboration of a strategic planning table by sector, presentation of financial resources and their mobilization network, identification of priority intervention axes, elaboration of programming tables (Annual and Triennial investment Plans) and elaboration of contract award plan. The method used this phase included presentations, group work, question and answer sessions, and plenary discussions.

3.5 Implementation of participatory monitoring and Evaluation mechanism

The CDP as a participatory process indicates that all tools used are exploited by all the stakeholders in a participatory manner. M&E is a continuous process in the project circle. This means that it is used from the preparatory stage to the post project level. At the level of the Njikwa Council, all information especially baseline was restituted to the various sectorials for analysis and validation. There was a steering committee put in place following a municipal order at the start of the CDP process. To effectively monitor and evaluate the process, the steering committee had as role to check progress of the LSO at each stage, observe activities of the LSO and report to PNDP, ensure that all tools at each level were effectively used, and ensure restitution of all data and reports. At the level of the villages, follow up committee made up of five members with gender, minority population and age balance enforced. Their role was to ensure that tools were effectively used for the village level diagnosis and that data collected was restituted to the various communities. At the implementation stage, these committees would

supervise and ensure effective completion of the projects and then report to the funding agencies. Also at this phase the steering committee was desolved and set up as a project follow up committee. However, M &E at the regional and national levels was implemented by PNDP M&E officers. Their role was to monitor the LSO, follow up and get feedback from the council, enhance technical support to the LSO and council for effective follow up.

4 BRIEF PRESENTATION OF THE COUNCIL AREA

4.1 Description of the Municipality

4.1.1 Location of the Council area

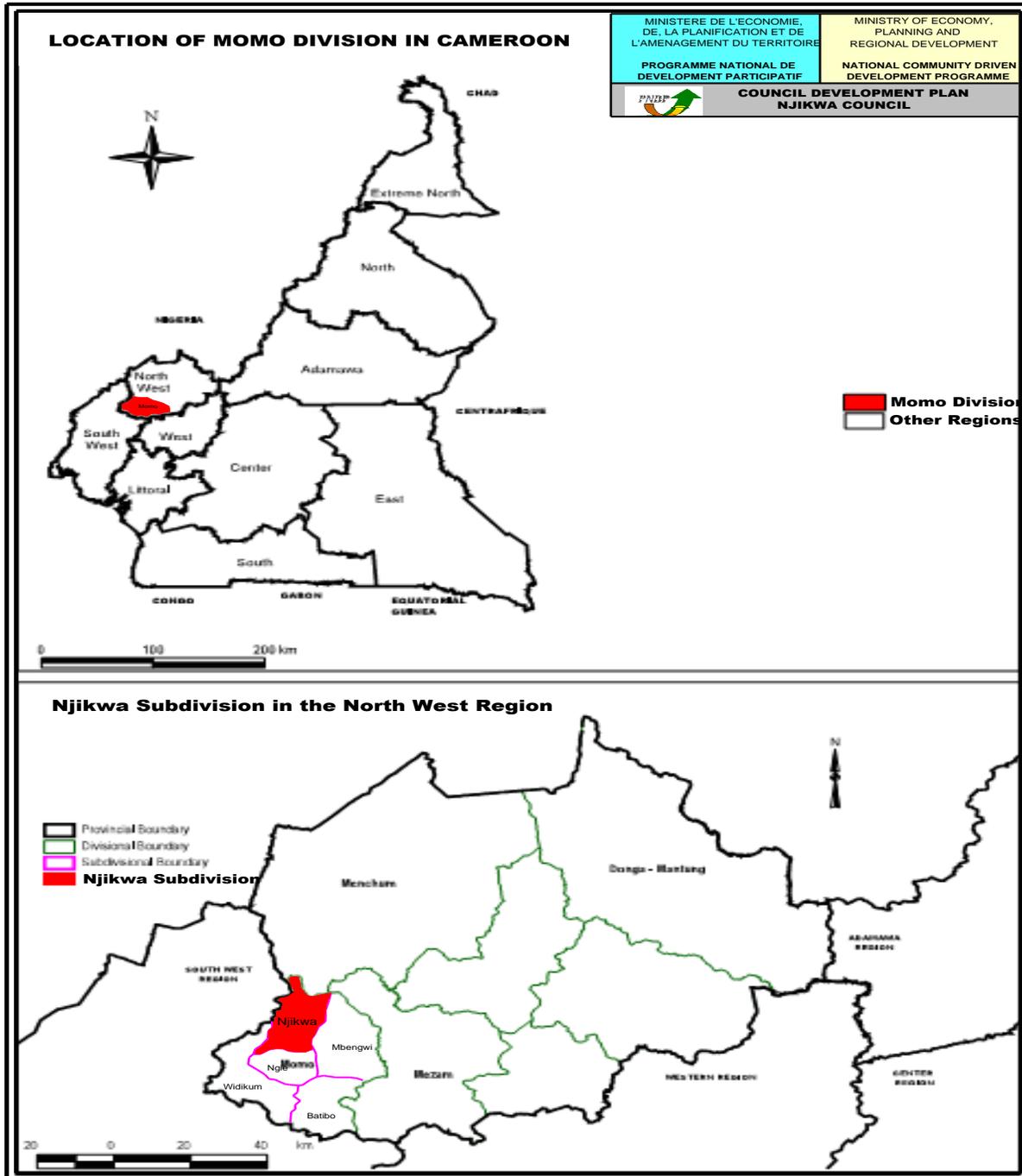
Njikwa Council is found in Njikwa Sub Division in Momo Division of the North West Region. It is located within the grassland savannah area of the mountainous western highland region and forest zone of Cameroon. It is considered a transitional zone as it terminates the savannah grass of the North West Region and begins the forest area of the South West Region. It has a variety in its relief, with altitudes ranging from 1500-1200 above sea levels. The rainfall ranges between 2000 to 3000mm per annum. The dry season is usually from October to February. The nights are very cold while the days are very hot. Annual average temperature ranges between 12⁰C to 40⁰C. The latter temperature is usually being witnessed in the forest zone. It is situated about 64km from Bamenda. It is bounded by Ngie and Mbengwi Sub Divisions to the North and to the East by Widikum Sub Division. To the West it is bounded by Menchum Sub Division and to the South by Akwaya Sub Division in the South West Region. The entire Sub Division covers a land surface area of about 685 square kilometers. According to the recent population and housing census (2005), the council population is 16,634 with men having 8,126 and 8,508 for women with a sex ratio of 95.95%. It is made of 09 villages as follows; Oshie, Ngwo, Konda, Bassa, Bakwa, Ikweri, Banya, Ekwebo and Bako. These villages all migrated from Widikum to their present sites.

Table 1: List of villages and Quarter in Njikwa Municipality

S/N	Village	Quarters
1	Ngwo	Andondo, Nkun, Soh, Ngebenge, Koh, Sabri, Njwo, Kuttin
2	Oshie	Barimbong, Bereje, Bemban, Nyekob, Fum, Nyeiba
3	Konda	Togebei, Jeanapo, Berwie, Balaghu, Nyibali, Gurbali, Kucheo, Ngininkan, Enembou, Ebalikwa, Ikiegeaa, Ghokie Neni
4	Ekweri	Ekwonofu, Esha, Chinide, Efekomo, Hukachue, Fegue, Efene, Ekebei, Egwefunoko, Ebaku, Etibara
5	Ekwebo	Getdoh, Atzehfufu, Esoh, Eberesoh, Mbou, Mbange
6	Bassa	Dange 1, Dange 2, Eblayinge, Ndengue, Debla, Debeh
7	Bakwa	Awando, Achuaka, Achika, Abipsi, Opawa
8	Banya	

S/N	Village	Quarters
9	Bako	Togobe, Edeh, Nifegoro, Ekochi

Map 1: Location of Momo Division in Cameroon
Map 2: Njikwa Subdivision in the North West Region



Source: Field data collection- GPS

4.1.2 Population size and structure

According to the results of the 2005 population census, the total population of Njikwa council area was estimated at 16635 inhabitants (8126 males and 8508 females) covering a surface area of 685km sq

Table 2: Approximate Age and Sex Population Distribution of Njikwa

Labels	Responses			Total	Observation	
Council population	Total population	Male	Female	16635	This is statistics as indicated by the 2005 General Housing and Head count census	
		8126	8508			
	Age groups	0-5	1342	2684	4026	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		6 -14	2500	5121	7621	
		15-59	10700	15657	26357	
60+	2379	4758	7137			
Total		16921	28220	45141		

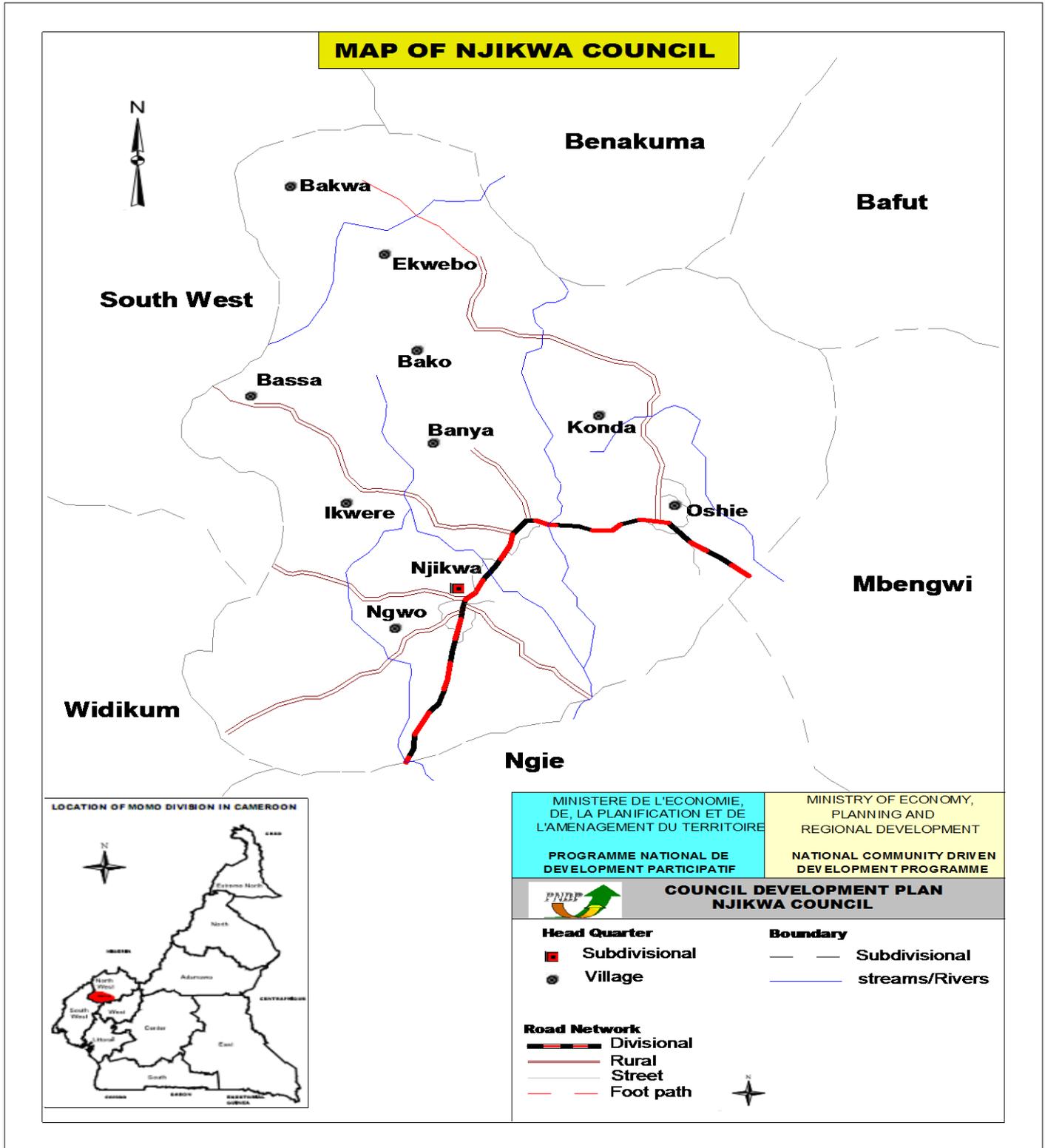
Source: Field data collection survey

4.1.3 Population Results per Village

Village	Population Results			Total	Observation	
Ngwo	Age groups	0-5	400	600	1000	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	800	1095	1895	
		15-59	2500	3000	5500	
		60+	670	935	1605	
Ikweri	Age groups	0-5	130	100	230	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	148	200	348	
		15-59	240	260	500	
		60+	200	272	472	
Bassa	Age groups	0-5	121	120	241	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	319	500	819	
		15-59	1600	2000	3600	
		60+	260	100	360	
Konda	Age groups	0-5	303	245	548	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	250	400	650	
		15-59	497	840	1337	
		60+	215	300	515	

Bakwa	Age groups	0-5	129	200	329	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	237	250	487	
		15-59	2500	3000	5500	
		60+	705	900	1605	
Oshie	Age groups	0-5	400	600	1000	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	700	800	1500	
		15-59	1100	2400	3500	
		60+	500	500	1000	
Banya	Age groups	0-5	100	70	170	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	160	300	460	
		15-59	670	900	1370	
		60+	340	460	800	
Bako	Age groups	0-5	208	200	408	This is statistics as indicated by the indigenes with the aid of the malaria and filaria control programs
		4-14	687	600	1287	
		15-59	1500	3000	4500	
		60+	305	300	605	

Map 3: Map of Njikwa Council



Source: Field data collection- GPS

4.1.4 Languages

The language spoken is considered as for names of the villages as seen above

4.1.5 Religion Bodies

In this council area is found mainly Islam, Christianity (Catholic, Presbyterians, Full Gospel, Apostolic, Deeper Life, Jehovah Witnesses), and African Tradition.

4.1.6 Settlement Patterns

- ❖ The main settlement patterns observed in the area are the clustered and dispersed settlements. Specific types include, isolated farmsteads, which is very prominent in most of the council area.
- ❖ Linear or line settlement are not very prominent but are along the main roads in the municipality;
- ❖ Clustered settlement like in the urban part of Njikwa, family compounds and around some markets.

Natural factors that determine settlement patterns include soil fertility, relief, and water resources. Other factors include the search for defense and natural protection as well as the agrarian regime of the area.

4.2 Historical Profile

4.2.1 History of Njikwa Council

The Njikwa council is one of the five municipalities in Momo Division. Its head quarter is in the Mbengwi town. The town is a semi urban situated 64km South West of Bamenda the capital city of the North West region. The Njikwa council was created in 1995, but took off effectively in 1996. Before this time of its creation, Njikwa Rural Council as well as Ngie Rural Council was under the Mbengwi Rural Council. This council is comprised of nine villages namely, Oshie, Ngwo, Konda, Bassa, Bakwa, Banyu, Ikweri, Ekwebo, and Bako. The first council executive was elected in 1997 and the first mayor was late Mr. Asabi Philips from Konda, who died before completing his term of office. This first administration was won by the SDF party. The second existence of the council was from 2002-2007 with Kengo Manasseh Atsa as mayor. This was still under the SDF party. From 2007 till date, CPDM took over the council under the mayorship of L.N. Vernon Smith Aziah. This council has existed for fifteen years with developmental issues mostly in micro projects in the form of aids given to villages and quarters. Partnerships like with GP-DERUDEP have permitted the council to boast of the construction of community halls, cattle dip, sales points, schools and slaughter slaps. The council has also procured loans from FEICOM and has constructed a central market as well as a town hall which is in process.

4.3 Main potentials and Resources of the Council

4.3.1 Assets, Potential and Contraints of the Council Biophysical milieu

Table 3: Assets, Potentials and Constraints of the Biophysical milieu

<i>Assets</i>	<i>Potentials</i>	<i>Constraints</i>
Climate	The rainfall pattern provides suitable conditions for both perennial and annual crops to grow; thus allowing for two	The eight months of rainfall highly hinders sales of products because of the state of the roads

	<p>cropping seasons a year. The rainfall is one of the most important climatic factors here influencing agriculture, having the biggest effect in determining the potential of the area, the crops grown, the farming system and the sequence and timing of farming operations. It is the supplier of soil moisture for crops and grassland; some farmers depend on rain for arable farming. This climate is also very suitable for animal rearing, and settlement.</p>	<p>during that period The torrential rains registered especially in the plains and valleys highly result in crop destruction and landslide in some areas.</p>
Soils	<p>Ferallitic soils are harder in structure and highly exploited by the natives in the making of sun-dried blocks for the construction of buildings. They also serve in the cultivation of high altitude crops like the Irish potatoes, coco yams coffee, cocoa and rice. The humus and sandy soils in Bassa and Bakwa has enhanced the cultivation of rice, cocoa, coffee, monkey nut, ganza and groundnuts</p>	<p>Ferallitic soils have characteristic reddish-brown or yellow color due to oxidation and are highly acidic. They have low nutrient reserves, low fertility and are highly leached</p>
Relief	<p>The highland are highly rocky, serving in the extraction of stones by the natives for construction purposes</p>	<p>This relief defines the type of habitat but represents a major difficulty for the movement of persons and goods</p>
Flora and Vegetation	<p>Eucalyptus felling and the cutting of the stems and branches for the supply of wood fuel for the families. Timber production which is predominantly from eucalyptus and other forest trees.</p>	<p>Little knowledge on the certification of forest lands Uncontrolled deforestation of the natural forest Over plantation of eucalyptus especially around catchments which tends to consume water.</p>
Fauna	<p>The population actively practice hunting with the main species hunted including monkeys, cane-rats (grass cutters), rabbits, deer, and rat moles.</p>	<p>The uncontrolled and over-hunting of these animal species greatly reduces the number of the species found in these forests.</p>
Lateritic and granitic stones	<p>Income generation from sales of the extracted stones</p>	<p>-Bad roads rendering the exploitation very hard. -Extraction of these stones is greatly rudimentary</p>

Hydrography	Irrigation of farmland Swamps and rivers/streams for fish fetching	Some dry off during the dry season Destruction of farmland and other properties when there is overflow.
Protected areas	Natural forest exist providing a high biodiversity Could be used for touristic sites Could be used for research Customary right offers local inhabitants to reap benefits Sponge or water reservoir for the communities Some of the forest trees are medicinal	Threatened by farming and quest for more land for settlement Urbanization is a great threat to the wildlife Some wildlife destroy crops Uncontrolled exploitation of rare species Illegal exploitation of timber The use of bushfire in clearing
Mineral resources	Employ many youths Source of council revenue Exploited by inhabitants for their welfare and construction of houses	Bring many unscrupulous people to the community for exploitation Poor access to some sites Dangerous activity with possibility of causing some health hazards

Source: Compiled from Survey data (2011)

4.3.2 Council Assets

Table 4: Fixed and Movable Assets of the council

Equipment	Date of acquisition	Quantity	Actual Value	Source of Finance Mode of Acquisition	Date put in service	Management and control
Backrest Executive Arm	NA	1	235.000CFA	Council Budget	NA	Mayor
Simple Chairs	NA	12	30.000CFA	Council Budget	1996	Mayor/stores accountant
Wooden tables chairs squab in foam	1996	10	40.000CFA	Council budget	1996	Mayor/stores accountant
Wooden table chair	2006	2	9000CFA	Council budget	2006	Stores accountant
Wooden(100 25)drawer	2007	1	135.860CFA	Council budget	2007	Mayor/stores accountant
Simple 1 drawer	Transferred by DO in 1999	1	NA	NA	NA	Stores accountant
bookshelf	1996	1	9.000CFA	Council budget	1996	Mayor/stores accountant
Garbage Cans	2008	6	NA	Council	2008	Market master

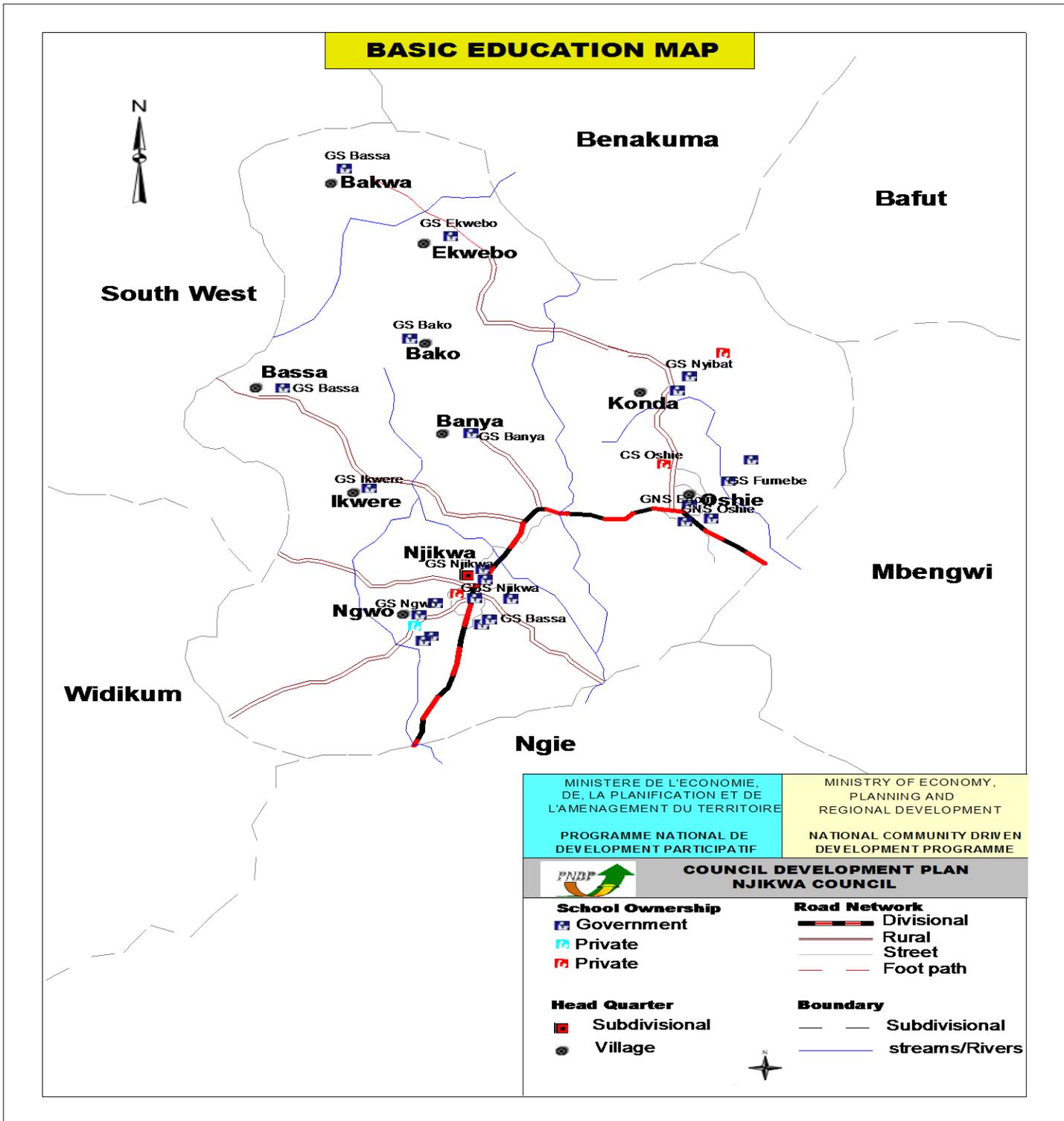
				budget		
Window Blinds(silk)	2007	1 set of 4	35.704CFA	Council budget	2007	Mayor/stores accountant
Window Blinds(lace)	NA	6	90.000	Council budget	NA	stores accountant
Portrait of H.E Paul Biya	2007	1	NA	NA	2007	Mayor/stores accountant
Photos of the inauguration of the Njikwa central market	2010	NA	NA	NA	NA	NA
Treasury block	NA	1	NA	Rents are paid by government	NA	NA
Njikwa central market	2010	1	174,000,000CFA	FEICOM	2011	Mayor/Market master
Council office block	NA	NA	NA	NA	NA	Presently site is under the DOs control
Pro-pharmacy building	NA	NA	NA	NA	NA	Presently site is under the D.Os control
Treasury bloc	NA	NA	NA	NA	NA	NA
Gendarmerie Brigade buildingNjikwa	NA	NA	NA	NA	NA	NA
Njikwa market toilet	1996	5	NA	Council budget	1996	Community
Public Cemetery	1996	1	NA	NA	1996	Mayor
Mercedes truck (NW:2638) 20 tons	2007	1	12,37153CFA	Council budget	2007	Mayor
Helux(NW6414D)	2002	1	10,800,000CFA	Council budget	2002	Mayor/stores accountant
Stapling machine(small)	2007	1	7,840	Council budget	2007	S.G/Mayor Meetings are held when necessary
Stamp stand	NA	2	2300	Council budget	NA	NA
Stamp original	NA	1	3000	Council budget	NA	Secretary general, Mayor, stores accountant
Stamp duplicate	NA	1	2500	Council	NA	

				budget		
Stamp triplicate	NA			Council budget	NA	NA
Stamp Mayor rural council	NA			Council budget	NA	Mayor
Stamp round	NA	3	15000	Council budget	NA	NA
Stamp delegation of power		1	3000	Council budget	NA	Secretary general, Mayor, stores accountant
Stamp secretary general	NA	1	3000	Council budget	NA	Secretary general
Stamp Mayor and delegation 1st and 2 nd Deputies	NA	1	3000	Council budget	NA	Mayor
Spade	2007	4	48000	Council budget	2007	Stores accountant ,market master
Wheel barrow	2007	2	80.000	Council budget	2007	Stores accountant ,market master
Cut lass	2007	4	38.000	Council budget	2007	Stores accountant ,market master
Rakes	2007	4	32000	Council budget	2007	Stores accountant ,market master
Hand gloves	2007	4	17800	Council budget	2007	Stores accountant ,market master
Dust mask	2007	4	12000	Council budget	2007	Stores accountant ,market master
Waste basket	2007	1	8500	Council budget	2007	Mayor/stores accountant

Source: Njikwa Council Secretariat

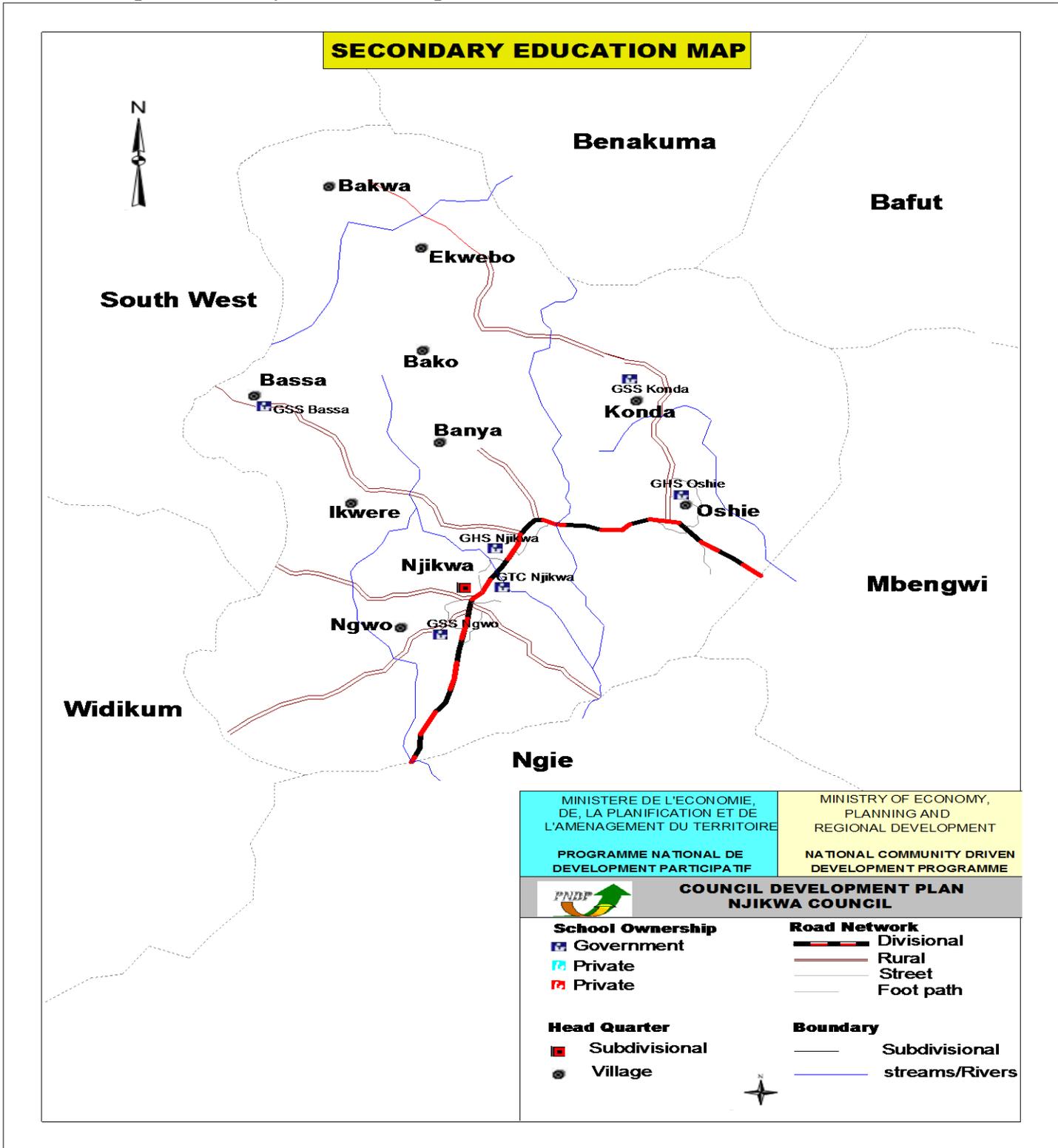
4.4 Thematic maps

Map 4: Basic Education Map



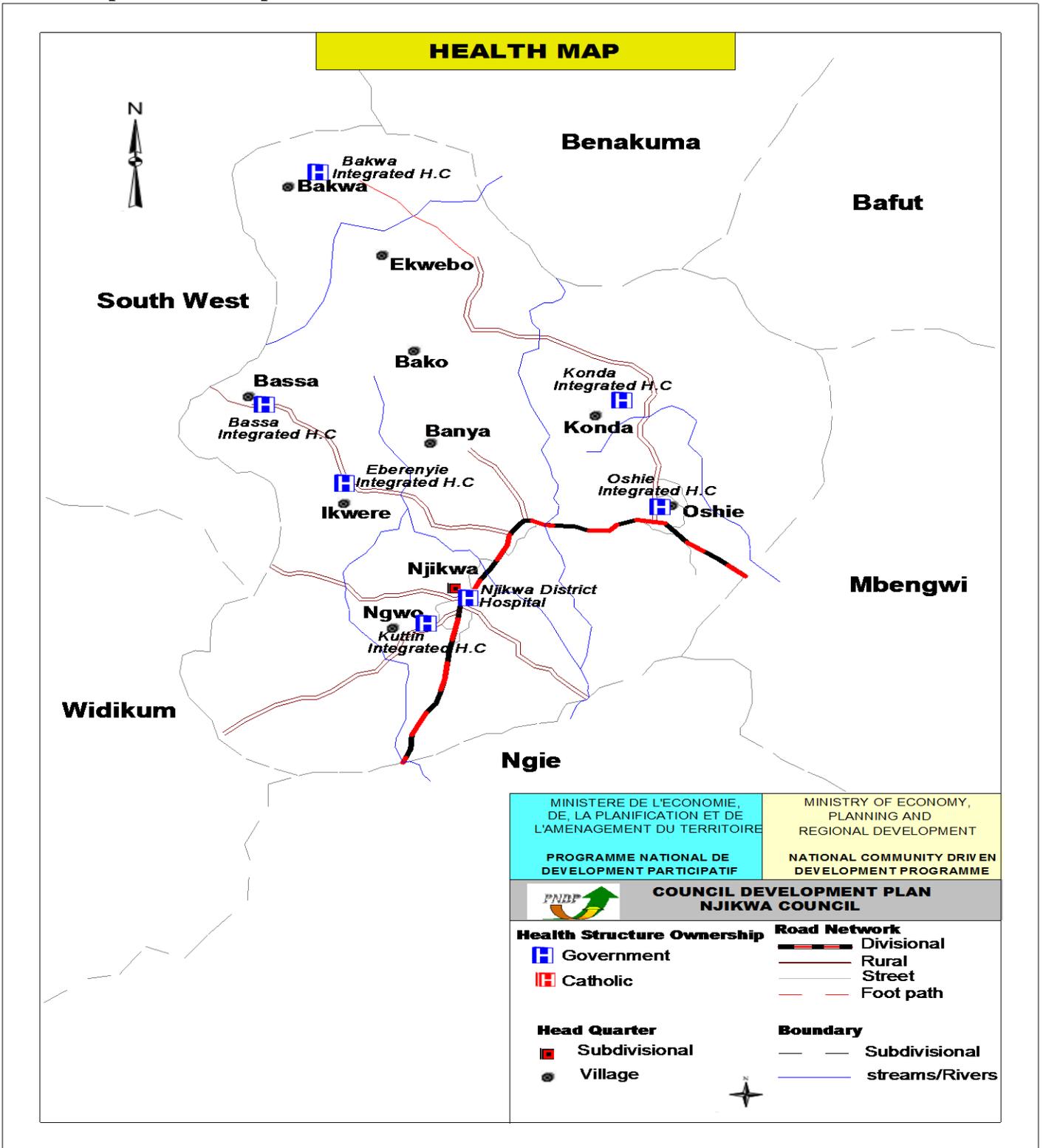
Source: Field data collection- GP

Map 5: Secondary Education Map



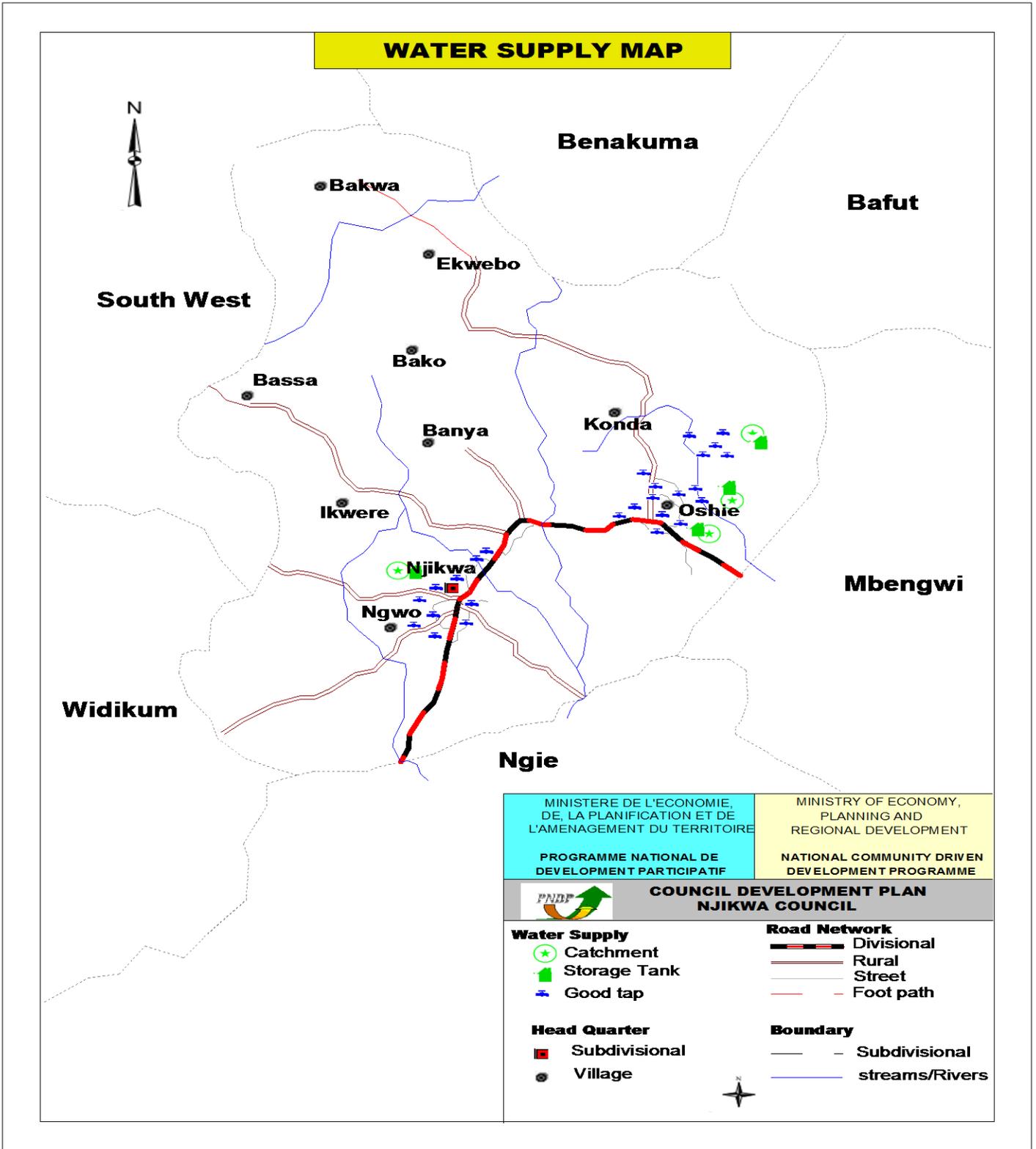
Source: Field data collection- GPS

Map 6: Health Map



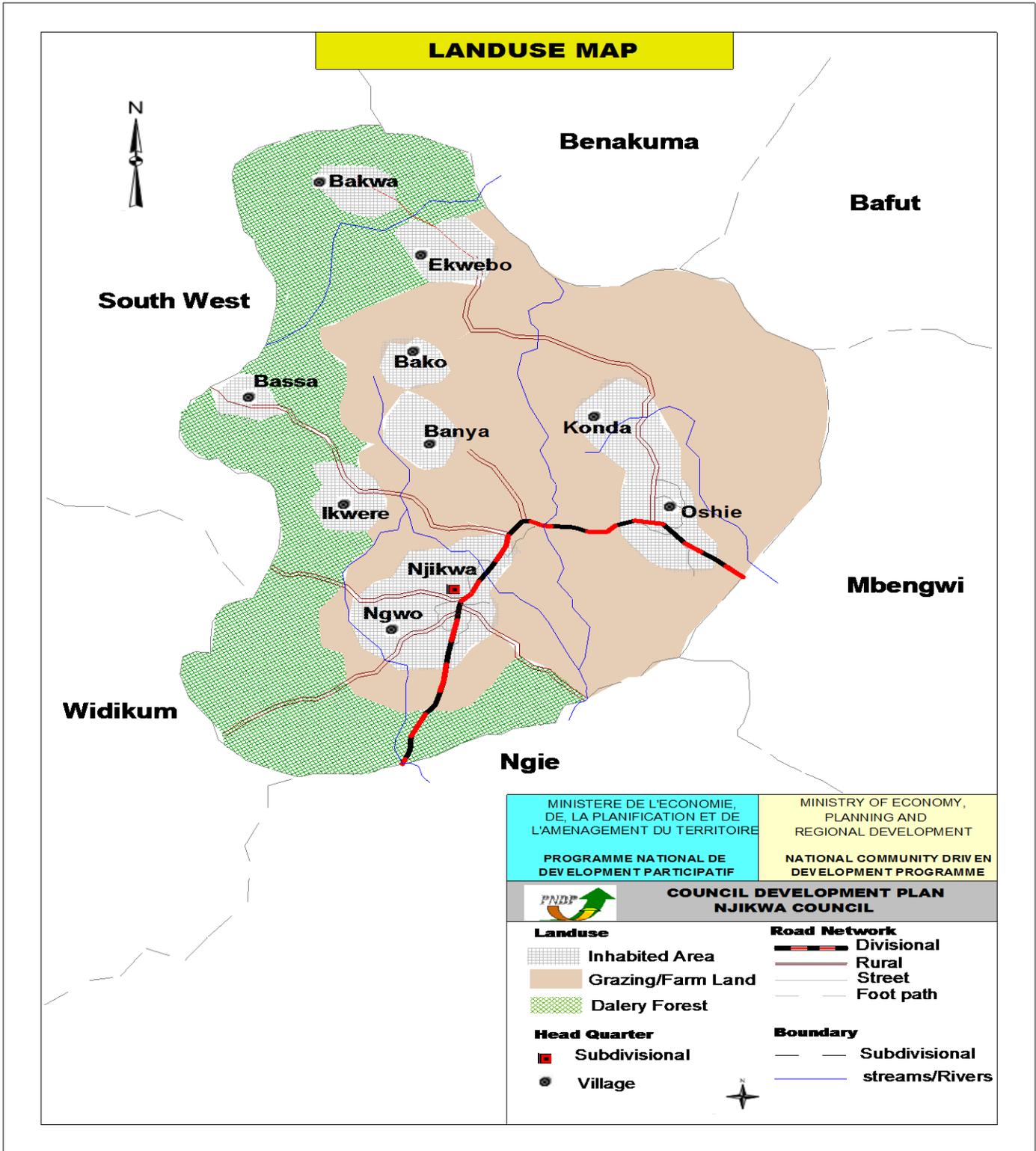
Source: Field data collection- GPS

Map 7: Water Supply Map



Source: Field data collection- GPS

Map 8: Land Use Map



Source: Field data collection- GPS

5. SUMMARY OF DIAGNOSTIC RESULTS

5.1 Consolidation of Diagnosis Information

5.1.1 Social Infrastructure

Village	Population (a)	Geo-coordinates			Type of infrastructures					Realization		Structure Characteristics				
		Community hall	Women empowerment centre	Social centre	Multi-functional Centre	Others	Enterprise	Source of financing	Year of construction	Reception Capacity	Number of buildings	Number of rooms / boxes	Activities carried out			
Ngwo	10,000	9.8346	6.1173	1457	1	0	0	0	0		ADB GP- DERUDEP	2010	200	1	1	Meetings
Ngwo	10,000	9.8346	6.1173	1457	1	0	0	0	0		ADB GP- DERUDEP	2010	170	1	4	Meetings
Ikweri	1550	9.8236	6.1343	1436	1	0	0	0	0		ADB GP- DERUDEP	2010	200	1	1	Meetings
Totals					3	0	0	0	0				570	3	6	//

Social Infrastructure continues

				Development							Management of the center						
Village	Geo-coordinates			Sewing machines	Furniture	Beds	Computers	Photocopy machine	Water point	Latrine	Reaforestation	Gate	Waste treatment device	Electrification	Play ground	Existence of a management committee	Trimestrial average collections
	X	Y	Z														
Ngwo	9.8346	6.1173	1457	0	0	0	0	0	Yes	Yes	Yes	No	No	No	No	Yes	10,000
Ngwo	9.8346	6.1173	1457	0	0	0	0		Yes	Yes	Yes	No	No	No	No	Yes	10,000
Ikweri	9.8236	6.1343	1436	0	0	0	0	0	No	Yes	Yes	No	No	No	No	Yes	10,000
Total				0	0	0	0	0									30,000

5.1.2 Roads

Village	Geo-Coordinates		Population (a)	REALIZATION			CHARACTERISTICS, FUNCTIONALITY AND MAINTENANCE				Critical Points	
				Enterprise	Source of financing	Year of realization	Nature of works	Length of developed road	State of road section	Existence of a management committee/maintenance	Actual State	Work to be done
	X	Y	Z									
Ngwo	9.86442	6.12387	10000	Public Works	PIB	1930	Opening	20 (in km)	Degraded	Non existence	Degraded	Rehabilitation
Oshie			7,000	Public Works	PIB	1930	Opening	17	Degraded	Non existence	Degraded	Rehabilitation
Ikweri	9.86442	9.86442	1550	Public Works	PIB	1957	Opening	8	Average	Non existence	Average	Rehabilitation
Konda	9.86442	6.12387	3050	Public Works	PIB	1977	Opening	9	Degraded	Non existence	Degraded	Rehabilitation
Total			21,600					54				

5.1.3 Markets

Village	Coordinates Geo-			Population (a)	Type d'infrastructures							Realisation		
					Warehouse	Market / Commercial complex	Moto park	Cattle park	Slaughter slab	Nursery	Others	Enterprise	Source of financing	Year of construc tion
Ngwo	9.8334	6.1202	1429	10,000	0	1	0	0	1	0	0	Community	Community	1950
Ngwo	9.8347	6.1238	1430	10,000	0	1	0	0	0	0	0		FEICOM	2010
Oshie	9.8644	6.1239	1435	7,000	0	1	0	0	0	0	0	Community	Community	1950
Konda	9.8638	6.1395	1424	3050	0	1	0	0	0	0	0	Community	Community	1970
Bako	9.83456	6.15228	1426	0089	0	1	0	0	0	0	0	Community	Community	1960

Markets continue

				STRUCTURE CHARACTERISTICS					Existing Equipment						
Village	Geo-Coordinates			Market	Capacity	Nature	Market day	Actual state	Counter	Shop	Shed	Butchery	fish store	Cold store	
	X	Y	X												
Ngwo	9.8347	9.8334	6.1202	1429	Nkun	800	Permanent	Monday	Average	25	40	60	0	20	0
Ngwo	9.8347	9.8334	6.1238	1430	Njikwa	600	Permanent	Tuesday	Good	10	12	1	0	8	0
Oshie	9.8644	9.8644	6.1239	1435	Edom	1200	Permanent	Thursday	Average	80	100	75	0	30	0
Konda	9.8638	9.8638	6.1395	1424	Konda	400	Permanent	Friday	Average	10	17	9	0	7	0
Bako	9.83456	9.83456	6.15228	1426	Bako	500	Permanent	Friday	Average	6	10	7	0	5	0
Total						3800				141	184	160	0	76	0

Markets continue

Village	Existing developments								Management of the Center		
	Water point	Latrine	Waste treatment device	Reaforestaion	Electrification	Access ramps for handicaps	Office	Others	Management mode	Existence of a management committee	Monthly collection
	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(iv)	(Y/N)	
Ngwo	Yes	Yes	No	Yes	No	No	No	No	Direct	Yes	30,000
Ngwo	Yes	Yes	No	Yes	No	No	No	No	Direct	Yes	20,000
Ngwo	Yes	No	No	Yes	No	No	No	No	Direct	Yes	10,000
Oshie	Yes	No	No	Yes	No	No	No	No	Direct	Yes	40,000
Konda	No	No	No	Yes	No	No	No	No	Direct	Yes	20,000
Bako	No	No	No	Yes	No	No	No	No	Direct	Yes	18,000
Total											138,0000frs

5.1.4 Health

Village	Population (a)	Geo-Coordinates			Realisation				Generality of the center			
		X	X	Z	Name of Hospital	Enterprise	Source of financing	Year of construction	Health area	Health district	Centre status	Year of creation
Bassa	6,080	9.80672	6.15256	1431	Bassa Integrated Health center	Presbyterian Mission	Community/Public Investment Budget	1983	Bassa	Njikwa	Integrated	1976
Konda	3050	9.86434	6.13952	1425	Konda Integrated Health center	UCIC	Public Funds		Konda	Njikwa	Integrated	
Oshie	7000	9.86412	6.12650	1414	Oshie Sub Medicalized Health Center	Community	Community/Public Investment Budget	1976	Oshie	Njikwa	Integrated	1976

Ikweri	1550	9.82343	6.13537	1434	Eberenyie Intergrated Health Center	Ccommunity	Community /Public Investme nt Budget	2011	Ikweri	Njikwa	Integra ted	2010
Ngwo	10,000	9.82532	6.10552	1430	Njikwa District Hospital	John Anagha Constructio n Agency	Communit y/Public Investme nt Budget	1973	Ngwo	Njikwa	Hospit al	1970
Ngwo	10,000	9.82532	6.10552	1430	Kuttin Integrated Health center	John Anagha Constructio n Agency	Communit y/Public Investme nt Budget	1973	Ngwo	Njikwa	Integra ted	1970
TOTAL												

Health continues

Village	Name of Hospital	Staff						Infrastructure				Equipments of the center					
		Medica l doctor	IDE	I B	AS	Matr one	Co mis	Nb of build ings	State			Bed	Lab	Mate rinity	Phar macy	Refri gerat or	Waste treatme nt device
									Good	Average	Bad						
Bassa	Bassa Integrated Health center	0				0		2	0	0	2	12	Yes	Yes	Yes	Yes	Hole
Konda	Konda Integrated Health center	0				0		1	0	1	0	10	Yes	Yes	Yes	No	Hole
Oshie	Oshie Sub	0				0		3	3	0	0	30	Yes	Yes	Yes	No	Waste

	Medicalized Health Center																	bins, Holes
Ikweri	Eberenyie Intergrated Health Center	0			0		0	2	0	0	4	No	No	No	No			Holes
Ngwo	Njikwa District Hospital	1			0		3	1	1	0	28	Yes	Yes	Yes	Yes			Waste bins, Holes
Ngwo	Kuttin Integrated Health center	0			0		2		1	0	4	Yes	N	Yes	No			Hole
Total		1	0	0	0	0	11	6	3	2	88							

Health continues

Village	Name of Hospital	Lodging for Doctor	Level of sanitary cover	Level of visits	Average number of births	Level of vaccination cover	Epidemics	Existence of a management committee	Existence of a health committee
Bassa	Bassa Integrated Health center	No	45%	60%	62%	82%	Nil	Yes	Yes
Konda	Konda Integrated Health center	No	40%	60%	60%	80%	Nil	Yes	Yes
Oshie	Oshie Sub Medicalized Health Center	No	65%	55%	70%	85%	Nil	Yes	Yes

Ikweri	Eberenyie Intergrated Health Center	No	35%	50%	65%	75%	Nil	Yes	Yes
Ngwo	Njikwa District Hospital	No	70%	75%	80%	85%	Nil	Yes	Yes
Ngwo	Kuttin Integrated Health center	No	45%	65%	70%	70%	Nil	Yes	Yes
Total									

5.1.5 Education

Village	Geo-Coordinates			School status	Level	Year of creation	Total Number of students			Total number of staff			Number and classroom equipment					
	X	Y	Z				School	Girls	Boys	Total	Parent teachers	Contract teachers	Civil servants	Mud bricks	plank	semi-block	block	Table - desks
Bassa	9.80434	6.15157	1431	GS Bassa	PUB	Primary	1958	179	107	286	2	1	4	0	0		6	36
Bassa	9.80398	6.15143	1430	GSS Bassa	PUB	Secondary	2010	11	9	20	0	2	1	0	0	0	0	15
Ekwebo	9.85457	6.16261	1428	GS Ekwebo	PUB	Primary	1996	35	25	60	0	3	0	0	0	0	2	38

Bakwa	9.83963	6.17358	1437	GS Bakwa	PUB	Primary	1987	161	135	296	0	2	4	0	0	1	2	75
Bako	9.83477	6.1523	1426	GS Bako	PUB	Primary	1975	120	140	260	1	0	3	0	0	0	4	73
Ikweri	9.82377	6.13497	1435	GS Ikweri	PUB	Primary	1988	140	108	248	2	1	1	0	0	2	0	40
Banya	9.83871	6.13994	1426	GS Banya	PUB	Primary	1990	130	160	290	1	0	4	0	0	0	2	65
Konda				GS Ngini nkan	PUB	Primary	1985	180	110	290	2	1	3	0	0	0	4	65
Konda	9.86393	6.1401	1423	GS Nyibant	PUB	Primary		183	150	333	0	0	3	0	0	0	4	45
Konda				CS Njimukod	PRI	Primary		33	50	83	0	0	3	0	0	0	3	16
Konda	9.8636	6.14073	1423	GSS Konda	PUB	Secondary		14	14	28	1	0	1	0	0	2	0	65

Oshie	9.87200	6.11067	1431	GS Togo bei	PUB	Primary	1989	140	121	261	3	3	0	0	0	2	4	95
Oshie				GNS Nyieba	PUB	Nursery	2009	11	12	23	1	1	0	0	0	1	0	5
Oshie	9.86348	6.12225	1436	CS Oshie	PRI	Primary	1995	63	59	122	1	1	0	0	0	1	1	20
Oshie	9.85999	6.11799	1435	GS Bereje	PUB	Primary	1992	147	139	286	2	1	1	0	0	0	6	84
Oshie	9.86406	6.12921	1413	GHS Oshie	PUB	Secondary	2005	263	97	350	3	0	15	0	0	2	6	148
Oshie				GS Bari mbon	PUB	Primary	1996	123	112	235	1	2	0	0	0	0	3	60
Oshie	9.872	6.11067	1431	GS Fumbe	PUB	Primary	1996	100	102	202	2	2	1	0	0	0	3	68
Oshie				GNS Edom	PUB	Nursery		13	9	22	1	0	1	0	0	0	0	6

Ngwo				GS Eklab a	PUB	Primary	1988	125	100	225	3	1	1	0	0	2	2	21
Ngwo	9.8278	6.11994	1427	HRN S Sabli	PRI	Nurse ry	2007	8	12	20	1	0	0	0	0	1	1	15
Ngwo				HRN S Eklab a	PRI	Nurse ry	2007	30	25	55	1	0	0	0	0	1	1	15
Ngwo	9.83634	6.11083	1411	GNS Kutti n	PUB	Nurse ry	2011	25	15	40	0	0	1	0	0	1	0	12
Ngwo				GNS Nkun	PUB	Nurse ry	2005	17	10	27	0	0	1	0	0	1	0	10
Ngwo	9.82769	6.10567	1409	GNS Njik wa	PUB	Nurse ry	2009	19	12	31	1	0	1	0	0	1	0	10
Ngwo	9.83092	6.10651	1411	GNS Mbe	PUB	Nurse ry	2009	3	4	7	0	0	1	0	0	1	0	2
Oshie	9.86132	6.12573	1411	GNS Oshie	PUB	Nurse ry		9	7	16	1	0	1	0	0	0	0	8

Ngwo	9.83634	6.11083	1411	GS Kuttin	PUB	Primary	1982	160	110	270	4	0	1	0	0	3	7	50
Ngwo	9.83092	6.10651	1411	GS Mbe	PUB	Primary	1982	70	60	130	2	0	1	0	0	2	2	68
Ngwo	9.83006	6.0996	1429	GS Ngwo	PUB	Primary	1960	162	120	282	4	1	2	0	0	0	2	85
Ngwo	9.83145	6.10678	1410	GBS Njikwa	PUB	Primary	1982	171	125	296	1	2	2	0	0	4	7	90
Ngwo	9.82545	6.11002	1406	GS Soh	PUB	Primary	1985	148	120	268	1	1	2	0	0	3	7	160
Ngwo	9.82932	6.11104	1408	CS Njikwa	PRI	Primary	2008	32	21	53	0	1	1	0	0	1	6	12
Ngwo	9.82779	6.10486	1410	GSS Ngwo	PUB	Secondary	2011	6	9	15	0	0	1	0	0	1	5	7
Ngwo	9.83223	6.10665	1405	GTC Njikwa	PUB	Secondary	2005	84	201	285	0	2	7	0	0	8	10	210
Ngwo	9.83839	6.12689	1431	GHS Njikwa	PUB	Secondary		286	274	560	4	3	22	0	0	4	10	316

Ngwo				GS Njwo	PUB	Prima ry	1985	100	75	175	0	0	3	0	0	0	4	70
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Education continues

Village	School	general state of buildings			Pupils/ each ratio	Pupils/ Classro om ratio	Pupils/ seat occupied ratio	Development					Management of the str.	
		good	avera ge	bad				Water point	latrines	Tras h cans	Reafores tation	Gate	PTA	School counsellor
Bassa	GS Bassa	2	4	1	72	48	2	No	No	No	Yes	No	PTA	
Bassa	GSS Bassa	0	0	0	20	20	1	No	No	No	Yes	No	PTA	
Ekwebo	GS Ekweb o	0	0	1	60	30	2	No	No	No	No	No	PTA	
Bakwa	GS Bakwa	0	5	0	74	148	4	No	No	No	Yes	No	PTA	
Bako	GS Bako	0	4	0	87	65	4	No	No	No	Yes	No	PTA	
Ikweri	GS Ikweri	0	2	2	248	62	6	No	No	No	Yes	No	PTA	
Banya	GS Banya	2	1	0	73	145	5	No	No	No	Yes	No	PTA	
Konda	GS Nginin kan	2	1	0	97	97	5	No	Yes	No	Yes	No	PTA	
Konda	GS Nyibat	0	2	0	111	84	5	No	Yes	No	Yes	No	PTA	
Konda	CS Njikuk	0	2	0	28	14	1	Yes	No	No	Yes	No	PTA	

	od													
Konda	GSS Konda	0	0	1	28	42	6	Yes	Yes	No	Yes	No	PTA	
Oshie	GS Togobei	0	0	1	87	66	3	Yes	No	No	Yes	No	PTA	
Oshie	GNS Nyieba	8	0	0	23	23	5	Yes	Yes	No	Yes	No	PTA	
Oshie	CS Oshie	8	0	0	122	122	6	Yes	Yes	Yes	Yes	No	PTA	
Oshie	GS Bereje	3	0	0	286	48	3	No	No	No	Yes	No	PTA	
Oshie	GHS Oshie	3	0	0	24	60	2	Yes	No	No	Yes	No	PTA	
Oshie	GS Barimbon	0	1	0	118	78	4	No	No	No	Yes	No	PTA	
Oshie	GS Fumebere	0	1	0	202	67	3	No	No	No	Yes	No	PTA	
Oshie	GNS Edom	0	0	0	22	22	4	Yes	Yes	No	Yes	No	PTA	
Oshie	GNS Oshie	0	0	0	16	16	2	Yes	Yes	No	Yes	No	PTA	
Ngwo	GNS Mbe	0	1	0	7	7	1	No	No	No	Yes	No	PTA	
Ngwo	GNS Njikwa	0	1	0	31	31	3	No	No	No	Yes	No	PTA	
Ngwo	GNS Njkun	0	1	0	27	27	4	No	No	No	Yes	No	PTA	
Ngwo	GNS	0	1	0	40	40	3	No	No	No	Yes	No	PTA	

	Kuttin													
Ngwo	HRN S Eklaba	0	2	0	55	55	4	Yes	No	No	Yes	No	PTA	
Ngwo	HRN S Sabli	3	4	0	20	20	1	No	No	No	Yes	No	PTA	
Ngwo	GS Eklaba	2	0	0	75	225	11	No	No	No	Yes	No	PTA	
Ngwo	GS Kuttin	2	2	0	68	39	5	No	No	No	Yes	No	PTA	
Ngwo	GS Mbe	2	0	0	130	65	2	No	No	No	Yes	No	PTA	
Ngwo	GS Ngwo	3	3	0	141	141	3	No	No	No	Yes	No	PTA	
Ngwo	GBS Njikw a	1	0	0	148	42	4	No	No	No	Yes	No	PTA	
Ngwo	GS Soh	1	0	0	134	38	2	Yes	Yes	No	Yes	No	PTA	
Ngwo	CS Njikw a	6	6	0	53	9	4	Yes	Yes	Yes	Yes	No	PTA	
Ngwo	GSS Ngwo	11	3	0	15	3	2	Yes	Yes	Yes	Yes	No	PTA	
Ngwo	GTC Njikw a	10	2	0	41	29	2	No	No	No	Yes	No	PTA	
Ngwo	GHS Njikw a	12	2	0	26	29	2	Yes	Yes	No	Yes	No	PTA	
Ngwo	GS Njwo	4	0	0	58	44	3	No	No	No	Yes	No	PTA	

5.2 Consolidated Main Problems and Needs per sector

5.2.1 AGRICULTURE AND RURAL DEVELOPMENT

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Insufficient agricultural products	<ul style="list-style-type: none"> -Poor farm to market roads -No organized markets -Insufficient of technological experts -Insufficient planting materials -Insufficient support to farmers(loans, grants) -High cost of farm inputs -Low prize offer -Insufficient agricultural equipment -Insufficient labor force 	<ul style="list-style-type: none"> -Food scarcity leads to malnutrition -Low living standards -Post harvest loses -Small scale farming 	<ul style="list-style-type: none"> -Good soils for cultivation -Good climate for cultivation - Availability of enabling population to hold labor force 	<ul style="list-style-type: none"> -Encourage cooperatives with farmers(CIGs) -Organize trainings to educate farmers -To improve on farm to market roads and farming equipment -Subsidies to farmers 	<ul style="list-style-type: none"> -Supply of farm inputs to at least 5000 farmers of the 09 villages
Inaccessible farm to roads	<ul style="list-style-type: none"> -Not constructed by the council and government -Not taken care of by the villagers 	<ul style="list-style-type: none"> -Loss of farm produce in the farms -Post harvest loses -Small scale farming 	<ul style="list-style-type: none"> - Availability of enabling population to hold labour force 	<ul style="list-style-type: none"> To improve on farm to market roads 	<ul style="list-style-type: none"> - Construction of farm to market roads 80 km of the entire village

5.2.2 HEALTH

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Insufficient Health Units	<ul style="list-style-type: none"> -Poor road net work -Insufficient support from the government support 	<ul style="list-style-type: none"> -High death rate -High rate of diseases prevalence -High rate of rural exodus 	<ul style="list-style-type: none"> -Availability of land -Availability of population -Natural resources -Man power 	<ul style="list-style-type: none"> -Carry patients on head to the nearest health unit -Use of some herbs for medication 	<ul style="list-style-type: none"> - Rehabilitation of 7 buildings for 5 health units -Construction of 2 new

Inadequate health delivery	-The enclave nature of the area	-High death rate -Inadequate health care	-Availability of land	-Carry out frequent sensitization on prevention of some diseases -Take patients to the nearest hospital	buildings for 5 health units -Construction of 2 new integrated health centers - Request for 41 nurses, 12 midwives, 13 lab technicians and 1 medical doctor
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5.2.3 BASIC EDUCATION

Problem	Causes	Effects	Potentials	Possible Local solution	Needs
Insufficient class rooms	-Insufficient finances -Government has not provided	-High rate of school drop out - High crime wave -High level of illiteracy	They have the available land and population	Community construct lacking classes Parents should send children to the nearest school	-Rehabilitation of 22 classrooms -Construction of 83 classrooms -Construction of 21 head masters offices
Inadequate staff	-Inaccessibility of the terrain -Irregular staffing from the government	-Poor results -High rate of school drop out - High crime wave -High level of illiteracy	Availabilit y of training schools in the neighborin g council areas	Parents should send children to the nearest training schools	-Request of 102 staff
Poor road net work	Poor topography	//	//	Council and the government should disenclave the villages	//
Insufficient scholarships	The government and council has not been providing due to lack of funds	No competition amongst the students	//	Scholarships should be encouraged	//

5.2.4 SECONDARY EDUCATION

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Fast dilapidation of schools e.g. GHS Njikwa	Poor construction	-Low standard of education -Poor results	Available human and material resources for rehabilitation	PTA/Council should rehabilitated existing structures	-Rehabilitation of 13 classrooms -Construction of 13 classrooms
Insufficient teachers	Government policy	-Over labor of exiting teachers -Poor results	University graduates are found in the council area	Provision of teachers by the council and PTA	-Construction of 3 administrative buildings
Insufficient administrative blocks	Not constructed alongside with schools	-Poor administrative services	Available land for construction	PTA/Council should construct administrative blocks	-Request of 17 staff
Insufficient of other basic infrastructures e.g. toilets for students, pipe borne water	Not constructed along side with schools	-High health and social hazards	Available human and material resources to acquire these basic infrastructures	PTA/Council should provide these basic infrastructures	-Construction of 6 points -Construction of 6 toilets -Provision of 10 waste bins
Insufficient chairs, desks, tables etc.	Not provided by the government, PTA, council and elites.	-Poor social relationships between students -Poor results at school games -Losing of school property	Availability of human and material resources for acquisition of school utilities	PTA/Council should provide these basic infrastructures	-Provision of 6 fences -Provision of 439 benches -Provision of 4 playgrounds
Insufficient playgrounds in most schools	Not constructed along side with schools	-Mismanagement of school property Insufficient working materials	Availability of land for play ground construction	PTA, Council and community should provide these play grounds	
Insecurity of school property	Security guards not provided	-Poor results	Availability of human resources	PTA, Council and community should provide school security guards	
Insufficient workshops, computer labs and equipment	-Not provided by the government, council, PTA and elites		Availability of elites for school material aid	PTA, Council, elites and community should these equipment	

5.2.5 FOREST AND FAUNA

Problem	Causes	Effects	Potentials	Possible local solution	Needs
No management of forestry products	-Over exploitation of forestry products -Illegal cutting down of trees	-Low out put -Constant bush fires -The land loses its value	Availability of the forest	-Create a forestry management committee - Discourage over exploitation of forest products -Encourage afforestation	-Stationing of the sub MINFOF delegation in the council area -Education and sensitization of the community on the exploitation of forest products -Capacity building workshops for council workers on the importance of preserving forest products

5.2.6 SOCIAL AFFAIRS

Problem	Causes	Effects	Potentials	Possible local solution	Needs
High crime wave OVC and marginalized people	-Peer influence -High rate of school drop out -Lack of a center to properly educate the population	-High rate of rural exodus - Societal stratification -Slows development	Availability of land and natural resources	Holiday activities to distract these youths	-Construction of 9 social centers -Construction of 9 multifunctional centers and 9 playgrounds

5.2.7 TRADE

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Insufficient commercial infrastructure Consumers interest is not protection	-Negligence of the area by the council -The market is not well utilized -No technical advice on commercialization -Exploitation from existing	-Low standard of living -High cost of living -Discourages investors -High crime wave -High rate of rural exodus	-Availability of population -Availability goods -The markets are periodic	Petit trading should be encourage -Sensitization meetings should be organized for sellers - The markets should be rehabilitated -Trade fairs	-Rehabilitation of 3 markets -Construction of 5 markets -Construction of toilets in the markets -Construction of 9 warehouses -Construction of fish and meat slaps

	business men			should be encourage -Constant price controllers	-A night watch should be employed in all the markets
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5.2.8 STATE PROPERTY AND LAND TENURE

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Non obtaining of land certificates	-No interest -Non harassment from state -Complicated and long procedure -unavailability of the sector office in the municipality	Land disputes	Availability of the council	Creation of state property and land tenure committee to facilitate and aid villages with obtaining land certificates	-Stationing of the sub MINDAF delegation in the council area -Education and sensitization of the community on the land certificate procedures and its importance -Capacity building workshops for council workers on the land certificate procedures and its importance

5.2.9 ENVIROMENT AND NATURE PROTECTION

Problem	Causes	Effects	Potentials	Possible local solution	Needs
The environment is unprotected Soil erosion	-Poor hygienic conditions -Too much transhumance -Constant bush burning -Constant landslides and erosions -Some of the villages are located in a wind valley -The natural boundaries are	-Destruction of farm lands ,houses, medicinal and timber plants and disappearance of some animal spices -Constant problem with neighboring villages	-Availability of natural forest and animals	-Encouraged friendly ties with neighboring villages -Improve on the hygienic condition -Aforestation should be encouraged	-Education and sensitization of the community on the importance of protecting the environment -Capacity building workshops for council workers on the importance of protecting the environment

	not demarcated				-Identification of erosion areas
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5.2.10 LIVESTOCK, FISHERY AND ANIMAL INDUSTRIES

Problem	Causes	Effects	Potentials	Possible Local solution	Needs
Farmer grazer problem Low level of productivity Lack of pasture management	-No crutches -No enough grazing land -Insufficient staff to take care of the cattle -Constant animal diseases -Lack of finance for proper feed for the animals -Insufficient grazing land -Lack of technical knowledge	- Low level of animal produce - Discourages cattle rearing -Low income -Low quality and quantity of animal products	Availability of land and the cattle	Apply for experts for the demarcation of grazing land -Encourage good relationship with farmers and grazers Constant vaccinations should be done on cattle Importation of improved breeds of livestock into the sub-division from other parts of the country Reduce cattle theft	Identification of farm lands and grazing lands to avoid farmer grazer quarrels -Identification and vaccination of animals -Construction of 2 dips for cattle rearing -Education and sensitization of the community on animal and fish rearing -Provision of animal feed store -Provision of a veterinary pharmacy

5.2.11 WATER AND ENERGY

Problem	Causes	Effects	Potentials	Possible local solution	Needs
WATER Insufficient and lack of pipe borne water	-Poor road net work -Poor resource mobilization -Lack of technical know-how -Lack of funds and government support.	-High rate of water borne diseases -Long distances trekking to fetch water	-Availability of natural springs -Available site for the construction of water catchments	-Community should maintain the existing streams -Sensitization to the population on the dangers of impure water sources and hygiene and sanitation -The use of generators should be	-1 two phase transformer -18 transformers -38 generators -13,000 polls -95,000 length of mid tension cable -130,000 length of low tension cable
ENERGY Lack of	The government	-Slows commercializat	Availability of timber and man		-Provision of 7 villages with

electricity	has yet to provide electricity for the community	ion -High rate of rural urban migration -Slows development	power	encouraged -The use of biogas from waste products and solar energy should be encouraged	portable water -Provision of 30 public taps -Rehabilitation of 13 public taps -Construction of 9 towers
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5.2.12 WOMEN EMPOWERMENT AND THE FAMILY

Problem	Causes	Effects	Potentials	Possible local solution	Needs
No involvement in productive activities No involvement in decision making	The service is not available to educate the women -No center to properly educate the women -Gender bias	- Marginalization of the women	Pro active women in the council area	The women should be encouraged to have a general forum to meet and discuss issues affecting them	-Construction of 9 social centers -Construction of 9 multifunctional centers -Provision of 106 sawing machines for the centers Education and sensitization of the community on gender equity and importance on involvement women in decision

5.2.13 YOUTH AFFAIRS

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Lack of recreational centers Unavailability of the service at the sub divisional level No financial resources to carry out youth	The service is not available to sensitizes the community Government policy Government policy No council funds	-High crime wave -High level of rural exodus -High moral decadence -High level of rural exodus High moral decadence -High level of rural exodus	The youths are available Availability of land and natural resources The youths are available Council area elites for provision of funds for	Organized the youths to always have activities to keep them busy Council to organize youths to always have activities to keep them busy The council can set up youth department in	-Construction of 9 social centers -Construction of 9 multifunctional centers and 9 playgrounds Provision of the service in the council area Provision of the service in the

education and sensitization			youths oriented activities	the council	council area
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5.2.14 SPORTS AND PHYSICAL EDUCATION

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Lack of sport centers	-The topography of the terrain -The youths are not sensitized and the government has not build any structure	High level of rural exodus -Sportsmanship is not encouraged -High rate of unwanted pregnancies	Availability of land, natural resources and manpower	Sporting activities should be carried out in any local field	-Construction of 9 multifunctional centers -Construction of 9 playgrounds -Involvement of the pupils and students in FENASCO games -Involvement of the youths and community in national and international tournaments

5.2.15 TRANSPORT

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Unconstructed motor parks	-Lack of finances by the community to construct a motor park -The council and the government are yet to provide	-High cost of transportation -High death rate due to accidents -Slows economic activities	Availability of natural resources, man power and land	Lobby to the elites, council and government for construction	-Construction of 9 motor parks -Forming of 3 syndicates
Inconsistent supply of fuel	No fueling stations	Slow business growth	Community members who could maintain constant supply	Buying of fuel from nearby council areas	-Construction of 2 fueling stations

5.2.16 EMPLOYMENT AND VOCATIONAL TRAINING

Problem	Causes	Effects	Potentials	Possible local solution	Needs
High rate of unemployment	-Most jobseekers and vulnerable population are not skilled and therefore not ready for the job market -Natural potentials of the area are not developed	-High rate of rural exodus -High level of unemployment	Availability of land, clay and good climate to be identified and developed -development of the extraction of clay -Develop individual apiculture	-Development of new trades in SAR/SM and creat employment -Council should fully take part in the decentralization process -Council should developed trades matching with the socio-economic reality of the area	-Rehabilitation of 1 vocational training center -Construction of 3 vocational training centers

5.2.17 SMALL AND MEDIUM SIZE ENTERPRISE

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Lack of enterprises	Have no knowledge or interest on the service	-High unemployment -High crime waves	The population is ready to have knowledge on the service if introduced	Expansion on craft work	-Construction of 1 craft center -Promotion of trade -Promotion of industrial oriented craft

5.2.18 MINES INDUSTRY AND TECHNOLOGICAL DEVELOPMENT

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Lack of industries No electricity No machineries	The service is not available No scientist to identify some	-Unexploited minerals Slows development -High rate of unemployment	The area is rich in minerals that needs exploitation	-Educate and encourage exploiters -Frequent maintenance of road -Educate and sensitization	-Construction of industries in clay, quarries, sand and white stone exploitation -Development of sand pits

for processing and testing of minerals	minerals			of the community of the available resources e.g clay for industrial development	-Identification and exploration of minerals
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5.2.19 TOURISM AND LEISURE

Problem	Causes	Effects	Potentials	Possible local solution	Needs
<p>Enclaved sites</p> <p>Absence of the divisional delegation</p> <p>Absence of tourism culture and knowledge about the sector</p> <p>Tradition and culture of the people</p> <p>Undeveloped sites</p>	<p>-Poor road network and difficult terrain</p> <p>-Government policy</p> <p>-Secret shrines not opened to the public</p>	<p>-Low level of exploitation of touristic potential</p> <p>-Slows development and tourism in the area</p> <p>-Low income from the sector</p> <p>-Poor interaction from the community and visitors</p>	<p>So many available potentials that can be developed to a touristic sites e.g. rocks, lakes, palaces, waterfalls etc)</p>	<p>The community should try and maintain the sites locally</p> <p>-The council should provide means through creation of a council office for tourism -</p> <p>Construction of council 1 hotel</p> <p>-Construction of monuments</p> <p>-Construction of 1 museum</p> <p>-Capacity workshops for council workers and population on the impact of tourism on economic development</p> <p>-Identification and prioritization of touristic sites</p>	<p>-Creation of a Divisional Delegation for Tourism and Leisure</p> <p>-Government to open roads and maintain old ones</p> <p>-creation of tourism clubs in schools</p>

5.2.20 CULTURE

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Insufficient community halls and existence of cultural malpractices	-Insufficient funds by the community to build one -Inherited norms	- Loss of cultural values	Availability of land and natural resources	Inherited norms that are not profitable should be discouraged -Good cultural values should be promoted	-Rehabilitation of 1 community hall -Construction of 7 community halls -Promotion of local festivals
Loss of cultural values	-No creational centers to portray the culture -The service is no available to educate the community on the importance of cultural habits	-Rural exodus -Younger generation knows nothing about the culture	Available site to construct a service or recreational centers	Parents should educate their children on cultural values	-Construction of 1 museum -Construction of 1 council library

5.2.21 LABOUR AND SOCIAL SECURITY

Problem	Causes	Effects	Potentials	Possible local solution	Needs
-Labor code not respected - Employer/employee relationship is poor	-Lack of a service vehicle Lack of personnel in the divisional delegation of social security	-High crime wave -Discourage investors -Loss of lives	-Human resources to keep peace in the community	-Equip the divisional delegation of social security with a service vehicle	-Education and sensitization on the need for registration into CNPS -Education and sensitization on employer-employee rights
Poor sensitization of CNPS procedures	Little or no education and sensitization	-Little or no registration into the CNPS	-Educated elites who can sensitize and educate the community on retirement and social benefits	Workers should save for the retirement	-Education and sensitization on retirement and social benefits
Ignorance and lack of knowledge on retirement and social benefits		-Low standards of living after retirement -Employer-employee quarrels			-Formation of trade union

5.2.22 HOUSING AND URBAN DEVELOPMENT

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Poor location of houses	-Experts help are not available when building a house - The poor topography	- Constant collapsing of houses -High death rate	//	A village plan should be drawn up	-Education and sensitization on risky areas and housing -Construction of 10 state owned houses
Unavailability of state owned building	-Not constructed by the council and sector	Poor living standards for state workers	Availability of land for construction	Renting of houses	-Drawing up of the framing plan -Education and sensitization on the importance of the acquisition of land certificates
Non existence of framing plan	Not drawn up by the council and sector	Poor house planning	Sector experts	//	
Non acquisition of land certificates	Poor conception on the need of land certificates by community members	Land disputes	Sector experts	Demarcation of land for ownership	

5.2.23 SCIENTIFIC RESEARCH AND INNOVATION

Problem	Causes	Effects	Potential	Possible local solution	Needs
Research results and innovations not available for exploitation	Sector structures not available in council area	Low productivity. Slow development	Land available and other natural resources	Recruit and train extension agents	Office accommodation and equipment Research staff

5.2.24 HOUSING AND URBAN DEVELOPMENT

Problem	Causes	Effects	Potential	Possible local solution	Needs
No experts in the sector in the council area	-Lack of government support -Bad roads -No plan for development in the council area	- Poor location of houses -Slows development	//	-The council should train a technician for the sector -Identify risky areas and avoid house construction	-5 garbage cans -2 waste disposal stations -1 garbage disposal van -Town planning map -Urbanization
No planning map of the municipality	-Not by the requested by the council from	Poor construction locations	Experts from the sectors		

	the delegation				map -Land occupation plans
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5.2.25 COMMUNICATION

Problem	Causes	Effects	Potential	Possible local solution	Needs
Low level of communication	-Lack of a communication service -Bad roads -No government support	-Difficulties in transmitting information -There is no secret in using verbal means of communication -Most hand mails get missing	Availability of land to build a service office	Population should be sensitized on the importance of delivering a mail or message	-Installation of network signals -Reinstating of the Njikwa CAMPOST

5.2.26 MINEPAT

Problem	Causes	Effects	Potential	Possible local solution	Needs
No proper administration takes place	-The D.O and the mayor do not frequent the area -Most of the time the Fon is not available for proper administration	-Loss of respect in the community -There are no rules and regulations to bind the villages	//	The villagers should respect each other to do the right thing at the right time	-Disenclivement of the council area Provision of transportation facilities for easy administration -Organize seminars to educate the village authorities and stake holders/informal actors on their responsibilities
Inaccessibility of the terrain for administration	Topography of the area	Difficulty in administrative procedures Disrespect of state laws	//	Administration is aided by the fons and council	

5.2.27 HIGHER EDUCATION

Problem	Causes	Effects	Potential	Possible local solution	Needs
Lack of a higher educational institute	-Bad roads -high rate of illiteracy	- High rate of rural exodus	//	Education should be encouraged and the need to send children to	Creation of a higher institution

				the nearest higher institution	
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5.2.28 PUBLIC WORKS

Problem	Causes	Effects	Potentials	Possible local solution	Needs
Poor road net work	-No rehabilitation of road by the state -poor farming methods along the road sides -Degrading nature of road -Landslides and erosions	-Hinders development activities -Poor communication net work -High cost of transportation	-Good soil for road construction -Fair topography - Availability of natural resources	-Community work should be encouraged for road maintenance -Lobby for funding	-Rehabilitation of 4 roads of 54km -Construction of 5 earth roads of 50km

5.3 Priority Projects per village in the 08 main key sectors:

5.3.1Ekwebo Village

SECTOR	MICRO-PROJECT	PLACE	COST ESTIMATE
Public works	-Construction of 6 km road	From Bako to Ekwebo	250,000,000FCFA
	-Construction of a 5 km road	From Bassa to Ekwebo	200,000,000FCFA
Education	-Construction of 5 class rooms	At Government s school Ekwebo	70,000,000 FCFA
Health	Construction of an integrated health center	At Eberenie Quarter	100,000,000FCFA
Water and Energy	-Construction of water catchments	At Azefufu Quarter	150,000,000FCFA
Culture	-Construction of a community Hall	Feguni Quarter	15,000,000FCFA
	-Construction of a Presbyterian church	Eberennie Quarter	8,000,000FCFA
Trade	Construction of a market	Egembuandoh Quarter	100,000,000FCFA
Transport	Construction of motor parks	Egembuandoh Quarter	10,000,000FCFA
Environment	Protecting the natural boundaries	The boundaries of the village	1.000.000FCFA

5.3.2 Bassa Village

SECTOR	MICRO-PROJECT	PLACE	COST ESTIMATE
Education	-Construction of 4 class rooms	At Government secondary school Bassa	70,000,000 CFA
Water and Energy	-Construction of water catchment (1) -Extension of water source to 12 stand taps	Ndenkia Quarter	800,000 CFA
		From Ndenkia Quarter	150,000,000CFA
Culture	-Construction of a community Hall -Construction of a Presbyterian church	Dange 2 Quarter	7,000,000 CFA
		Dange 1 Quarter	4,000,000CFA
Health	Construction of 01 female and 01 male wards	Bassa integrated health center	60,000,000CFA
Public works	Construction of 5 km road	From Bassa to Amasi	200,000,000CFA
Trade	Construction of a market	Dange 1 Quarter	50,000,000 CFA
Environment	Protecting the natural boundaries	The boundaries of the village	2,000,000 CFA
Transport	Construction of motor parks	Dange 1 Quarter	4,000,000 CFA

5.3.3 Bakwa Village

SECTOR	MICRO-PROJECT	PLACE	COST ESTIMATE
Water and Energy	Construction of two water catchments	Achuaka Quarter	13,000,000FCFA
		Opawa quarter	20,000,000FCFA
Culture	Construction of a community hall	Awando quarter	6,000,000CFA
Health	Construction and equipment of a health center	Awando quarter	40,000,000CFA
Education	-Construction and equipping of class rooms Construction of a secondary school	-G.S Bakwa – 3 class rooms	25,000,000CFA
		- G.S.S Bakwa - 6 class rooms	30,000,000CFA

Public works	Construction of main earth road of 32 km and inter quarter roads of 15km sq	- Bakwa – Bassa road - Awando – Achika quarter - Awando – Achuaka quarter - Abipsi – Opawa quarter	100,000,000FCFA 20,000,000 FCFA 26,000,000 FCFA 40,000,000 FCA
Trade	Construction of a market	Awando quarter	35,000,000FCFA
Environment	Demarcate and maintain the natural boundaries	The natural boundaries	500,000CFA
Transport	Construction of a motor park	Achuaka Quarter	20,000,000CFA

5.3.4 Banya Village

SECTOR	MICRO PROJECTS	PLACE	COST ESTIMATE
PUBLIC WORKS	Road construction	Njikwa-Banya(25km)	290 million CFA
Health	Construction of a health center	Upper Koro-Banya Quarter	120million CFA
WATER AND ENERGY	Need for a catchment for good drinking water	Aga'ama's Hills(upper Koro-Banya quarter)	30 million CFA
EDUCATION	-Construction and equipment of class rooms (3) -Construction of a technical school -Construction of a nursery school	Extend the present site(Central Koro-Banya) Atohburu Quarters Extend the present primary school(upper koro Banya)	69 million CFA 250million CFA 32 million CFA
CULTURE	-Construction of a community hall -Construction of a grand stand	Etanbeh Quarters Engieneh Quarters	18 million CFA 24millionCFA
TRADE	Construction of a market	Wabebo Quarters	500millionCFA
ENVIROMENT	-Dermacation of village boundries -Afforestation	Entire village The village forest	15millionCFA 30millionCFA
TRANSPORT	Construction of a motor park	Central KoroBanya	400millionCFA

5.3.5 Bako Village

SECTOR	MICRO-PROJECT	PLACE	COST ESTIMATE
Public works	Construction of main and inter quarter roads	Konda –Bako road	100,000,000CFA
Water and Energy	Construction of 01 water catchment	Togobe Quarter	6,000,000 CFA
Health	Construction of a health center	Edeh Quarter	60,000,000CFA
Education	-Construction of a Government Technical school -Construction of a Government primary school	Atoburo Quarter	95,000,000 CFA
		Nifigoro Quarter	70,000,000 CFA
Culture	Construction of a community Hall	Togobe Quarter	30,000,000 CFA
Trade	Construction of a market	Edeh Quarter	50,000,000 CFA
Environment	Protecting the natural boundaries	The boundaries of the village	2,000,000 CFA
Transport	Construction of motor parks	Edeh Quarter	4,000,000 CFA

5.3.6 Konda Village

SECTOR	MICRO-PROJECT	PLACE	COST ESTIMATE
Water and Energy	Rehabilitation and extension of Konda water system	- Njumukolo Quarter -Ngininkan Quarter	4,000,000CFA
Culture	Construction of a community hall	Girbali Quarter	6,000,000CFA
Health	Renovation and equipping of the health center	To maintain the present site	20,000,000CFA
Education	-Construction and equipping of class rooms	-G.S Konda – 3 class rooms	20,000,000CFA
		- G.S Nyibali - 4 class rooms	30,000,000CFA
		- G.S Ngininkan – 3 class rooms	20,000,000CFA
		- C.S Njumukolo -3 class rooms	20,000,000CFA
Public works	Construction of	-Konda –Bako road	50,000,000CFA

	main and quarter roads	-Konda –Berba road -Konda –Mudum road -Togobe-Bewie road -Balaghu-Ngininkan -Ghokie-Ngininkan -Nyibali- Ngininkan	60,000,000CFA 40,000,000CFA 30,000,000CFA 35,000,000CFA 40,000,000CFA 35,000,000CFA
Trade	Construction of a market		
Environment	Demarcate and maintain the natural boundaries	The natural boundaries	500,000CFA
Transport	Construction of a motor park	Ghokie Quarter	20,000,000CFA

5.3.7 Ikweri Village

SECTOR	PROJECT	PLACE	COST ESTIMATE
Public works	-Construction of a bridge -Road construction	-Ekeba-Ebaku -Gikoro market square to fon's palace at Ekwenofa	-25 million -45 million
Health	Construction of a health centre	Etinadwe	40million
Education	-Extension of 4 class rooms and construction of an administrative bloc	Ekebie	40 million
Water	Need for a pipe borne water	Nfene	18 million
Culture	Construction of a play ground and grand stand	G.S Ekebie at Gikoro	35 million
Environment	Need to protect their natural boundaries	Entire village boundary	2 million
Trade	Construction of a market	Nfene	25 million
Transport	Construction of a motor park	Nfene	25 million

5.3.8 Oshie Village

SECTOR	MICROPROJECT	PLACE	COST ESTIMATE
WATER AND ENERGY	-Electrifying the whole village	The whole village	500,000,000CFA
	- 1 catchments and 5 stand taps	Barimbong quarter	90,000,000
	-Rehabilitation of the water catchment	Berinagong Quarters	20,000,000
	-Rehabilitation of 6 catchments	Togokweni Quarter	120,000,000
	-Building of a storage tank	Edemekeh Quarter	10,000,000
	-Construction of 1 catchment	Summgwari Quarters	20,000,000
	Rehabilitation of water catchment	Nyikob Quarter	10,000,000
-Rehabilitation of 2 water catchments	Fum and Nyeba Quarters	20,000,000	
EDUCATION Basic education	-Provision of 2 teachers	G S Barimbong	//
	-Provision of 1 teacher	GS Fumabe	//
	-Provision of 1 teacher	GS Togobe	//
	-Provision of 1 teacher	GS Oshie	//
	-Provision of 1 teacher	GNS Edom	//
	-Construction of 2 class rooms and 2 toilets	GNS Oshie	50,000,000
	-Construction 2 class, 1 administrative block and 2 toilets	GNS Nyeba	25,000,000
	-Construction 2 class, 1 administrative block and 2 toilets	GNA Edom	25,000,000
	-Renovation of class rooms and administrative bock	GS Oshie	6,000,000
	-Construction 2 class, 1 administrative block	GS Barimbong	25,000,000

SECONDARY EDUCATION	and 2 toilets -Construction of 1 administrative block and 3 toilets	GS Bereje	15,000,000
	- Construction of 4 class rooms, 1 administrative block and 2 toilets	GS Fumabe	60,000,000
	- Construction of 2 class rooms, 1 administrative block and 2 toilets	GS Toghebe	60,000,000
	-Creating a government technical college	Baiedom Quarters	50,000,000
	-Creating a vocational college(SAAR SM)	Nyeba Quarters	50,000,000
	-Provision of 25 teachers	GHS Oshie	//
	-Provision of 15 teachers	GHS Njikwa	//
	-Construction of 6 class rooms and 2 toilets	GHS Oshie	25,000,000
	-Construction of 1 science laboratory	GHS Oshie	50,000,000
	-Construction of 1 computer laboratory	GHS Oshie	60,000,000
	-Construction of 1 food and nutrition laboratory	GHS Oshie	45,000,000
	-Construction of a school hall	GHS Oshie	60,000,000
-Construction and equipping of a school library	GHS Oshie	40,000,000	
HEALTH	-Provision of 2 doctors, 2 laboratory technicians, 2 mid wife's and 5 nurses	Ekeh quarter	//
	-Construction of a theatre	Ekeh quarter	100,000,000
	-Construction of a mortuary	Ekeh quarter	150,000,000
PUBLIC WORKS	-Construction of a	From Atum-	120,000,000

	20 km road -Construction of a 12 km road -Construction of a 5 km road -Construction of a bridge -Construction of a 7km road	Togobei-ku- Bachaza- Bembam- Ekeh- Bereje – Frigeng -From Baiku- Berenagong- Barimbong - Njiku-Eba- Bereje -From GS Oshie – Njiku Quarters -Health center-Ekeh quarters -Atum-Njikwa town -Nyiebah-Ngwo	720.000.000 90,000,000 80,000,000 50,000,000 12,000,000 42,000,000
TRADE	Construction of a new market	Edom Quarters	200,000,000
CULTURE	-Construction of a community hall -Rehabilitation of the palace -Rehabilitation of the grand stand and construction of play grounds	-Edom Quarters -Bereje Quater Ekeh Quarters	70,000,00 10,000,000 80,000,000
ENVIROMENT	-Creation of a reserve forest -Planting of more trees	Barimbong Quarters The whole village	60,000,000 //
TRANSPORT	Construction of a motor park	Edom Quarter	50,000,000

5.3.9 Ngwo Village

SECTOR	MICRO-PROJECTS	PLACE	ESTIMATED AMOUNT
EDUCATION	Construction of class 4 rooms	Government secondary school Ngwo	45,000,000CFA
PUBLIC WORKS	-Road maintenance	-Njikwa – Glottin(20km)	80,000,000CFA
	-Construction of a bridge	-At Glottin	60,000,000CFA
	-Construction of a bridge	-At Ambli	60,000,000CFA
	-Construction of a bridge	-Eshue Bridge	60,000,000 CFA
TRADE	-Construction of a	-At Sabli	150,000,000CFA

	market -Rehabilitation of market	- Kuttin Market	90,000,000CFA
WATER&ENERGY	Rehabilitation of 5 water catchments	-Soh quarter -Njoh quarter -Nkun quarter -Sabli quarter -Ngebenge quarter	100,000,000CFA
CULTURE	Rehabilitation of a community hall	Sabli Quarter	150,000,000CFA
HEALTH	-Renovation and equipping of the hospital	Njikwa District Hospital	30,000,000CFA
ENVIRONMENT	Demarcate and maintain the natural boundaries	The natural boundaries	500,000CFA

6 STRATEGIC PLANNING

6.1 Vision of Njikwa Council

“The Njikwa council ensures participatory and sustainable development in the municipality through a sound and transparent financial management, viable partnerships and strong and informed institutions”

6.2 Objectives of the CDP

The CDP is a working document which will ensure participatory development within the municipality. It is a document that has to diagnose or x-ray the council area from three perspectives;

- The council institutional diagnosis,
- The council urban space diagnosis
- The participatory diagnosis at the village.

It is an essential tool for the development of the council area as it aids in the resource mobilization, planning and programming of the council’s budget for identified projects over a period of time. It is also meant to provide equal opportunities and gender equality. The CDP is a strategic plan which will be used by the council to effectively implement the decentralization process within her municipality.

6.3 Logical Framework by Sector (including marginal populations)

The log frame is a consolidation of all problems identified, analyzed and prioritized per sector. This includes all the diagnostic results from CID, Urban Space, diagnoses with the vulnerable population and the village level diagnosis. The log frame has been designed for all the 28 sectors as follows:

6.3.1 Social Affairs

Strategy Increase community management of vulnerable people.		Indicator by level of strategy & source of verification Number of philanthropic organizations working in collaboration with the social affairs sector		Assumptions The under privileged population is catered for by philanthropic organizations	Indicators of Assumptions and source of verification Number of underprivileged persons taken care of by organizations MINAS report	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Social Affairs sector ,philanthropic organizations see into the needs of the under privileged and social protection of children To improve social well being in the Njikwa council by 2020	Number of underprivileged persons taken care of and number of children receiving protection per social institution.	MINAS report	The vulnerable population is willing to become economically independent. The Njikwa council area has a labor force	Number of under privileged involved in income generating activities Percentage of population pyramid within the working age	Interviews with vulnerable population during urban space diagnosis Population data from baseline
Specific objective 1	Improve on the population perception and attitudes towards the underprivileged (orphans and vulnerable children, persons with disabilities, elderly, and Mbororos)	Number of disabled assisted per year and type of assistance rendered.	NGO reports MINAS report	The needs of vulnerable population are often given kin attention.	Number of vulnerable persons within the income generating strata.	Interviews with vulnerable population during urban space diagnosis and village diagnosis

Results	1. Stigma and discrimination among the vulnerable strata is reduced.	1. Number of media of sensitization used Number of vulnerable groups involved in sensitization	NGO reports MINAS report.	The council offers equal opportunities to the inhabitants	Percentage of vulnerable population within the decision making strata	Council's report.
	2. All Public infrastructures are constructed taking into consideration the special need of persons with disabilities	2. Number of public infrastructure constructed with the disabled in mind	Council Public Works report.	Most infrastructure within the Njikwa council is constructed taking into consideration persons with special needs	Number of infrastructure constructed paying attention to special need persons	Council Public Works report
	3. At least 60% Mbororos and other vulnerable persons within the council are provided employment	Percentage of vulnerable population employed at the council level	Council report	The council staffs is constituted of Mbororos and Njikwa people.	Number of Mbororos working within the council	Council Public Works report
Specific objective 2	Improve services and resources to social centers and partner organizations by reinforcing 09 social centers	Number of social services benefiting from the resources offered per year.	Council's report MINAS report.	The Njikwa council has community driven attitude in implementing their activities	Number of communities involved in collective projects	Council's report
Results	At least 5% of the population is informed about available social services within the council	Percentage increase in social center/ partner organization usage	MINAS report.	Organizations are available within the council area.	Number of existing organizations within the council area.	MINAS report.
	2% of Vulnerable groups are receiving assistance from the council	Number of groups/ individuals supported by the council	Council's report MINAS report.	Mbororos and other vulnerable plans of action are integrated into the council's strategic plan.	Number of activities programmed annually.	Council's report

Specific objective 3	Intensify fight against the abuse of the rights of the Child	Number of actions taken against defaulters.	SDO' report	The Njikwa council has community driven attitude in implementing their activities	Number of communities involved in collective projects	Council's report Village level diagnosis
Results	1. Actors like local vigilante groups and human rights organizations to fight against Child labour and exploitation exist	Number of operational actors identified.	MINAS report Council' report	Organizations are available within the council area.	Number of existing organizations within the council area	MINAS report
	2. The population in high risk areas like Nkun and Edom is aware of traffic scams	Number of quarterly campaigns in high risk areas	MINAS report Council report.	Information flow within the council area is smooth	Number of communication mediums to reach the population	Communication office Njikwa Council
	3. 01 rehabilitation centre for the victims of child labour and exploitation exists within the Njikwa council	Number of identified victims registered with the centre per annum.	MINAS report	Availability of social services	Number of social services that can operate rehabilitation centre	MINAS report
Specific objective 4.	Creation of 01 council cemetery.	Location plan of the cemetery	Council' report	Availability of land	Surface area of vast land	MINDAF report.
Results	1. 01 prefectorial. order to operate a cemetery exists	Copy of prefectorial order	Council archives.	Availability of land	Surface area of vast land	MINDAF report.
	2. At least 01 location plan exists	Site and location plan of the identified area	SDO secretariat	Availability of land	Surface area of vast land	MINDAF report.
Activities						
For R1		For R2		For R3		For R4
1.1.Sensitization of the population against stigma and discrimination of the vulnerable strata		2.1.Sensitization of the population in the existence of social centers and partner organization		3.1. Identify the actors in the multi-sectorial approach to fight child abuse		4. 1. Seek permission to operate the cemetery

1.2. Ensure that construction of all public infrastructure is done considering the special need persons	2.2. Mobilization and provision of resources to social centers/ partner organizations	3.2. Intensify sensitization campaign against child abuse, exploitation, trafficking and education the Child	4.2. Identification and carried out feasibility studies for the public cemetery
1.3. Give special considerations in the recruitment and working conditions of the vulnerable population.		3.3. Education and training of victims of child abuse, exploitation and trafficking	
ESTIMATED COST : 400.000	ESTIMATED COST : 100 Million	ESTIMATED COST : 1 Million	ESTIMATED COST : 4 Millions

6.3.2 Energy and Water Resources

A) ENERGY

Strategy Provide water and Energy to all Cameroonians and fund small projects on rural electrification and portable water in rural communities		Indicator by level of strategy & source of verification Number of rural projects funded a year. DD MINEE report		Assumptions Potential investors in the energy sector are available Source of verification	Indicators of Assumptions and source of verification Number of investors in the sector DD MINEE report	
Level	Formulation	Indicators	Source of verification		Indicators	Source of Verification
Vision, Goal, Global Objective	All Energy Sources Are Utilized To Provide Power For Economic Growth Through Out The Council Area.	Number of energy sources available and in use	DD MINEE report.	There are alternative sources of energy available within the council area.	Number of alternative sources of energy	Report from S01L
Specific objective	Enable that electricity coverage in the Njikwa council is available by 2014, for the entire community	Number of villages covered by electricity supply.	AES SONEL statistics.	Electric poles are available at cheaper rates	Number of Eucalyptus forests to supply poles	MINFOF statistics.
Results	1. At least 06 villages are identified having access to electricity.	Number of villages having electricity	DD MINEE statistics	Availability of poles	Number of Eucalyptus forests to supply poles	MINFOF statistics.

	2. At least 60% of the surface area is covered by electricity.	Proportion of area covered by electricity	DD MINEE statistics	Availability of poles	Number of Eucalyptus forests to supply poles	MINFOF statistics.
	3. At least 30% of the population operates alternative sources of energy.	Percentage population benefit from alternative sources of energy	DD MINEE statistics	There are alternative sources of energy available within the council area	Number of alternative sources of energy	DD MINEE statistics
Specific objective 2	Ensure constant supply of electricity within 06 villages of the Njikwa council	Area of coverage having regular supply of electricity.	DD MINEE statistics	There are alternative sources of energy available within the council area	Number of alternative sources of energy	DD MINEE statistics
Results	1. All areas covered by electricity in the Njikwa council are having constant supply.	List of areas identified	DD MINEE statistics	There are alternative sources of energy available within the council area	Number of alternative sources of energy	DD MINEE statistics
	2. At least 02 villages are benefiting from extension services	Number of maintenance and extension works	Report from AES	There are alternative sources of energy available within the council area	Number of alternative sources of energy	DD MINEE statistics
Specific objective 3	Create a friendly environment with 04 public and private bodies involved in this sector	Number of complains previously identified	Report from AES	There are many sources of energy	Number of sources of energy supplies within the Njikwa council	Report from DD MINEE
Results	1. At least 01 meeting is held with investors whenever need arises.	Number of meetings with AES SONEL officials	Report from AES and SHUMAS	Cordial relationship exists between consumers and suppliers of energy	Number of conflicts identified	SDO's report
	2. At least the main street from Edom to Nkun Squares has street lights.	Number of streets in Njikwa town having street lights	Report from AES	Availability of electric poles at reasonable prices and constant supplies	Number of eucalyptus forests within the Njikwa council	Report from MINFOF

	3. At least 03 villages within the council area benefit from earmarked Bio Gas project.	Percentage of population benefiting from the Bio Gas project	Council report	A partnership agreement is arrived at between the Njikwa council and Bio Gas Agency SHUMAS	Number of conflicts identified	SDO's report
Activities						
For R1		For R2		For R3		
1.1. Writing projects for rural electrification and search for external funding		2.1. Identify areas suffering from constant shortage		3.1. Facilitate electrification formalities with AES SONEL especially on the main streets.		
1.2. Identify areas without coverage		2.2. Carry out maintenance and extension works on the existing line		3.2. Facilitate partnership meetings with SHUMAS		
1.3. Sensitize economic operators to invest in alternatives energy sources				3.3. Action research study of alternative electricity supply systems		
ESTIMATED COST : 40 Million		ESTIMATED COST : 22 Million		ESTIMATED COST : 5 Million		

B) WATER

Strategy Provide water and Energy to all Cameroonians and fund small projects on rural electrification and portable water in rural communities		Indicator by level of strategy & source of verification Number of rural projects funded a year. DD MINEE report		Assumptions Relationship with council and landlords of catchment areas is cordial	Indicators of Assumptions and source of verification Number of conflicts identified SDO's office	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	The Njikwa Njikwa council is supplied with sufficient quality of potable water by 2015	Number of water catchments supplying water	Njikwa Water Authority (NWA) Report	Availability of funds for extension	Number of extensions per year.	Council report Njikwa Water Authority report.
Specific objective 1	Ensure regular supply of potable water within the 09 villages of the Njikwa council	Percentage increase in the consumption of portable water	Njikwa Water Authority Report Council's report	Availability of funds for extension	Number of extensions per year.	Council report Njikwa Water Authority report.

Results	A platform for discussions on water is put in place and a steering committee set up	Number of meetings held Percentage increase of population with access to portable water. Number of proposals submitted and number funded	Minutes of meetings held to include list of attendees from council report and Njikwa Water Authority report.	Cordial relationship between water users and water authorities	Number of conflicts identified	SDO's report
Specific objective 2	Establishing 16 well protected water catchments	Number of catchments protected	NWA and council 's reports	Available water sources	Number of unexploited water sources	DD MINEE statistics
Results	1.At least 16 unprotected catchments are identified and demarcated	Number of unprotected water catchments identified and recorded	Report from DD MINEE	Availability of protection materials	Number of wood forests within the Njikwa council	MINFOF report
	2.At least 10.000 trees are planted	Number of water friendly trees per hectares planted	Report from MINEP	Soil type is friendly to all plants	Percentage increase in the number of environment friendly trees surviving within the Njikwa council	MINEP report
	3.At least 16 unprotected catchments are fenced	Percentage of properly fenced catchments with protection programmes in place	NWA and council 's reports	Availability of protection materials	Number of wood forests within the Njikwa council	MINFOF report
	4.All leakages identified are repaired	Number of leakages repaired	NWA and council 's reports	Availability of funds for maintenance	Amount of funds received for water projects a year	NWA and Council's report

	5. Rules and regulations governing water schemes are put in place. Reduced complains and complaints are registered	Number of agreements signed with landlords Percentages reduction in conflicts recorded	NWA and council 's reports	Cordial relationship between among water authorities, consumers and land lords is cordial.	Number of conflicts identified	SDO's office DD MINEE office
	6.01 Integrated plan exists	Number of Integration plans implemented	NWA and council 's reports	Cordial relationship between among water authorities, consumers and land lords is cordial.	Number of conflicts identified	SDO's office DD MINEE office
	7. At least 08 water sources are added	Number of new sources constructed	NWA and council's reports	Available sources of water	Number of unexploited water sources	DD MINEE reports
	8. At least 08 schemes are tested per year.	Water Test results	NWA and council's reports	Availability of experts	Number of water technicians available within the Njikwa council	DD MINEE reports
Specific objective 3	Integrate every WMC member into the Njikwa water platform	Number of WMCs working in the Njikwa Water Platform	NWA reports	Cordial relationship between committees and authorities	Number of conflicts identified	SDOs report DD MINEE report
Results	1. 43 Water Management Committees are reorganized and trained on water issues	Number of WMC's recognized	NWA and council's reports	Cordial relationship between committees and authorities	Number of conflicts identified	SDOs report DD MINEE report

	2. At least 02 meetings held a year.	Number of meetings held per year.	Minutes of meetings attendance lists from WMC reports	Cordial relationship between committees and authorities	Number of conflicts identified	SDOs report DD MINEE report
	All schemes are integrated and strictly supervised.	Number of village water schemes integrated	NWA and council's reports	Cordial relationship between among water authorities, consumers and land lords is cordial.	Number of conflicts identified	SDO's office DD MINEE office
Specific objective 4	The financing mechanism of all WMC's and NWA is transparent and self-sustaining for operation and maintenance purposes	Number of audits carried out a year	Council report	The NWP is transparent in financial management of water projects	Number of mismanagement cases identified and sanctions	NWA and council's reports
Results	At least 02 training session organized per year.	Number of training sessions held	NWA and council's reports	Available trainers	Number of water managements technicians available within the council area	DD MINEE office
	Njikwa Council Audit report is put in place to ensure transparency	Number of supervision/audit visits	Njikwa Council Audit report	The NWP is transparent in financial management of water projects	Number of mismanagement cases identified and sanctions	NWA and council's reports
Specific objective 5	Bills and water levies are paid by all consumers regularly and on time	Percentage increase in the number of consumers paying regular bills.	NWA report	Cordial relationship with consumers	Number of conflicts identified	NWA report

Results	1.All water users pay their bills	Percentages increases in payment	NWA report	Cordial relationship with consumers	Number of conflicts identified	NWA report
	2.All water management committees are entitled to the document	Number of WMC's with updated by laws	NWA report	WMC members are duty conscious.	Number of ghost members	NWA report
	3.All water users pay their bills	Percentage decrease in defaulters	NWA report	Cordial relationship between consumers and water authorities	Number of conflicts identified per community	DSO'S office
	4. At least 03 meetings are held per year.	Number of meetings held	Minutes of meetings from NWA office	WMC members are duty conscious	Percentage increase in attendance	NWA authority report
Specific objective 6	45 (5per village) water care takers of Njikwa Njikwa council are well trained and adequately equipped and carry out their duties under favorable conditions	Percentage increase in satisfactory services rendered to the population	Report from DD MINEE NWA report	Cordial relationship between consumers and water authorities	Number of conflicts identified per community	SDO'S office
Results	1.At least 02 trainings organized per year	Number of trainings organized per year. Number of caretakers trained	Report from DD MINEE	Availability of funds	Number of water projects funded a year.	Council's report
Specific objective 7	Improve the working conditions of 45 water care takers to commensurate to their assignment	Number of areas improved upon	NWA authority report	Availability of funds	Number of water projects funded a year.	Council's report
Results	All caretakers have pay vouchers	Number of caretakers who have pay vouchers	NWA authority report Council report	Availability of funds	Number of water projects funded a year.	Council's report

Specific objective 8	Njikwa council establishes at least 02 network and partnership agreements with micro and business involved in the water sector	Number of networks established	Mayor's report	Stable relationship between council and her funders	Percentage increase in council external fundings per year	Mayor's report
Results	At least 01 partnership is signed each year.	Number of partnership agreements signed	Mayor's report	Stable relationship between council and her funders	Percentage increase in council external fundings per year	Mayor's report
	At least 01 scheme is extended per year	Number of extensions made	NWA report Council's report	Cordial relationship between the NWA and landlords	Number of conflicts identified	SDO'S office

Activities				
For R1	For R2	For R3	For R4	For R5
1.1. All water management committees (WMC's) and other stakeholders of the water sector are engaged in a platform at the municipal level that provides space for discussions on best practices and exchange of experience.	2.1. Identification of unprotected water catchments and demarcate the area	3.1. Reorganize the water management Committees (WMC's) so that they and Njikwa Water Authority (NWA) become more responsive to the needs of the population	4.1. Training of WMC's on financial management, report writing and management of community property	5.1. Sensitization of communities on the need to pay for water
1.2. Resource mobilization for more water projects	2.2. Felling down eucalyptus trees and planting water friendly trees around catchments areas	3.2. WMC members attend meetings	4.2. Njikwa Council supervises the financial management of WMC's and completes an annual audit	5.2. All consumers are paying their water bills to NWA

	2.3.Fencing of catchments areas and putting in place protection programs	3.3. Integration of village water schemes into the NWA	4.3.Elaboration of by laws(internal rules and regulations	5.3.Dialogue meeting with government administration when bills are not paid
	2.4. Prompt repair of leakages			
	2.5.Ensure that collaboration between the landlords in the catchments areas is cordial			
	2.6.Sensitize the population on laws and importance of catchments to water schemes so as to minimize conflicts			
	2.7.Identify and construct other sources of water			
	2.8.Water testing			
ESTIMATED COST : 2 Million	ESTIMATED COST : 1.5 Billion	ESTIMATED COST : 25 Million	ESTIMATED COST : 1.2 Million	ESTIMATED COST : 200.000
For R 6	For R 7	For R 8		
6.1.Organise training of care takers	7.1.Institute a payment system for caretakers	8.1.Negotiations for partnership		
	7.2 Production of pay vouchers	8.2. Development and protection of extension of the potable water.		
ESTIMATED COST : 1 million	ESTIMATED COST : 500.000	ESTIMATED COST : 45 Million		

6.3.3 Tourism and Leisure

Strategy Elaboration of strategies for a master plan for the development and promotion of tourism in Cameroon		Indicator by level of strategy & source of verification Sectoral norms/ Divisional Delegation of tourism and Leisure Momo		Assumptions Master plan for the development and promotion of tourism in Cameroon is available with the Divisional Delegation for Tourism and Leisure, and or Regional DDTL	Indicators of Assumptions and source of verification Copy of master plan at the Divisional Delegation of Tourism	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Touristic sites and establishments are well developed to have an attractive Njikwa council area to satisfy tourist from across the globe	Number of sites and establishments developed	MINTOUR report Council report	Availability of tourist potentials within the council area	Number of sites/establishments exploited	MINTOUR report. Council report
Specific objective 1	1. Exploit all tourist sites and establishments within the Njikwa council.	Number of sites exploited	MINTOUR report Council report	Availability of tourist potentials within the council area	Number of sites/establishments exploited	MINTOUR report. Council report
Results	1. At least 04 caves, 02 waterfalls, 05 forests, 02 palaces and other landscape units have been identified	Number of sites/establishments identified and developed	MINTOUR report Council report Field report	Availability of tourist potentials within the council area	Number of sites/establishments identified	MINTOUR report. Council report
	2. Cultural, sports, conference, ecotourism and agro tourism have been identified to exist within the Njikwa council.	Number of sites/establishments identified and developed	MINTOUR report Council report Field report	Most types of tourism are available within the Njikwa council area	Number of sites/establishments known	MINTOUR report. Council report

Specific objective 2	Put in place management mechanisms for tourist sites.	Number of tourism offices created within the Njikwa council.	MINTOUR report Council's report	The population has a team spirit	Number of communities actively participating in development projects	Council's report
	1. 01 tourism office has been established within the Njikwa Council area.	Sub- protectoral order showing the legalized status of the tourism office	MINTOUR report Council's report	The population has a team spirit	Number of communities actively participating in development projects	Council's report
	2. A tourist culture is developed within the Njikwa council area.	Good reception of tourists established	MINTOUR report Council's report	The population has good community tourist interaction	Number of communities actively participating in development projects	Council's report
Specific objective 3	Uplift the face of the town with attractive structures like hotel, monuments et c.	Number of attractive structures constructed	MINDUH report MINTOUR report MINDAF report Council's report	Land and labour is available.	Number of human, material and financial resources available	Council's report
Results	1. 01 Site for the hotel has been identified, demarcated pillars planted and a land certificate obtained	Land title, localization plan	Council's technical service report	Availability of human, material and financial resources	Funding acquired	Mayor's report
	2. 01 International standard council hotel exists within the council area	Authorization to open and operated	MINDUH report Council's report	Availability of human and material and financial resources	Good lodging facilities put at the disposal of tourists	Mayor's report

Activities

For R1	For R2	For R3
1.1. Make an inventory of all attractive sites	2.1. Creation of a tourism office, recruit and train tourism guards	3.1. Identify site for council hotel and register the land
1.2. Classify all identified sites/establishments	2.2. Promote and market tourism products through face to face contacts and the media	3.2. Survey and construction of the council hotel
ESTIMATED COST : 1 Million	ESTIMATED COST : 2 Million	ESTIMATED COST : 3 Billion

6.3.4 Livestock, Fisheries and Animal Industries

Strategy Facilitate and promote the creation of medium and large scale ranches for stock breeding to promote exportation		Indicator by level of strategy & source of verification Percentage increase in stock breed exported		Assumptions Custom duties are determined by the state	Indicator of Assumption and source of verification Percentage increase in goods exported within 01 year	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Njikwa council contributes towards the improvement of the livestock and fish production systems in the Njikwa council by 60% in 2018	Percentage increase in the total number of livestock production	MINEPIA report	Available services to improve on production	Number of veterinary services at the disposal of farmers	MINEPIA report
Specific objective 1	To reduce the incidence and spread of animal diseases	Number of diseases monitored	MINEPIA report	Available services to improve on production	Number of veterinary services at the disposal of farmers	MINEPIA report
Results	1.All diseases pertaining to animals are identified	Number of diseases identified.	MINEPIA report	Available services to identify and prevent the spread of diseases	Number of veterinary services at the disposal of farmers	MINEPIA report
	2. All animals are vaccinated a year.	Number of animals vaccinated and treated	Vaccination data and laboratory results	Available services	Number of veterinary services at the disposal of farmers	MINEPIA report
	3.All diseases are controlled to reduce the rate of transmission	Percentage reduction in the number of diseases controlled.	MINEPIA statistics	Available services	Number of veterinary services at the disposal of farmers	MINEPIA report

	4. At least 02 quarantine disease control stations exist within the Njikwa council.	Number of stations created per area	MINEPIA statistics	Available services	Number of veterinary services at the disposal of farmers	MINEPIA report
Specific objective 2	Encourage the set up of 02 storage facilities for animals	Number of storage facilities set up per grazing land.	MINEPIA report	Land and labour available	Proportion of vast land, Stones and sand pits exploited	MINDAF Mines and Industries
Results	1. 01 plan exists for construction of storage facilities	Plan and site map produced	Study report	Availability of efficient surveys and architects	Number of surveys and architects identified	MINDAF statistics Public works report.
	2. At least 01 storage house is established	Number of storage houses established.	MINEPIA report Council report	Land and labour available	Proportion of vast land, Stones and sand pits exploited	MINDAF Mines and Industries
Specific objective 3	Facilitate access to rangeland and the creation of ranches in all grazing areas.	Number of ranches created.	Council report.	Land and labour available	Proportion of vast land, Stones and sand pits exploited	MINDAF Mines and Industries
Results	1. Pastoral code is reviewed among livestock farmers.	Number of farmers having knowledge on the pastoral code	MINEPIA report	There is respect in the implementation of policies	Number of defaulters identified and sancti01d	SDO's report
	2. At least grazing lands are made usable with nutritive herbs for all animals	Surface area of grazing land enriched with herbs.	MINEPIA statistics DD Environment and Nature Protection report	Good vegetation	Percentage increase in species of herbs available	DD Environment and Nature Protection report
	3. All grazing areas are provided paddocks and drinking points.	Number of paddocks /dips created	MINEPIA report	Water sources and land available,	Number of streams that run across grazing land	DD DD MINEE report

Specific objective 4	Ensure proper identification of animals and creating a herds book	Number of livestock identified per farmer registered in the herds' book.	MINEPIA report	Administrative measures are always implemented and respected	Number of defaulters identified and sanctioned	SDO's report
Results	1 At least 01 centralized tool used for identifying animals with owners exists.	Number of animals identified with respective owners.	MINEPIA report Council report	Livestock owners are easily identified	Number of ghost farmers	MINEPIA statistics
	2. The Njikwa council is entitled to 01 herd's book.	Herds book established	MINEPIA report	Administrative measures are always implemented and respected	Number of defaulters identified and sanctioned	SDO's report
Specific objective 5	To encourage the production of quality brood stock e.g. calf, piglets	Percentage increase in the number of quality broods	MINEPIA report	Availability of services to facilitate quality production	Number of veterinary technicians within the Njikwa council	MINEPIA statistics
Results	01 Location map and plan for construction exists	Location map and plan for construction	MINEPIA report	Land and labour available	Proportion of vast land, Stones and sand pits exploited	MINDAF Mines and Industries
	2. At least 01 proposal is funded and the communities are able to raise at least 30% of the resources needed.	Number of proposals responded to and proportion of community contribution available.	MINEPIA report Council's report	Communities have team spirit	Percentage increase in community participation in development issues	Council's report
	3. At least 01 artificial insemination station equipped with at least two technicians exists	Legalization documents	MINEPIA report	Availability of users	Percentage increase in the number of livestock farmers using veterinary services.	MINEPIA statistics

Specific objective 6	Pasture lands are Demarcated from farm lands to reduce farmer-grazer conflicts.	Number of farmer-grazer conflicts envisaged.	. SDO report	The MINDUH has established a land use map	Number of land usage conflicts identified	SDO's office MINDAF office
Results	1. At least farmer- grazer conflicts are reduced by 70%	Percentage reduction in the number of farmer grazer conflicts	SDO report	The MINDUH has established a land use map	Number of farmer grazers conflicts identified	SDO's office
Specific objective 7	Train livestock/fish farmers on improve livestock/fish management systems.	Number of training forums organized annually.	MINEPIA report	Availability of ambitious live stock farmers	Percentage increase in improve breeds of farmers.	MINEPIA statistics
Results.	1. At least 01 strategic policy on livestock/fisheries management is put in place.	Number of strategic policies implemented	MINEPIA report	Administration follows up the implementation of policies.	Number of defaulters receiving sanctions.	SDO's office
	2. At least 20 livestock/fishery keepers are trained on livestock/fish management systems	Percentage increase in livestock/fishery management	MINEPIA report	Availability multi species	Percentage increase in number of available species within the Njikwa council	MINEPIA statistics
Specific objective 8	Ensure access to quality and reliable veterinary services.	Percentage increase in available quality veterinary services.	MINEPIA report	Availability of technicians	Number of technicians operating in the Njikwa council	MINEPIA report
Results.	1. At least 02 training events are organized per year.	Number of training events organized	MINEPIA report	Availability of potential learners	Number of farmers involved	MINEPIA report
	2. Livestock farmers are supplied drugs and other veterinary services at cheaper rates.	Percentage reduction in the price of drugs.	Price control report	Availability of suppliers	Number of veterinarians within the Njikwa council	MINEPIA report

Specific objective 9	Increase the share of Mbororo contribution in the community.	Percentage increase in the enrollment of Mbororos in development issues	Council's report	There exists a cordial relationship between the administration and the Mbororos communities	Number of conflicts identified	SDO's report
Results.	1. At least 60% of Mbororos have improved on pasture as a result of their pasture promotion project.	Percentage increase in pasture within the Mbororos pasture lands.	DD MINEPIA report	Availability of nutritive herbs within the Njikwa council	Number of nutritive pasture lands identified	MINEPIA report
	2. At least 70% of the Mbororo population is beneficiaries to the sponsorship and loan scheme.	Number of Mbororo beneficiaries in the scheme	DD MINEPIA report	Mbororo action plans are always integrated into the strategic plan of the council area.	Number of projects executed with plans integrated	Council's report MINEPIA report
	3. All Mbororos are actively participating in all community projects	Number of local projects implemented taking into consideration the Mbororo plan.	Council's report	Relationship between Mbororo and other communities is cordial	Number of conflicts identified	SDO's report

Activities

For R1	For R2	For R3	For R4	For R5	For R 6
1.1. Active surveillance and reporting on animal disease	2.1. Carry out feasibility studies	3.1. Review existing laws and make proposals on the pastoral code	4.1. Selecting an appropriate centralized identification tool and method	5.1 Carry out feasibility studies on the need of an artificial insemination station	6.1. Demarcation of pasture land from farm land
1.2. Facilitate the diagnosis and vaccination of animals	2.2. Facilitate the construction of facilities to package, process and conserve	3.2. Rendering the land usable by animals	4.2. Creation of a herds book	5.2. Fundraising for the construction and equipment of the station.	

1.3.Assist in the control of diseases especially rabies tuberculosis and brucellosis	meat, poultry, fish, mutton, chevron	3.3.Paddock of major grazing areas and providing watering facilities		5.3.Construct and equip artificial insemination stations for cattle, swine, sheep etc	
1.4.Opening up of quarantine stations for disease control					
ESTIMATED COST : 17 Million	ESTIMATED COST : 1 Billion	ESTIMATED COST : 20 Million	ESTIMATED COST : 500.000FCFA	ESTIMATED COST : 20 Million	ESTIMATED COST : 500.000

Activities

For 7	For R 8	For R9
7.1 Develop livestock/fish improvement policy and strategy document for the council area	8.1.Train farmers on the importance of drugs and vaccines to animals	9.1. Implementation of the Mbororo improved pasture promotion project.
7.2.Train farmers in livestock/fishery management	8.2. Subsidization of treatment and drugs.	9.2. Establishment of the Mbororo training sponsorship and loan scheme.
		9.3. Implement the Mbororo Participation plans for local projects in the MINEPIA sector.
ESTIMATED COST : 2 Million	ESTIMATED COST : 5 Million	ESTIMATED COST : 25 Million

6.3.5 Basic Education

Strategy The improvement of nursery, primary and teacher education.		Indicator by level of strategy & source of verification Number of schools and qualified teachers		Assumptions Basic education is 01 of the priority sectors in development plans	Indicators of Assumptions and source of verification Teacher-pupil ratio in rural schools. Inspector of MINDUB report	
Level	Formulation	Indicators	Source of Verification	Indicators	Indicators	Source of Verification
Vision, Goal Global Objective	Improved quality of education in the Njikwa council is guaranteed by 2025.	Number of children enrolled into Government Primary schools.	Percentage of Primary school age population enrolled into primary schools	Basic education is free and there exists many opportunities to attain basic level of education.	Percentage of Primary school age population enrolled into primary schools	Inspector of MINDUB report.
Specific objective	Rehabilitate 35 poorly constructed schools in 09 villages within the council	Number of schools rehabilitated per year.	Number of Stones and sandpits exploited.	Availability of material	Number of Stones and sandpits exploited.	DD Mines and Industries
Results	1. At least 03 primary schools are identified for rehabilitation per year	Report on number of schools identified for rehabilitation (considering at least 2 to 3 each year)	Number of projects funded per year.	Availability of labour and financial resources	Number of projects funded per year.	Mayor's report
	2. At least 01 primary school in 09 villages is rehabilitated in the 01 year.	Number of schools rehabilitated	Number of projects funded per year.	Availability of labour and financial resources	Number of projects funded per year.	Mayor's report

Specific objective 2	The learning environment in 28 primary/nursery schools is made conducive considering children with special need by providing, 28schools with 87 classrooms 2,152 benches 32 tables 28 computers 54 sets of teaching aids	Number of schools having constructed taking into consideration special need persons	Number of opportunities at the reach of special need persons	The council strife towards equal opportunities for all	Number of opportunities at the reach of special need persons	MINAS report
Results	1.01 Classroom of government standard is constructed in 28 primary/nursery schools within the council each year.	Number of classrooms constructed each year per council zone	Number of school projects funded per year	Availability of funds	Number of school projects funded per year	Mayor's report
	2. At least 20 benches, 10 tables, and 08 chairs are provided to at least 04 nursery/primary schools within the Njikwa council each year.	Number of schools having received equipments per year	Number of school projects funded per year	Availability of funds	Number of school projects funded per year	Mayor's report
	3.1. 28 nursery/ primary schools are provided with chalk (10 packets each) and 04 packets of pens in 01 academic year.	Quantity and type of didactic materials provided per school.	Number of school projects funded per year	Availability of funds	Number of school projects funded per year	Mayor's report

	4. 01 standard play ground is constructed and provided with equipments like balls and nets per council zone within three years.	Type of playground and sporting equipments provided	Number of joint sporting activities implemented per year.	The inhabitants attached much sentiments to this sector	Number of joint sporting activities implemented per year.	DD Sports and Physical education report
	5. 01 standard policy for the change of text books after at least six years is effective.	Number of text books changed per academic year	Number of schools using different text books	Government policies are often respected	Number of schools using different text books	MINDUB statistics
Specific objective 3	Add 100 quality teaching staff in nursery/primary schools	Number of teachers contracted a year	Number of qualified teachers graduating from training institutes without being posted	Availability of unemployed qualified staff	Number of qualified teachers graduating from training institutes without being posted	MINDUB statistics
Results	1. At least 01 qualified staff per school is recruited by the PTA and at least 02 by the government in 03years.	Number of teachers recruited	Number of qualified teachers graduating from training institutes without being posted	Availability of unemployed qualified staff	Number of qualified teachers graduating from training institutes without being posted	MINDUB statistics
Specific objective 4	Improve the level of information technology in 28 nursery/primary schools in the Njikwa council	Number of schools integrating ICT into their curricular	Number of IT centers operating within the Njikwa council	Availability of ICT services	Number of IT centers operating within the Njikwa council	DD P&T report
Results	1. Primary 06 pupils are taken to the IT centre for practical lessons once a week.	Percentage increase in the number of users in the ICT section of the library	Number of IT centers operating within the Njikwa council	Availability of ICT services	Number of IT centers operating within the Njikwa council	DD P&T report

Specific objective 5	Improved self esteem and communication abilities in adults by reinforcing 04 adult literacy centers.	Percentage increase in the Number of adults with basic educational levels.	Percentage increase in the number of Adults who can read and write	Free Adult Literacy centers	Percentage increase in the number of Adults who can read and write	Council's report
Results	1. The Council has 01 adult literacy centre to run functional adult literacy classes.	Percentage increases in enrollment at the literacy center	Percentage increase in the number of Adults who can read and write	Free Adult Literacy centers	Percentage increase in the number of Adults who can read and write	Council's report

Activities

For R1	For R2	For R3	For R4	For R5
1.1. Carry out feasibility studies to identify schools needing rehabilitation	2. Construction of classrooms	3.1. Recruitment of qualified teachers by PTA and Government.	4.1. Create ICT unit in the library for public consumption	5.1. Create awareness of the existing literacy center
1.2. Raise funds for rehabilitation works	2.2. Providing benches, tables, chairs, black boards and computers to primary schools			6.1. Develop and sign partnership agreements with investors for the creation of new schools
	2.3. The provision of didactic materials to schools			6.2. Identify villages without schools and map sites
	2.4. The improvement of extra curriculum activities in schools			
	2.5. Apply to the Government to issue a standard policy against the constant change of text books in schools.			

ESTIMATED COST : 50.000	ESTIMATED COST : 20 Billion	ESTIMATED COST : 10 Million	ESTIMATED COST : 25 Million	ESTIMATED COST : 500. 000
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6.3.6 Secondary Education

Strategy Designing, implementing and evaluating government policy in the areas of general and technical secondary Education.		Indicator by level of strategy & source of verification Percentage increase advancement in secondary education GESP 2011		Assumptions Availability of schools	Indicators of Assumptions and source of verification Number of schools within the Njikwa council DD MINSEC report	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Access to quality education is guaranteed taking into consideration the needs of the vulnerable population within the Njikwa council area	-Increased number of structures constructed and equipped. -Increase in number of students in schools	DD MINSEC annual statistics and field reports	-Availability of funds -Building land is provided by communities	Number of schools offering scholarship programs Schools created by MINESEC Presentation of land certificates	DD MINSEC Reports
Specific objective 1	01 Njikwa Council library is constructed as a research and learning facility for secondary school students	Percentage increase in the public users	Council's report	Availability of resourceful books	Categories of books available at the library	Council librarian's report
Results	1. At least 10 benefactors are identified to assist to stock up the library with resourceful material	Procurement for type of support received	Procurement receipts from council	Availability of benefactors	Number of council's benefactors received a year	Mayor's report.
	2. 01 Library is equipped with at least contemporary books, 100 chairs and 50 tables.	Percentage increase in the infrastructural and equipment situation of the Library.	Council report	Availability of funds	Percentage increase in the council's internal and external sources of finance.	Mayor's report.

	3. At least 02 personnel run the library using the approved management policy	Number of trained personnel put in place and copies of the management policy available.	Council's training and recruitment report	Availability of training opportunities	Number of opportunities exploited per year.	Council's report
	4. At least 80% of the population makes use of the library	Number of sensitization campaigns every quarter of the months		Easy flow of information to the communities	Number of communication mediums used.	Council communication office report
Specific objective 2	Provide 17 quality teaching staff in 06 secondary/high schools	Number of qualified staff per school	DD MINSEC statistics	Availability of human resources	Number of qualified personnel unemployed.	DD Employment and Vocational Training.
Results	1. At least 01 teacher is to 60 students per the government policy.	Percentage reduction in the student-teacher ratio per class.	DD MINSEC statistics	Availability of human resources	Number of qualified personnel unemployed.	DD Employment and Vocational Training.
Specific objective 3	Create a conducive learning environment by providing 328 benches for 06 schools 7 class rooms for 06 schools 180 tables for 06 schools, recreational facilities for 06 schools 06 microscopes and 12 computers for 06	Number of extra-curricular activities executed weekly per school. Receipts Proforma invoices	DD MINSEC report	Most schools organize extra curricular interactive activities	Number of schools involved in exchange visits	DD MINSEC report
Results	1. At least 3 strategic secondary schools are provided access to recreational facilities.	Number of schools having recreational facilities (Sports facilities Snacks in schools Club activities)	DD Sorts and physical education report	There is respect for Government policy on making the learning environment conducive	Number of schools with other leisure activities integrated into their curriculum	DD MINSEC report

	2. At least 03 schools are provided twenty benches each and other didactic material each per academic year.	List of equipments provided per school every year Didactic materials	DD MINSEC report Council report.	Availability of funds	Annual Public investment Budget in the sector	DD MINSEC report
Specific objective 4	Develop 03 public-private partnerships to assist students and rehabilitate schools	Number of schools approved by the State.	DD MINSEC statistics.	Education is a priority sector for most donors	Annual Public investment Budget in the sector	DD MINSEC report
Results	1. At least 60 students in 03 schools are supported per year	Number of children supported per academic year	Council' report	Education is a priority sector for most donors	Number of Donors at the reach of the council	Mayor's report.
	2. All schools that need rehabilitation are identified.	Number of schools rehabilitated per school year	Council public works report	Availability of funds	Number of education projects funded per school year.	Mayor's report.
	3. Nature, type and amount of rehabilitation works per school is identified	Percentage increase in the state of infrastructure and equipments within schools.	Council public works report	Availability of funds	List of council's sources of finance.	Mayor's report.
	4. At least 02 schools rehabilitated a year	Percentage increase in the state of infrastructure within schools rehabilitated.	Council public works report	Availability of funds	List of council's sources of finance.	Mayor's report
Specific objective 5	Lobby for creation of 02 new schools.	Number of new schools opened either by the state or private partners.	DD MINSEC report	Availability of confessional and lay private investors within the council area	Number of confessional schools operating within the council area.	DD MINSEC report

Results	1. At least 02 villages are identified and feasibility studies carried out	Number of villages without access to secondary schools.	DD MINSEC report	Land, material and labour available	Surface area of vast land within communities concerned	DD MINDAF survey report.
	2. At least 02 new schools are opened within the Njikwa council.	Number of newly created schools	DD MINSEC report	Availability of investors	Number of private and confessional investors operating in the educational sector.	DD MINSEC report
Specific objective 6	Construct, renovate/rehabilitate and equip existing schools	Number of constructed new schools and classrooms Increase in the number of rehabilitated and equipped schools	Field visits DD MINSEC report	Availability of funds Availability of land	List of council's sources of finance.	Mayor's report DD MINSEC report

Activities

For R1	For R2	For R3	For R4	For R5	
1.1. lobby for support (e.g. books etc)	2.1.To facilitate recruitment of qualified teachers	3.1.Creation of recreational facilities in secondary schools	4.1. Support to students under the Go-To School Incentive Project (GTSIP)	5.1. Identify villages with need for schools and carry out feasibility studies	
1.2 Construction of a council library					
1.3. Providing infrastructure and equipments to the Library		3.2.Assist schools in providing basic equipments (benches, classrooms, school toilet and the laboratories)	4.2 Identify schools needing rehabilitation		5.2. Carry out construction works
1.4.Put in place trained personnel/ management policies			4.3.Carry out feasibility studies for at least four schools		
1.5.Sensitize the public, especially students, on the importance of the library			4.4.Execution of Rehabilitation works		

ESTIMATED COST : 1.5billion	ESTIMATED COST : 45 Million	ESTIMATED COST : 30 Million	ESTIMATED COST : 4 million	ESTIMATED COST: 2.5 Billion
For R6	ESTIMATED COST : 100 Million			
Construct new schools				
Renovate/rehabilitate existing schools				
Equip existing schools				

6.3.7 Public Works

Strategy Development of infrastructure		Indicator by level of strategy & source of verification Number of new infrastructure developed		Assumptions Availability of funds	Indicators of Assumptions and source of verification Number of infrastructural development projects executed per year. DD Public Works report.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Ensure better management of projects to improve on the state of infrastructure within the Njikwa Njikwa council by 2015	Number of infrastructure improved per year	Council report	Availability of funds	Number of infrastructural projects funded per year.	Council report.
Specific objective1	A labour intensive road programme for Njikwa Council is developed by 2014	Number of labour intensive programmes actually implemented.	Council report Public works report	Relationship between council and the Delegation of public works is cordial.	Number of collective public works programs executed	Council report.
Results	1All members of the tenders board are appointed	List of tenders board members and function	Public investment Tenders' board	Public investment Tenders' board is reliable	Number of public contracts poorly implemented	Council report Tenders' board report.

2.Manual for Eligibility for the award of contracts exists	Number of contracts executed using the contract award plan	Tenders' board	Public investment Tenders' board is reliable	Number of public contracts poorly implemented	Tenders' board report.
3.All contractors for projects are identified	Number of contractors involved per activity	Public investment Tenders' board	Public investment Tenders' board is reliable	Number of public contracts poorly implemented	Tenders' board report.
4.Contracts are awarded to contractors	Number of contracts awarded per project activity	Public investment Tenders' board	Public investment Tenders' board is reliable	Number of public contracts poorly implemented	Tenders' board report.
5.Ten kilometers of each farm to market roads have been surveyed and prepared for rehabilitation	kilometers of road identified and those to be rehabilitated	Council's report. Tenders' board	Road works contractors are reliable	Number of contractors who finish contracts	Council report Tender's board report.
6..At least 05 bridges and 15 culverts are constructed per year	Number of bridges and culvert constructed	Council's report Public works report	Contractors are reliable	Number of contractors who finish contracts	Council tender's board report
7.External funding from at least 02 donors has been received by the council	Clear and defined documents showing funds received for road Programme	Mayor's report	The Council has reliable funders	Number of external fundings received a year	Mayor's report

	8. The council has at least 30 road maintenance committee members.	Number of road committee members having received training on community road maintenance.	Training report and modules	The inhabitants of the council area have a team spirit in development.	Percentage increase in community participation in projects.	Public works report.
	9. At least 10 communities within the council have purchased maintenance tools	Number of communities having basic maintenance tools (wheel-barrows, spades, cutlasses etc)	Council equipment pool report	The inhabitants of the council area have a team spirit in development	Percentage increase in community participation in projects.	Public works report
Specific objective 2	Njikwa council creates a friendly environment to 10 micro and small business investors	Number of investors involved	Mayor's report.	The council is exposed to available investors.	Number of investors working with the council	Mayor's report.
Results	1. 60% of road network is maintained as schedule	Number of roads maintained	Council public works report.	Availability of funds	List of council's sources of finance.	Mayor's report.
Specific objective 3	Security is improved in all market structures in Njikwa Njikwa council by 2013	Percentage reduction in the occurrence of robbery.	Police report.	Relationship between police and council is cordial	Number of conflicts identified	Police report
Results	1. 02 guards are recruited to keep watch over the Njikwa main market.	Number of guards recruited and trained	Council's report	Potential human resources available	Number of qualified personnel for this purpose	Council's report

	2. Cases of theft are no longer reported because of the guards put in place.	Percentage reduction in incidents of theft reported in the market and motor parks	Police report	There is secured and cordial relationship between police and the population	Number of conflicts identified	Police report
Specific objective 4.	Creation of 01 transnational market.	Map and location plan of the market	Mayor's report	Availability of funds	List of council's sources of finance	Mayor's report
	1. 01 plan for the Transnational market exists.	Map and location plan of the market	Mayor's report	Availability of funds	List of council's sources of finance	Mayor's report
	2. 01 transnational market at Njikwa exists	Map showing the available structures.	Mayor's report	Availability of funds	List of council's sources of finance	Mayor's report
Specific objective 5	Provide improved and adequate market structures in 03 major markets of the Njikwa council	Number of modern structures provided in each market	Public works report.	Availability of funds	List of council's sources of finance	Mayor's report
Results	1. Inventory of the market structure situation in the Nkun, Njikwa and Edom markets have been successfully carried out. 2. Rehabilitate the Kuttin market	Localization map, site plan of market structures	Public works report	Material resources are available	Number of Stones and sand pits.	DD Mines and Industries Report.
	2.02 New markets are operational in Bakwa and Ikweri	Number of newly constructed sheds in each market	Public works report	Material resources are available	Number of Stones and sand pits.	DD Mines and Industries Report.

Specific objective 6	Ensure the availability of disaster protection within the Njikwa council by providing 03 fire extinguishers.	Number of disaster equipments purchased	Procurement receipts	Material resources are available	Number of Stones and sand pits.	DD Mines and Industries Report.
Results	1. At least 02 fire extinguishers are at the disposal of the council	Number of fire extinguishers in markets	Council's report Police report.	Availability of funds	List of council's sources of finance	Mayor's report
	2. Damages caused by fire incidents in main markets are reduced.	Percentage reduction in the level of damages from fire incidents	Police report	Availability of funds	List of council's sources of finance	Mayor's report
	3. 02 fire extinguishers are available in strategic places	Extinguishers visible at strategic positions	. Council's report Police report	Availability of funds	List of council's sources of finance	Mayor's report
	4. 04 experts have received training on the proper use of fire extinguishers.	Number of experts trained on the proper use of fire extinguishers	Training diplomas awarded to trainees.	Potential labour force	Number of job seekers.	DD Employment and Vocational Training.
Specific objective 7	Make farm to market roads accessible for 09 villages	Number of farm to market roads surveyed and constructed each year.	Council Public works report	Availability of funds	List of council's sources of finance	Mayor's report
Results	1. All farm to market roads have been surveyed pending construction	Number of surveys d01	Survey statistics available	Human and material resources are available.	Number of sand and Stones pit/number of potential job seekers.	DD Mines, DD Employment and Vocational Training.

	2. Farm products are transported to the market with ease	Number of farm to market roads constructed and rehabilitated	Public works report	Human and material resources are available.	Number of sand and Stones pit/number of potential labourers.	DD Mines, DD Employment and Vocational Training.
Specific objective 8	Construct well designed 02 slaughter houses	Number of 98laughter houses constructed	Council's report	Availability of land and labour	Surface area of vast land within the council	Lands and Survey's report.
Results	1.Site identified feasibility studies carried out and standard plan drawn	Number of sites identified and studied.	Need identification and feasibility studies report	Human and material resources are available	Number of sand and Stones pit/number of potential labourers	DD Mines, DD Employment and Vocational Training
	2. At least 02 slaughter houses are constructed in the Njikwa council.	Localization map, site plan and building of slaughter houses	Council's report	Material resources are available	Number of stone and sand pits within the council	DD of Mines and Industrial development report.
Specific objective 9	02 Motor parks are well structured to avoid congestions within the urban space of the Njikwa council	Number of motor parks structured	Council's report	Human and material resources are available	Number of sand and Stones pit/number of potential labourers	
Results	1.02 sites are selected for the construction	Feasibility studies data available	Council report.	Availability of land and labour	Number of stone and sand pits within the council	DD of Mines and Industrial development report.
	2.02 motor parks are constructed in the Njikwa council	Localization map, site plan, and constructed parks	Council's report	External sources of income available	List of council's external sources of income.	Mayor's report.

	3.01 Municipal decision for functions of the follow up committee members exists	Municipal decision authorizing the committee for checking unnecessary parking	Council police pool report.	There is respect of municipal decisions within the council area.	Number of municipal decisions violated.	Council's report.
Specific objective 10	Register for networking in partnership	Number of partners networking with the council	Mayor's report.	The Njikwa council has the ability to network	Number of partnerships negotiated a year.	Mayor's report
Results	1.01 partnership has been created	1.Number of proposals accepted and actually funded	Mayor's report.	The Njikwa council has the ability to network	Number of partnerships negotiated a year.	Mayor's report
Specific Objective 11	Create Municipal New Layouts	Number of new layouts created	Mayor's report.	Availability of land and labour	Land title and site plan	Mayor's report
Result	01 new layout is created	Number of new layouts created	MINDUH report	Land is acquired	Land title	Mayor's report

Activities

For R1	For R2	For R3	For R4	For R 5	For R6
1.1. Identify members of the tenders board	2.1. Involvement of investors in to the program and implementation of the Njikwa Council road maintenance program	3.1. Recruit and train Security guards	4.1. Feasibility studies and drawing of the plan for the transnational market.	5.1. Carry out inventory of the market structures within the Njikwa council and plan for the opening of new markets.	6.1. Purchase of fire extinguishers

1.2. Creation of a manual of requirements needed to become eligible to tender for contracts		3.2. Put in place guards to watch over all public places	4.2. Construction of the Trans-national market at Njikwa	5.2. Rehabilitation of existing markets	6.2. Place extinguishers at strategic positions
1.3. Identify contractors in the tendering process				5.3. Construction of markets in neighborhoods within the Njikwa council	
1.4. Signing of contracts					
1.5 Road surveys					
1.6. Execution of Road Works					
1.7. Mobilization and fund raising					
1.8. Create and train village road maintenance committees					
1.9. Sensitize and support communities to purchase road maintenance tools					
ESTIMATED COST : 10 Billion	ESTIMATED COST : 1 Million per year	ESTIMATED COST : 2 Million per year	ESTIMATED COST : 2.3 Billion	ESTIMATED COST : 150 Million	ESTIMATED COST : 800.000
Activities					
For R 7	For R 8	For R 9	For R 10	For R 11	
7.1 Surveys of farm to market roads	8.1. Identification of sites and carry out feasibility studies	8.1. Identify areas to construct parks	10.1. Apply for funds to facilitate the construction, maintenance and improvement of market facilities within the council area	11.1 creation of a new layout	
7.2. Rehabilitation of farm to market roads	8.2. Construction of slaughter houses.	9.2. Construction of motor parks within the Njikwa council			
		83. Set up a committee/ controller (Council Police) to ensure unnecessary parking around			

ESTIMATED COST : 2 Billion	ESTIMATED COST : 30 Million	ESTIMATED COST : 20 Million	ESTIMATED COST : 500.000	ESTIMATED COST: 5 million
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6.3.8 Forestry and Wildlife

Strategy Ensure conservation and sustainable management of forest resources to respond to the local, regional, national and world needs of present and future generations.		Indicator by level of strategy & source of verification Number of forests and species protected		Assumptions Administration has efficient policies	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Sustain the economic, ecological and social functions of the forest through sustainable management of forest and fauna resources	Number of forests and species protected	MINFOF report	Assumptions Administration has efficient policies	Number of defaulters identified and type of sanctions meted	SDO's office
Specific objective 1	Ensure that all natural forest and forest plantations within Njikwa council are conserved and sustainably used to meet the future demands of the local population.	Number of conventional forest activities practiced within the area.	MINFOF report.	Climate change is a global priority problem	Number of countries suffering from the adverse effects of climate change	Media reports
Results	1. At least 02 climate change workshops are organized each year.	Number of workshops organized,	MINFOF report, on modules attendance lists etc	Climate change is a global priority problem	Number of countries suffering from the adverse effects of climate change	Media reports
	2. At least 1000 seedlings are provided to registered community members a year.	Number of seedlings provided per year	MINFOF report	Availability of friendly species	Categories of trees available within the Njikwa council.	MINFOF report MINEP report

	3. At least 70% of the population is sensitized on the importance of afforestation.	Number of sensitization campaigns	MINFOF report	Availability of friendly species	Categories of trees available within the Njikwa council.	MINFOF report MINEP report
	4. At least 01 prize award is organized a year.	Number of prizes awarded and list of award winners	MINFOF report	Availability of competitors	Number of farmers involved in tree planting(afforestation)	MINFOF report MINEP report
	5. At least 50 farmers receive technical and or material support in tree planting activities.	Amount and type of support provided	MINFOF report	Availability of potential learners	Number of farmers involved in tree planting(afforestation)	MINFOF report MINEP report
	6. At least 50 farmers receive training annually on forest management.	Number of training events	MINFOF report	Availability of potential learners	Number of farmers involved in tree planting(afforestation)	MINFOF report MINEP report
Specific objective 2	All patches of natural forest plantations should have a management plan in the next five years	Copy of forest management plan	MINFOF report	Availability of human resources	Number of qualified personnel in the sector	MINFOF report MINEP report
Results	1. At least 01 successful inventory on the nature of the forest is carried out.	Inventory results	MINFOF report	Availability of funds	Public investment	Public investment
	2. At least 01 meeting is organized with stakeholders to validate the inventory.	Number of meetings held	MINFOF report	Availability of funds	Public investment	Public investment
	3. At least 01 training event on forest inventory is organized annually.	Number of training events organized	MINFOF report	Availability of funds	Public investment	Public investment

	4. At least 01 Forest participatory plan is elaborated and approved of.	Number of plans elaborated Number of plans approved	MINFOF report	Availability of human resources	Number of qualified personnel in the sector	MINFOF report MINEP report
Specific objective 3	Known animals and medicinal plants are protected from destruction.	Number of endangered species identified within the area	MINFOF report	Administration has efficient policies	Number of defaulters identified and type of sanctions meted	SDO's office
Results	1. At least 02 communal plant reserves are established	Number of reserves created	MINFOF report	The administration is good in follow up	Number of defaulters identified and type of sanctions meted.	MINFOF office
	All Endangered species animals are made known to hunters	Categories of endangered specie identified within the Njikwa council.	MINFOF report	The administration is good in follow up	Number of defaulters identified and type of sanctions meted.	SDO's office
Specific objective 4	Advocate for Deforestation	Number of deforestation activities done annually.	MINFOF report	Administration has efficient policies	Number of defaulters identified and type of sanctions meted.	MINFOF office
Results	1. At least 01 sensitization campaign is organized in a quarter.	Number of sensitization campaigns organized.	MINFOF report	Climate change is a global priority problem	Number of countries suffering from the adverse effects of climate change	Media reports
	2. At least 02 forests are felled within four years.	Number of trees felled	MINFOF report	Climate change is a global priority problem	Number of countries suffering from the adverse effects of climate change	Media reports

	3. At least 02 forests deforested are replaced with agro forestation.	Number of non timber product activities carried out in the deforested areas.	MINEP report MINADER report.	Climate change is a global priority problem	Number of countries suffering from the adverse effects of climate change	Media reports
Specific objective 5	Protect Illegal hunting	Number of endangered species protected	Report from MINFOF	The administration is good in follow up	Number of defaulters identified and type of sanctions meted.	SDO's office MINFOF office
Results	1. At least 02 game farms are set up within the Njikwa council.	Number of game farms initiated	Report from MINFOF	Availability of animals and herbs	Categories of animals living within forests around the Njikwa council.	Report from MINFOF
	2. At least ten hunters are entitled to hunting licenses.	Number of hunting licenses signed	Report from MINFOF	Process of obtaining license is shot lived	Number of licenses produced in quarter months	Report from MINFOF

Activities

For R1	For R2	For R3	For R4	For R5
1.1.Organise climate change workshops	2.1.Carry out forest inventory	3.1.Establishment of communal forest reserves	4.1. Sensitization of the population	5.1. Promote game farming initiatives
1.2. Providing a seedling for each newly registered child for planting	2.2.Explain result to Council workers NGOs and farmers	3.2.Identify and protect endangered species	4.2.Reforestation and regeneration of forest	5.2.Sensitize the population on the procedure to obtain hunting licenses
1.3.Sensitisation of the population on the importance of tree planting and dangers of bush fires	2.3.Training of Council staff and interested farmers on basic techniques of forest inventory		4.3.Promote Agro-forestation	
1.4.Awarding of prizes to best forest plantation or wood lots owners	2.4.Draw up participatory forest management plans			

1.5.Provision of technical or material support to farmers/ organizations interested in tree planting				
1.6.Train farmers on good nursery practices and forest management				
ESTIMATED COST : 3 Million	ESTIMATED COST : 2 Million	ESTIMATED COST : 2 Million	ESTIMATED COST : 10 Million	ESTIMATED COST : 500.000 FCFA

6.3.9 Economy, Planning and Regional Development

Strategy Capacity Strengthening and participatory functioning of public affairs.		Indicator by level of strategy & source of verification Number of sectors using the participatory approach		Assumptions All development issues are participatory in preparation, planning and implementation.	Indicators of Assumptions and source of verification Number of participatory activities per sector.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Njikwa Council ensures participatory and sustainable development of the Njikwa council through sound and transparent financial management and partnerships	Number of participatory, sustainable and transparent projects executed per year.	-Council's report. -MINEPAT-Momo/Divisional participatory follow- up reports	The council has a well disciplined and devoted executive/staff	List of council staff, their qualifications and respective functions.	Results of Council institutional diagnosis
Specific objective 1	The council is adequately equipped with the necessary resources to assure smooth functioning - 01 bulldozer -02 council vans -10 computers -10 Trained personnel	Number of equipments procured per year.	Council's report	The council has divergent sources of finance.	List of council's sources of finance	Mayor's report.

Results	1.10 Desktops are purchased for smooth functioning	Inventory of newly acquired equipment	Council' secretariat	The council has divergent sources of finance	List of council's sources of finance	Mayor's report
	2. 01 policy for the proper use of equipment exists	Manual for the proper use of council's equipment	Council' secretariat	The Mayor of the council is dynamic	Inventory of achievements	Council's report.
Specific objective 2	Review the staff procedures to include recruitment, training, supervision and appraisal.			All council personnel are provided training opportunities	Number of council personnel that go for training sessions per annum	CID analysis.
Results	1.All services have attended at least 01 training session annually to improve on their departments	List of training sessions identified and attended per council service	Council' secretariat	The council is exposed to training opportunities	Number of training opportunities available per service	Council's report.
	2. Trained personnel are recruited at various service departments to render effective services.	List of newly recruit council staff	Council' secretariat	Human resources available	Number of applications received a year.	Council' secretariat
	3.A municipal decision for staff functions exists	Copy of decision	Council' secretariat	Decisions are reached to each staff as they attached to their respective contracts of employment	Number of staff having staff function attached to their contracts.	SG's report.
Specific objective 3	Put in place a functional technology and information sharing mechanism by creating 01 ICT Centre.	Number of ICT mechanisms put in place.	Communication officer's report.	The council area has multimedia services.	Number of communication mediums available	Communication officer's report.

Results	1. All Council staff are trained to manage and maintain a cordial relationship with tax payers(bike owners and grazers)	Number of conflicts registered	Council report.	The council is able to manage a cordial relationship with tax payers	Number of tax evaders identified per year	Council's report.
	2. All Council personnel are able to use Information and Communication and Technology (ICT) systems	Number of trainings organized per quarter	Training modules on ICT, attendance lists etc	The council has an experienced VSO, Peace Corps	Number of VSOs and Peace Corps working with the council	Council's report
Specific objective 4	Eradicate top down decision-making and encourage a more participatory approach in the implementation of policies in all communities.	Number of sectors using the bottom top approach.	DD MINEPAT report.	Decentralization is the national call for concern	Percentage increase community/individual level of participation in development issues.	SG's report.
Results	1. All heads of service within the council apply the bottom to top approach in implementing activities	Number of trainings organized per quarter	Training modules, attendance	A cordial relationship exists between council and all services within the council.	Number of conflicts registered	SDO report.
Specific objective 5	Strengthen and sustain the financial capacity of the council to realize her development goals.	Percentage increase in council's revenue	Council's report	The council has many sources of finance	List of council's sources of finance	Mayor's report
Results	1.The entire population is informed of the need to pay taxes	Number of market, church information sharing monthly	Communication office, SG's report	The council is covered with public and private frequencies.	Number of media houses having contracts with the council	Communication officer's report
	2. 01 standard operational document exists	Copy of the standard document available.	Office of the Secretary General, Njikwa council	The council has a competent secretary General	Number of council personnel having access to copies of councils documents	CID analysis

	3. Revenue for the council has increased	Records of revenues collected	Office of Financial Clerk	Municipal police exist to tract down tax evaders	Municipal control service	Municipal control service
	4. Income from external sources has increased by 60%	Percentage increase in external sources of income to the council	Office of Financial Clerk	Njikwa Council has established strong ties with international and National Donors	List of external sources of income for the council	Communication office, Njikwa council

Activities				
For R1	For R2	For R3	For R4	For R5
1.1. Provision of necessary equipment for the smooth functioning of the council	2.1. Identification of various training courses for staff and organize for training opportunities	3.1. Organize trainings on management of relations especially with tax payers and other services	4.1. Organize seminars/ workshop with heads of service to mainstream the participatory approach in implementing their activities	5.1. Carry out monthly community (via markets and churches) sensitization programs on the need to pay taxes
1.2. Designation of policy and procedure for the proper use of council' equipments.	2.2. Recruit and train qualified staff to render effective services to the council.	3.2. Train council personnel on the use of ICT systems		5.2. Draw a standard procedure document for revenue collection
	2.3. Review of Municipal Decision for staff function			5.3. Employ inspectors and municipal police to reinforce revenue collection
			5.4. Create partnership with more external donor agencies	
ESTIMATED COST : 75 Billion	ESTIMATED COST : 10 Million	ESTIMATED COST : 500.000 per year	ESTIMATED COST : 1 Million	ESTIMATED COST : 2 Million

6.3.10 Environment Protection of Nature and Sustainable Development

Strategy Bio diversity, conservation, climate change effects and the sustainable management of natural resources.		Indicator by level of strategy & source of verification Sectoral norms and annual plan		Assumption Climate change problems are taken as priorities to the world today.	Indicators of Assumption and source of verification Occurrence of natural disasters Media (internet, radio, television and newspapers)	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Preservation of natural resources for the profit of the population and greater ecological equilibrium and to fight against the adverse effects of climate change and pollution control in all its forms.	Percentage increase of Natural resources preserved	DD MINEP report	Availability of potential natural resources	Number of natural features identified	Report of participatory diagnosis for Njikwa council
Specific objective 1	1.A proper hygiene and sanitation program is instituted in the Njikwa council by providing 01 garbage disposal van 02 waste disposal stations 15 sanitary inspectors	Number of programs effectively instituted	DD MINEP report	The council strives towards hygiene and sanitation	Number of disposal areas identified and used	Council report
Results	1.At least 15 staff with 01 from the marginalized group on waste management are trained	Number of staff trained	Divisional delegation of Environment and nature protection. Council	Availability of human resources	Percentage of potential unemployed.	DD for Employment and Vocational Training annual statistics.
	2.05 Garbage cans are provided in Edom, Njikwa and Nkun	Number of garbage disposal cans provided	Council's record on asset.	Strategic places of the council area have space for disposal	Number of disposal places used	Council's report.

	3. At least 01 garbage disposal vans for the Njikwa	Document showing new van	Council's record on asset.	Council's equipments are well managed	List of council's equipments and	Stores Accountant Report
	4. 01 Garbage dump site is developed at Njilwa	Dump site put in use	DD MINEP report	Availability of space	Surface area of vast land at Njilwa	DD MINDAF statistics
Specific objective 2	01 sustainable management policy of natural resources is instituted in the Njikwa council	A map indicating the natural resources found within the Njikwa council	DD MINEP report	A matrix for natural resources, use, potential and constraints is available	Number of natural features identified	Report of participatory diagnosis for Njikwa council
Results	1. Njikwa council has a land use map	Copy of the land use map showing the natural resources	DD MINDUH report.	A matrix for natural resources, uses, potentials and constraints is available	Number of natural features identified	Report of participatory diagnosis for Njikwa council
	2. 80% of stakeholders within the Njikwa Council effectively acquire knowledge and apply the land use management policy	Number of training sessions organized with stakeholders/attendance lists	DD MINDUH report.	A matrix for natural resources, use, potential and constraints is available	Number of stakeholders having knowledge of the natural resource management plan.	DD MINDUH report.
Specific objective 3	Beautify the scenery of the council area by planting 5,000 ornamental trees	Number of streets beautified	DD MINEP report	Good vegetation.	Number of crops and other plants available within the Njikwa council.	DD Environment and Nature Protection report.
Results	1. At least 50 ornamental trees are planted per street.	Number of ornamental trees planted in each street	DD MINEP report	The soil is fertile	Number of savanna grassland species	DD Environment and Nature Protection report
	2. The council has at least 03 town greens	Number of town greens developed	Council's report.	The soil is fertile	Number of crops and other plants available within the Njikwa council.	DD Environment and Nature Protection report

Results	1. 15 sanitary inspectors have been recruited and trained.	List of inspectors recruited and trained	Council's report	The council employs qualified staff in all technical services	Number of qualified staff per council technical service	Council's report.
Activities						
For R1		For R2		For R3		For R4
1.1. Training of staff on waste management		2.1. Establish a land use map		3.1. Campaigns for the planting of ornamental trees		4.1. Recruit and train sanitary inspectors
1.2. Provision of garbage cans in strategic places		2.2. Train stakeholders on land use management		3.2. Creation of town greens.		
1.3. Acquisition of a council garbage disposal van for daily collection of garbage						
1.4. Development of council dump site at Nyiku						
ESTIMATED COST : 84 Million		ESTIMATED COST : 500.000		ESTIMATED COST : 5 Million		ESTIMATED COST : 1.000.000

6.3.11 Labour and Social Security

Strategy Implement the government program in the domain of professional relations, the status and social security of all workers.		Indicator by level of strategy & source of verification Number of government programs implemented in favour of workers per annum in the labour sector		Assumption There exist strong workers unions in the country to effect change and implementation of policies in favour of all employees.	Indicators of Assumptions and source of verification Number of workers union in the North West Region. Divisional delegation of labour and Social Security.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision Goal, Global Objective	The working conditions are well structured to ensure job security in all sectors.	Number of secured jobs	DD Labour and security report.	Relationship between employees and employers is cordial	Number of reported labour cases	DD for Labour and social security report.

Specific objective 1	Provide adequate employment opportunities	Number of new job opportunities created per sector	DD Labour and security report.	There is a potential labour force	Number of qualified unemployed personnel	DD Employment and Vocational Training Annual statistics.
Results	1. At least 75% of the unemployed population are self employed	Percentage of the population provided opportunities	DD Employment and Vocational training.	Labour is available.	Number of unemployed involved in self employment trainings.	DD Employment and Vocational Training Annual statistics
Specific objective 2	Provide sufficient social security	Number of workers involved	DD Labour and security report	Organizations are available and ready to provide such services	Number of Insurance and Mutual Health Organizations within the Njikwa council	DD for Labour and social security report
Results	1. At least 60% of workers are registered with mutual health and CNPS	Number of workers registered with the mutual health and the CNPS	DD Labour and Social Security annual statistics.	Organizations are available and ready to provide such services	Number of Insurance and Mutual Health Organizations within the Njikwa council	DD for Labour and social security report
Specific objective 3	Control and advise on employer/employee relations	Number of employees having employment contracts.	DD Labour and Social Security annual statistics	Availability of legal personnel to draft contracts.	Number of Notary public law firms within the Njikwa council	Legal Department for the Ministry of Justice, Momo Division Statistics.
Results	1. At least 55% of the population is aware of the Labour laws	Number of sensitization meetings held per quarter.	Divisional delegation for Labour and social security	Availability of legal personnel to draft contracts	Number of Notary public law firms within the Njikwa council	Legal Department for the Ministry of Justice, Momo Division Statistics.
Specific objective 4	Conciliation/ Arbitration	Number of cases registered	Divisional delegation for Labour and social security.	The legal system is just and equitable.	Number of satisfactory judgments passed annually.	Legal department, Momo report.
	1. 75% of Labour tributes settled amicably	Number of arbitrary cases reported	Divisional delegation for Labour and social security report.	The legal system and the DD foe labour and social security have a cordial relationship	Number of labour and social security cases handled per year	Legal department, Momo report

Specific objective 5	Accumulated salary arrears/pensions	Number of pensions/arrears liquidated	Divisional delegation for Labour and social security report	The follow up process at the National Social Insurance is faster	Total number of pensions and areas liquidated annually.	CNPS report.
Results	1.All accumulated arrears and pensions are liquidated	Number of workers having received arrears and pensions in a year.	Divisional delegation for Labour and social security	The follow up process at the National Social Insurance is faster	Total number of pensions and areas liquidated annually	CNPS report.
Activities						
For R1	For R2	For R3	For R4	For R5		
1.1. Creation of employment opportunities (industries)	2.1. Create and encourage thrift and loans and register with mutual Health and CNPS	3.1. Sensitize workers on labour laws and regulations and homes to have written contracts of employment	4.1. Settlement of labour disputes	5.1. Government subventions and aid to establishments		
ESTIMATED COST : 80 million	ESTIMATED COST : 500.000	ESTIMATED COST : 200.000	ESTIMATED COST : 400.000	ESTIMATED COST : Lump Sum		

6.3.12 Urban Development and Housing

Strategy Facilitation of mobility of pedestrians within the towns.		Indicator by level of strategy & source of verification Number of pedestrian paths created		Assumption The settlement pattern in the Njikwa council makes it easy to design a land use plan	Indicators of Assumptions and source of verification Number of landscape units identified	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Development of an advanced land use plan for the Njikwa council area	Number of land owners having knowledge of the land use plan	MINDUH report.	The settlement pattern in the Njikwa council makes it easy to design a land use plan	Number of landscape zones identified per village	Transect walk axes for village diagnoses
Specific objective 1.	Njikwa town has modern structures befitting a town	Number of modern structures available within the town	MINDUH report.	The town has potentials available for construction	Number of stone and sand pits,	DD for mines and industries.

Results	1.All owners of dilapidated structures are identified	List of owners identified/ report of identification exercise	MINDUH report Council report	A cordial relationship exists between the council and land lords.	Number of conflict identified between service heads and land lords	SDO report.
	2. At least 01 meeting per month is convened with owners on the need to rehabilitate structures.	Number of meetings convened	MINDUH report.	Relationship with landlords is cordial	Number of conflicts identified	SDO report.
	3. At least 70% of the population is sensitized on maintenance and rehabilitation of their respective buildings	Number of sensitization meetings held Number of houses maintained or re-structured	MINDUH report	Information to the population is easily transmitted	Number of information mediums used.	DD P&T report
	At least 01 new lay out is surveyed, opened and planned	Number of layout plans presented by Architects	MINDUH report	Availability of land	Land title	Council report
Specific objective 2	Create , review and update the existing Master Plan	Percentage increase in the number of persons using the master plan	MINDUH report	Administration follows up implementation of policies	Number of defaulters and sanctions meted on them	SDO's report
Results	1. 01 Complete Master plan for the council area. (urban/ rural)	Number of plans reviewed.	MINDUH report	Administration follows up implementation of policies	Number of defaulters and sanctions meted on them	SDO's report
Specific objective 3	03 Public-private partnerships established to construct 15 municipal houses.	Number of partnerships established.	Mayor's report	The council has strong ties with external and internal partners.	Number of partnerships developed per year	Mayor's report
Results	1 At least 01 official agreement signed	Number of partnership agreements signed within 01 year.	Mayor's report.	The council has strong ties with external and internal partners	Number of partnerships developed per year	Mayor's report

	2. Feasibility studies and a standard plan for the municipal houses exists	Existing plan.	Studies report	Close collaboration between contractors, landlords and administration	Number of conflicts identified	SDO's report
	3. At least 10 houses are constructed.	Number of houses constructed.	Public works report	Available funds	Percentage Increase in council's revenue	Mayor's report
Specific objective 4	Construction of 03 public toilets in strategic areas within the Council area and ensuring that they are functional and well managed	Number of public toilets constructed a year.	Public works report	Available funds	Percentage Increase in council's revenue	Mayor's report
Results	1. At least 03 sites are identified for construction to take place.	Number of sites identified	Council's report	Available unused municipal land	Percentage increase in the acquisition of council's land	Mayor's report
	2. 01 standard master plan for the construction of public toilets in Njikwa exists.	Copy of standard plan	Council's report	Implementation is strictly checked	Number of actions taken on defaulters of decisions	SDO's report
	3. 02 proposals are funded for the construction of public toilets.	Number of funding proposals		Availability of sources of finance	Percentage increase in the list of council's revenue	Mayor's report
	4. 03 public toilets are constructed in strategic places within the Njikwa council.	Number of toilets constructed	Implementation reports	Availability of sources of finance	Percentage increase in the list of council's revenue	Mayor's report
Specific Objective 6	Ensure that construction does not take place within risk zones.	Number of protected zones identified	Report from the DD for Environment and nature protection.	The risk zone within the council is protected by the council and the tradition of Njikwa	Number of activities executed within the protected area.	Council report.

Results.	1.Plans have been designed and 03supervisory authorities put in place	Number of plans drawn and list of supervisors	Monitoring & Evaluation tools from the DD of MINDUH	Availability of human resources	Number of sectors involved in supervision of activities	DO's report
Activities						
For R1	For R2	For R3	For R4	For R5	For 6	
1.1.Identification of owners of old and dilapidated structures	2.1. Create a master plan 2.2. Review of master plan	3.1.Municipal land use Demarcation Projects (MLUDP)	4.1. Identification of strategic sites/ places for public toilets	5.1. Drawing up of plans/ supervision of construction on risk zones	Set up monitoring mechanisms against construction in risk zones	
1.2. Convene meetings with owners of dilapidated structures	2.3 Identify partners for assistance	3.2. Feasibility studies to identify areas for the construction of municipal low cost houses	4.2.Drawing of standard master plans for public toilets			
1.3.Sensitisation (on maintenance and re-structure of old structures)		3.3. Construction of municipal low cost houses.	4.3.Negotiate funding for the construction of toilets			
			4.4.Implementation of the standard master plan			
ESTIMATED COST : 500.000	ESTIMATED COST : 1million	ESTIMATED COST : 80 Million	ESTIMATED COST: 2 Million	ESTIMATED COST : 200.000		

6.3.13 Women Empowerment and the Family

Strategy Gender Mainstreaming in Development		Indicator by level of strategy & source of verification Number of implemented projects that mainstreamed Gender into their activities		Assumptions There is a high level of ignorance among women within the Njikwa Council which act as motivation to learn.	Indicators of Assumptions and source Of verification. Number of Women with knowledge about the Women Empowerment Ministry. DD MINPROF.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	To promote gender equality within the communities so as to mainstream gender into the development programs.	Number of programs executed taking into consideration the needs of the woman.	DD MINPROF	Most projects are gender sensitive	Number of gender sensitive projects implemented	DD MINPROF
Specific Objective 1.	Eradication of Obnoxious traditional practices like inheritance and land ownership by training 43 villages traditional leaders.	Number of traditional practices identified as repugnant to natural justice and good conscience.	DD MINPROF	Women are having knowledge on public the issues that discriminate against women	Number of reported cases of violation of women's rights.	DD MINPROF annual report
Results	1. At least 09 traditional leaders are educated on obnoxious traditional practices against women.	Number of educational sessions held with traditional leaders and number of practices eradicated.	DD MINPROF annual report	Traditional leaders involve women in development issues	Percentage increase in women's participation in community issues	DD MINPROF annual report
	2. 01 copy of traditional charter on the rights of women exists.	Copy of traditional charter	DD MINPROF annual report	Women are quick to reactions	Number of favourable changes effected by women	DD MINPROF annual report

Specific objective 2	Encourage Equal Access to education, land, and property	Number of girls enrolled in schools Number of women of women having access to land and landed property	DD MINSEC,MINDUB,MINDAF	Equal opportunities are provided for the acquisition of knowledge	Number of gender biased opportunities	DD MINPROF annual report
Results	1. Women are sensitized on the need to be educated as men and have received knowledge on property rights.	Number of sensitization programs carried out and number of women having knowledge on property rights.	DD MINPROF annual report	There is Access to information flow within the Njikwa council.	Number of communication mediums	DD P&T report.
	2. At least 50% of girls are enrolled into schools and vocational centers.	Percentage increase in enrollment of the girl child in primary, secondary and vocational training institutions	Inspector of MINDUB report DD MINSEC report	Equal opportunities are provided for the acquisition of knowledge	Number of gender biased training opportunities	DD MINPROF annual report
Specific objective 3	Establish 01centre for women's network.	Number of annual activities to improve on the status of the woman executed by the network	DD MINPROF annual report	Women are easily mobilized for this purpose	Number of women's groups per zone	DD MINPROF annual report
Results	1. Women's Economic groups are regrouped into at least 04 Zones within the council area.	Total number of women's economic groups	DD MINPROF annual report Council's report.	Availability of women's groups.	Number of women's groups per zone	DD MINPROF annual report
	2. 04 zone leaders are trained on group dynamics and management.	Number of workshops organized/Attendance list	DD MINPROF annual report Council's report.	Availability of women's groups.	Number of women's groups per zone	DD MINPROF annual report

	3. At least 01 exhibition of women's products is organized annually.	Number of exhibitions organized	DD MINPROF annual report Council's report	Women's groups are involved in divergent activities.	Number of activities executed per women's group	DD MINPROF annual report
Specific objective 4	Increase women's access to credit / capital for setting up and sustainable managing income generating activities (IGA) either as groups or individuals	Number of women/groups benefiting from credit facilities.	Statistics from micro finance enterprises.	Women groups have collaterals	Number of groups having collaterals to obtain loans.	Statistics from micro finance enterprises
Results.	1. All women's group leaders are trained on project writing.	Number of women's group writing proposals and number of proposals actually funded	Women groups' reports	Literacy level among women is above average.	Proportion of the female population that can read and write.	DD MINPROF annual report
	2. At least 01 project is funded in a year.	Number of women's project funded	Women groups' reports	Women's projects are easily funded	Number of projects funded per annum	Women groups' reports
	3. At least 10 women's group leaders are trained on financial management and book keeping.	Number of women's group leaders trained on financial management and book-keeping	DD MINPROF annual report	Women love to be economically independent	Number of women involved in income generation activities within the Njikwa council.	DD MINPROF annual report
	4. All women's groups have opened up accounts with local credit unions and are saving regularly.	Number of women who operate regular accounts.	Statistics from various micro finances	Interest rates are within reach	Number of financial institutions running accounts with moderate interest rates	Micro financial reports.
Activities						
For R1		For R2	For R3		For R4	

1.1. Identification of obnoxious traditional practices	2.1 Sensitization and advocacy on gender sensitive program	3.1. Design the network program	4.1. Encourage and train women's group leaders on project writing
1.2. Drawing up of traditional charter on the rights of women, especially widows	2.2. Workshop/ seminars for gender sensitive Program	3.2. Formulation of women's economic groups by zones.	4.2. Lobby for funding of women's projects
		3.3. Organize workshops to train women on group dynamics.	4.3. Training of women's group leaders on basic financial management procedures and book keeping
		3.4. Organize exhibitions on women's products.	4.4. Encourage a spirit of saving amongst the women
ESTIMATED COST : 1 million	ESTIMATED COST : 1.5 Million per year	ESTIMATED COST : 2 Million	ESTIMATED COST : 1 million

6.3.14 Public Health

Strategy Disease burden is reduced by 1/3 among the poor and most vulnerable segments of the population by 2020.		Indicator by level of strategy & source of verification Percentage reduction in the prevalence rate of endemic diseases		Assumptions Health personnel and technician undergo effective trainings within the country.	Indicators of Assumptions and source of verification Percentage increase in the number of personnel recruited in health institutions MINSANTE annual statistics.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Improve access to quality healthcare delivery to the population including the Mbororos of Njikwa Njikwa council by the year 2014	Number of Health institutions providing effective services to the communities.	District medical report.	There is low death rate and low prevalence rate of diseases within the council area.	Number of people with prevalent diseases	Shisong, BBH and District medical report.

Specific objective 1.	Improve health standards of the population by assisting 06 health institutions with, 135 Beds, 2 microscopes, and rehabilitate 08 buildings for 5 centers	Number of health institutions identified with limited equipments	District medical report.	Availability of funds for health projects	Percentage increase in public investment budget in the health sector	DMO report
Results	1. At least 02 health institutions have an increase in basic equipments per year.	Number of health centers assisted and percentage increase in the equipment pool.	Health centre reports	Administration ensures follow up of all activities	Number of M&E trips d01 per sector	SDO's report. MINEPAT report.
Specific objective 2	Increase access of population to cheaper quality health care services	Percentage increase in the purchase of drugs	Health reports	Price control is able to follow up	Number of defaulters of price control mechanisms sancti01d	Price control report.
Results	1. At least 03 health centers are involved in the Mutual health programs	Number of centers engaged	Mutual Health Organizations' reports	Available mutual health organizations	Number of mutual health organizations operating within the Njikwa council.	DMO's report
	2. At least 02 mutual health organizations are prepared to start off mutual health programs within the council area.	Number of meetings	Mutual Health Organizations' reports	Available mutual health organizations	Number of mutual health organizations operating within the Njikwa council.	DMO's report
	3. At least 10 households per community are registered with 01 mutual health organization.	Percentage Increase in the membership	Mutual Health Organizations' reports	Available mutual health organizations	Number of mutual health organizations operating within the Njikwa council.	DMO's report

	Quality drugs are provided to patients at a cheaper cost	Increase number of consultation/ hospitalization Percentage Increase in quality and quantity of drugs purchased daily	Health centers reports	There exists health institutions of international standards	Percentage increase in reported cases of high cost of consultation and hospitalization in health institutions	Health institutions' reports
Specific objective 3	Provide 13 lab technicians, 40 nurses, 12 midwives, 06 pharmacy attendants and 02 medical doctors to 06 health centers/hospital	Percentage increase in the Number of competent staff in centers/hospitals	Health centers/hospital statistics.	Availability of qualified health personnel	Number of qualified unemployed graduates from health schools	Statistics from training schools
Results	1. At least 01 community Health expert is recruited per centre.	Number of Newly recruit health workers and Letters of Appointment	DMO's report.	Availability of qualified health personnel	Number of qualified unemployed graduates from health schools	Statistics from training schools
	2. At least 02 courses per centre are organized internally to improve on the expertise of health personnel each year.	Number of health institutions actually implementing the activity	Health reports	Availability of trainees	Number of health experts who can facilitate training sessions within the council area	DMO's report
Specific objective 4	Established strong public-private partnerships to create 02 health centers	Number of public- private partnerships actually signed.	Council's report DMO's report	Availability of funds	Subventions to private partners	Public health reports
Results	1. At least 01 partnership is signed to assist the council in implementing health projects.	Number of partnerships agreement signed	Mayor's report	Council has established strong ties with investors in the health sector	Number of investors involved in the health sector	Mayor's report

	2.03 Sites identified and land acquired	Report of feasibility studies	Mayor's report	Council has established strong ties with investors in the health sector	Percentage increase in the number of health organizations operating within the Njikwa council.	DMO's report
	3. At least 02 investors are served appeals proposing for opening of health centers	Number of agreements signed	Mayor's report	Council has established strong ties with investors in the health sector	Number of investors involved in the health sector	Mayor's report
	4. At least 02 new health centers are operational	Sign posts	Public works report	Council has established strong ties with investors in the health sector	Number of investors involved in the health sector	Mayor's report
Specific objective 5	To ensure that HIV/AIDS transmission and other prevalent diseases are reduced within the Njikwa council.	Number of new cases envisaged per year	DMO's report	Availability of health organization to propagate activities	Number of schools promoting health education.	MINSEC report
Results	1. There is reduction in prevalent rate in 09 Communities sanitized on the adverse effects of HIV/AIDS and other endemic diseases.	Proportion of population reached by sensitization messages.	Community radio and other media houses	Easy medium of communication	Number of communication mediums used	P&T report
	2. At least 01 screening campaigns are organized in strategic places of the Njikwa council after every six months.	Number of people going for VTC per month.	Reports from organizations involved	Health statistics are reliable	Number of false results cases identified	DMO's report.

	3. At least 03 popular secondary schools within the council have health clubs to facilitate HIV/AIDS peer education.	Number of schools having health clubs	MINSEC report	Health education is included into the curricular	Number of schools promoting health education.	MINSEC report
	4. At least 04 family planning units are available to reach especially the rural population	Increase in Number of family planning units rendering services within the council area.	DMO's report	Availability of confessional units on family life education	Percentage increase in the number of people reached by family life education.	Report from Family life organizations

Activities

For R1	For R2	For R3	For R4	For R5
1.1. Assist in providing basic equipments in health centers	2.1. Facilitation of convention with centers into the Mutual Health Organization (MHO)	3.1. Lobby for the appointment of health technicians recruit community health workers	4.1. Establish partnership projects	5.1. Sensitization campaigns on abstinence, be faithful and condoms (ABC) practices
	2.2.Meeting with MHO	3.2. Organize refresher courses at least twice a year	4.2 Identify sites and acquire land	5.2 Do voluntary testing and counseling (VTC or free screening campaigns).
	2.3.Create awareness on MHO functioning		4.3.Write proposals to potential investors	5.3. Formation of health clubs in schools.
	2.4. Ensure the provision of quality drugs to the population.		4.4.Construction of health centers	5.4. Increase number of family planning units in communities
ESTIMATED COST : 20 Million	ESTIMATED COST : 1 Million	ESTIMATED COST : 1 Million per year	ESTIMATED COST : 100 Billion	ESTIMATED COST : 2.5 Million

6.3.15 Scientific Research and Innovations

Sector Strategic Vision		Indicator by Level of Strategy and Source of Verification		Assumption	Indicators of Assumption and Source of Verification	
Animate, coordinate and control all scientific research and innovation activities in all domains for the promotion of socio-cultural and economic development.						
Level	Formulation	Indicators	Means of verification	Formulation	Indicator	Means of verification
Vision, Goal, Global Objective	Promote the active participation of the population of NJIKWA Municipality in activities of Scientific Research and Innovation	Trained relevant staff and extension agents	-MINRESI reports- Council Reports	-Political stability- Availability of funds	- Continuity of vision - Significant proportion of Council budget allocated for scientific research and innovation	-Continuity in council management -Council budget
Specific Objectives	1- Establish research institutions and/or demonstration centres/units in NJIKWA Council area.	90 % of operational plans realized by 2020.	-MINRESI report - Council reports	Good working relationship between council and MINRESI	Level of interest and participation	Number of participations at relevant events organized
Result 1	Research institutions and/or demonstration centers/units created in Njikwa municipality	Existence of at least a functional research institution, a demonstration centre or unit.	-MINRESI reports -Council reports	Availability of funds	% budget allocation to support activities	Council budget

Specific Objectives	2- Adapt research results and innovations in relevant domains and make them directly available for exploitation by the communities of Njikwa Municipality.	Adapted research results are visible in other relevant domains	-MINRESI reports -Council reports	Partnership is promoted for adapted research in relevant domains	Number of research results from other relevant domains	-MINRESI reports-Council Reports
Result 2	Adapted research results and innovations in relevant sectors e.g. agriculture or livestock production, are made directly available for exploitation by the communities of the Council area	Visible impact of research results and innovation through increase in output in other relevant sectors e.g. major food crops and livestock production in Njikwa municipality	-MINRESI reports -Council reports - Reports of relevant sectors	Community members are responsive to change	-Level of participation and adoption -Number of research results from other relevant domains	-No of persons participating at events organized -MINRESI reports -Council reports -Reports of relevant sectors
Specific Objectives	3- Recruit and train agents for the valorisation and extension of research results and innovations of interest to the populations of Njikwa council area	Number of trained agents for the valorisation and extension of research results and innovations	-MINRESI reports - Council reports	Availability of funds	- Continuity of vision - Significant proportion of Council budget allocated for scientific research and innovation	-Number of trained agents -Council budget
Result 3	Research results and innovations in local building materials production are adopted by	At least 80 % of new buildings are constructed with local materials	-MINRESI reports -Council reports	-Political stability -Availability of funds	Partnership established with MINRESI institution	Number of houses constructed with local materials

	the communities of the council area					
Specific Objectives	Research on constraints specific for Njikwa municipality is conducted	Results of research activities available and directed for the improvement of relevant domain	-MINRESI reports -Council Reports	Availability of funds	Convention signed with interested partners	-MINRESI Reports - Council Reports
Results 4	Specific constraints for the council area for research are identified and conducted	Number of specific constraints	-MINRESI reports -Council Reports	Research areas for the municipality are identified and conducted	- Continuity of vision - Significant proportion of council budget allocated for scientific research and innovation	-MINRESI Reports - Council Reports
Specific Objectives	MINRESI administrative sector services are extended to council area (Subdivision)	Research and innovation sub-divisional delegation exists in council area	MINRESI reports	Government policy targets the council for the sub divisional delegations	Government allocates budget	-MINRESI Reports - Council Reports
Result 5	Solicit the creation of MINRESI sub-divisional delegations	Number of soliciting paper written	-Council reports	A MINRESI sub-divisional delegation is created in the Njikwa council area	Number of sub-divisional delegation activities carried out in the municipality	-MINRESI Reports - Council Reports
Activities						

For R1	For R2	For R3	For R4
1.1. Research institutions and/or demonstration centers/units created in Njikwa municipality	2.1 Adapted research results and innovations in relevant sectors e.g. agriculture or livestock production, are made directly available for exploitation by the communities of the Council area	3.1 Research results and innovations in local building materials production are adopted by the communities of the council area	4.1 Specific constraints for the council area for research are identified and conducted
ESTIMATED COST : 50 Million	ESTIMATED COST : 10 Million	ESTIMATED COST : 5 Million	ESTIMATED COST : 25 Million
For R5			
5.1 Solicit the creation of MINRESI sub-divisional delegations			
ESTIMATED COST : 500,000			

6.3.16 Transport

Strategy Improve on the transportation services		Indicator by level of strategy & source of verification Percentage increase in the number of transportation network made available		Assumptions Many means of transport services are put in use within the country	Indicators of Assumptions and source of verification Number of available means of transport services used.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal Global Objective	Ensure road safety within the Njikwa council.	Number of road safety measures implemented	Council Annual report Divisional Delegation of transport	There will be no accidents within the Njikwa council	Number of conflicts identified in the area	SDO office Transport office Njikwa Council's report

Specific objective 1	Road accidents are reduced in Njikwa	Number of road accidents envisaged	DD for transport.	Implementation of public works activities	Number of roads constructed a year	Report from Public Works
Results	1. All syndicates are organized to work in relation to the norms of their sector.	Number of organized performance assessment (OPA) carried out in the “Okada” and the car drivers associations in a year	DD for transport	Relationship between riders, drivers and the Transport sector is cordial	Number of conflicts identified in the area.	SDO office Transport office Njikwa Council’s report
	2. The highway code is applicable within the Njikwa council and harassment from public officials is reduced.	Number of road users having knowledge of the high way code.	DD for transport	Availability of roads safety police	Percentage reduction in the number of harassment from public officials.	DD for transport
	3. All communities within the council are managing their respective communal roads.	Number of communities sensitized on road management	Report from DD for transport	There is unity and team spirit among communities	Number of conflicts identified within communities	SDO office Transport office Njikwa Council’s report
Activities						
For R1						
1.1. Strengthen the capacity of the car and bike drivers associations						
1.2. Develop and make the highway code applicable to all road users						
1.3. Sensitize all communities on the need of road maintenance						
ESTIMATED COST : 650.000 per year						

6.3.17 Employment and Vocational Training

Strategy Improving the employment training and management system		Indicator by level of strategy & source of verification Number of professional centers/courses available		Assumption Many vocational centers and professional schools are operational	Indicators of Assumptions and source of verification Number of schools/centers within the Njikwa council DD Employment and Vocational Training annual statistics.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal Global Objective	To create descent work environment and opportunities to reduce unemployment within the Njikwa council by 2020.	Number of people employed in the sector per year.	DD Employment and Vocational Training annual statistics	Potential job seekers are available	Number of qualified job seekers	DD Employment and Vocational Training annual statistics
Specific objective	Open up 01 council vocational training center	Percentage increase in the enrollment of youths into vocational training	DD Employment and Vocational Training annual statistics	Population is willing to do vocational training	Percentage increase in the number of apprentices trained per year.	DD Employment and Vocational Training annual statistics
Results	1. 01 site for the creation of the centre exists.	Map showing proposed sites	Council's report	Availability of land, Stones and sand	Proportion of unused land and number of unexploited Stones and sand pits	DD MINDAF report DD Mines and industries report.
	2. At least 02 proposals are positively responded to by Government and other donors.	Number of proposals funded	Council's report	Funding opportunities are available	Number of proposals written and those actually funded	Mayor's report
	3. Njikwa Council has 01 Vocational centre for multi disciplines.	Building of training center	Report from public works	Funding opportunities are available	Number of proposals written and those actually funded	Mayor's report

	4. At least 90% of the population is sensitized and enrollment into vocational schools increased.	Number of sensitization messages sent out	Statistics from vocational centers	Availability of centers	Number of centers actually effective	Report from DD Employment and Vocational Training
Specific objective 2	Assisting 01 existing vocational training centers with at least 20 sewing machines, wood work tools, 10 welding machines	Percentage increase in the infrastructural and equipment state of existing centers	Report from centers	Donors are available	Number of benefactors received per year within the council	Mayor's report
Results	1. Existing center is benefiting from material and financial assistance from the council.	Number of Centers assisted Lists of types of assistance provided	Report from centers	Donors are available	Number of benefactors received per year within the council	Mayor's report
Specific objective 3	Capacity building	Number of workshops organized	Report from DD Employment and Vocational Training.	Potential learners are available	Percentage increase in participation of workshops	Report from DD Employment and Vocational Training.
Results	1. At least 01 talent exhibition is organized for display of talents.	Number of exhibitions carried out	Report from DD Employment and Vocational Training Report from council	Population has interest in competitive exhibitions	Number of competitors involved in 01 exhibition.	Council's report

Activities

For R1	For R2	For R3
1.1. Identify and locate site	2.1. Provide human, material and financial assistance to the Centers	3.1. Organize workshops
1.2. Fundraising through project proposals		3.2. Organize talents exhibitions
1.3. Construction of the center		
1.4. Sensitize the population on the need for vocational training		

ESTIMATED COST : 20 Million	ESTIMATED COST : 7 Million pending figures from specific obj. 2 above	ESTIMATED COST : 500.000
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6.3.18 Trade

Strategy Ensure that the trade regulations laid down by the Ministry of Trade are respected.		Indicator by level of strategy & source of verification Number of regulations actually implemented		Assumptions The Administration is devoted in implementing policies	Indicator by level of strategy & source of verification Percentage increase in the number of sanctions meted against defaulters of regulations.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Create an enabling environment for business operators in the Njikwa council and consumer protection	Number of consumer protection laws put in place, and implemented strictly	Consumer protection legislation manual and number of cases sanction	Relationship between the business and trade sector is cordial	Number who do not respect norms	DD Trade report Council report
Specific objective 1	Create an enabling and favorable environment to promote business activity	Number of consumer protection laws put in place, and implemented strictly	Council activity report	Relationship between the business and trade sector is cordial	Number of businesses operating	DD Trade report Council report
Results	1.Taxation system is well structured	Number newly created business	Council activity report	Relationship between the business and council is cordial	Number of businesses operating	DD Trade report Council report
	2.Markets are well structured and constructed	Number of newly well structured and constructed markets	Council activity report	High revenue is recovered from the markets	Number of markets operating	DD Trade report Council report

	3. At least 01 trade fare is organized yearly	Number of trade fares held	Council activity report	Influx of new products and competition amongst businesses operators	Number of businesses operating	DD Trade report Council report
Specific objective 2	Improve and maintain market structures	Number of renovated market structures	Council activity report	High revenue is recovered from the markets	Increase in council revenue	DD Trade report Council report
Results	Existing market structures are improved upon	Number of renovated market structures	Council activity report	High revenue is recovered from the markets	Increase in sales	DD Trade report Council report
Specific objective 3	Ensure 50% increase in new innovation services at the local level and traders have access to low interest rates credits	Number of acquired innovative skills exploited per year.	Report from Trade and Commerce	Many credit schemes are operated within the Njikwa council.	Percentage increase in the number of institutions running credit schemes.	Report from Trade and Commerce
Results	1. At least 20 traders are benefiting from the grants and loan schemes in the microfinance institutions in Njikwa	Number of traders having received assistance annually	Report from institutions operating credit schemes	Many credit schemes are operated within the Njikwa council.	Percentage increase in the number of institutions running credit schemes.	Report from Trade and Commerce
	2. Njikwa Council successfully organizes continuous Biannual trade fairs involving all traders and economic operators within the Njikwa council.	Detailed action plan of fair Number of trade fairs organized	Council's report	Population is interested in competitive exhibitions	Percentage increase in the number of competitors involved per exhibition	Exhibition reports
Activities						
For R1		For R2	For R3			
Taxation system is well structured		Existing market	20 traders are benefiting			

Markets are well structured and constructed	structures are improved upon	from the grants and loan schemes in the microfinance institutions in Njikwa		
01 trade fare is organized yearly				
ESTIMATED COST : 2 Million	ESTIMATED COST : 500.000	ESTIMATED COST : 10 Million		

6.3.18 Sports and Physical Education

Development of sporting infrastructure		Indicator by level of strategy and source of verification		Assumptions	Indicator by level of strategy and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	The sporting sector is well organized to meet up with the needs of the growing and Aging population.	Number of sporting activities executed within the Njikwa council.	Office of DD for Sports and Physical Education	High interest is attached to this sector	Number of individuals /institutions involved in sporting activities	Office of DD for Sports and Physical Education
Specific objective 1	Building of 01 new sport complex and rehabilitation of sporting grounds	Number of complexes built and sporting grounds rehabilitated	Public works report	Material resources available	Number of wood forest Number of quarries and sand pits	MINFOF office Mines and Industrial Development office

Results	1. At least 01 location map and plan for the construction of a complex exists.	Location map/plan	Feasibility report	Planners and architects are available	Number of planners/architect at the disposal of the council	Lands and Surveys office
	2. At least 01 sport ground is rehabilitated	Number of sporting grounds constructed. Number renovated	Public works report	Material resources available	Number of wood forest Number of quarries and sand pits	MINFOF office Mines and Industrial Development office
	3. All basic sports equipments are provided to the centre.	Number of equipment purchased/ maintained	Procurement receipts.	Public investment is higher in this sector	Amount of funds received per year	Public investment
Specific objective 2	Promoting, encouraging and improving sporting activities(sports for all)	Number of collective sporting activities organized	Office of DD for Sports and Physical Education	High interest is attached to this sector	Number of individuals /institutions involved in sporting activities	Office of DD for Sports and Physical Education
Results	1. At least 02 competitions are organized in every year.	Number of competitions organized	Office of DD for Sports and Physical Education	High interest is attached to this sector	Number of individuals /institutions involved in sporting activities	Office of DD for Sports and Physical Education
Specific objective 3	Putting in place qualified personnel per sporting discipline	Number of personnel recruited	Office of DD for Sports and Physical Education	Available personnel/funds	Number of qualified personnel graduated per academic year	Public investment budget
Results	1. At least 01 trainer per sport discipline is available	Number of trainers/coaches recruited per discipline	Office of DD for Sports and Physical Education	Available personnel/funds	Number of personnel recruited per academic year.	Public investment budget
Activities						

For R1	For R2	For R3
1.1. Identification of site and feasibility studies	2.1.Organizing competitions and team sports for both sexes	3.1.Recruitment of trainers/ coaches in all disciplines
1.2.Construction/Renovation of sporting grounds		
1.3.Purchase/ maintenance of equipments		
ESTIMATED COST : 2 Billion	ESTIMATED COST : 1 Million per year	ESTIMATED COST : See Office of DD for Sports and Physical Education

6.3.19 Youths and Civic Education

Strategy Improving efficiency among youths		Indicator by level of strategy & source of verification Percentage increase in the number of youths in economic activities		Assumptions Youths are ready to become financially liable	Indicator by level of strategy & source of verification Percentage increase in the number of financial independent youths per council area. DD MINJEUN Report.	
Level	formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Empowering youths to become economically viable.	Number of economically dependent youths.	DD Youth Affairs statistics	The council area has diverse activities	Number of economic activities executed within the council area	DD for trade and commerce.
Specific objective 1.	To reduce the rate of unemployment amongst youths	Number of youths employed	DD Employment and vocational training.	The council area has diverse activities	Number of economic activities executed within the council area	DD for trade and commerce.

Results	1. 80% of youths within the Njikwa council are career oriented	Number of capacity building seminars/ workshops organized	Training reports and attendance lists from MINJEUN	Youths have the anxiety to quest for knowledge	Number of youths participating in capacity building workshop.	Attendance of various training events carried out within the council area
	2. At least 05 youths in each of the 09 villages undergo and graduate from vocational training centre each year.	Number of youths who enroll in to vocational schools	Statistics from Vocational centers	Financial requirements in training centers are lower	Percentage increase in the enrollment of the rural poor into the centers	Statistics from Vocational centers
	3. At least 03of youths per respective village are benefiting from credit schemes to start off Income Generating Activities e.g. Pajer-u, PIFMAS, PIAASI	Number of youths that are provided with credit opportunities	Statistics from credit schemes	Interest on credits is within reach	Percentage increase in the number of youths obtaining loans	Statistics from credit schemes
	4. At least 04 youths per village are employed as a result of this program i.e. Pajer-u, PIFMAS, PIAASI	Number of jobs picked up by youths under this program	Report from Employment and Vocational Training Report from MINJEUN	Youths are active in all activities within the communities	Number of youths participating in various communities	Report from Communities.
Specific objective. 2	To inculcate in the youths, morality and spirit of patriotism	Number of youths promoting patriotic programs	Report from MINJEUN	Youths are active in all activities within the communities	Number of youths participating in various communities	Report from Communities.
Results	At least 90% of youths are sensitized and educated on the importance of patriotic and decent behavior.	Number of sensitization and education campaigns organized per holiday period.	Report from MINJEUN Field reports	Sub Divisional office is located in the council area	Number of youths involved in sensitization and other didactic programs	Report from MINJEUN

Activities	
R1	R2
1.1. Organize career orientation and capacity building workshops for youths	2.1. Sensitization of youths on civic education
1.2. Sensitize and encourage youths to get in to vocational schools	
1.3. Encourage and provide credit opportunities for youths to be self reliant	
1.4. Creating job opportunities for the youths	
ESTIMATED COST: 10 Million per year	
ESTIMATED COST: 200.000 FCFA	

6.3.20 Post and Telecommunication

Strategy Ensure smooth and regular communications to put in place a sound system of network.		Indicator by level of strategy & source of verification Percentage increase in the number of communication mediums at the disposal of consumers		Assumption Available mediums of communications within the Njikwa council	Indicators of Assumptions and source of verification Statistics from P&T	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Ensure customers satisfaction and regulate tariffs.	Percentage increase in satisfactory services rendered to the population.	P&T report	Available mediums of communications within the Njikwa council	Number of communication mediums available	Statistics from P&T
Specific objective 1	Improve on the communication net work	Increase in the number of communication services available	P&T report	Available mediums of communications within the Njikwa council	Number of communication mediums available	Statistics from P&T
Results	1. At least 02 communication mediums are established.	Number of ICT centers created	P&T report	The topography of the Njikwa council gives added advantage for capture of network	Percentage reduction in available network problems	Statistics from P&T

	2. All potential users are informed on the various communication mediums that can be used within their respective communities.	List of existing communication mediums within the council	P&T report	Diversity in mediums of communication	Number of communication mediums available	Statistics from P&T
Specific objective 2	Establish strong ties with at least 02 investors in the communication sectors	Number of investors identified.	Mayor's report	Divergent sources of communication	Number of communication mediums available	Statistics from P&T
Results	1. At least 01 agreement is signed with CAMTEL	Number of agreements signed	Mayor's report Report from P&T	Availability of investors	Number of investors involved in post and telecommunication services	Statistics from P&T
	2. At least 06 villages are benefiting from extension services form MTN, CAMTEL, ORANGE and postal services	Proportion of council area benefiting from extension services	Statistics from P&T	Availability of investors	Number of investors involved in post and telecommunication services	Statistics from P&T
Specific objective 3	To improve on the communication network coverage in 09 villages	Number of communities with limited or no net work coverage.	Statistics from P&T	Availability of investors	Number of investors involved in post and telecommunication services	Statistics from P&T
Results	1. At least 02 communication companies operate within the council area.	Number of ICT companies identified (Camtel, MTN, Orange)	Statistics from P&T	Divergent sources of communication	Number of communication mediums available	Statistics from P&T

	2. 70% of the council area has improved in network	Number of villages with network problems Number and types of networks problems identified	Statistics from P&T	The topography of the Njikwa council gives added advantage for capture of network	Percentage reduction in available network problems	Statistics from P&T
	3. At least 02 antennas are put in place.	Number of antennas constructed	Statistics from P&T	The topography of the Njikwa council gives added advantage for capture of network	Percentage reduction in available network problems	Statistics from P&T

Activities

For R1	For R2	For R3
1.1. Creation of the information and communication technology center	2.1. Signing of partnership agreements	3.1. Identify and contact the telephone company having a poor network coverage
1.2. Media marketing of existing communication systems	2.2. Extension of communication services to areas with no coverage	3.2. Identify the area and types of network problems
		3.3. Constructing network antennae
ESTIMATED COST : 50 Million	ESTIMATED COST : 200 Million	ESTIMATED COST : Lump Sum

6.3.21 Small and Medium Size Enterprises Social Economy and Craft

Strategy		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification.	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Regional integration and trade diversification.		Number of trade activities executive DD Trade and Commerce.		Business operators are involved in diversified activities	Number of activities involved in the trades sector.	
Vision, Goal, Global Objective	Creating a conducive business environment for small scale operators.	Percentage increase in the number of persons operating in Small scale Businesses	DD Small and Medium size Enterprises		Tax payers and tax officials have a cordial relationship	Number of conflicts between tax payers and tax officials

Specific objective 1.	Njikwa council adopts a user friendly fiscal policy and strategy	Percentage increase in the number of tax payers	DD Small and Medium size Enterprises	Tax payers and tax officials have a cordial relationship	Number of conflicts between tax payers and tax officials	SDO's report
Results	1.The tax policy manual is reached by all economic operators	Number of small scale traders reached by the tax manual.	DD Small and Medium Size Enterprises	The tax policy is favourable to tax payers	Number of tax evaders identified	SDO's report
Specific objective 2	Improved avenues to credit facilities for all small business operators are created.	Number of small scale traders with access to credits.	Micro finance reports	Availability of micro financial institutes	Number of micro financial institutions operating in Njikwa	DD trade and Commerce
Results	1.All socio-economic groups are grouped into Common Initiative Groups (CIGs)	Percentage of women in Njikwa Njikwa council who are members of GICs	Reports from CIGs	Availability of effective CIGs	Percentage increase in the number of women enrolled into CIGs	GICs ' statistics
	2.All vulnerable groups involved in business activities are integrated into newly formed CIGs	Percentage increase of the vulnerable population involved in business activities.	MINAS report	Availability of projects for the welfare of the vulnerable	Number of projects implemented with the vulnerable as the target	MINAS report
	3. At least 02 CIGs of all arts and craftsmanship exist within the Njikwa council.	Number of arts and craft CIGs formed	DD Small and Medium size Enterprises	The population believes in socio-economic growth.	Percentage increase in the number of socio-economic groups within the Njikwa council	. DD Small and Medium size Enterprises
Specific objective 3	More women are represented in formal Small Business Management (SBM)	Number of women involved in SBM within the Njikwa council.	MINPROF report DD Small and Medium size Enterprises	Women are united in economic activities	Number of internal conflicts identified within women CIGs.	MINPROF report SDO's report

Results	1. At least 20 SBM individuals are benefiting from the Grants and Loan Scheme.	Number of SBM individuals receiving loans from the grants and loans scheme.	DD Small and Medium size Enterprises	Availability of loans and grants schemes	Number of micro finances operating loans and grants schemes	DD Trade and Commerce report.
	2. At least 01 local project is implemented reflecting the Women's Participation Plans (WPP)	Number of local projects implemented with regards to the Women's Participation Plans(WPP)	MINPROF report	There is gender mainstreaming within the Njikwa council.	Number of gender biased projects implemented within the Njikwa council	Council's report MINPROF report.
Specific objective 4	Micro entrepreneurs in the trade and craft sector have adequate business skills	Percentage increase in the number of skilled Micro Entrepreneurs in the Art and Craft sector.	DD Small and Medium size Enterprises	Training opportunities are available	Number of trainings organized per year.	DD Small and Medium size Enterprises
Results	1. At least 02 institutes are provided incentive packages every academic year.	Number of training institutions in Njikwa benefiting from financial incentives and technical assistance	DD Employment and Vocational training report DD MINSEC report	There is the high quest for knowledge within the Njikwa council	Percentage increase in the total population involved in vocational trainings	DD Employment and Vocational Training.

Activities

For R1	For R2	For R3	For R4
1.1. Review tax policy and its implementation strategy	2.1. Sensitization of women to join women's group especially common initiative groups(CIG)	3.1. Establishment of a grants and loans scheme and sponsorship training programs	4.1. Design and implement a curricula reform incentives packages for vocational and technical schools
	2.2. Intergrate marginalized groups like the disabled and Mbororos groups into CIGs	3.2. Design and implementation of	

	2.3. Formation of arts and craft common initiative groups	women's Participation Plans (WPP) for local projects	
ESTIMATED COST : 500.000 FCFA	ESTIMATED COST: 1 Million	ESTIMATED COST : 30 million	ESTIMATED COST : 500.000 FCFA

6.3.22 Agriculture and Rural Development

Strategy Modernization and Mechanization in agricultural production		Indicator by level of strategy & source of verification Percentage increase in the number of modern farming methods applied		Assumptions Availability of donors for the sector	Indicators of Assumptions and source of verification Number of cooperations in the agricultural sector Council report Report from MINADER	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Agricultural production in the Njikwa council is increased by 40% through improved farming techniques, targeting resource poor farmers, especially women by the year 2020	Percentage increase in crop yields	DD MINADER annual report.	Fertility of soil	Number of farmers using organic manure to improve on harvest	DD MINADER annual report.
Specific objective 1	At least 30 farming groups, 60% of whom are women engaged in the Council agricultural program	Number of programs implemented	DD MINADER annual report	Availability of funders	Number of funders received per year.	Mayor's report
Results	At least 01 proposal is submitted to FIMAC	Number of approved project proposals	Mayor's report	Availability of funders	Number of funders received per year.	Mayor's report
	Funds are made available for the program to start off.	Allocation of funds	DD MINADER annual report	Availability of funders	Number of funders received per year.	Mayor's report

	At least 01 agro pastoral show is organized per year.	Number of shows organized	Mayor's report	Availability of funders	Number of funders received per year.	Mayor's report
Specific Objective 2	The fertility of the soil is improved upon	Percentage increase in harvest	DD MINADER annual report	Farmers are trained on both local and modern methods of soil fertilization	Number of fertilization methods applied	DD MINADER annual report
Results	1. At least 01 fertilizer training event is organized a year.	1. Number of training events organized by 2014	DD MINADER annual report	Farmers apply all methods to improve on their production	Number of fertilization methods applied	DD MINADER annual report
	2. At least 30 farm group leaders are trained	Number of trained farmers	Report from MINADER/ attendance lists	Production is mostly carried out in groups	Number of farming groups existing in the Njikwa council	DD MINADER annual report
Specific objective 3	Training 30 farm groups on post harvest techniques of agricultural produce	Percentage increase in quantity of produced stored	DD MINADER annual report	Availability of space for storage activities	Proportion of land reserved for agriculture	DD MINDUH DD Environment
Results	1. At least 01 training is organized per year.	Number of training events organized by 2014	DD MINADER annual report	Availability of groups	Number of farm groups within the Njikwa council.	Report from MINADER
	2. At least 30 farming groups benefit from the training.	Number of farmers trained (male/female)	DD MINADER annual report	Availability of groups	Number of farm groups within the Njikwa council.	Report from MINADER
	3. At least 30 farm groups are using locally constructed storage facilities.	Percentage increase in the number of farmers having locally constructed storage facilities	DD MINADER annual report	Space for storage facilities is available	Proportion of unused land within the Njikwa council	Report from MINDAF
Specific objective 4	Protection of Crops from disease attack	Percentage increase in crop yields	DD MINADER annual report	Availability of agriculture technicians	Number of private technicians available	DD MINADER annual report

Results	1. At least 20 groups are provided pesticides each year.	Number of farmers who are provided with pesticides	DD MINADER annual report	Availability of investors in the agricultural sector	Number of agricultural investors operating within the Njikwa council.	DD MINADER annual report Mayor's report.
Specific objective 5	Avoid the destruction of crops by animals	Number of reported cases of crop destruction	Council report SDO report.	There exists land use plan for the council	Number of farmer grazer conflicts	SDO report.
Results	1.Sanctions meted on defaulters are available	Number of sanctions imposed on owners of stray animals caught around farm lands	Council report SDO report	There exists land use map for the council	Number of farmer grazer conflicts	SDO report.
	2. A vigilant committee is set up	Number of sanctions imposed on owners of stray animals caught around farm lands	Council report SDO report	There exists land use map for the council	Number of farmer grazer conflicts	DO report.
	3.Construction of paddocks for animals	Number of sanctions imposed on owners of stray animals caught around farm lands	Council report SDO report	There will be no stray animals, with no sanctions imposed on owners of stray animals. And no farmer grazer conflicts	Number of farmer grazer conflicts	DO report Mayor's report
Specific objective 6	Provision of modern farm tools and equipment to 30 farm groups	Number of farmers provided modern farm tools each year.	DD MINADER annual report	Availability of investors to subsidize tools	Number of agricultural investors operating within the Njikwa council.	DD MINADER annual report Mayor's report.
Results	1.At least 01 partnership agreement is signed with FIMAC	Number of Partnership agreements signed with FIMAC, etc	Mayor's report	Availability of partners	Number of agreements signed with partners each year	Mayor's report

	2. At least 30 farm groups are supplied basic modern farm tools.	Number of farm tools supplied to farm each farm season.	DD MINADER annual Mayor's report	Availability of partners	Number of agreements signed with partners each year	Mayor's report
Specific objective 7	Set up 01 small scale industries and processing units in the Njikwa council, with efficient value chains to preserve and process food	Number of small scale factories operational.	DD MINADER annual report	Availability of investors to subsidize tools	Number of agricultural investors operating within the Njikwa council.	DD MINADER annual report Mayor's report.
Results	1. At least 02 negotiations have been made with investors	1. Number of investors engaged	DD MINADER annual report	Availability of investors to subsidize tools	Number of agricultural investors operating within the Njikwa council.	DD MINADER annual report Mayor's report.
	3. At least 01 small scale industry is set up for processing and preservation of agricultural products	Quantity of potato locally processed	DD MINADER annual report	Availability of local processing units	Number of locally processing units established	DD Mines and Industrial Development
Specific objective 8	Establish network with 02 public-private partnership in the agricultural sector	Number of partnerships established	Council's report	Council has established strong ties with home and foreign partners	Number of external sources of finance received for the agricultural sector	Mayor's report
Results	1. At least 01 agreement is signed with local/national funding agencies	Number of official agreement signed	Council's report	Council has established strong ties with home and foreign partners	Number of external sources of finance received for the agricultural sector	Mayor's report

	2. At least 03 proposals are written a year.	Number of corn and cassava processing business proposals written	Council's report	Council has established strong ties with home and foreign partners	Number of external sources of finance received for the agricultural sector	Mayor's report
	3. At least 02 agreements are signed with investors.	Number of investments agreements signed	Number of Partnership agreements signed with FIMAC, etc	Mayor's report	Availability of partners	Number of agreements signed with partners each year
	4. At least 20 operators of cocoa and coffee are benefiting from subsidized resources.	Number of operators benefiting from subsidized resources. Number of Partnership agreements signed with FIMAC, etc	Mayor's report	Availability of partners	Number of agreements signed with partners each year	Mayor's report Public investment
	6. A Council oil palm plantation in is set up for income generating activities	Percentage increase in production of palm oil within the Njikwa council	MINADER report	Palm oil production is a potential source of council's revenue	Percentage increase in council revenue registered after rehabilitation	Mayor's report.

Activities

For R1	For R2	For R3	For R4	For R5
1.1. Develop and seek funds for poor farmers resource program	2.1. Training of farmers on conservation techniques / promotion of improved soils management	3.1. Training of farmers on basic post harvest techniques	4.1. Make pesticides available for farmers, especially in the rural areas	5.1. Impose sanctions on owner of stray animals
1.2. Organize annual agro-pastoral and agricultural festivals	2.2. Organise training on fertilizers handling through implementation of Fertilizers Subsidy Partnership Program (FSPP) farming group practices	3.2. Construction of local storage facilities		5.2. Building of paddocks for animals
				5.3 Formation of a vigilant committee

ESTIMATED COST : 13 Million per year	ESTIMATED COST : 5 Million per year	ESTIMATED COST : 30 Million	ESTIMATED COST : 10 Million	ESTIMATED COST : 1.5 Million
For R 6		For R 7		For R 8
6.1. Signing of partnership agreements with investors in the agricultural sector for the purchase of equipment		7.1. Negotiations with potential investors of the agricultural sector are made		8.1. Development of investment opportunity proposals
		7.2. Setting up of a small scale industry for processing and preservation of agricultural products		8.2. Signing of agreements with investors.
				8.3. Setting up of the council oil palm plantation
ESTIMATED COST : 200 Million		ESTIMATED COST: 150 Million		ESTIMATED COST : 60 Million

6.3.23 Industry, Mines and Technological Development

Strategy Exploitation and transformation of mine deposits		Indicator by level of strategy & source of verification Number of deposits exploited and transformed		Assumptions Existence of unexploited mine deposits	Indicators of Assumptions and source of verification Number of deposits unexploited	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Development of, Mines And small scale industries.	Number of deposits developed and number of small scale industries opened a year	Report from DD Mines and Industries	Available raw materials	Number of unexploited minerals within the council area	Report from DD Mines and Industries
Specific objective	Effectively and efficiently exploit existing stone quarries and sand pits	Number of quarries exploited	Report from DD Mines and Industries	Available raw materials	Number of unexploited minerals within the council area	Report from DD Mines and Industries

	1. At least 03 sites are acquired for feasibility	Number of sites identified and studied	Report from DD Mines and Industries	Available human and material resources	Number of architects and surveys technicians available in the council area	DD MINDUH statistics Lands and Surveys report
Results	2. At least 01 small scale mining industry is constructed.	Location of the industry and registration documents Number of mining experts recruited	Public works report	Available raw materials	Number of unexploited minerals within the council area	Report from DD Mines and Industries
	3. At least 03 stone quarries and 04 sand pits are exploited to provide materials for the industry.	Number of quarries and Stones and pits exploited	Report from DD Mines and Industries	Available raw materials	Number of unexploited minerals within the council area	Report from DD Mines and Industries
Specific objective 2	Ensure the safety of miners within their work environment	Percentage reduction in the number of accidents at the local mines station.	Report from DD Mines and Industries	Effective administration follow up exists	Percentage decrease in the number accidents	Report from DD Mines and Industries
Results	1. At least 01 cracker, a van and other tools are purchased for the industry	Number of mining equipments provided procurement receipts	Report from DD Mines and Industries	Local equipments are made within the Njikwa council	Number of blacksmiths within the council	Statistics form DD Small and Medium size Enterprises.
Specific objective 3	Regulate the prices of mining products	Percentage increase in the sale of mining	Reports from Price control office	Price control service is	Number of stores, sheds and super	Reports from Price control office
Results	1. 01 standard price list for products exists at the industry	Price control manuals issued to traders in the field	Reports from Price control office	Price control service is effective.	Number of stores, sheds and super markets having sample price lists on their products	Reports from Price control office

	2. At least 05 experts are recruited to manage the activities of the industry.	Number of personnel recruited and trained	Report from DD Mines and Industries	Experts are available	Number of miners within the Njikwa council.	Report from DD Mines and Industries
Specific objective 4	Create opportunities for small scale industries	number of small scale industries operating within the council area	Report from DD Mines and Industries	Availability of raw materials	Percentage increase in the production of corn, potatoes and cassava within the Njikwa council	Report from MINADER
Results	1. At least 02 grinding industry exists	Number of small scale industries established	Report from DD Mines and Industries	Availability of raw materials	Percentage increase in the production of corn, potatoes and cassava within the Njikwa council	Report from MINADER

Activities

For R1	For R2	For R3	For R4
1.1. Acquisition of mining site	2.1. Provision of necessary equipment to miners	3.1. Price control mechanism put in place	4.1. Establish small scale industries within the Njikwa council
1.2. Creation of a mining industry Recruitment of miners		3.2. Recruitment and training of personnel	
1.3. Exploitation of stone quarries and sand pits			
ESTIMATED COST : 40 Billion	ESTIMATED COST : 10 Million	ESTIMATED COST : 5 Million per year	ESTIMATED COST : 50 Million

6.3.24 Arts and Culture

Promotion of Cultural Diversity		Indicator by level of strategy and source of verification		Assumptions	Indicator by level of strategy and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Empowering the population on the need to expose the Njikwa culture within the globe.	Percentage increase in the number of investors investing in the cultural sector within the Njikwa council	Council report Cultural and Development Organization report per village	The Njikwa council has diverse cultural articles	Percentage increase in the number of articles exploited by potential investors	Cultural and Development Organization report per village
Specific objective 1.	The Njikwa culture is reviewed, promoted and exposed to the world	Number of cultural identification available	Cultural and Development Organization report per village	The Njikwa council has a unique culture.	Number of cultural and development Associations	Cultural and Development Organization report per village
Results	1. At least 01 workshop is organized yearly.	Number of workshops organized.	Reports from council	Availability of potential learners	Percentage increase in the number of persons promoting the Njikwa culture	Cultural and Development Organization report per village
	2. 01 cultural and development organization for the whole Njikwa council is formed	Article of association Member list	Cultural and Development Organization report	The Njikwa council has one cultural and development organization with a unique culture	Number of unique cultural activities practiced within the Njikwa council	Cultural and Development Organization report
	3. Articles reflecting the Njikwa culture are exposed through the media	Number of articles displayed	Cultural and Development Organization report per village	Many potential cultural articles are available	Number of cultural articles identified	Cultural and Development Organization report per village

4. At least 01 standing cultural committee exists	Number of committees formed	Cultural and Development Organization report per village	There is that community spirit of identity within the Njikwa council	Number of unique cultural activities practiced within the Njikwa council	Cultural and Development Organization report per village
5. At least 01 cultural house of Assembly is formed	Number of Assemblies formed	Cultural and Development Organization report per village	There is that community spirit of identity within the Njikwa council	Number of unique cultural activities practiced within the Njikwa council	Cultural and Development Organization report per village
6. 80% of the population can speak and understand the Njikwa Languages	Percentage increase in the usage of Njikwa languages	Cultural and Development Organization report per village	The people of the Njikwa council speak languages of their respective villages	Percentage of the population that speak and understand dialect	Cultural and Development Organization report per village
7. At least 01 artistic exhibition is organized a year.	Number of cultural festivals organized number of events organized	Cultural and Development Organization report per village Council report	Availability of competitors	Number of arts and craftsmen involved exhibitions	Cultural and Development Organization report per village Council report
8. At least 01 cultural centre exists for the display articles leading to increase in touristic activities	Number of attractors received each year.	DD MINTOUR report.	Availability of space and articles	Number of cultural articles identified	Cultural and Development Organization report per village

	9. At least 01 modern museum is established within the Njikwa council.	Number of Modern museums assisted to be established	Cultural and Development Organization report per village Council report	Availability of museums	Number of available museums to improve on	Cultural and Development Organization report per village Council report
	10. At least 05 popular schools have cultural clubs to promote the Njikwa culture	Number of clubs formed in various schools	Cultural and Development Organization report per village Council report Schools reports	Schools are integrating culture into their curricular	Number of schools involved in cultural activities within the Njikwa council.	Cultural and Development Organization report per village Council report Schools reports
Specific objective 2	Promote cultural activities in 09 villages	Number of villages assisted	Cultural and Development Organization report per village Council report	Team spirit in Cultural and Development Associations	Number of villages with effective Cultural and Development Association.	Cultural and Development Organization report per village Council report
	10. At least 01 center is created having at least 09 language teachers for the different villages of the Njikwa council	Percentage increase in the number of people who can read and write respective dialects	Cultural and Development Organization report per village Council report	Availability of potential learners	Percentage increase in the number of learners enrolled in schools.	Centre reports
	11. At least 02 villages are provided assistance for either rehabilitation or construction of cultural halls each year.	Number of villages supported a year	Public works report	Availability of resources	Number of Stones and sand pits available within the communities	Mines and Industries Report.
Activities						
For R1				For R2		

1.1.Organising workshop for traditional authorities (aimed at reviewing negative cultural practices)	2.1.Promotion of cultural clubs in schools
1.2.Market the Njikwa culture through the net	2.2.Creation of dialect literacy center for the Njikwa council
1.3Creation of 01 unique cultural development organization for the Njikwa council	2.3. Assisting villages in rehabilitation and construction of cultural halls.
1.4Construction of a cultural center	
1.5. Creation of a standing cultural committee	
1.6 Formation of the traditional house of assembly	
1.7. Sensitization of the population on the need and advantages of the languages of their respective villages	
1.8.Organisation of artistic and cultural exhibitions/competitions	
1.9.Helping to sell the cultural potentials of the Njikwa council (with the view of attracting investors)	
1.10.Facilitation of the Establishment of a modern museum	
ESTIMATED COST : 4billion	ESTIMATED COST : 3 Billion

6.3.25 State Property and Land Tenure

Exploitation of all lands for Development		Indicator by level of strategy & source of verification		Assumptions	Indicators of Assumptions and source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	60% of all acquired lands should have land titles by 2014 providing registration access to men, women, youths and all vulnerable groups	Number of people having land with titles	DD MINDAF statistics.	There are equal rights to ownership of land within the Njikwa council.	Number of men, women and groups identified as land owners.	DD MINDAF statistics

Specific objective 1.	Make land registration obligatory	Percentage of total land registered a year.	DD MINDAF statistics	The registration process is fast	Number of certificates produced in quarter months	DD MINDAF statistics
Results	1. At least 01 sub prefectoral order is put in place to facilitate the registration process.	Copy of the decision	DO's report	The inhabitants are obedient	Number of defaulters of administrative decisions	SDO's report
	2. At least 90% of the population is reached by this order through monthly announcements through the churches, markets and any other local gathering.	Number of messages sent through the churches, markets and any other local gathering.	Njikwa council communication office report	Communication system is reliable	Number of effective mediums of communication	DD P&T report
	3. At least 70 land certificates are issued out to land owners annually	Number of land owners having land certificates	DD MINDAF statistics	Land owners are willing to establish land certificates	Percentage increase in the number of applicants for land certificates	DD MINDAF report
Specific objective 2	A fixed cost for acquiring land certificates should be established	Number of land owners with the same procurement receipts	DD MINDAF report	The registration process is transparent	Number of conflicts between MINDAF and land owners	MINDAF report SDO's report.
Results	1. The Land ordinance is made available for potential users within the Njikwa council.	Number of land owners having received knowledge on the land registration process	DD MINDAF report	The land ordinance is available even in bookshops	Number of copies available	DD MINDAF report

Specific objective 3	Adequate compensation should be made to individuals whose lands have been appropriated for public use	Number of victims identified	DD MINDAF report	The MINDAF sector maintains cordial relationship with land owners	Number of conflicts identified	SDO's report MINDAF report.
Results	1. All identified victims are compensated for appropriated lands.	Number of victims compensated	DD MINDAF report	The sector is transparent	Percentage increase in the number of compensated victims	MINDAF report
Specific objective 4	Acquisition of more land for the council and demarcation of existing ones	Percentage increase in the surface of land owned by the council.	Council's report	Land is one of the council's reliable assets	Percentage increase in council's asset as a result of land acquisition	Municipal treasury annual report.
Results	1. At least 100 hectares of lands is acquired for council investment and revenue	1. Number of land acquired	Procurement receipts	Land is one of the council's reliable assets	Percentage increase in council investment and revenue as a result of land acquisition	
	2. All acquired council land are registered	.Sub-prefectorial order etc	Registration documents.	Land is one of the council's reliable assets		

Activities

For R1	For R2	For R3	For R4
1.1. Pass out a sub-prefectorial order for compulsory registration of land.	2.1. Disposal of text clearly defining the land registration process in Cameroon (the land ordinance)	3.1. Identification and Compensation of victims	4.1. Acquisition of council land

1.2. Sensitize through the churches, markets and any other local gathering on the need to register land			4.2.Registration and demarcation of council land
1.3.Registration of lands by owners			
ESTIMATED COST : 1 Million	ESTIMATED COST : 1 Million	ESTIMATED COST : Lumps Sum	ESTIMATED COST : 15 Million

6.3.26 Higher Education

Operationalization of Governance in Universities.		Indicator by level of strategy & source of verification		Assumption	Indicator by level of strategy & source of verification	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Improving on the intellectual level of the Njikwa council up to 30% by 2035	Number of higher institutions operating within the Njikwa council	Council's report	Available learners	Percentage of population that have attained advanced level	MINSEC report
Specific objective	Establish 01 higher educational institution within the Njikwa council	Number of higher institutions operating within the Njikwa council.	Council's report	Available learners	Percentage of population that have attained advanced level	MINSEC report
Results	1. 01 proposal is funded	Amount, nature and sources of support received	Mayor's report	Available partners	Number of partnership agreements signed within a year	Mayor's report
	2. .Site and plan exists	Location and plan	Survey report	Available experts	Number of successful survey carried out by the experts available	MINDAF statistics
	3.01 higher institute of learning opened	Site plan and structures	Public works report	Sponsors for projects are easily traced	Number of projects sponsored per year	Mayor's report

Specific objective 2	Provide competent staff and equipment (tables and chairs, books	Number of personnel employed Procurement receipts of equipment	Council's report	Qualified personnel are available	Number of qualified personnel without satisfactory jobs within the Njikwa council	DD for Employment and Vocational Training annual Report
Results	2.15 At least 09 lecturers and 20 other auxiliary are recruited for the higher institute	Number of personnel recruited procurement receipts	Report from newly created institution	Qualified personnel are available	Number of qualified personnel without satisfactory jobs within the Njikwa council	DD for Employment and Vocational Training annual Report
Activities						
For R1			For R2			
1.1. Lobby for support from the government etc			2.1. Recruitment of qualified personnel's Procurements of equipments			
1.2. Identify site and carry out feasibility studies						
1.3. Creation of a higher education institution .						
ESTIMATED COST: Lump Sum			ESTIMATED COST: Lump Sum			

6.3.27 Communication

Strategy Ensure smooth and regular communications to put in place a sound system of network.		Indicator by level of strategy & source of verification Percentage increase in the number of communication mediums at the disposal of consumers		Assumption Available mediums of communications within the Njikwa council	Indicators of Assumptions and source of verification Statistics Delegation of Communication	
Level	Formulation	Indicators	Source of verification		Indicators	Source of verification
Vision, Goal, Global Objective	Ensure customers satisfaction and regulate tariffs.	Percentage increase in satisfactory services rendered to the population.	MINCOM Report	Available mediums of communications within the Njikwa council	Number of communication mediums available	Statistics from MINCOM

Specific objective 1	Improve on the communication net work	Increase in the number of communication services available	MINCOM Report	Available mediums of communications within the Njikwa council	Number of communication mediums available	Statistics from MINCOM
Results	1. At least 02 communication mediums are established.	Number of ICT centers created	MINCOM Report	The topography of the Njikwa council gives added advantage for capture of network	Percentage reduction in available network problems	Statistics from MINCOM
	2. All potential users are informed on the various communication mediums that can be used within their respective communities.	List of existing communication mediums within the council	MINCOM Report	Diversity in mediums of communication	Number of communication mediums available	Statistics from MINCOM
Specific objective 2	Establish strong ties with at least 02 investors in the communication sectors	Number of investors identified.	Mayor's report	Divergent sources of communication	Number of communication mediums available	Statistics from MINCOM
Results	1. At least 01 agreement is signed with CAMTEL	Number of agreements signed	Mayor's report MINCOM Report	Availability of investors	Number of investors involved in post and telecommunication services	Statistics from MINCOM
	2. At least 06 villages are benefiting from extension services form MTN, CAMTEL, ORANGE and postal services	Proportion of council area benefiting from extension services	Statistics from MINCOM	Availability of investors	Number of investors involved in post and telecommunication services	Statistics from MINCOM

Specific objective 3	To improve on the communication network coverage in 09 villages	Number of communities with limited or no net work coverage.	Statistics from MINCOM	Availability of investors	Number of investors involved in post and telecommunication services	Statistics from MINCOM
Results	1. At least 02 communication companies operate within the council area.	Number of ICT companies identified (Camtel, MTN, Orange)	Statistics from MINCOM	Divergent sources of communication	Number of communication mediums available	Statistics from MINCOM
	2. 70% of the council area has improved in net work	Number of villages with network problems Number and types of networks problems identified	Statistics from MINCOM	The topography of the Njikwa council gives added advantage for capture of network	Percentage reduction in available network problems	Statistics from MINCOM
	3. At least 02 antennas are put in place.	Number of antennas constructed	Statistics from MINCOM	The topography of the Njikwa council gives added advantage for capture of network	Percentage reduction in available network problems	Statistics from MINCOM
Activities						
For R1		For R2		For R3		
1.1. Creation of the information and communication technology center		2.1. Signing of partnership agreements		3.1. Identify and contact the telephone company having a poor network coverage		
1.2. Media marketing of existing communication systems		2.2. Extension of communication services to areas with no coverage		3.2. Identify the area and types of network problems		
ESTIMATED COST : 50 Million		ESTIMATED COST : 200 Million		3.3. Constructing network antennae		
				ESTIMATED COST : Lump Sum		

6.4 Spatial planning of Priority Infrastructures

Having in mind that the Njikwa council area is made of nine villages, with nine different languages, two different climates, two different geographical distinctions i.e. the savannah and forest zones, has an urban space and many more inclinations, the selected 15 priority projects for the first year was able to cut across of these. These priority infrastructures which consist of micro projects in the education, health, water energy, education, trade and public works, were selected to affect the entire council area. Of the 16 identified projects, 5 were selected from the forest zone in the public works and education sectors i.e. Konda, Bako, Banya and Bassa all situated toward the south and west of the council area. 7 of the projects in the trade and water sectors came from the urban space i.e. between Bamban and Nkun. The remaining 3 projects were selected from the two villages that make up the savannah zone of the council area i.e. Oshie and Ngwo. It worth noting that these two villages share the urban space.

6.5 Land use plan and management of the council space

6.5.1 Management of the urban space of the Njikwa council

The urban space within the council area cuts across the main towns of Edom and Nkun respectively. These are the areas where economic activities are booming and 30% of the total population can be estimated to settle around these areas. The management plan provides a better understanding of land utilization but also help in formulating policies and programs needed for town planning and development in sustainable manner. Urban planning and development is a continuous process involving stakeholders especially administrators, planners, investors and inhabitants so that the available land within the urban space is used rationally. The main controller here is the Njikwa Council working in close collaboration with the Divisional Officer Divisional Delegation for Urban Development and Housing (MINDUH) Momo situated in Mbengwi. Land use pattern within the urban space is influenced by the topography and vegetation of the council area. Though agriculture is not an urban activity, land within the urban space is distributed for agriculture, settlements, grassland, and water bodies. In conformity with the delegate for urban affairs and housing, the Njikwa council urban space has been zoned as follows;

Table 5: Zooning of the Njikwa Urban Space

Zones	Characteristics	Actual use	Potentials	Constrains/problems	Accessibility and control
Zone for mixed	-Clay soil - fatalistic soil -Sandy soil -Ferruginous soil -Alluvia soil	Cocoyam's, maze cassava, yams, vegetable bananas, plantains, beans, coffee	- Construction of houses -Animal rearing -Game reserves -open land	-muddy road hindering transportation -narrow road -soil eruption -bush fire -pests -fertility reduction -famer grazer problem.	-Individual ownership -government control traditional Authority -inheritance
Pastures	Vegetation	Rearing of	-Pending	-Famer grazers	-Inheritance

zones	hills, grassland valleys	cattle's Farming -settlement -pastures for animals -medicinal use -Domestic use	their personal use -Use for production of mattress, roofing -Medical use -Touristic site -Animal dump(manure)	problem -Bush fire -Invasion by fern plant.	- Council(lan d) consultative board -group of people/ families
Forest area	-Think forest -Deciduous forest -Savanna shrubs -Eucalyptus tress	Fuel wood, harvesting for medicinal plant, farming, hunting, timber exploitatio n	-Reserve land -Harvesting of medicinal plant -Exploitation - Construction of houses, fuels(burning and selling of woods)	-Bush fires -Destruction by bush animals(monkey) -Deforestation -conflict with population an/famers, famers/wildlife/graz ers -Hide out for thieves	-Council -Inheritance
Water bodies/Rive rs	Water (springs, rives lakes, streams, wells)	- Drinking, fishing -Use for house chores -Extraction of sand, stone -Leisure site -Cattle drinking	-Block molding -Agricultural production -Drinking -Natural boundaries	-Cattle pollution Human pollution -Seasonal flooding -Erosion along water banks	Free access
Protected Areas	-Natural forest -Sanctuary	-Sacred forest -Water catchments	-Touristic site -Medicinal use	-Wildlife thread to human beings use up of farms land and land for settlement -Deprive hunters, grazers and famers -Urbanization is a thread to wildlife	-Traditional authority MINFOF, community forest management institution
Mineral	-Laterite,	Building	Exploitation	-Shortages in the dry	Free access

resources	gravel, stones, quarry, sand	houses bridges ,gravels to mountains roads Pillars for boundaries , road construction water catchment	by inhabitation for the welfare/house construction -For sale and personal employment	season -Bad roads which hinder sand transportation -Poor access to site	
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6.5.2 Management of the Council Space of Njikwa

Management of the council space is shared into various tasks and responsibilities. It is managed and controlled by the council, Divisional Officer Njikwa, Divisional Delegations for MINEP, MINDUH, and MINFOF, and by individuals. The following features are identified within the space of Njikwa:

6.5.3 Land use plan and management of the council space

Spatial distribution of land use/ land cover information and its changes in the Njikwa Council area is necessary for development planning, management and monitoring of programs at local, regional and national level. Information on land use provides for a better understanding of land utilisation aspects and play a vital role in the formulation of policies and programs required for developmental planning. It is necessary to monitor ongoing changes in land use/ land cover pattern for over a period of time to ensure sustainable development.

The land use/ landcover for the Njikwa Council area are made up of 620 km². This land is characteristically a plain of grassfield with patches of both natural and huge forests towards the south of the council area. Wet land also makes up an important percentage of the total land. Some of the main rivers include River Antioch, Dudum, Nduko, Munkeh, Nglottin, Mfi, Andin and Egoh. Water from some of these streams is used for irrigating farmlands, and sand extraction. Two waterfalls the Kejinua and Nkenjenme waterfalls are found in Bassa.

The landuse/ Landcover of the Council area is as follows;

Table 6: Landuse/Land cover of the Njikwa council

S/N	Class	Sub Class
1	Built up Land	TownSettlement
2		Village settlement
3	Agricultural land	Crop land
4		Fallow land
5		Plantation
6		montaneforest
7	Forest	Submontaneforest
8		Sacret forest
11		Savannah
12	Grass Land	Woodland savanna

13		Open land	
14		barren rocky	
35		Sheetrocks	
16		Degradedrocks	
17		Swampy bush land	
18		Others	Marshy/ Swampy Land
19		Water bodies	Rivers/ Streams

Geo-referenced data shows that the Njikwa council space can be classified under habitation layer, which is settlement area, agricultural layer, pasture and forest layer, and the water layer showing the various water bodies (see various maps attached)

Table 7: Matrice Diagnosis of Natural Resources (MDNR) of the Njikwa council

This summarizes environment and nature protection, forestry and wild life, water resources and energy, and agriculture/rural development.

No.	Natural resource	Localisation	Potential	User	Controller	Mode of Management access	Trends	Problems/ constraints	Action to be taken
1	Water Resources like rivers and streams	Nyiku Bassa Bakwa	-High -Natural	-Families -CDE -Community -Car and bike owners -Farmers	-MINEE -MINEP	-Treatment by CDE -Planting of trees		-Irregular usage -Poor management of catchments	-Protection of catchments -Creation of washing points for cars and bikes -Education and sensitization of the population
2	Stone quarry Laterite pits, sand pits and others	Around the administrative area, Between Mbeban and Nkun	Much. available variety	Builders, road works, companies	Nobody	//	//	Landscape exposure, erosion and road destruction.	-Council/ environment should get involved for taxes and control
3	Timber like eucalyptus	- Council forest beside Njikwa Market	-Highly available -More is still planted -Grow naturally	-Carpenters -Builders -A.E.S Sonel -Households	-MINFOF -Council	Control		-Wild exploitation -Bush fires -Irregular planting -Illegal exploitation -No afforestation	-Follow up of tree planting programmes -Technicians should be involved
4	-Prunus Africana	Private fuel forest and	Pronus Africana is	-Local population	MINFOF, MINEP	Local Community	-Global warming	-Non Respect of	-Sensitisation on sustainable

No.	Natural resource	Localisation	Potential	User	Controller	Mode of Management access	Trends	Problems/ constraints	Action to be taken
	other Non Timber Forest Products (NTFPs), endemic exotic/ local tree species.	council forest Konda Bako Banya Ikweri Ikwebo Bassa Bakwa	of high medicinal value, used in the treatment of Prostrate ailments and other human diseases. Covers about 3000 Ha	-Hunters -Visitors -Wood carvers -Tradi-practitioners, naturalists and herbalists, -Farmers and Fulani cattle owners - illegal dealers of Prunus	Community Forest Committee, and Beneficiaries	Forest, Management Institutions (CFMI)	- Biodiversity loss - Deforestation -Illegal hunting - Encroachment by farmers and grazers -Bush fires	Environment/ Forestry Laws Unsustainable harvesting of NTFPs	harvesting/management -Encourage Local Communities through CIGs to be involved in Sustainable management of NTFPs -Provide incentives to CFMIs, and Council to assist sustainable forest management
5	Guinea Sudano Savannah Grassland	-Nyiku Hills -Nkun Hills -Bangyie Hills	Animal feed	Grazers	-MINEPIA -MINEP -Central Administration.	-Central Administration -Commissions -Land tenure -Livestock	Encroachment by farmers and grazers Bush fire	-Over grazing -Erosion -Farmer /grazer conflicts -Bush fires	-Sensitization -Involvement of all technical services
6	Ecotourism sites	2 waterfalls in Bassa 1 waterfall in Ikwebo Gorrila	Recreation and leisure	unutilized	MINEP/MIN TOUR	Undefined	Undeveloped sites	Lack of awareness	Sensitization

No.	Natural resource	Localisation	Potential	User	Controller	Mode of Management access	Trends	Problems/ constraints	Action to be taken
		Sanctuary in Ngagwane Caves spotted in many of the villages							
7	Farm land	Vast land	Food production	Local population	MINEP/ MINADER	Undefined	low productivity	-Soil fertility reduction -Erosion -Persistent practice of Ankara - Farmer/Grazer conflicts	-Training on sustainable environmentally agricultural practices -Land use mapping
7	Soils (Clay, Lumus, Laterite, Sandy, Ferralitic)	Edom Nyiku Bemban Bassa Bakwa	Can be exploited for production of clay pots -Road construction	- builders -farmers -population	-MINADER -Land tenure -Central administration -MINEP	- land use board -land tenure -local authorities		-land pressure (conflict) -poor management -succession	- sensitization - procedures to obtain land titles

OPERATIONAL PLANNING

7.1 CDP Budget

SOURCE OF FUNDING	AMOUNT FCFA
Council Collection	10,700,000
FEICOM (CAT)	8,800,000
PIB (2012)	8,000,000
PNDP	86,803,371
FEICOM PROJECTS	/
BENEFICIARIES CONTRIBUTION (PNDP Project)	7,050,000
Grand Total	121,135,371
Total for Projects	106,303,371

Total Amount not allocated to projects = **14,832,000 FCFA**

NB Amount allocated by PNDP for Feasibility studies = **4,000,000 FCFA**

7.2 Triennial Investment Plan

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Education												
Renovation of the roof at GS Oshie	The roof of GS Oshie is renovated	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor	X			Labour	Logistics		-Council budget
		Award of rehabilitation contract	Contractor selected	Signed contract	-Mayor -Tender board	X			Labour	Logistics		-Council budget
		Execution of contract	Roof of GS Oshie is renovated	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee	X			Labour	Logistics	1,500,000	-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Reception of the roofed classrooms	Roofed building	Keys of the building	-Mayor -MINSEC -MINEPAT -SDO -PNDP	X			Labour	Logistics		-Council budget
Construction of 2 classrooms at GNS Nyeiba	2 classrooms are constructed at GNS Nyeiba	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X		Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board		X		Labour	Logistics		-Council budget
		Execution of contract	Constructed 2 classrooms	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor -Follow up committee		X		Labour	Logistics	18,000,000	-Council budget
		Reception of the constructed 2 classrooms at GNS Nyeiba	Constructed 2 classrooms	Keys of the building	Mayor MINSEC MINEPAT SDO PNDP		X		Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Construction of 01 toilet with 3 squatting holes at GNS Nyeiba	01 toilet with 3 squatting holes is constructed at GNS Nyeiba	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor		X		Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board		X		Labour	Logistics		-Council budget
		Execution of contract	Model toilet	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee		X		Labour	Logistics	3,500,000	-Council budget
		Reception of the constructed toilet	Model Toilet	Keys of the toilet	-Mayor -MINSEC -MINEPAT -SDO -PNDP		X		Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Provision of 60 benches to GNS Nyeiba	60 benches are provided to GNS Nyeiba	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor		X		Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board		X		Labour	Logistics		-Council budget
		Execution of contract	60 benches	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee		X		Labour	Logistics	1,800,000	-Council budget
		Reception of the 60 benches	60 benches	Pictures Receipts	-Mayor -MINSEC -MINEPAT -SDO -PNDP		X		Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance		
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding	
Construction of 02 class rooms, at GS Njimukod	2 classrooms are constructed at GS Njimukod	Contract award process	Call to tender file	Tender file	-CDO -Tender Board			X	Labour	Logistics		-Council budget	
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board			X	Labour	Logistics		-Council budget	
		Execution of contract	Constructed 2 classrooms	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor -Follow up committee			X	Labour	Logistics	18,000,000	-Council budget	
		Reception of the constructed 2 classrooms,	Constructed 2 classrooms	Keys of the building	Mayor MINSEC MINEPAT SDO PNDP			X	Labour	Logistics		-Council budget	

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Construction of 01 toilet with 3 squatting holes at GS Njimukod	01 toilet with 3 squatting holes is constructed at GS Njimukod	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor			X	Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board			X	Labour	Logistics		-Council budget
		Execution of contract	Model toilet	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee			X	Labour	Logistics	3,500,000	-Council budget
		Reception of the constructed toilet	Model Toilet	Keys of the toilet	-Mayor -MINSEC -MINEPAT -SDO -PNDP			X	Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Provision of benches, to GS Njimukod	Benches are provided to GNS Nyeiba	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor			X	Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board			X	Labour	Logistics		-Council budget
		Execution of contract	Benches	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee			X	Labour	Logistics	1,800,000	-Council budget
		Reception of the benches	Benches	Pictures Receipts	-Mayor -MINSEC -MINEPAT -SDO -PNDP			X	Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Construction of 02 class rooms, for the Anglo Arabic school in Nkun	2 classrooms are constructed for the Anglo Arabic school in Nkun	Contract award process	Call to tender file	Tender file	-CDO -Tender Board			X	Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board			X	Labour	Logistics		-Council budget
		Execution of contract	Constructed 2 classrooms for the Anglo-Arabic school in Nkun	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor -Follow up committee			X	Labour	Logistics	18,000,000	-Council budget
		Reception of the constructed 2 classrooms for the Anglo-Arabic school in Nkun	Constructed 2 classrooms for the Anglo-Arabic school in Nkun	Keys of the building	Mayor MINDUB MINEPAT SDO PNDP			X	Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Construction of 01 toilet with 3 squatting holes for the Anglo-Arabic school in Nkun	01 toilet with 3 squatting holes is constructed for the Anglo-Arabic school in Nkun	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor			X	Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board			X	Labour	Logistics		-Council budget
		Execution of contract	Model toilet	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee			X	Labour	Logistics	3,500,000	-Council budget
		Reception of the constructed toilet	Model Toilet	Keys of the toilet	-Mayor -MINSEC -MINEPAT -SDO -PNDP			X	Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Provision of benches, for the Anglo Arabic school in Nkun	Benches are provided for the Anglo Arabic school in Nkun	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor			X	Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board			X	Labour	Logistics		-Council budget
		Execution of contract	Benches	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee			X	Labour	Logistics	1,800,000	-Council budget
		Reception of the benches	Benches	Pictures Receipts	-Mayor -MINSEC -MINEPAT -SDO -PNDP			X	Labour	Logistics		-Council budget
Roofing of secondary school	5 classrooms of GSS Ngwo are	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
classrooms	roofed	Award of contract for Roofing of 5 classrooms at GSS Ngwo	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		-Council budget
		Execution of the contract	Roofed building	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor	X			Labour	Logistics	10,000,000	-Council budget
		Reception of the 5 roofed classrooms	Roofed building	Keys of the building	-Mayor -MINSEC -SDO -PNDP	X			Labour	Logistics		-Council budget
Construction of 2 classrooms at GSS Bassa	2 classrooms are constructed at GSS Bassa	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		-Council budget
		Award of contract for the construction of 2 classrooms, at GSS Bassa	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Execution of contract	Constructed 2classrooms, at GSS Bassa	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor	X			Labour	Logistics	18,000,000	-Council -PNDP - Beneficiary contribution
		Reception of the constructed 2classrooms, a water point, 01 toilet and provision of 60 benches	Constructed 2classrooms, a water point, 01 toilet and provision of 60 benches to GSS Bassa	Keys of the building	-Mayor -MINSEC -SDO -PNDP				Labour	Logistics		-Council budget
Construction of 1 water point at GSS Bassa	1 water point is constructed at GSS Bassa	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Execution of the contract	Constructed water point	Water point	-2 nd Deputy Mayor -CDO -Contractor	X			Labour	Logistics		-Council budget
		Reception of constructed water point	Constructed water point	Standing tap	-Mayor -MINSEC -SDO -PNDP	X			Labour	Logistics		-Council budget
Construction of 01 toilet with 3 squatting holes at GSS Bassa	01 toilet with 3 squatting holes is constructed at GSS Bassa	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor	X			Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board	X			Labour	Logistics		-Council budget
		Execution of contract	Model toilet	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee	X			Labour	Logistics	3,500,000	-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Reception of the constructed toilet	Model Toilet	Keys of the toilet	-Mayor -MINSEC -MINEPAT -SDO -PNDP	X			Labour	Logistics		-Council budget
Provision of 60 benches to GSS Bassa	60 benches are provided to GSS Bassa	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor		X		Labour	Logistics		-Council budget
		Award of contract	Contractor selected	Signed contract	-Mayor -Tender board		X		Labour	Logistics		-Council budget
		Execution of contract	60 benches	Pictures Receipts	-1 st Deputy Mayor -Contractor -CDO -Follow up committee		X		Labour	Logistics	1,500,000	-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Reception of the 60 benches	60 benches	Pictures Receipts	-Mayor -MINSEC -MINEPAT -SDO -PNDP		X		Labour	Logistics		-Council budget
Public Works												
Rehabilitation of a road from Konda-Bako-Banya(12km)	A 12km road from Konda-Bako-Banya is rehabilitated	Award of contract	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		-Council budget
		Execution of the contract	Road Konda-Bako-Banya is passable	-Decrease traffic on the road -Increase council collection	- 1 st Deputy Mayor -DD MINTP -Follow up committee	X			Labour	Logistics	40,000,000	-PNDP - Beneficiary contribution
		Reception of the rehabilitated road from Konda-Bako-Banya(12km)	Road Konda-Bako-Banya is passable	-Decrease traffic on the road -Increase council collection	-Mayor -SDO -DD MINTP -PNDP	X			Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Construction of a bridge at Eshue-Ebot	A bridge is constructed at Eshue-Ebot	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X		Labour	Logistics		Council budget
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board		X		Labour	Logistics		Council budget
		Execution of contract	Passable bridge	Pictures Receipts Reports	-2 nd Deputy Mayor -CDO -Contractor -DD MINTP -Follow up committee		X		Labour	Logistics	65,000,000	-Council budget -PNDP
		Reception of constructed bridge at Eshue-Ebot	Passable bridge	Pictures Receipts Reports	-Mayor -SDO -DD MINTP -PNDP		X		Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Rehabilitation of the Njikwa Ikweri road 7km	The 7km Njikwa Ikweri road is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board			X	Labour	Logistics		Council budget
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board			X	Labour	Logistics		Council budget
		Execution of contract for the rehabilitation of the Njikwa Ikweri road 7km	Rehabilitated Njikwa Ikweri road	Pictures Receipts Reports	-2 nd Deputy Mayor -CDO -Contractor -DD MINTP -Follow up committee			X	Labour	Logistics	20,000,000	-Council budget -PNDP

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Reception of rehabilitated Njikwa Ikweri 7 km road	Njikwa Ikweri road is passable	Pictures Receipts Reports	-Mayor -SDO -DD MINTP -PNDP			X	Labour	Logistics		-Council budget
Construction of a bridge at Ekeh	A bridge is constructed at Ekeh	Contract award process	Call to tender file	Tender file	-CDO -Tender Board			X	Labour	Logistics		Council budget
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board			X	Labour	Logistics		Council budget
		Execution of contract for the construction of a bridge at Ekeh	Constructed bridge at Ekeh	Pictures Receipts Reports	-2 nd Deputy Mayor -CDO -Contractor -DD MINTP -Follow up committee			X	Labour	Logistics	65,000,000	-Council budget -PNDP

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Reception of Constructed bridge at Ekeh	Ekeh bridge is passable	Pictures Receipts Reports	-Mayor -SDO -DD MINTP -PNDP			X	Labour	Logistics		-Council budget
Construction of a bridge over River Nfih in Bako	A bridge is constructed over River Nfih in Bako	Contract award process	Call to tender file	Tender file	-CDO -Tender Board			X	Labour	Logistics		Council budget
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board			X	Labour	Logistics		Council budget
		Execution of contract	Constructed bridge over River Nfih	Pictures Receipts Reports	-2 nd Deputy Mayor -CDO -Contractor -DD MINTP -Follow up committee			X	Labour	Logistics	60,000,000	-Council budget -PNDP
		Reception of constructed bridge over River Nfih in Bako	River Nfih is passable	Pictures Receipts Reports	-Mayor -SDO -DD MINTP -PNDP			X	Labour	Logistics		-Council budget
Water and Energy												

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Rehabilitation of water at Njikwa District Hospital	Water at Njikwa District Hospital is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		Council budget
		Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		Council budget
		Execution of contract of	Flowing water at Njikwa District Hospital	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor -DD MINEE -Follow up committee	X			Labour	Logistics	65,000,000	-Council budget -PNDP
		Reception of rehabilitated water system at Njikwa District Hospital	Flowing water at Njikwa District Hospital	Pictures Receipts	-Mayor -SDO -DD MINEE -PNDP				Labour	Logistics		-Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
Rehabilitation of water at Oshie Medicalized Health Center	Water at Oshie Medicalized Health center is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		Council budget
		Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		Council budget
		Execution of contract	Flowing water at Oshie Medicalized Health Center	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor -DD MINEE -Follow up committee	X			Labour	Logistics	10,000,000	-Council budget -PNDP
		Reception of rehabilitated water at Oshie Medicalized Health Center	Flowing water at Oshie Medicalized Health Center	-Decrease water borne diseases -Increase water sanitation	-Mayor -SDO -DD MINEE -PNDP	X			Labour	Logistics		-Council budget
Rehabilitation and extension of water	The Njikwa town water system is	Contract award process	Call to tender file	Tender file	-CDO -Tender Board				Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
system in Njikwa town	rehabilitated and extended	Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		Council budget
		Execution of contract	Flowing water at Njikwa town	Pictures Receipts	-3 rd Deputy Mayor -CDO -Contractor -DD MINEE -Follow up committee				Labour	Logistics	4,500,000	-Council budget -PNDP
		Reception of rehabilitated and extended water system in Njikwa town	Flowing water at Njikwa town	-Decrease water borne diseases -Increase water sanitation	-Mayor -SDO -DD MINEE -PNDP	X			Labour	Logistics		-Council budget
Construction of a water system in Barimbong	The water system in Barimbong is constructed	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		Council budget
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Execution of contract	Flowing water at Njikwa town	Pictures Receipts	-3 rd Deputy Mayor -CDO -Contractor -DD MINEE -Follow up committee	X			Labour	Logistics	15,000,000	Council budget
		Reception of constructed water system at Barimbong	Flowing water at Njikwa town	-Availability of portable water	-Mayor -SDO -DD MINEE -PNDP	X			Labour	Logistics		-Council budget
Construction and extension of water supply in Banya	The water supply in Banya is constructed and extended	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X		Labour	Logistics		Council budget
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board		X		Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Execution of contract	Flowing water in Banya	Pictures Receipts	-3 rd Deputy Mayor -CDO -Contractor -DD MINEE -Follow up committee		X		Labour	Logistics	25,000,000	-Council budget
		Reception of constructed and extended water system in Banya	Flowing water in Banya	-Availability of portable water	-Mayor -SDO -DD MINEE -PNDP		X		Labour	Logistics		-Council budget
Construction of 02 water catchments in Bakwa	02 water catchments are constructed in Bakwa	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X		Labour	Logistics		Council budget
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board		X		Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Execution of contract	02 water catchments in Bakwa	Pictures Receipts	-3 rd Deputy Mayor -CDO -Contractor -DD MINEE -Follow up committee		X		Labour	Logistics	20,000,000	-Council budget
		Reception of constructed 02 water catchments in Bakwa	02 water catchments in Bakwa	-Availability of portable water	-Mayor -SDO -DD MINEE -PNDP		X		Labour	Logistics		-Council budget
Trade												
Rehabilitation of sale slap in Nkun market	The sale slap in Nkun market is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		Council budget
		Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Execution of contract	Sale slap	Pictures Receipts	-3 rd Deputy Mayor -CDO -Contractor -DD Trade -Follow up committee	X			Labour	Logistics	3,435,000	-Council budget -PNDP
		Reception of rehabilitated sale slap in Nkun market	Sale slap	-Increase council revenue	-Mayor -SDO -DD MINCOMMERCE -PNDP				Labour	Logistics		-Council budget
Rehabilitation of sale slap in Edom market	The sale slap in Edom market is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		Council budget
		Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Huma n	Materia l	Financia l (FCFA)	Source of funding
		Execution of contract	Sale slap	Pictures Receipts	-3 rd Deputy Mayor -CDO -Contractor -DD Trade -Follow up committee	X			Labour	Logistic s	3,435,00 0	-Council budget -PNDP
		Reception of rehabilitated sale slap in Edom market	Sale slap	-Increase council revenue	-Mayor -SDO -DD MINCOMMER CE -PNDP	X			Labour	Logistic s		-Council budget
Construction of 1 toilet at Nkun market	1 toilet is constructed at Nkun market	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistic s		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X			Labour	Logistics		Council budget
		Execution of contract	1 model toilet	Pictures Receipts	-3 rd Deputy Mayor -CDO -Contractor -DD Trade -Follow up committee	X			Labour	Logistics	3,500,000	-Council budget -PNDP
		Reception of constructed toilet at Nkun market	1 model toilet	-Increase council revenue -Increase market sanitation	-3 rd Deputy Mayor -CDO -DD Trade	X			Labour	Logistics		-Council budget
Construction of 1 toilet at Edom market	1 toilet is constructed at Edom	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X			Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Human	Material	Financial (FCFA)	Source of funding
	market	Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board				Labour	Logistics		Council budget
		Execution of contract	1 model toilet	Pictures Receipts	-1 st Deputy Mayor -CDO -Contractor -DD Trade -Follow up committee	X			Labour	Logistics	3,500,000	-Council budget -PNDP
		Reception of constructed toilet at Edom market	1 model toilet	-Increase council revenue -Increase market sanitation	-Mayor -SDO -DD Trade -PNDP	X			Labour	Logistics		-Council budget
Culture												
Construction of 1 council hall	1 council hall is constructed	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X		Labour	Logistics		Council budget

Project (or Micro Project)	Expect Results	Activities	Products and indicators		Person Responsible	Schedule			Resources		Sources of Finance	
			Product	Indicator		1	2	3	Huma n	Materia l	Financia l (FCFA)	Source of funding
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board				Labour	Logistic s		Council budget
		Execution of contract	01 council hall	Pictures Receipts	-1 st Deputy Mayor -CDO -Contractor -Follow up committee		X		Labour	Logistic s	25,000,0 00	FEICO M Loans
		Reception of constructed council hall	01 council hall	-Increase council revenue	-Mayor -SDO -DD MINCOMMER CE -PNDP		X		Labour	Logistic s		Council budget
Grand Total											532,770, 000frs	

7.3 Annual Investment Plan

Project (or Micro Project)	Expected Results	Activities	Products and indicators		Person Responsible	Schedule in quarters of a year				Resources			Sources of Finance		
			Product	Indicator		1	2	3	4	Human	Material	Financial (FCFA)	Council budget	Beneficiary contribution	PNDP
Education															
Renovation of the roof at GS Oshie	Roof of GS Oshie is renovated	Contract award process	Call to tender file	Tender file	-CDO -Tender board -Mayor	X				Labour	Logistics	//	//	//	//
		Award of rehabilitation contract	Contractor selected	Signed contract	-Mayor -Tender board		X			Labour	Logistics	//	//	//	//
		Execution of contract	Roof of GS Oshie is renovated	Pictures Receipts	- Mayor - Contractor -CDO -Follow		X	X	X	Labour	Logistics	1,500,000	1,500,000	//	//

					up committe e										
		Reception of the roofed classrooms	Roofed buildin g	Keys of the buildin g	-Mayor - MINSEC - MINEPA T -SDO -PNDP				X	Labo ur	Logisti cs	//	//	//	//
Roofing of 5 classrooms at GSS Ngwo	5 classroom s at GSS Ngwo are roofed	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X				Labo ur	Logisti cs	//	//	//	//
		Award of contract for Roofing of 5 classrooms at GSS Ngwo	Contract tor selected	Contract papers	-Mayor -Tender board	X				Labo ur	Logisti cs	//	//	//	//
		Execution of the contract	05 roofed buildin g	Pictures Receipt s	Mayor -CDO - Contracto r -Follow up committe e		X	X	X	Labo ur	Logisti cs	10,000, 000	10,000, 000	//	//

		Reception of the 5 roofed classrooms	05 roofed building	Keys of the building	Mayor MINSEC MINEPAT SDO PNDP				X	Labour	Logistics	//	//	//	//
Construction of 2 classrooms in GSS Bassa	2 classrooms at GSS Bassa are constructed	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Award of contract for the construction of 2 classrooms at GSS Bassa	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Execution of contract	Constructed 2 classrooms, at GSS Bassa	Pictures Receipts	Mayor -CDO -Contractor		X	X	X	Labour	Logistics	18,000,000	//	1,800,000	16,200,000
		Reception of the constructed 2 classrooms at GSS Bassa	Constructed 2 classrooms, at GSS Bassa	Keys of the building	-Mayor -MINSEC -SDO -PNDP				X	Labour	Logistics	//	//	//	//

Equipment of 60 benches, 2 teacher desks 2 small cupboards to GSS Bassa	GSS Bassa equipped with 60 benches, 02 teacher desks, 02 small cupboards	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Award of contract for the	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Execution of contract	Equipped GSS Bassa with equipment of 60 benches, 2 teacher desks 2 small cupboards	Pictures Receipts	-2 nd Deputy Mayor -CDO -Contractor		X	X	X	Labour	Logistics	1,800,000	1,800,000	//	//
		Reception of the	Equipped GSS	Pictures Receipt	-Mayor -				X	Labour	Logistics	//	//	//	//

		equipped GSS Bassa with equipment of 60 benches, 2 teacher desks 2 small cupboards	Bassa with equipment of 60 benches , 2 teacher desks 2 small cupboards	s	MINSEC -SDO -PNDP										
Construction of 01 water point at GSS Bassa	01 water point is constructed at GSS Bassa	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Award of contract for the	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Execution of contract	Constructed 01 water point at GSS Bassa	Pictures Receipts	- Mayor -CDO - Contractor		X	X	X	Labour	Logistics	3,000,000	//	150,000	2,850,000
		Reception of the constructed	Constructed 01 water	Water point Pictures	-Mayor - MINSEC				X	Labour	Logistics	//	//	//	//

		01 water point at GSS Bassa	point at GSS Bassa	Receipts	-SDO -PNDP										
Construction of 01 toilet at GSS Bassa	01 toilet with 03 squatting holes is constructed at GSS Bassa	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Award of contract for the	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Execution of contract	Constructed 01 toilet with 03 squatting holes at GSS Bassa	Pictures Receipts	- Mayor -CDO - Contractor		X	X	X	Labour	Logistics	3,500,000	//	350,000	3,150,000
		Reception of the constructed 01 water point at GSS Bassa	Constructed 01 toilet with 03 squatting holes at GSS Bassa	Toilet Pictures Receipts	-Mayor - MINSEC -SDO -PNDP				X	Labour	Logistics	//	//	//	//
Public Works															

Rehabilitation of a 12 km road from Konda-Bako-Banya	The 12 km road from Konda-Bako-Banya is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Award of contract for the	Contractor selected	Contract papers	-Mayor -CDO -Tender Board	X				Labour	Logistics	//	//	//	//
		Execution of contract	Rehabilitated 12 km road from Konda-Bako-Banya	Pictures Receipts	- Mayor -CDO - Contractor		X	X	X	Labour	Logistics	40,000,000	//	4,000,000	36,000,000
		Reception of the rehabilitated 12 km road from Konda-Bako-Banya	Rehabilitated 12 km road from Konda-Bako-Banya	- Decrease traffic on the road Pictures Receipts	- Mayor -DD MINTP -Follow up committee				X	Labour	Logistics	//	//	//	//

Water and Energy															
Rehabilitation	The	Contract	Call to		-CDO	X				Labour	Logistics	//	//	//	//

of water at Njikwa District Hospital	water system of Njikwa District Hospital is rehabilitated	award process	tender file	Tender file	-Tender Board					ur	cs							
		Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board					X	Labour	Logistics	//	//	//	//		
		Execution of contract of rehabilitation of water at Njikwa District Hospital	Flowing water at Njikwa District Hospital	Pictures Receipts	- Mayor -CDO - Contractor -DD MINEE -Follow up committee					X	X	X	Labour	Logistics	3,000,000	150,000	//	2,850,000
		Reception of rehabilitated water system at Njikwa District Hospital	Flowing water at Njikwa District Hospital	Pictures Receipts	-Mayor -SDO -DD MINEE -PNDP						X	Labour	Logistics	//	//	//	//	
Rehabilitation of water at Oshie Medicalized Health Center	The Oshie Medicalized Health Center is	Contract award process	Call to tender file	Tender file	-CDO -Tender Board					X	Labour	Logistics	//	//	//	//		
		Award of contract for	Contractor	Contract papers	-Mayor -CDO					X	Labour	Logistics	//	//	//	//		

	rehabilitated	rehabilitation	selected		-Tender Board										
		Execution of contract of rehabilitation of water at Oshie Medicalized Health Center	Flowing water at Oshie Medicalized Health Center	Pictures Receipts	- Mayor -CDO - Contractor -DD MINEE -Follow up committee		X	X	X	Labour	Logistics	1,000,000	50,000	//	950,000
		Reception of rehabilitated water at Oshie Medicalized Health Center	Flowing water at Oshie Medicalized Health Center	- Decrease water borne diseases - Increase water sanitation	-Mayor -SDO -DD MINEE -PNDP				X	Labour	Logistics	//	//	//	//
Rehabilitation and extension of water system in Njikwa town	The Njikwa town water system is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X			Labour	Logistics	//	//	//	//
		Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender		X			Labour	Logistics	//	//	//	//

	ted and extended	on			Board											
		Execution of contract	Flowin g water at Njikwa town	Pictures Receipt s	-3 rd Deputy Mayor -CDO - Contracto r -DD MINEE -Follow up committe e						Labo ur	Logisti cs	4,500,0 00	230,00 0		4,270,000
		Reception of rehabilitate d and extended water system in Njikwa town	Flowin g water at Njikwa town	- Decrease water borne disease s - Increase water sanitati on	-Mayor -SDO -DD MINEE -PNDP					X	Labo ur	Logisti cs	//	//	//	//

Construction of a water system in Barimbong	The water system in Barimbong is constructed	Contract award process	Call to tender file	Tender file	-CDO -Tender Board					Labour	Logistics	//	//	//	//
		Award of contract for construction	Contractor selected	Contract papers	-Mayor -CDO -Tender Board					Labour	Logistics	//	//	//	//
		Execution of contract of construction of a water system in Barimbong	Flowing water at Barimbong	Pictures Receipts	- Mayor -CDO - Contractor -DD MINEE -Follow up committee					Labour	Logistics	15,000,000		750,000	14,250,000
		Reception of constructed	Flowing water at	- Availability of	-Mayor -SDO -DD					Labour	Logistics	//	//	//	//

		water system at Barimbong	Barimbong	portable water	MINEE -PNDP										
Trade															
Rehabilitation of sale slap in Nkun market	The Nkun market sale slap is rehabilitated	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X			Labour	Logistics	//	//	//	//
		Award of contract for the rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board		X			Labour	Logistics	//	//	//	//
		Execution of contract of rehabilitation of sale slap in Nkun market	Sale slap	Pictures Receipts	- Mayor -CDO - Contractor -DD Trade -Follow up committee		X	X	X	Labour	Logistics	3,435,000	3,435,000	/	//
		Reception of rehabilitated sale slap in Nkun market	Sale slap	- Increase council revenue	-Mayor -SDO -DD Trade -PNDP				X	Labour	Logistics	//	//	//	//
Rehabilitation of sale slap in	The Edom	Contract award	Call to tender	Tender	-CDO -Tender		X		Labour	Logistics	//	//	//	//	

Edom market	market sale slap is rehabilitated	process	file	file	Board										
		Award of contract for rehabilitation	Contractor selected	Contract papers	-Mayor -CDO -Tender Board		X			Labour	Logistics	//	//	//	//
		Execution of contract of rehabilitation of sale slap in Edom market	Sale slap	Pictures Receipts	- Mayor -CDO - Contractor -Trade -Follow up committee		X	X	X	Labour	Logistics	3,435,000	3,435,000	/	//
	Reception of rehabilitated sale slap in Edom market	Sale slap	- Increase council revenue	-Mayor -SDO -Trade -PNDP				X	Labour	Logistics	//	//	//	//	
Construction of 1 toilet at Nkun market	01 toilet is constructed in Nkun market	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X			Labour	Logistics	//	//	//	//
		Award of contract for	Contractor	Contract papers	-Mayor -CDO		X			Labour	Logistics	//	//	//	//

		construction	selected		-Tender Board										
		Execution of contract of construction of 1 toilet at Nkun market	1 model toilet	Pictures Receipts	- Mayor -CDO - Contractor -DD MINCO MMERC E -Follow up committee		X	X	X	Labour	Logistics	3,500,000	350,000	//	3,150,000
		Reception of constructed toilet at Nkun market	1 model toilet	- Increase council revenue - Increase market sanitation	- Mayor -CDO -DD Trade				X	Labour	Logistics	//	//	//	//
Construction of 1 toilet at Edom market	01 toilet is constructed in Edom	Contract award process	Call to tender file	Tender file	-CDO -Tender Board		X			Labour	Logistics	//	//	//	//
		Award of contract for	Contractor	Contract papers	-Mayor -CDO		X			Labour	Logistics	//	//	//	//

	market	construction	selected		-Tender Board												
		Execution of contract of construction of 1 toilet at Edom market	1 model toilet	Pictures Receipts	-Mayor -CDO -Contractor -DD Trade -Follow up committee				X	X	X	Labour	Logistics	3,500,000	350,000	//	3,150,000
		Reception of constructed toilet at Edom market	1 model toilet	- Increase council revenue - Increase market sanitation	-Mayor -SDO -DD Trade -PNDP				X			Labour	Logistics	//	//	//	//
Grand Total														115,170,000	21,300,000	7,050,000	86,820,000

7.4 Operational Plan for vulnerable populations for the first year

Though there are several categories of vulnerable populations in the Njikwa council area, only the Mbororos have been chosen for the AIP. This is considered for the moment for their high population and prominence in the daily activities of the community. The other vulnerable groups will be slated in the years ahead. The Mbororos, who are considered as vulnerable population, are mostly in Edom (Oshie village) and Nkun (Ngwo village). Even though these Mbororos mingle daily with the rest of the population, the plan intends to mainstream projects of the Mbororos into the activities of the council so too to permit them participate and take ownership of the activities of the Njikwa council area.

Table 8: Operational Plan for the Vulnerable Population (Mbororos) Njikwa Council

Project (or Micro Project)	Expected Results	Activities	Products and indicators		Actors Involved	Schedule in quarters of a year				Resources				Source of Finance
			Product	Indicators		1	2	3	4	Human	Material	Financial		
												PNDP	Council budget	
Education														
Construction of 02 classrooms for the Anglo-Arabic school in Nkun Construction of 01 toilet Provision of benches	Constructed 2classrooms, 01 toilet and provision of benches for the Anglo-Arabic school in Nkun	Feasibility studies Elaboration of the project financial request Resource Mobilization (Materials, financial and human) Contract award Implementation of the	Constructed Bridge	Pictures Receipts Pro forma invoice	Mayor MINDUB MINEPAT SDO PNDP			X		Labour	Logistics	//	21,300,000	Council budget

Construction of 2 class rooms in GSS Bassa at Bassa village		well as a functioning and maintenance mechanisms
Construction of 01 latrines for the Anglo Arabic school in Nkun, Ngwo village	Diverse impacts related to the choice of site.	Systematically avoid setting up works in sensitive zones such as ; swampy areas, sacred zones, rivers, parks and protected areas, used zones, mountain sides etc ;
Construction of 01 latrines in GNS Nyeiba in Oshie village Construction of 01 latrines in GS Njimukod in Konda village Construction of 01 latrines in GSS Bassa in Bassa village	Erosion due to the use of borrowed pit or zones/ gravel quarry or sand and /or the excavation of the Project site.	Restore the borrowed zones while respecting the natural sloping nature of the land. Re-afforestation in the affected zones ; Planting of grass (vegetative cover) in the affected zones ;
Construction of 01 water point in GSS Bassa in Bassa village	Impacts related to pollution due to waste oil from vehicles	Use adapted engines and change filters regularly ; Put in place engine oil reception tanks and get them returned to specialized enterprises.
Provision of benches to GNS Nyeiba in Oshie village Provision of benches to GS Njimukod in Konda village	Air pollution by dust due to the transportation of materials and circulation of machines	Respect the project site security rules and regulations (wearing of masks, boots,) Watering the works with water from a permanent water source.
Provision of benches for the Anglo Arabic school in Nkun, Ngwo village	The loss of woody species related to the clearing of the site.	Re-afforestation around the works.
Provision of benches to GSS Bassa in Bassa village	The increase in the prevalence rate of STD/HIV/AIDS, and eventually on poaching	Sensitize the direct beneficiary population and personnel on STDs and HIV/AIDS, and on poaching through bill boards and meetings
Renovation of the roof at GS Oshie in Oshie village Roofing of 5 classrooms at GSS Ngwo in Ngwo village Construction of a council hall in Njikwa in Ngwo village	Accident risks related to diverse movements and works	Respect the distance between the road and the site. Put project site sign boards; Observe basic security rules (putting on the appropriate uniforms, speed limitation, etc.) Ensure site security
Construction of 01 toilet at Edom market in Oshie village Construction of 01 toilet 01 at Nkun market in Ngwo village Rehabilitation of sale slap in Nkun	The increase of revenue within the micro project zone.	The recruitment of personnel on the basis of competition and transparency; Favour the recruitment of the local population for mobilized labour as well as the use of labour intensive techniques (HIMO). ;

<p>market in Ngwo village Rehabilitation of sale slap in Edom market in Oshie village</p>	<p>Pollutions related to waste generated during the works.</p>	<p>Avoid depositing waste matter within the river channel (at least keep 100m distance from the river) - Deposit within the old borrowed zones</p>
	<p>Impacts related to solid waste generated as a result of work.</p>	<p>Preview garbage cans for the evacuation of solid wastes which will be taken to be emptied ;</p>
	<p>Impacts related to domestic wastes. (Used water, excreta, etc.)</p>	<p>Preview a good drainage system especially for used water</p>
	<p>Improvement in the access to basic services.</p>	<p>Train the management committee on key issues including, maintenance and the management of works Preview a water point to improve on the utilization of the work.</p>
	<p>Floods and water stagnation risks around the work.</p>	<p>Preview a simplified network for the purification of rain water, including its evacuation.</p>
<p><u>Hydraulic projects/ Water Supply Projects</u></p>	<p>Potential Socio-environmental impacts</p>	<p>Socio-environmental mitigation measures</p>
<p>Construction of a water system in Barimbong in Oshie village Rehabilitation of water at Njikwa District Hospital in Ngwo village Rehabilitation of water at Oshie Medicalized Health Center in Oshie village Rehabilitation and extension of water system in Njikwa town in Ngwo village Construction and extension of water supply in Banya village Construction of 02 water catchments in</p>	<p>Risks related to land acquisition for micro project localization.</p>	<p>Sensitize and inform affected persons on the necessity of a site and choice criteria. Obtain a land donation attestation, signed by the village chief and proprietor of the site.</p>
	<p>Conflicts related to choice of site/ involuntary displacement of persons for the use of site.</p>	<p>Inform affected persons; Count the persons / homes affected and evaluate their property. Compensate those affected in conformity with the Resettlement Action Plan (RAP) terms</p>
	<p>Conflicts related to the use, and the non durability or fragility of the work</p>	<p>Putting in place a Micro Project (MP) management committee including women and establish use rules as well as a functioning and maintenance mechanisms.</p>

Bakwa village	Diverse impacts related to the choice of site.	Systematically avoid to localize or set up works within sensitive zones such as marshy zones, sacred zones, River channels, protected parks, used zones, mountain sides, flanks of mountains, etc.
	Pollution of water points either by phytosanitary products or latrines	Forbid farming with phytosanitary products around the immediate borders of the site (maintain a distance of at least 300 metres) Maintain latrines at least 50 m from the water point
	Impacts related to the pollution due to waste oil from vehicles or machines	Use adapted machines/ change filters Put in place recuperation tanks of machine oils and get them returned to specialized enterprises.
	Air pollution by dust due to the transportation of materials and the circulation of machines	Respect of security rules and regulations at the site (the wearing of masks, boots) Watering the works with water from permanent water courses.
	The loss of woody species related to the clearing of the site.	Re-forestation beyond the works or come to a consensus as to a site to carry out the re-forestation exercise.
	The increase in the prevalence rate of STDs/HIV/AIDS and eventually on poaching.	Sensitize the direct beneficiary population and personnel on STDs, HIV, poaching through billboards and meetings.
	Accident risk emanating from the works.	Put sign boards at the site; Observe basic security rules (wearing the appropriate uniforms, speed limitation, etc.) Ensure security at the site
	The increase of revenue within the micro-project zone.	Favour the recruitment of local labour as well as the use of labour intensive techniques(HIMO) Recruitment to be done on the basis of competency and transparency
	Impacts related to waste matter	

	generated during the works	Avoid the deposit of waste matter in river channels (at least 100m distance from the river) Deposit in old borrowed zones.
	Floods and standing water risks around the works.	Preview a simplified rain water purification network including a means of an eventual evacuation into lost and well secured wells
	Risks of contamination and the infiltration of dirty and muddy water.	Render secure water points by building a fence around; Render impermeable the sides with tiles or marble stones
	Perturbation of water quality.	Regular physico-chemical water treatment.
<u>Interconnecting projects</u> Rehabilitation of a 12km road from Konda-Bako-Banya in the villages respectively Construction of a bridge at Ekeh in Oshie village Rehabilitation of a 7km Njikwa Ikweri road in the villages respectively Construction of a bridge over River Nfih in Bako village Construction of a bridge at Eshue-Ebot in Ikwebo village	Potential socio-environmental impacts	Socio-environmental Mitigation Measures
	Risks related to land acquisition for micro project localization	Sensitize and inform affected persons on the necessity of a site and choice criteria. Obtain a land donation attestation, signed by the village chief and proprietor of the site.
	Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	Count the persons / homes affected and evaluate their property. Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms
	Conflicts related to the use, and non durability or fragility of the work	Putting in place a Micro Project (MP) management committee including women and establish usage rules as well as a functioning and maintenance mechanisms
	Diverse impacts related to the choice of site.	Systematically avoid to localize works within sensitive zones such as marshy zones, sacred zones, water courses, protected parks, used zones, & mountains sides, etc.
	Impacts related to the pollution due to waste oil from vehicles or machine	Use adapted machines Put in place recuperation tanks of machine oils and get them returned to specialized enterprises

Air pollution by dust due to the transportation of materials and the circulation of machines	Respect of security rules and regulations at the site (the wearing of masks, boots) Watering the works with water from permanent water courses.
The loss of woody species related to the clearing of the site.	Re-afforestation around the works
The increase in the prevalence rate of STDs/HIV/AIDS	Sensitize the direct beneficiary population and personnel on STDs, HIV, poaching through billboards and meetings. Put bill boards for prevention.
Accident risks related to works.	Put site sign boards; Observe basic security rules (the wearing of the appropriate uniforms, speed limits, etc.)
The increase of revenues within the micro-project zone.	The recruitment of personnel on the basis of competence and transparency ; Favour the recruitment of local labour as well as the use of labour intensive techniques (HIMO);
Impacts related to waste matter generated during the works	Avoid the deposit of waste matter in river channel (at least 100m distance from the river) Deposit the biodegradable part within old borrowed zones.
Floods and standing water risks around the works.	Preview a simplified rain water purification network including a means of an eventual evacuation into lost and well secured wells
Risks of contamination and the infiltration of dirty and muddy water around the work.	Render secure water points by building a fence around; Render impermeable the sides with tiles or marble stones
Risks of persons, and birds being electrocuted or fire hazards.	Organize sensitization sessions for the direct beneficiary population. Put in place protection boards right through the site line. Install fire proofs around the works;

	Noise or sound pollution by the noise generated by a functioning generator.	Buying of generators endowed with anti-noise mechanisms ; Secure the generator within a site equipped to that effect; Avoid installing a generator in the midst of or near habitation or public services
<u>Natural Resource Management Projects</u>	Potential socio-environmental impacts	Socio-environmental Mitigation measures
Control of erosion in Ikweri, Konda, villages Control of soil fertility in Oshie, Ngwo, Bakwa, Ikweri, Ekwebo, Banya, Konda, Bako, Bassa villages Protection and conservation of water catchment site at Sabli in Ngwo village Damarcating and fencing village boundaries in the Oshie, Ngwo, Bakwa, Ikweri, Ekwebo, Banya, Konda, Bako, Bassa villages	Risks related to land acquisition for micro project localization	Sensitize and inform affected persons on the necessity of a site and choice criteria. Obtain a land donation attestation, signed by the village chief and proprietor of the site.
	Conflicts related to choice of site/ involuntary displacement of persons for the use of the site.	Count the persons / homes affected and evaluate their property. Compensate those affected in conformity with the involuntary displaced and Resettlement Action Plan (RAP) terms
	Conflicts related to the use, and non durability or fragility of the work	Putting in place a Micro Project (MP) management committee including women and establish usage rules as well as a functioning and maintenance mechanisms
	Diverse impacts related to the choice of site.	Systematically avoid to localize works within sensitive zones such as marshy zones, sacred zones, water courses, protected parks, used zones, & mountains sides, etc.
	Impacts related to the pollution due to waste oil from vehicles or machine	Use adapted machines Put in place recuperation tanks of machine oils and get them returned to specialized enterprises
	Air pollution by dust due to the transportation of materials and the circulation of machines	Respect of security rules and regulations at the site (the wearing of masks, boots) Watering the works with water from permanent water courses.
	The loss of woody species related to	Re-afforestation around the works

	the clearing of the site.	
	The increase in the prevalence rate of STDs/HIV/AIDS.	Sensitize the direct beneficiary population and personnel on STDs, HIV, poaching through billboards and meetings. Put bill boards for prevention.
	Accident risks related to works.	Put site sign boards; Observe basic security rules (the wearing of the appropriate uniforms, speed limits, etc.)
	The increase of revenues within the micro-project zone.	The recruitment of personnel on the basis of competence and transparency ; Favour the recruitment of local labour to be mobilized as well as labour intensive techniques (HIMO).;
	Impacts related to waste matter generated during the works	Avoid the deposit of waste matter in river channel (at least 100m distance from the river) Deposit the biodegradable part within old borrowed zones.
	Floods and standing water risks around the works.	Preview a simplified rain water purification network including a means of an eventual evacuation into lost and well secured wells
	Risks of contamination and the infiltration of dirty and muddy water around the work.	Render secure water points by building a fence around; Render impermeable the sides with tiles or marble stones
	Noise or sound pollution by the noise generated by a functioning generator.	Buying of generators endowed with anti-noise mechanisms ; Secure the generator within a site equipped to that effect; Avoid installing a generator in the midst of or near habitation or public services

7.4.2 Simplified Socio- environmental management plan:

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

Environmental measures	Tasks	Actors to be put in place	Period	Follow up Actors	Cost	Observations
Recruitment of a Council Development officer/ Task or duty as a member of the steering Committee of the CDP		Council (Council Tender board)	2011 (March-May)	Municipal councilors ; PNDP	PM (Contract Award, Tender)	
Training of Council Development officer on environment issues and on the social and environmental management framework of the PNDP	Prepare the terms of Reference (ToR)	PNDP	2011-2012	Delegation MINEP ; Delegation MINAS ; PNDP ; Council	Incorporated into PNDP budget	
Use of socio –environmental Screening form for micro projects (during feasibility studies)		Consultant in-charge of feasibility studies for micro-projects	2011-2014	Delegation MINEP ; Delegation MINAS ; PNDP ; Municipal councilors; Council Development officer	PM (Contract Award, Tender)	Related cost should be included in the micro project conception cost.
Training of COMES (Council sessions extended to sector ministries) on safeguards policies and on social and environmental aspects to be taken into consideration		PNDP, Council	2011-2012	Delegation MINEP ; Delegation MINAS ;	Incorporated into the PNDP budget	
Provision to carry out	-Prepare the	PNDP, Council	2011-	Delegation	It cost at least	In case of

simplified environmental impact studies	ToR ; - Make sure ToR is approved; - Recruit a consultant ; - Carry out the studies	(municipal councilors)	2014	MINEP ; Delegation MINAS ; PNDP ; Council Development officer ; Municipal councilors	7millionsFCFA for a simplified study, and around 8 to 10 million FCFA for detailed study	resettlement, the cost is to be borne by the Mayor.
Provision to compensate displaced persons		Council/ municipal councilors		-Council -MINDAF -MINAS	To be evaluated	The cost is to be borne by the Mayor
Follow up on the social and environmental management plan, the contractors (entrepreneur) and also the environmental measures of projects retained	- Extraction of environmental measures of the MPs - Elaborate a follow up plan of the measures	Council Development officer/ Steering committee of the CDP	During Work execution 2011-2014	Delegation MINEP ;MINAS ; PNDP ; Municipal Councilors	Integrated within the council budget	
Respect of environmental clauses contained in the tender document and the micro project environmental measures.	-Include the clauses in the Tender document ; - Put operational the clause	-Council, PNDP -Entrepreneurs or contractors		Delegation MINEP ; Council development officer ; Municipal Councilors	PM,(contract award - Integrated in the Micro-project cost)	

7.5 Contract Award Plan Njikwa Council

COUNTRY: Republic of Cameroon					-	-	-	CONTRACT AWARD SCHEDULE				
PROJECT: National Community Driven Development Program												
Project	Elaboration of Request for Financing		Elaboration of the Project Convention		Persons responsible	Partners	Selection Method	Amount	Preparation of Tender Documents		Call for Proposals	
	Start	End	Start	End					Start	End	Start	End
Construction of a water system in Barimbong	5-3-12	10-3-12	12-3-12	20-3-12	Mayor Council Engineer Follow up committee	LSO, Consultant, Mayor, PNDP DD Water and Energy	Call for Tender	15,000,000	20-3-12	25-3-12	25-3-12	31-3-12
Rehabilitation of a road from Konda-Bako-Banya(12km)	10-3-12	15-3-12	15-3-12	18-3-12	Mayor Council Engineer Follow up committee	LSO, Consultant, PNDP DD Public works	Call for Tender	40,000,000	19-3-12	25-3-12	25-3-12	31-3-12
-Construction of 2 classrooms at GSS Bassa -Construction of a water point at GSS Bassa -Construction of 01 toilet at GSS Bassa -Provision of 60 benches to GSS Bassa	10-3-12	15-3-12	15-3-12	18-3-12	Mayor Council Follow up committee	LSO Inspector of Basic Education DD Public works	Call for Tender	18,000,000 3,000,000 3,500,000 1,800,000	20-3-12	25-3-12	25-3-12	31-3-12

Roofing of 5 classrooms at GSS Ngwo	5-3-12	10-3-12	12-3-12	20-3-12	Mayor Follow up committee	LSO, PNDP Inspector of Basic Education	Call for Tender	10,000,000	20-3-12	25-3-12	25-3-12	31-3-12
Construction of 01 toilet at Edom market	5-3-12	10-3-12	12-3-12	20-3-12	Mayor Council Engineer	LSO, Consultant, PNDP DD Public works	Call for Tender	3,500,000	20-3-12	25-3-12	25-3-12	31-3-12
Construction of 01 toilet 01 toilet at Nkun market	5-3-12	10-3-12	12-3-12	20-3-12	Mayor Council Engineer	LSO, Consultant, PNDP DD Public works	Call for Tender	3,500,000	20-3-12	25-3-12	25-3-12	31-3-12
Rehabilitation of water at Njikwa District Hospital	5-3-12	10-3-12	12-3-12	20-3-12	Mayor Council Engineer	LSO PNDP DD MINSANTE DD Public works	Call for Tender	3,000,000	20-3-12	25-3-12	25-3-12	31-3-12
Rehabilitation of water at Oshie Medicalized Health Center	5-3-12	10-3-12	12-3-12	20-3-12	Mayor Council Engineer	LSO PNDP DD MINSANTE DD Public works	Call for Tender	1,000,000	20-3-12	25-3-12	25-3-12	31-3-12
Rehabilitation and extension of water system in Njikwa town	5-3-12	10-3-12	12-3-12	20-3-12	Mayor Council Engineer	LSO, Contractor, PNDP DD Public works	Call for Tender	4,500,000	20-3-12	25-3-12	25-3-12	31-3-12

Renovation of the roof at GS Oshie	1-4-12	10-4-12	12-4-12	18-4-12	Mayor Council Engineer	LSO, PNDP	Call for Tender	1,500,000	20-4-12	25-4-12	25-4-12	31-4-12
Rehabilitation of sale slap in Nkun market	1-8-12	10-8-12	12-8-12	18-8-12	Mayor Council	LSO, Contractor PNDP	Call for Tender	3,435,000	20-8-12	25-8-12	25-8-12	31-8-12
Rehabilitation of sale slap in Oshie Market	1-8-12	10-8-12	12-8-12	18-8-12	Mayor Council	LSO PNDP	Call for Tender	3,435,000	20-8-12	25-8-12	25-8-12	31-8-12

Contract Award Plan Continues

Project	Technical and Financial Evaluation		Non objection of the CNC		Negotiation of the Contract		Award of the Contract		Period of Execution		Technical Reception	Provisional Reception	Final Reception
	Start	End	Start	End	Start	End	Start	End	Start	End	Date	Date	
Construction of a water system in Barimbong	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
Rehabilitation of a road from Konda-Bako-Banya(12km)	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12
-Construction of 2 classrooms at GSS Bassa -Construction of a water point at GSS Bassa -Construction of 01 toilet at GSS Bassa -Provision of 60	1-4-12	6-4-12	7-4-12	9-4-12	10-4-12	12-4-12	13-4-12	16-4-12	17-4-12	17-8-12	31-8-12	10-9-12	30-9-12

benches to GSS Bassa													
Roofing of 5 classrooms at GSS Ngwo	<i>1-4-12</i>	<i>6-4-12</i>	<i>7-4-12</i>	<i>9-4-12</i>	<i>10-4-12</i>	<i>12-4-12</i>	<i>13-4-12</i>	<i>16-4-12</i>	<i>17-4-12</i>	<i>17-8-12</i>	<i>31-8-12</i>	<i>10-9-12</i>	<i>30-9-12</i>
Construction of 01 toilet at Edom market	<i>1-4-12</i>	<i>6-4-12</i>	<i>7-4-12</i>	<i>9-4-12</i>	<i>10-4-12</i>	<i>12-4-12</i>	<i>13-4-12</i>	<i>16-4-12</i>	<i>17-4-12</i>	<i>17-8-12</i>	<i>31-8-12</i>	<i>10-9-12</i>	<i>30-9-12</i>
Construction of 01 toilet 01 toilet at Nkun market	<i>1-4-12</i>	<i>6-4-12</i>	<i>7-4-12</i>	<i>9-4-12</i>	<i>10-4-12</i>	<i>12-4-12</i>	<i>13-4-12</i>	<i>16-4-12</i>	<i>17-4-12</i>	<i>17-8-12</i>	<i>31-8-12</i>	<i>10-9-12</i>	<i>30-9-12</i>
Rehabilitation of water at Njikwa District Hospital	<i>1-4-12</i>	<i>6-4-12</i>	<i>7-4-12</i>	<i>9-4-12</i>	<i>10-4-12</i>	<i>12-4-12</i>	<i>13-4-12</i>	<i>16-4-12</i>	<i>17-4-12</i>	<i>17-8-12</i>	<i>31-8-12</i>	<i>10-9-12</i>	<i>30-9-12</i>
Rehabilitation of water at Oshie Medicalized Health Center	<i>1-4-12</i>	<i>6-4-12</i>	<i>7-4-12</i>	<i>9-4-12</i>	<i>10-4-12</i>	<i>12-4-12</i>	<i>13-4-12</i>	<i>16-4-12</i>	<i>17-4-12</i>	<i>17-8-12</i>	<i>31-8-12</i>	<i>10-9-12</i>	<i>30-9-12</i>
Rehabilitation and extension of water system in Njikwa town	<i>1-4-12</i>	<i>6-4-12</i>	<i>7-4-12</i>	<i>9-4-12</i>	<i>10-4-12</i>	<i>12-4-12</i>	<i>13-4-12</i>	<i>16-4-12</i>	<i>17-4-12</i>	<i>17-8-12</i>	<i>31-8-12</i>	<i>10-9-12</i>	<i>30-9-12</i>
Renovation of the roof at GS Oshie	<i>1-5-12</i>	<i>6-5-12</i>	<i>7-5-12</i>	<i>9-5-12</i>	<i>10-5-12</i>	<i>12-5-12</i>	<i>13-5-12</i>	<i>16-5-12</i>	<i>17-5-12</i>	<i>17-9-12</i>	<i>31-9-12</i>	<i>10-10-12</i>	<i>30-10-12</i>
Rehabilitation of sale slap in Nkun market	<i>1-9-12</i>	<i>6-9-12</i>	<i>7-9-12</i>	<i>9-9-12</i>	<i>10-9-12</i>	<i>12-9-11</i>	<i>13-9-12</i>	<i>16-9-12</i>	<i>17-9-12</i>	<i>17-11-12</i>	<i>31-11-12</i>	<i>10-12-12</i>	<i>31-12-12</i>
Rehabilitation of sale slap in Oshie Market	<i>1-9-12</i>	<i>6-9-12</i>	<i>7-9-12</i>	<i>9-9-12</i>	<i>10-9-12</i>	<i>12-9-11</i>	<i>13-9-12</i>	<i>16-9-12</i>	<i>17-9-12</i>	<i>17-11-12</i>	<i>31-11-12</i>	<i>10-12-12</i>	<i>31-12-12</i>

8 MONITORING AND EVALUATION SUMMARY

Monitoring is a systematic continuous collection and analysis about the progress of a project or program. This means it is a tool used at all the stages to measure impact in the project cycle. Evaluation on the other hand is a process which objectively and critically assesses the relevance, effectiveness and impacts of activities. Thus it will be necessary to assess the impacts of the CDP on the target population (all 09 villages) of the council area after the implementation of the AIP. It is only through M&E that we can know how the community evolving following the CDP for the Njikwa Council. The M&E plan is designed to determine the change or results of the program.

8.1 Composition, allocation of Steering Committee of the CD

At the council level, a Steering Committee was put in place following the terms of reference from PNDP made up the president, secretary general who was the CDO, and other four members. They were charged with the follow up of the entire program from conception to the validation of the final CDP where this committee will be dissolved. This committee was to monitor, make inputs and evaluate the work of the LSO. They were to report to the council and PNDP. Project Follow up committees was also participatorily selected in all the 09 villages charged with the responsibility of following up activities before, during and after implementation of projects.

M&E at the level of implementation will be done by the council development officer who shall perform the following functions:

- He shall assist the council in preparing and planning for the appraisal of the AIP
- He shall also assist the council in updating all data to facilitate strategic planning.

Indicators will define how we are to measure success in implementation of activities. The tools to be used will include check lists, observation, surveys, supervision reports, interview attendance sheets etc.

8.2 Indicators for Monitoring and Evaluation Schedule

Activities	Responsible	Partner	indicators	Means of verification	Time frame
Analysing the inputs, output, outcome and impacts of all projects envisaged in the AIP using objectively verifiable indicator, means of verification, assumption and risk.	Council development officer	HEDECS PNDP	-Number of projects realised. -Number of input, output, and outcome realized.	Reports to council, Reports to PNDP and all sectorials involved in the AIP.	Before, During and after implementation.
Information to all sectorials involved on the venue of implementation and the	Council Development Officer (CDO)	All sectorials PNDP HEDECS	-Official letters - Number of meetings	Archives of the CDO	Quarterly

time frame of M&E activity.					
Follow up of the implementation of the CDP	Mayor	CDO PNDP HEDECS Village follow up committee	- Number of reports -Number of monitoring meetings	-Monitoring reports -Minutes of meetings -Attendance sheets	Quarterly
Assessing the inputs and impacts of all projects.	Steering committee	CDO PNDP HEDECS Steering committee	-Number of projects assessed	Assessment reports	During and after implementations of projects
Measure the impacts of all projects by using objectively verifiable indicators	Sectorials	CDO HEDECS PNDP	-Number of projects assessed	Assessment reports	At least 01 year after the implementation of project.
Follow up planned actions at village levels	-Village follow up committees -Development officer -HEDECS	CDO HEDECS PNDP	-Number of monitoring meetings (visits)	-Monitoring reports	During and after implementation of projects

8.3 Follow up plan, tools and monitoring frequency

The follow up plan shall consist of field visits to appraise on-going activities. During these visits, various reports and minutes of the consultative boards and the village follow up committees will be presented. The village follow up committees will be doing the follow up at the level of villages where projects are executed, whereas the consultative board is doing the general follow up at municipal level. The LSO will supervise their work on a monthly basis, to ensure that the plan is properly implemented. The essence of the follow-up is to;

- Ensure that activities are realized according to schedule
- Detect dysfunctions and correct them;
- Permit a better appropriation of beneficiaries
- Regularly collect data.

8.4 Review mechanism of the CDP and preparation of the AIP

The consultative board will meet every month to assess execution of the previous month and plan for the coming month. The mayor, council executive, financial officer, SG, MT, council staff and major stake holders will meet quarterly to review the progress of project execution in preparation of the AIP.

8.5 Information plan and communication on the implementation of the CDP

Upon completion and approval of the CDP, a date to communicate the CDP plan will be agreed between the LSO, the mayor, PNDP and the DO. The secretary of the consultative board will

convene meetings every month for the assessment and adoption of new plans for the month. The secretary is required to send out invitations for meeting to all members at least one week to the date arranged. The implementation of the CDP will be assessed through regular monthly and quarterly meetings. During the participatory monitoring, information relating to the execution of the elaborated plan will be collected. This would include:

- ❖ The putting in place of a monitoring document conceived by local stakeholders in collaboration with the LSO team. The said document will be appended to the agreements and contracts signed within the framework of the execution of various projects. It will include among others indicators accepted by all the parties involved, the schedule and monitoring stakeholders;
- ❖ Adoption and dissemination of the monitoring document;
- ❖ Collection and analysis of data collected in the field.

Evaluation templates which give a picture of the projects executed at a given moment of its execution process. Evaluation will take place at the end of every project which will permit the observation of short-term consequences and post community impact (medium and long term effects)

CONCLUSION AND RECOMMENDATIONS

The CDP for the Njikwa council area was designed with contribution from a wide range of stakeholders. It took into account the strength, weaknesses, opportunities and threats that the municipality possesses to make it a feasible working document. This plan is to be implemented by the council in collaboration with the follow up committee and other stakeholders. The council will then have to do a lot of lobbying and fund raising in order to realize the plan. It is realistic and it is hope that all living forces in the Njikwa council area will contribute their widows' mites in terms of financial, human and material resources for its achievement.

It is therefore recommended that more effort be aimed at fund raising and financing strategy for this CPD. The council therefore has to develop new partnerships with national and foreign agencies for a comprehensive and realistic exploitation of council resources. Some of the resources have been identified in the course of developing this CDP.

The council as an institution has to upgrade itself to meet modern challenges in administration and public management. The Njikwa council is ill equipped with personnel and equipment. The council needs to be enriched with more qualified personnel to effectively understand the council vision and goals.

The council executive should consider this CDP as the life wire for the development of the council area. It should be an inspiration with regards to the numerous problems identified in the field. This CDP has been able to reveal and indicate the reality of the community and the council should seek to realize the projects indicated for the growth of the council area.

