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*PEACE- WORK-FAHERLAND*

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AND DECENTRALISATION

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09/06/2011

# KUMBO COUNCIL DEVELOPMENT PLAN



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



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## LIST OF ABBREVIATIONS

| S/N | ABBREVIATION | MEANING   |
|-----|--------------|---|
| 1.  | AIP          | Annual Investment Plan  |
| 2.  | BBH          | Banso Baptist Hospital  |
| 3.  | CDP          | Council Development Plan  |
| 4.  | CID          | Council Institutional Diagnosis   |
| 5.  | CIG          | Common Initiative Groups  |
| 6.  | CPDM         | Cameroon Peoples Democratic Movement  |
| 7.  | CV           | Curriculum Vitae  |
| 8.  | DD           | Divisional Delegation   |
| 9.  | DED          | Deutscher Enwicklungsdienst   |
| 10. | DO           | Divisional Officer  |
| 11. | GPS          | Global Positioning System   |
| 12. | GRA          | Government Residential Area   |
| 13. | GTZ          | Gesellschaft Technischer für Zusammenarbeite (German Technical Cooperation)                 |
| 14. | HIV/AIDS     | Human Deficiency Virus/Acquired Immune Deficiency Syndrome                                  |
| 15. | HRH          | His Royal Highness  |
| 16. | LSO          | Local Support Organisation  |
| 17. | NGO          | Non Governmental Organisation   |
| 18. | NSODA        | Nso Development Association   |
| 19. | OVC          | Orphans and Vulnerable Children   |
| 20. | PCC          | Presbyterian Church in Cameroon   |
| 21. | PNDP         | Programme National pour le Développement Participatif (National Community Driven Programme) |
| 22. | PVC          | Positive Vision Cameroon  |
| 23. | SDF          | Social Democratic Front   |
| 24. | SDO          | Senior Divisional Officer   |
| 25. | SHUMAS       | Strategic Humanitarian Services   |
| 26. | SNV          | Netherlands Development Cooperation   |
| 27. | SSI          | Semi Structured Interviews  |
| 28. | SWOT         | Strengths, Weaknesses, Opportunities, Threats   |
| 29. | ToR          | Terms of Reference  |
| 30. | UNDP         | United Nations Development Programme  |
| 31. | UPC          | Union de Population du Cameroon   |
| 32. | VCT          | Voluntary Counseling and Testing  |
| 33. | VDA          | Village Development Association   |
| 34. | VSO          | Volunteer Services Overseas   |

|     |          |   |
|-----|----------|---|
| 35. | MINEPAT  | Ministry of the Economy Planning and Regional Development         |
| 36. | MINDUH   | Ministry of Urban Development and Housing                         |
| 37. | MINPROF  | Ministry of Women Empowerment and the Family                      |
| 38. | MINMESSA | Ministry of Small and medium size Enterprises                     |
| 39. | DD MINEE | Divisional Delegate for Ministry of Water and Energy              |
| 40. | MINFOF   | Ministry of Forestry and Wildlife                                 |
| 41. | MINATD   | Ministry of Territorial Administration and Decentralization       |
| 42. | MINEDUB  | Ministry of Basic Education                                       |
| 43. | MINESEC  | Ministry of Secondary Education                                   |
| 44. | MINADER  | Ministry of Agriculture and Rural Development                     |
| 45. | MINSANTE | Ministry of Public Health   |
| 46. | MINTOUR  | Ministry of Tourism   |
| 47. | MINAS    | Ministry of Social Affairs  |
| 48. | MINDAF   | Ministry of state property and land tenure                        |
| 49. | MINEPIA  | Ministry of Fisheries and Animal Industries                       |
| 50. | MINJEUN  | Ministry of Youths Affairs  |
| 51. | MINTP    | Ministry of Post and Telecommunication                            |
| 52. | MINEP    | Ministry of Environment and Nature Protection                     |
| 53. | DMO      | District Medical Officer  |
| 54. | WMC      | Water Management Committee  |
| 55. | KWA      | Kumbo Water Authority   |
| 56. | ENS      | Ecole Normale Supereur  |
| 57. | ICT      | Information and Communication Technology                          |
| 58. | UNESCO   | United Nations Educational, Scientific, and Cultural Organization |
| 59. | UNICEF   | United Nations Children's Fund                                    |
| 60. | IBE      | Inspectorate of Basic Education                                   |
| 61. | ISE      | Inspectorate of Secondary Education                               |
| 62. | GESP     | Growth and Employment Strategy Paper                              |
| 63. | PTA      | Parent Teachers Association                                       |
| 64. | CBO      | Community Based Organisations                                     |
| 65. | WPP      | Women's Partnership Plan  |

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## EXECUTIVE SUMMARY

Councils in Cameroon have to be empowered to effect the socio/economic development of their municipality following the eventual devolution of certain competences to them. The National Community Driven Participatory Programme PNDP financed the six months project carried out by Positive Vision Cameroon (PVC) to support the Kumbo Council elaborate its development plan. This project was executed between January and March 2011. The goal of the project was to elaborate a comprehensive Council Development Plan (CDP) for the Kumbo Council.

The methodological approach adopted to realise the CDP was generally participatory involving the council staff, councillors, and community leaders, 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 groupd discussion with marginalise and minority groups. The following tools were use, semi structural interviews, questionnqire dministered in faced/to /face manner, a GPS was used to local the various facilities in the Council area and participant observation. PVC as the Local Support Organisation (LSO) ensured that this methodology was respected throughout the different phases of the process. PVC compiled the results 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.

Key results of the process include:

- A comprehensive monograph of the Council
- A Council Institutional Diagnosis
- Urban Space Diagnosis
- Data on the various development sectors in the 43 villages of the Council
- Global Positioning System data on infrasture in the Council.
- Thematic maps of the council and
- The Council Development Plan (CDP)

The key aspects of the CDP are:

- Identification of the challenges and needs of the Council which were transformed into development objectives of the Councils. These objectives are presented in a Logical Frame Matrix according to the different development sectors.
- A trenial invest plan of the Council
- An annual investment plan of the Council.
- A socio/environmental management plan
- A contract award plan.
- A summary of the Monitoring and Evelaution summary.

The Kumbo 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 Kumbo Council area.

## 1. INTRODUCTION

### 1.1 Context and Justification

In order to stimulate economic growth and employment in its country, the Cameroon government has identified itself with the participatory approach to development. The implementation of this approach can only be efficient through the Decentralization Process which involves the devolution of certain competences to the councils which are gradually occupying a central role and are becoming real actors in the process of socio-economic development.

It is in this light that the government of Cameroon has obtained from its technical and financial partners (World Bank, French Cooperation, German Cooperation), funds within the framework of the National Community Driven Programme (PNDP). Part of this package is to be used to equip the councils with the tools and means required to embrace the dawn of this new era with readiness to take up their responsibility in the progressive process of decentralization, hence achieve effective participation in the process of development

Within this framework, Positive Vision Cameroon (PVC) was selected to accompany the Kumbo Council to design her Council Development Plan (CDP) as well as prepare the council for successive implementation of projects within the said development plan. The results of the diagnosis carried out are presented in this report.

### 1.2. CDP objective

The global objective of the CDP is to provide the Kumbo 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. In a specific way, PVC will support the council in the following aspects:

- Carry out a monographic study of the Kumbo Council
- Carry out Council Institutional Diagnosis (CID)
- Mobilize stakeholders
- Geo-referencing (GPS) of all existing infrastructure within the council area
- Carry out sectorial diagnosis of villages
- Identify development management structure
- 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

### 1.3. Structure of the Work

This report has the following structure; (expand this a little)

- Introduction
- Methodology
- Results of participatory diagnosis

## 2. METHODOLOGY

The methodology used in this process was participatory. That is, all the stakeholders were involved. This was used in the following phases:

- The preparatory phase
- Collecting and analyses of information
- Consolidation of data, mapping and diagnosis
- Planning workshop, resource mobilisation, and programming
- Implementation of participatory monitoring and evaluation

### 2.1 The preparatory Phase

The objective of this 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 January, 2011. The activities that were carried out during this phase were were:

- Presentation of the LSO complete team and verification of the conformity of the personnel vis-à-vis the CVs presented in the offer.
- Examination of the technical specifications (ToR) of the LSO
- Discussion on methodology
- Presentation of a detailed work plan which had been elaborated by the LSO
- Sensitization in view of the setting up a steering committee of the process
- Preparation of the Municipal Executive in the identification of potential financial sources to be presented in the course of the planning work shop
- Localization of the LSO office in the community
- Introduction and presentation of LSO to Administrative Authorities.
- Feed back (report) of the contact meeting with authorities

- Negotiation of the date for the launching workshop and its organization
- Preparation of correspondences informing the different parties of the importance of the process, its duration, their being involved, and at the same time inviting them to the launching workshop
- The diffusion of announcements on the process through various media organs (radio, press, billposting in public places, announcements in associations and churches).
- Identification of members of the steering Committee.
- Preparation and signature of the Municipal order on the creation, composition and attributions of the steering committee of the Council Development Plan.
- Examination and finalization of the detailed work plan hitherto elaborated by the LSO
- Preparation and compilation of invitations for the workshop
- Speech preparation (Mayor, SDO)
- Preparation of the terms of reference (LSO)
- Logistic preparation for the work shop (Mayor)
- Start of the workshop proper
- Identification of data source
- Programming collection from identified sources.
- Putting a supporting collecting frame including diagnostic matrices of natural resources
- Data collection proper
- Restitution and validation of data collected to steering Committee and sectorials

## 2.2. Collecting and analyzing of information

This phase had as objective to validate tools and data collected. Activities carried out were:

- Collect baseline data (council monograph and economic potential) which was carried out in January, 2011.
- Carry out Council Institutional Diagnosis ( a SWOT analysis of human, material, and financial resources)
- The Urban Space Diagnosis per sector.
- A Village Diagnosis per sector

The following tools were used to collect data;

- Review of existing documents.
- Semi Structured Interviews (SSI).
- Observations.
- GPS Equipments.

### **Analysis of Data**

Data collected during the various phases was organized, analyzed and synthesized using tables, charts, Excel, amongst other tools. It was then classified per sector and per village.

## 2.3. Consolidation of data, mapping and diagnosis

Consolidating the data was putting together the information collected from CID, Urban Space, and the villages. 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. This however depended on the nature of the terrain of every village and they type of data that was to be collected (infrastructure, roads, etc.).

## 2.4. Planning Workshop, Resource Mobilization, and Programming

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 04 days. The following key activities were carried out:

- Elaboration of the Terms of Reference (ToR)
- Identification and mobilization of participants
- Preparation of logistics
- 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)
- Environmental Assessment Strategic Summary (main impacts and mitigation measures)
- Elaboration of Contract Award Plan

The methods used during this workshop included: presentations, group work, question and answer sessions, and visualization.

Participants were comprised of council executives, service heads of the private and public sector, councilors, the Follow up Committee, traditional leaders, the community, a representative of PNDP, and the LSO.

## 2.5. Implementation of participatory monitoring and evaluation mechanism

The CDP as a participatory process indicates that all tools used are exploited by all the stakeholders. 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 Kumbo Council, all information especially baseline was restituted to the various sectorials for analysis and validation. There was a follow up committee put in place at the start of the CDP process. Their role was to:

- Check progress of the LSO at each stage
- Observe activities of the LSO and report to PNNDP.
- Ensure that all tools at each level were effectively used.
- Ensure restitution of all data and reports.

At the level of the villages, steering committees made up of at least [be precise] four members with gender and age balance, were put in place. Their role was to:

- Ensure that tools were effectively used for the village level diagnosis
- Ensure 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. However, M &E at the regional and national levels was implemented by PNNDP M& E officers.

## **RESULTS OF THE PARTICIPATORY DIAGNOSIS OF THE COUNCIL AREA**

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

#### **3.1. Historical Profile**

Kumbo Council was created since 1977 out of the defunct Nso Area Council, which was created from the South Western Federation, with headquarters in Ndop. At the time of its creation, late Mr. Bernard Bruno Wirnkar was elected Mayor. Mr. Ntani Daniel later succeeded him as Mayor in 1991 and ruled the council till 1996 when the Social Democratic Front took over, and Mr. Njong Fonyuy Donatus was elected. He has been at the helm of the council from then till the of elaboration of this document..

Before the creation of the council, his Royal Highness the Fon of Nso, Sehm Ataar, administered Nso with assistance from the Fons of Oku, Mbiame, Nseh, Nkar and Ndzeen. These Fons had a common council presided at by the Fon of Nso, where they planned and made rules to keep away all evils from their various fondoms. The Fons were members. Nso shared boundaries with the people of Kom, Bum, Babungo, Babessi, Fouban, Ntem, and Mboon. Each Fon respected his own position and there was no power wrangling. They lived in harmony with each other.

Colonial administration grouped Nso, Bafut, Ndop, and Native Authorities to the Bamenda South Eastern Federation of Native Authorities in the 1940s. The Nso Native Authority split up from the union in 1960 and by 1<sup>st</sup> April 1961, the Nso Area Council was created which administratively fell under a Sub Division. Nso rose to a Sub Division on November 4<sup>th</sup> 1963 and became a full division on December 15<sup>th</sup> 1966. Evolutionally, the Kumbo Council was created in 1977.

Kimbo, which constitutes the largest part of the Kumbo urban Municipality is the center of the whole Kumbo town and has a long history behind it. It is the seat of Nso Fondom. Fon Sehmbum migrated in 1820 to Kimbo and started with the construction of the Nso Palace from Kovifem, which is the residence of the present Fon. The famous Cathedral, 01 of the landmarks of Kumbo, was constructed in 1955. Its foundation stone was laid by Sehmbum Atar, Fon of Nso in February 1955 under the pastoral leadership of His Lordship Bishop P. Rogan.

In recent years, the Kumbo Council has made some very striking progress in terms of developmental achievements. Furthermore, the Council is dedicatedly striving to ameliorate the living standards of the inhabitants of Kumbo and to transform Kumbo to a more habitable and glamorous municipality. In effect, PVC has developed Programs and Projects to accomplish this vision.

#### **3.2. Description of the municipality**

The heart of Bui Division beats in Kumbo, the second largest town in the North West Region of Cameroon, with a surface area of 630 Square kilometers. Kumbo is about 110 km away from Bamenda, the capital of the North West Region. Population wise, Kumbo counts over 127,538 inhabitants, with a female dominance of about 53% over 47% men, spreading over 43 villages. The main language spoken here is the Nso language. However, there are other languages like English, Pidgin, and French. Furthermore, there are other ethnic groupings within the municipality. These include Noni, Kom, Oku, Mbiame, Wimbum, and the Fulani (Mbororo). They each have their own languages.

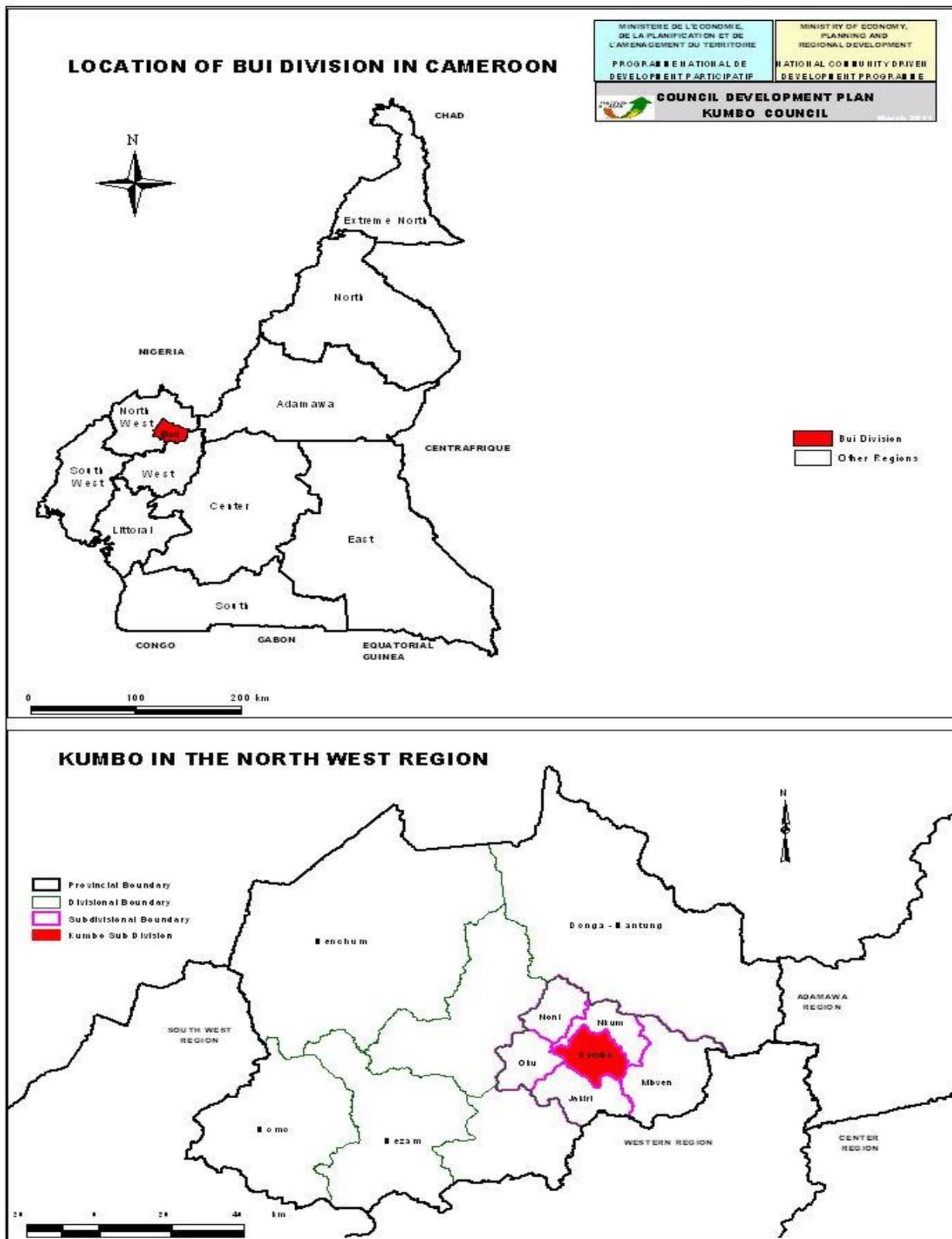
Kumbo shares its boundaries with Nkum to the North, Mbvem to the East and to the South by Jakiri, then to the West by Oku-Noni. It is a mountainous town with 03 distinctive hilly settlements, Tobin, Mbveh, and Squares. In Kumbo, there is a wide diversity of landscapes, and its rivers are punctuated with rapid spectacular waterfalls with boiling foams. These waterfalls empty themselves into the main rivers of the town- Rivers Bui and Rookimbo. It is worth noting that Bui got its name from River Bui, while Kimbo, which is the original appellation for Kumbo, got its name from River Rookimbo.

Situated about 1800 meters above sea level, Kumbo enjoys a tropical climate, which is common to most parts of Cameroon. There are two seasons; the dry and rainy seasons. The dry season extends from November to February, and is characterized by wind, cold mornings and evenings. The rainy season often starts from March to June with light rains. From the beginning of August to the end of September, there are usually heavy rains.

Tobin, one of the major settlements, is the administrative seat of the town. Mbveh is the commercial centre and Squares harbors the residence of the Paramount Fon of Nso, known as "Ntoh Nso."

The urban space of the Kumbo Council area is characterized by population concentration in Mbveh, Tobin, Kimbo Squares and Shisong with an expanse of empty land in between. Each population concentration has its own peculiarity as follows: Tobin is the government residential area with many offices and residences. The population of Shisong was attracted by the existence of the early Catholic Church followed by the existence of the St. Elisabeth's hospital. Mbveh is the main commercial area having the main market of the council area. This is also the main center of the Muslim population. The population of Kimbo squares is influenced by the presence of the cathedral, the main Presbyterian Church, the Baptist hospital and the Nso palace. There is also a market and other economic activities taking place. The population decreases as one moves away from these core areas.

**Figure 1: Location of Bui Division on the Map of Cameroon**



3.2.1. Villages and Quarters within the Kumbo Council

**Table 1: Villages and Quarters in the Kumbo Council**

| S/N | VILLAGE      | QUARTERS  |
|-----|--------------|---|
| 1.  | Bambui       | Mbokibongri, Ruh-kov, GRA   |
| 2.  | Bamdzen      | Sarr, Kovse, Dezengo  |
| 3.  | Bamkika-ai   | Ngoundze Kui, Ngoundze Tsen, Mbombiim, kiturung, Nchengnin  |
| 4.  | Bamkov       | Buuhui, Kovndzeen, Noondzev, Kinja, koor, Gweivifem, Tashang                                      |
| 5.  | Bamngam      | Bamngam   |
| 6.  | Firkov       | Firkov, Kaah, Bamgoiy, Yungkui, Duhsiy  |
| 7.  | Jem Vekakui  | Bamgfem, Roh-kai, Mbingiy, Taiwai, Dzem, Dzeno  |
| 9.  | Kai          | Nsaigang, kiulah, Yaakov, Njah, Sarkong, Rokikinkung  |
| 10. | Keri         | Tambam, Keromen, Viryon, Sangkuf, Baam  |
| 11. | Kikiakalaki  | Takum, Waingoilum, Takibari, Befya-ai, Kcast, Taviban   |
| 12. | Kikaikom     | Kikaikom  |
| 13. | Kikoo        | Kikoo   |
| 14. | Kimbo        | Banka, Fangjang, Lun, ntoh, Taba-ah   |
| 15. | Kingomen     | Ndzenzer, Kiih, Mission, Haoussa, Mankon, kinchurium, Tabah, Rohnkih                              |
| 16. | Kishiy       | Cheni, Fonboh, Riba, Kishiy Central   |
| 17. | Kitumen      | Kitumen   |
| 18. | Kitiwum      | Tadzen. Ruun, Roh-kov, Kidzengosh, Kandzen  |
| 19. | Kiyan        | Nkangbe, Tang, Kiyan Central, tahla   |
| 20. | Kongir       | Tawai, Kinumea  |
| 21. | Marem        | Nyaro, Takui, kashong, Mbukui, Waikingha, Mbohvingom  |
| 22. | Mbah         | Mvem Mbah, taa Mbah, Woi, Bamwoi, taa Visa  |
| 23. | Mbohku       | Mbohku, Jerfon  |
| 24. | Mbveh        | Hausa, Ndzengef, tanjong, rotav, Ta-Mbve, Komekui, Oku  |
| 25. | Mbuluf       | Tankar, Who, Nsoihs   |
| 26. | Mbotong      | Kirumen, Mbohtong Lah   |
| 27. | Melim        | Tsen Melim, Ntamri, Melim Central, Kui Melim, Waar Melim  |
| 28. | Meluf        | Nsame, Roh Meluf  |
| 29. | Ndzenji      | Lower nji, upper nji, rokitine, Ntelai  |
| 30. | Njavnyuy     | Shaah, Kah, Tarkiwuf, Mbokibongri, Tsen-Njavnyuy  |
| 31. | Nkuv         | Nkuv  |
| 32. | Ntonghi      | Air Field, Waisai, Ntovi  |
| 33. | Ntseni       | Shang Whi, kiih, Ba-am, Mbo-Mission, Roh-Ntseni, Mbo-Ntseni                                       |
| 34. | Ndzeen       | Mvem, Gwarkama, Takitan, Kovndzeen, Roobui, Kifang, Gariwa, Tukirong, Ro-Bah, Nsoi, Taahten, Nwei |
| 35. | Rohvitangtaa | Hausa Quarter, Ndzentang, Ndzen Roh, Cooperative  |
| 36. | Romanja-ai   | Takwa, Centre, Boliy, Lavbam  |
| 37. | Sakir        | Roohgume, Lagum, Beng, Mission, Bamka, Ndzenbui, Ntsenkov   |
| 38. | Shisong      | Tiyenkan, Mven-Shisong, Taa-Shwer, Ndzeen-Shwai, Roo-War  |
| 39. | Shuf         | Shuf Woveiy, Hill Top, Doh, Ngonjo, Mbese   |
| 40. | Tadu         | Kidzen, Sanyire, Mbongshu, SEDEPA, Fonbow, Mendzem  |
| 41. | Tobin        | Ro-ombo, Faah, Tonnoe, Tonnoe-Shuka, Bajing I, Bajing II, New Layout, Tobin Round-about           |

|     |      |                                 |
|-----|------|---------------------------------|
| 42. | Tooy | Kilaa, Menjei, Komnjo, Kinsasi  |
| 43. | Yeh  | Mbongkinton, Shanndze, Koungong |

Source: PVC 01/2011 Baseline studies, Kumbo

There is a Paramount Fon who rules the Nso Clan (HRH Nsem Mbinglo). That is, he has total control over all the 43 villages. However, there are Shufai's who are at the head of some of the villages, but are directly responsible to the Fon of Nso.

### 3.2.2. Population analysis for the 43 villages of Kumbo Council

**Table 2: Population analysis for the Villages of Kumbo Council**

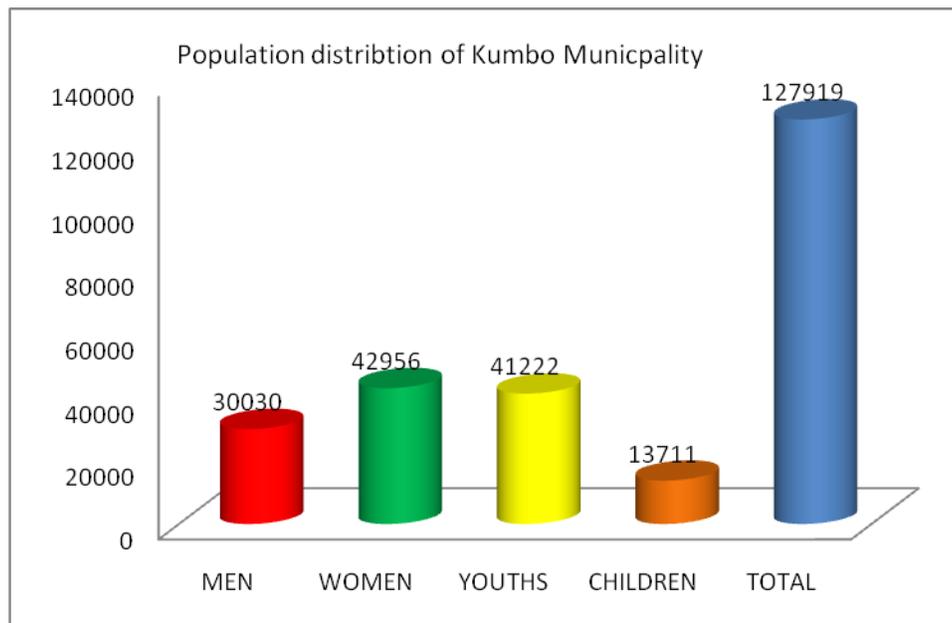
| S/N | VILLAGE     | MEN  | WOMEN | YOUTHS | CHILDREN | TOTAL |
|-----|-------------|------|-------|--------|----------|-------|
| 1.  | Bambui      | 680  | 963   | 1500   | 600      | 3743  |
| 2.  | Bamdzeng    | 700  | 900   | 2500   | 300      | 4400  |
| 3.  | Bamkika-ay  | 1273 | 1592  | 2000   | 500      | 5365  |
| 4.  | Bamkov      | 203  | 303   | 350    | 286      | 1142  |
| 5.  | Bamngam     | 732  | 859   | 592    | 125      | 2308  |
| 6.  | Firkov      | 250  | 350   | 900    | 150      | 1650  |
| 7.  | Jem         | 278  | 307   | 1127   | 762      | 2474  |
| 8.  | Mbohku      | 714  | 849   | 1200   | 405      | 3168  |
| 9.  | Kai         | 450  | 832   | 860    | 75       | 2217  |
| 10. | Keri        | 450  | 550   | 645    | 68       | 1713  |
| 11. | Kikaikilaki | 1682 | 1759  | 1460   | 750      | 5651  |
| 12. | Kikaikom    | 771  | 1423  | 1200   | 193      | 3587  |
| 13. | Kikoo       | 600  | 894   | 1732   | 400      | 3626  |
| 14. | Kimbo       | 1935 | 2379  | 1650   | 200      | 6164  |
| 15. | Kingomen    | 300  | 540   | 1250   | 300      | 2390  |
| 16. | Kishiy      | 386  | 203   | 260    | 94       | 943   |
| 17. | Kitiwum     | 434  | 650   | 900    | 850      | 2834  |
| 18. | Kitumen     | 240  | 500   | 1100   | 125      | 1965  |
| 19. | Kiyan       | 500  | 720   | 800    | 100      | 2120  |
| 20. | Kongir      | 350  | 650   | 750    | 120      | 1870  |
| 21. | Marem       | 350  | 500   | 400    | 200      | 1450  |
| 22. | Mbah        | 355  | 530   | 800    | 110      | 1795  |
| 23. | Mbotong     | 243  | 281   | 469    | 117      | 1110  |
| 24. | Mbuluf      | 679  | 941   | 1018   | 809      | 3447  |
| 25. | Mbveh       | 2216 | 2643  | 1300   | 1249     | 7408  |
| 26. | Melim       | 858  | 917   | 1003   | 504      | 3282  |
| 27. | Meluf       | 923  | 1318  | 2014   | 862      | 5117  |
| 28. | Ndzeen      | 862  | 2634  | 1624   | 197      | 5317  |
| 29. | Ndzenji     | 550  | 621   | 1029   | 385      | 2585  |

|     |                     |              |              |              |              |               |
|-----|---------------------|--------------|--------------|--------------|--------------|---------------|
| 30. | <b>Njavnyuy</b>     | 1204         | 1672         | 643          | 413          | 3932          |
| 31. | <b>Nkuv</b>         | 350          | 462          | 500          | 150          | 1462          |
| 32. | <b>Ntonghi</b>      | 190          | 278          | 500          | 93           | 1061          |
| 33. | <b>Ntseni</b>       | 263          | 362          | 249          | 81           | 955           |
| 34. | <b>Rohvitangtaa</b> | 768          | 835          | 592          | 258          | 2453          |
| 35. | <b>Romanjaa</b>     | 325          | 550          | 250          | 134          | 1259          |
| 36. | <b>Sakir</b>        | 220          | 300          | 680          | 95           | 1295          |
| 37. | <b>Shisong</b>      | 1623         | 4800         | 545          | 80           | 7048          |
| 38. | <b>Shuf</b>         | 400          | 700          | 900          | 148          | 2148          |
| 39. | <b>Tadu</b>         | 685          | 944          | 637          | 145          | 2411          |
| 40. | <b>Tobin</b>        | 3108         | 3368         | 2500         | 800          | 9776          |
| 41. | <b>Tooy</b>         | 639          | 693          | 540          | 400          | 2272          |
| 42. | <b>Yeh</b>          | 291          | 384          | 253          | 78           | 1006          |
|     | <b>TOTAL</b>        | <b>30030</b> | <b>42956</b> | <b>41222</b> | <b>13711</b> | <b>127919</b> |

Source: PVC 2011 Baseline studies, Kumbo

This distribution of the population is shown on the bar chart below

**Figure 2: Population distribution of Kumbo Council**



Source: PVC 2011 Baseline Studies, Kumbo

3.3. Description of the biophysical milieu of the kumbo council

**Table 3: Description of the Biophysical milieu of the Kumbo Council**

| S/N | BIOPHYSICAL FEATURE         | DESCRIPTION   |
|-----|-----------------------------|---|
| 1.  | <b>CLIMATE</b>              | <p>The climate of the KUC area is that of the highland regions of Cameroon. There are two seasons; rainy season which runs from March to October and the dry season which runs from November to February with slight variations. This area experiences cold dry hamattan winds in the dry season from November to February, with slight variations. It experiences cold dry hamattan winds in the dry season and cold wet monsoon winds in the rainy season. Temperatures are very low with a biting cold at night between (6:00 p.m. and 9:00 a.m.) in the dry season. Temperatures are fairly low during the rainy season and even worse during rains and strong winds. Common are Circus/stratus clouds during dry the season and nimbus-cumulus during the rainy season. The variation of the seasons determines the types of activities that are carried out by the populations.</p> <p>Average annual rainfall stands at around 1862 mm. however, the heaviest rains fall between September and October. Annual maximum temperatures range between 27° C and 33° C.</p> |
| 2.  | <b>SOILS</b>                | <p>Several soil types can be found in the area. These develop mainly from basalt, trchyte and or granite base rocks. Many others are formed through alluvial deposits and organic matter. Soil type comprises clay, sandy humus and marshy soils. Reddish infertile abound on hills.</p> <p>The wide variety of soil types offers a diversity of opportunities to the farmers of the area.</p>  |
| 3.  | <b>RELIEF</b>               | The topography of the area is characterized by hills with jutting spurs and deep valleys. It is virtually impossible to find level land within the municipality   |
| 4.  | <b>HYDROLOGY</b>            | <p>Many small streams flow from the hills, some seasonal in nature and gather to form the river Bui that meanders through Kumbo town.</p> <p>The River Bui has 01 tributary worth noting, the Roh kimbo, which joins the river Bui around Shisong. These rivers are of little commercial value apart form a few gardening activities. Virtually no fishing takes place. Most of the valleys have streams and marshes.</p>   |
| 5.  | <b>FLORA AND VEGETATION</b> | <p>The vegetation of the KUC area is similar to that characteristic of the Sudan savanna, influenced by rainfall and altitude. As such we find sparse forest areas and areas of herbaceous cover. Added to this vegetation specificity, the KUC area also has swampy grassland characterized by species adapted to wetland ecosystems like the Raffia vinifera and Raffia guinenis. These are common around the ‘corner water’ neighborhoods, in some areas of the Bui river valley, and in virtually all the valleys.</p> <p>Grassland forms the majority of the vegetation. Characteristics species in the grassland fields are the pennegetum propureu, ferns and other thick tufts of grass. Given that much farming takes place in the region, burning has greatly modified the herbaceous cover. Rough savannah grass grows in the hills, soft grass on farmlands, elephant stalks and reeds along the banks of streams.</p>  |
| 6.  | <b>FAUNA</b>                | The Kumbo Council area being grassland has a few species of animals that survive and do well. These include monkeys which are mainly found in the wild forests around Nkuv, antelopes, rabbits, guinea pigs, goats, cows, horses, sheep, donkeys, and pigs. However, antelopes had long disappeared due to massive and unregulated hunting. The other species that highly need protection today are the guinea pigs and   |
| 7.  | <b>PROTECTED AREAS</b>      | Protected areas within the municipality are in Nkuv, Roh Tav and Romajai. They are protected basically because of the nature of the soil. These areas are very swampy and are not condusive for construction or farming. For this reason, they strictly controlled by the Kumbo Council and traditional authorities. In fact, such areas are used for the cultivation of raffia palm.   |
| 8.  | <b>MINERAL RESOURCES</b>    | The Kumbo council area has stone quarries producing Stones in small scales and some sand pits are available. These help in the construction of houses. The sand is extracted from River Bui and other streams that flow across the council area.  |

Source: Kumbo Urban Council, 2006

**Table 4: Assets, Potentials and Constraints of the Biophysical Milieu**

| <b>BIOPHYSICAL FEATURES</b> | <b>ASSETS</b>   | <b>POTENTIALS</b>  | <b>CONSTRAINTS</b>  |
|-----------------------------|---|--|---|
| <b>Climate</b>              | <ul style="list-style-type: none"> <li>▪ Farming</li> <li>▪ Construction</li> <li>▪ Settlement</li> </ul>   | Mixed cropping   | <ul style="list-style-type: none"> <li>▪ Farm-to-market roads are inaccessible during the rainy seasons</li> <li>▪ Mosquito bites and air pollution is intensive during the dry season due to the dust particles in the air and these generate diseases like malaria</li> <li>▪ Strong winds</li> <li>▪ Fire disasters</li> </ul> |
| <b>Soils</b>                | <ul style="list-style-type: none"> <li>▪ Fertility, Sale of farm products generates income</li> </ul>   | Diverse cropping   | <ul style="list-style-type: none"> <li>▪ Soil destruction due to application of artificial methods of soil fertilization.</li> <li>▪ Soil erosion due to slash burning and over grazing the top soil</li> <li>▪ Landslides</li> <li>▪ Marshy areas</li> </ul>   |
| <b>Relief</b>               | Drainage  | Unexploited tourist sites.   | <ul style="list-style-type: none"> <li>▪ The hilly nature of the area makes transportation difficult especially to long distance farmers</li> <li>▪ Farm to market roads are difficult to construct.</li> <li>▪ Land slides</li> </ul>  |
| <b>Hydrology</b>            | <ul style="list-style-type: none"> <li>▪ Water for irrigation</li> <li>▪ There are springs, rivers and waterfalls</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ The presence of River Bui helps in Water supply</li> <li>▪ Fishing space</li> <li>▪ Water Catchment construction</li> </ul>                                       | <ul style="list-style-type: none"> <li>▪ Limited supply to the entire population.</li> <li>▪ Water pollution</li> </ul>   |
| <b>Fauna</b>                | <ul style="list-style-type: none"> <li>- Meat</li> <li>- Transportation</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Grazing land</li> </ul>   | <ul style="list-style-type: none"> <li>▪ High Grazing tax</li> <li>▪ Farmer-grazer conflicts</li> <li>▪ Stray animals</li> </ul>  |
| <b>Flora</b>                | <ul style="list-style-type: none"> <li>▪ Pasture</li> <li>▪ Medicinal Plants/Herbs</li> <li>▪ Food/fruits</li> <li>▪ Raw materials for craft</li> </ul> | <ul style="list-style-type: none"> <li>▪ Grazing</li> <li>▪ Farming</li> <li>▪ Health</li> <li>▪ Craft</li> <li>▪ Grass for thatching</li> <li>▪ Bee farming</li> <li>▪ Construction of bridges</li> </ul> | <ul style="list-style-type: none"> <li>▪ Farmer-grazer conflicts</li> <li>▪ Bush fires</li> </ul>   |
| <b>Vegetation</b>           | <ul style="list-style-type: none"> <li>▪ Animal husbandry is d01</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Available medicinal plants</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Farmer grazer conflicts are common</li> </ul>  |
| <b>Mineral resources</b>    | Income generation   | <ul style="list-style-type: none"> <li>▪ Stones, sand, gravel available for construction</li> </ul>  | <ul style="list-style-type: none"> <li>▪ High demand and high prices</li> <li>▪ Production in small scale because of limited technical know-how.</li> <li>▪ Child labour</li> </ul>   |
| <b>Protected areas</b>      | Income generation from market gardening   | <ul style="list-style-type: none"> <li>▪ Area is at least favourable for the cultivation of vegetables</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Such areas are a hindrance to development since no activity can be carried out here.</li> </ul>  |

Source: PVC2011 Baseline studies, Kumbo

### 3.5. Description of the socio-economic milieu

**Table 5: Description of the socio-economic milieu**

| S/N | SOCIO-ECONOMIC ASPECTS   | DESCRIPTION   |
|-----|--|---|
| 1.  | <p><b>DEMOGRAPHY:</b><br/>i) <b>Population size and Structure.</b></p> | <p>According to figures obtained from the Kumbo Council, the total population of the council area stands at about 127,538 inhabitants. The urban space of the Kumbo Council area is characterized by population concentration in Mbveh, Tobin, Kimbo Squares and Shisong with expansion of empty land in between. Each population concentration has its own peculiarity as follows:</p> <ul style="list-style-type: none"> <li>▪ Tobin is the government residential area with many offices and residences.</li> <li>▪ The population of Shisong was attracted by the existence of the early Catholic Church followed by the existence of the St. Elisabeth’s hospital.</li> <li>▪ Mbveh is the main commercial area having the main market of the council area. This is also the main center of the Muslim population</li> <li>▪ The population of Kimbo squares is influenced by the presence of the cathedral, the main Presbyterian Church, the Baptist hospital and the Nso palace. There is also a market and other economic activities taking place. The population decreases as one moves away from these core areas.</li> </ul>  |
|     | <p>ii) <b>Population Mobility</b></p>                                  | <p>Over the years, there has been a high movement of the Nso people. There have been cases of rural-rural, rural-urban, and urban-urban migrations. To a greater extent, these movements have been sparked by the quest for a better livelihood. Issues like the search for fertile soils/pasture, hunting grounds, job opportunities, and the lack of educational/health facilities have greatly forced people out of their original settlements, either on temporal or permanent basis. However, marriages have to some extent compelled people to move. With agriculture being the main stay of the Nso people, given the fact that the soils are very infertile, most people have moved to places like Nkuv to do farming over the years. Others have moved to places like Tobin, Kimbo Squares, Mbveh, and Shisong to look for a better life, while others have moved from Kumbo to other areas like Jakiri, Ndop, Bamenda, Douala, and Yaounde.</p> <p>These movements have had adverse effects on both the areas of take-off, and the areas of departure. For example, from the areas of take-off, mostly the rural area, there is visibly a labour problem, as the youthful population that constitutes the labour force has greatly migrated to look for greener pasture, leaving behind the aged whose output is very low. More so, within the areas of departure, with high cost of living, and difficulties to get the desired jobs, most of the youths are frustrated and turn to involve themselves in malpractices like stealing, prostitution, drug abuse, scamming, etc.</p> <p>Therefore, providing the population of Nso with opportunities to get/create jobs, social services like health, education, water and electricity, markets, recreational and leisure facilities will greatly mitigate the effects of migration within and out of the Kumbo Council area.</p> |
| 2.  | <p><b>Settlement Pattern And Population Composition</b></p>            | <p>The Kumbo council area is characterized by the Nso people. Most of the other tribes that came in were all assimilated. However, a small band of Hausas and Fulani who moved in later, have maintained their identity, culture and religion of Islam. Other inhabitants of non Nso origin who moved in for business or service may not be considered here, given the fact that they are not permanent settlers.</p> <p>There is a marked dominance of the female population over the male (about 53% to 47%), and female adults constitute about 45%.</p> <p>Out of the total population:</p> <ul style="list-style-type: none"> <li>▪ About 30% are kids of ten years or below, most of who attend nursery and primary school</li> <li>▪ About 40% are youths in secondary schools, high school, specialized institutions, graduates(adults youths in the job market ), apprentices, traders etc .this is the sector that is most affected by rural exodus.</li> <li>▪ About 30% are full adults and the aging</li> <li>▪ The age distribution of the population is influenced by several factors,</li> <li>▪ Many young men move out to look for jobs and higher educational standards:             <ul style="list-style-type: none"> <li>- AIDS has taken a toll on the youth</li> <li>- The birthrate is still high</li> <li>- Secondary schools have been opened in the sub division , thus children don’t need to move out to look for education elsewhere except post secondary education</li> </ul> </li> </ul> <p>The high birth rate has virtually maintained the balance between the youths and the aging despite the ravaging AIDS and rural exodus. On the other hand, available medical attention has made it possible for the people to live longer, thus the elderly still have a considerable population.</p>   |
| 3.  | <p><b>Ethnic Groups And Inter-Ethnic Relations</b></p>                 | <p>The Kumbo Urban Council area is composed of a dominant ethnic group-the Nso people, and the Mbororo. Although a few tribes were assimilated along the way through mutual agreement, they are now all known as Nso people. More so, there are individuals and families from other ethnic group who have</p>   |

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|  |                                 | settled here. These ethnic groups include; Noni, Oku, Mbiame, Kom, and Wibum ethnic groups.<br><br>As concern relations between these ethnic groups, there exist trade and marital relationship. They trade in mostly agricultural and animal products. It is very common to see people from these ethnic groups getting married to 01 another. This is because they share a lot in common, especially when it come to culture -dances, food, language, economic activities, etc. However, the Mbororo, who are very much a nomadic people rarely relate with the Nso people, like the others do.   |
|  | <b>Religion</b>                 | Before the advent of the Colonial Period, religious practice in Nso was closely linked to their tradition and culture in the same way as the Muslim culture and religion are linked. Nso tradition and culture have now been overwhelmed by imported religious beliefs, all of which have many conflicting aspects with Nso tradition and culture, and its religious beliefs. At the same time, many Nso adherents of the modern religions still have deep-rooted beliefs in some aspects of traditional worship.   |
|  | <b>i) Traditional Religion</b>  | <p><b>Characteristics:</b></p> <ul style="list-style-type: none"> <li>▪ It is mainly based on the worship of ancestors</li> <li>▪ Generally, there are many gods</li> <li>▪ Sacrifices like animals, wine, and other aspects are made to these gods</li> <li>▪ The gods have shrines which may be at the level of the family compound, the lineage compound, or controlled by the Fon in some locations in the area</li> <li>▪ The Fon is considered as a chief priest, a link between the living and the ancestors. This position holds same with the situation of the lineage compound where the <i>Faay</i> is the chief priest.</li> <li>▪ An official chief priest and priestess, the <i>Tawong</i> and <i>Yewong</i> are appointed from among the princes and princesses by each Fon. These titles are not hereditary and the two appointees are second only to the Fon in terms of rituals and sacrifices. This shows the degree to which the Fon is traditionally involved in the traditional religion of the Nso people.</li> </ul> <p>Ancestral worship goes with shrines where sacrifices are performed. Sacrifices are generally intended to appease vengeful or angry ancestors who might have heaped curses on the people or individual. It may also be intended to solicit for abundant harvest, rains, high fecundity, victory in war, or any other intention. Even if the Fon has been converted into another faith, he must perform these traditional rites, and believe in them. Some of the previous Fons had been converted to Islam. The present Fon is a fervent Roman Catholic Christian. Yet, as the Fon of Nso, he must play his role of priest of a religion based on ancestral worship.</p> <p>In society, remnants of traditional religion are reminiscent in certain practices and beliefs:</p> <ul style="list-style-type: none"> <li>▪ The act of going to soothsayers to find out the cause of death of a relative with the belief that death could not have come naturally.</li> <li>▪ The belief that if certain rituals are not performed on the death of a relative, the deceased will become vengeful</li> <li>▪ The belief that angry ancestors would cause death, sickness, and ill-luck.</li> </ul> <p>The influence of traditional religion and Christianity on the same community has resulted in a situation where fervent Christians are torn between total belief in Christ and belief in certain anti Christian traditional beliefs.</p> |
|  | <b>ii) Islam</b>                | <p>Islam is strong in Kumbo. It was brought in by the Hausa and the Fulani who first settled at the Squares area (where the present Kumbo Parish is situated). The Catholics who were already in Shisong converted this strategic location, and with the assistance of traditional authorities, convinced the Muslims to move to Mbveh where they are now settled. In compensation, provision was made for a mosque to be constructed in the palace.</p> <p>Today, a number of Nso indigenes have become Muslims. Even a few Nso Fons were converted to Islam and worshipped in the palace mosque. Unlike the Christian denominations, Islam has been slow in bringing in aspects of development such as schools, health facilities, etc. Emphasis has rather been on spiritual life, even in the field of education where they mainly study Arabic and Koran. Muslims constitute about 25% of the non pagan population.</p>  |
|  | <b>iii) The Catholic Church</b> | <p>The first missionaries were the German Sacred Heart Fathers of Saint Quintain in France. They arrived in 1912, with Peter Wamey and his wife as interpreters. The first mission station took off in Shisong in 1913. In May 1914, a second group of missionaries arrived including 05 Sisters of the congregation of Divine Providence of Münster (Westphalia). By 1915, the reverend sisters started a Girl's School and a dispensary in Shisong, and the church was gathering momentum when everything was grounded by the German defeat in Cameroon during the First World War. The German missionaries were taken to Fernando Po Island or forced out of Cameroon. The missionary work that had been aband01d was continued by the Nso people who had served in the German Army during the war and had been converted to Christianity in Fernando Po. During this period, the young church and</p>   |

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|  |  | <p>people like <i>Paul Tangwa</i> suffered constant harassment from the hands of the Nso palace institutions and the <i>Ngwerong</i>. This was because:</p> <ul style="list-style-type: none"> <li>▪ Much of their preaching contrasted with aspects of the Nso tradition and culture</li> <li>▪ Many palace wives, princes and princesses were switching allegiance from the palace to the church.</li> <li>▪ Some palace pages were abandoning their duties in favour of the church</li> <li>▪ Some degree of strife was felt by some lords and great lords as their wives and children disobeyed them in pursuit of the church.</li> <li>▪ Some Catechists and Christians became overzealous and extremely provocative.</li> </ul> <p>The French Sacred Heart Fathers settled at Fouban in 1920 and paid their first visit to Shisong in the same year where they created an out post. They later transferred permanently to Shisong, and in 1923, they handed over to the Mill Hill Fathers. Kumbo ceased to belong to the Apostolic Prefecture of Adamawa and was transferred to the Apostolic Prefecture of Buea. The Kumbo Council area was transferred from the Diocese of Buea to the Diocese of Bamenda in 1970, and finally to the Diocese of Kumbo on 1982.</p> <p>The church grew fast and today has the largest following among Christians. There are several achievements:</p> <ul style="list-style-type: none"> <li>▪ Several parishes and about 17 Catholic Churches, including a Cathedral within the Kumbo Council Area.</li> <li>▪ A Minor Seminary at Kitiwum</li> <li>▪ A formation centre for Capuchin Friary at Shisong, 1998</li> <li>▪ A formation centre for Calasanzian Priests in Romajai</li> <li>▪ A very big hospital in Shisong, including a Cardiac Centre</li> <li>▪ Many primary schools and a few secondary schools</li> <li>▪ A school of Nursing and Midwifery</li> <li>▪ An orphanage</li> </ul> <p>At 01 point, the Kumbo Diocese was rocked with a crisis that emanated from Nkuv, where it was believed that the Holy Mary had made an apparition. In a bid to follow the right procedure for making authentic such claim, the Bishop of Kumbo was openly defied by some Christians who broke off allegiance to the Diocese. The Nkuv problem has been laid to rest, but the memory of the crisis lingers</p> |
|  | <p><b>iv) The Baptist Church</b></p>     | <p>While the Catholics were struggling to plant their roots in Nso land, a Baptist Missionary, Joseph Merrick arrived Nso around 1930s. Other Missionaries such as Rev. DA Vielhauer came up around 1933 and visited the Fon of Nso to whom he presented a copy of the Bible into a local dialect-Mungaka.</p> <p>The Baptist faith was spread by people like Joseph Mamadu and Pastor Vinyuh I, who faced more problems with the already established Catholics than with the traditional authorities. Having arrived when the determination of the Catholics had already softened the traditional authorities, the Baptist found it easier to approach and live with traditional institutions and authorities.</p> <p>Presently, the Baptists have about 35 churches within the Kumbo Central Sub Division and about 3,650 fully registered Christians.</p> <p>The church is now well implanted and has;</p> <ul style="list-style-type: none"> <li>▪ The Banso Baptist Hospital (BBH)</li> <li>▪ The school for the blind</li> <li>▪ A Credit Union</li> <li>▪ Primary Schools</li> </ul>   |
|  | <p><b>v) The Presbyterian Church</b></p> | <p>The first Presbyterian Missionaries then known as the Basel Mission came in around 1930 and settled at Kishong. The Catholics had already penetrated the Kumbo area and made it a bit difficult for other denominations to fit in. Rev. Paul Leo, accompanied by Rev. John Musi from the Meta area set up headquarters in Kishong where it remained until 1956. In 1959, Rev. Walters Zumbrenem transferred the headquarters of the Basel Mission to Kumbo where he served until 1962.</p> <p>In 1968, the Basel Mission control over Presbyterian Churches in the area was handed over to the Presbyterian Church in Cameroon (PCC). Before this take over, pastors of Nso origin were already occupying positions of authority. Rev. P.N. Fai for example was appointed Presbyterian Secretary in 1959. The Presbyterians now have the Presbyterian High School and some primary schools in the area.</p>  |

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|            | <b>vi) Pentecostals</b>    | Other Christian denominations have come on, but these have had very little impact on the population as it has remained faithful to the 03 dominant denominations. Pentecostals include; Jehova Witnesses, Full Gospel Church, and the Apostolic Church, amongst other small churches.  |
| <b>11.</b> | <b>Social Organization</b> | <p>The Nso people have a very strong social spirit that can be compared to only a few ethnic groups within the North West Region of Cameroon. Traditionally, at the level of the family, there is a very strong bond between parents and children. More so, each family is attached to a 'Big Compound' whose head has certain powers over the families that fall under it. He relates with the village head, and at times with the Fon when need be. Here, there is a shrine where the ancestors are invoked in times of ill health, marriage, farming, etc.</p> <p>At the level of the village, there exists either a Shufai, or a Faay who commands a lot of respect and authority, and is compared only next to the Fon. Therefore, he represents the Fon at this level. Like the head of the 'Big Compound,' he performs certain rights to cleanse the village. Therefore, he is seen as a priest of the ancestral cult, and relates directly with the Fon, and contributes in enacting laws executed by <i>Ngwerong</i>. He also arbitrates in conflicts that occur within the village.</p> <p>There are some Shufais who are traditional lineage heads with hereditary titles, <i>Vibai ve Wong</i>. The ancestors of these lords were at Kovvifem and served as close advisers to the Fon. They are seven in number;</p> <ul style="list-style-type: none"> <li>▪ Shufai Ndzendzev</li> <li>▪ Shufai Tankum</li> <li>▪ Shufai Ndzendzev-Tsen</li> <li>▪ Shufai Yuwar</li> <li>▪ Shufai Luun</li> <li>▪ Shufai Wainsiri Wo Yer</li> </ul> <p>The second group, <i>Vibai ve Nso</i> came to Nso as independent chiefs and surrendered their royal prerogatives to the Fon of Nso. They were thus allowed to rule their villages as <i>shufais</i>. They are not admitted into the exclusive club of the seven-<i>Kebai ke Samba</i>. They include; <i>Shufai Tsenla of Kikaikilaiki, Shufai Doh-Run and Shufai Doh-Ngwen, both of Kitiwum</i>.</p> <p>The third group is known as <i>Vibai ve kpu</i> or <i>Vibai Dui</i>. They are equally seven in number. These are great lords who carry out the burial of the Fon, and are charged with the maintenance of the royal grave-huts. These include; <i>Bashwin, Shubui, Njavnyuy, Dzem, Ndzendzev Ntintin, Bambui (in replacement of Tsenla Yer), Tawaiy, and Kongir</i>.</p> <p>Others are now aspiring for this title through wealth, or recognition for some outstanding contribution towards development of the Nso society. An example is the late Dr. Bernard Fonlon. There is the Fon of Nso who is the repository of the Nso traditional authority, and the overlord of all Nso land. He is a vital link between the Nso people and their ancestors. He has as duties to ensure the protection of the land from enemies, make new acquisitions if possible and necessary, guarantee internal peace and harmony, arbitrate during conflicts and administer justice, promote development, promote the tradition and culture of the Nso people, ensure the spiritual, economic and social welfare of his people through sacrifices to the ancestors and other rituals.</p> |
|            | <b>I) Secret Societies</b> | <p>Membership into secret societies is generally limited to certain classes or groupings. These societies are equally close to the Fon and to power, and their members are constituted from among the comm01rs or distant relatives of the royal lineage.</p> <p><b>1. Ngwerong</b></p> <p>Membership here is drawn from Nso male comm01rs, nobles of no-royal decent, 03Vibai (Ndzendzev, Tankum, and Luun), the Fon of Nso. Some sources hold that it was acquired at Kovvifem when Shufai Tankum surrendered it to the Nso people alongside his chieftaincy title, in a bid to join the Nso people. Other sources hold that the Nso people had a form of Ngwerong which was only strengthened by that acquired fro Shufai Tankum.</p> <p>The Ngwerong institution functions as follows;</p> <ul style="list-style-type: none"> <li>▪ A regulatory force to the absolute powers of the Fon</li> <li>▪ The leading institution for the enforcement of law and order</li> <li>▪ The main organ for the execution of policy or decision take by the Fon, the Vibai, and Atanto</li> <li>▪ An executor of sanctions on defaulters, especially cases of treason, witchcraft, etc. Today, this role has reduced from death sentences and other severe penal sanctions to banishment, which is applied sparingly.</li> <li>▪ An institution for imposing traditional injunctions, especially over disputed land</li> </ul>  |

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|   | <ul style="list-style-type: none"> <li>▪ A traditional court that can levy fines in cash and kind, even on the Fon, for breaches of traditional norms and usages</li> <li>▪ The official for the installation of all men of title (Ngiri titles excluded)</li> <li>▪ The only institution that can impose a total curfew, and keep everybody, even the Fon indoors.</li> <li>▪ The institution that administers the oaths of office to the newly installed Fon and assumes the all-embracing task of making sure that the Fon is effectively the custodian of all cultural values of the land.</li> </ul> <p><b>2. Ngiri</b><br/>This institution developed as a result of the fact that princes of Nso were forbidden from participating in the <i>Ngwerong</i>. This is because the Fon who was chosen from among the princes wielded too much power, and if princes who were naturally the brothers of the Fon were to control <i>Ngwerong</i>, there would be no counter force to absolute dictatorship by the royal family.</p> <p>There is a lot of confusion as to when <i>Ngiri</i> was created or by whom. However, its Tikar origin is clear, especially from Bamoum. This could be justified by the fact that most tribes in the North West Region have close links with the Bamoum, and the Bamoum themselves have the <i>Ngiri</i> Society.</p> <p>This institution grew to a point where it started usurping the functions of <i>Ngwerong</i>. This was checked in 1935 when <i>Ngwerong</i> agents raided and destroyed the <i>Ngiri</i> shrine. Some degree of rivalry still occurs though.</p> <p>Membership into <i>Ngiri</i> is limited to princes and the <i>Duiy</i>. Before 1935, princesses could belong to <i>Ngiri</i>, but today no woman is allowed.</p> <p>The <i>Ngiri</i> is strictly considered by the Nso people as a princely fraternity with little administrative functions. However, some senior member of <i>Ngiri</i> are advisers to the Fon, and do participate in some policy Issues.</p> <p><b>3. The Manjong</b><br/>This institution evolved as the traditional militia and an organ for waging war when the Nso people were still at Kovvifem. In the absence of any formal army, any Nso man fit enough, brave enough, and patriotic enough belonged to the <i>Manjong</i>. This was a very important institution; given the need at the time to protect the Nso people and land, and to carry out policies of spreading Nso hegemony. Members supplied their own weapons and war attire, and were always ready when summoned by the traditional war drum. <i>Mformi</i> and other military titles developed.</p> <p>The <i>Manjong</i> later acquired the <i>Mfuh</i> war lodge from the Bamoum as war booty, and it has become a very important lodge today. Other lodges created include; <i>Nchoro</i>, <i>Jwin</i> and <i>Meku-u</i>. In the absence of inter tribal wars, members of the <i>Manjong</i> showed their prowess during the Fon's annual hunting expedition in his two reserves of <i>Mbokam</i> and <i>Mbokwiven</i>. This has died out, with the prohibition but the government of the killing of most wild animals.</p> <p>Presently, the member of the four lodges of the <i>Manjong</i> simply meet regularly, share wine, and discuss issues concerning the Nso people, and information from the palace. However, the functions of the <i>Manjong</i> have been redirected towards communal labour. It is very active in construction and maintenance of roads, bridges, schools, etc.</p> |
| <p><b>ii) The Concept of the Family Lineage</b></p> | <p>In the Nso political and social structure, the lineage constitutes the smallest political unit, and the Fon administers his people through the heads of these lineages (<i>Faay</i>). The <i>Faay</i> has the following attributes:</p> <ul style="list-style-type: none"> <li>▪ He is the Fon's Delegate</li> <li>▪ The <i>Faay</i> is responsible for the administration of the lineage, and deals directly with the Fon in matters that concern it.</li> <li>▪ He is considered as the father of the lineage</li> <li>▪ He is the priest of the Ancestral cult</li> <li>▪ He coordinates the activities of different members of the lineage</li> <li>▪ He is responsible for the arrangement of marriages of daughters (except certain first born daughters) of his lineage and makes sure that marriages between members of the same lineage do not occur.</li> <li>▪ He settles disputes within the lineage and seeks arbitration of the <i>Tante</i> (village Head) if the conflict involves members of other lineages</li> <li>▪ He takes care of the ancestral land and its distribution to members of the lineage for purposes of farming, construction, etc.</li> </ul> <p>The lineage head enjoys certain prerogatives:</p>  |

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|     |   | <ul style="list-style-type: none"> <li>▪ He can call members of the lineage to participate in work on his farm</li> <li>▪ He receives a substantial part of the betrothal presents given by would be husbands of daughters of the lineage.</li> <li>▪ He enjoys full respect from the members of the lineage.</li> </ul> <p>The lineage head has certain traditional items which he inherits from his predecessor, and which he passes on to his successor. These include the following;</p> <ul style="list-style-type: none"> <li>▪ <i>The cap</i></li> <li>▪ The <i>vifavelah</i> (necklace)</li> <li>▪ The <i>Kebam</i> (bag)</li> <li>▪ The <i>Mbang</i> (staff)</li> <li>▪ <i>The lineage cup</i></li> </ul>  |
| 12. | <b>Habitat</b>  | <p>The Kumbo Council area is mainly grassland with patches of forest dotted all over the area. Settlements are constructed mostly within this grassland area. In some areas, these settlements are so close to each other, while others are scattered. Such areas of close settlement are places like Kimbo, Tobin, Shisong, Mbveh, Melim, Njavnyuy, Firkov, Shuf, etc, while scattered settlement include places like Tadu, Keri, Sakir, Kai, etc.</p> <p>This grassland area equally has a great influence on the settlement pattern as seen above, and also on the type of houses the people construct. These have greatly improved as time went on. From thatched houses, grass roofing and mud bricks houses to cement buildings and zinc roofing which have only changed with globalization.</p>  |
| 13. | <b>Housing Systems</b>  | <p>The main materials used for construction within the Council area are Stones and mud bricks for foundations and the walls, sand and cement for plastering. Then Timber and corrugated sheets are used for roofing. This is common with private/family houses, but Stones, sand, cement, and at time tiles are used for offices, hotels, and some private/family houses. However, there are still some areas where local materials like grass and sticks are used for construction and roofing. The main reason for this is due to the fact that modern materials are expensive and not easily accessible to a majority of the people. The use of these modern materials can be clearly seen within places like Tobin, Mbveh, Shisong, and Kimbo, and this diminishes as one moves towards the periphery of the council area, with places like Nkuv, and Keri amongst others being the most affected due to bad roads.</p>   |
| 14. | <b>Local Development Actors</b>   | <p>Several actors are involved in development activities in the sub division, especially as the years go by. These include; Traditional authorities, the Nso Development Association (NSODA) and Village Development Associations, International Cooperations, Elites, Missionary Bodies, and NGOs.</p>   |
|     | <b>i) Traditional Authorities</b>   | <p>The institution of the Fon of Nso has greatly changed from the time when the main target of the Nso people was to spread its hegemony. This is due to the advent of the Christian religion, the introduction of government laws, the opening of the Nso area to the rest of the world.</p> <p>The <i>Ntoh Nso</i> has thus been forced to jettison those aspects that debase human nature and hinder development. The intension to conquer more land and people has been replaced by the desire to develop what is now Nso land.</p> <p>The <i>Ntoh Nso</i> as the heart of the Nso land receives sons and daughters of the land from all walks of life and from all over the county and abroad, who can contribute towards development. It also receives foreign guests and dignitaries and it is well placed to transmit the problems of the Nso people to those who could assist. A good example is the request made by the Fon of Nso to the American Ambassador during his visit to the Nso palace. This was for assistance in setting up a museum in the palace.</p> <p><i>Ntoh Nso</i> also has facilities to accommodate development institutions. Presently, it houses the offices of the Nso Water Authority and the Opportunities Industrialization Centre (OIC).</p> <p>Traditional institutions like the <i>Ngwerong</i> and the <i>Manjong</i> which are attached to the palace are powerful mobilizing agents of community labour for the effective realization and sustainability of development projects.</p> |
|     | <b>ii) Village Development Associations within the municipality (VDA)</b> | <p>These organizations have been very instrumental in mobilizing the Nso communities to contribute towards community projects financially, materially, or physically. Apart from this mobilizing role, they also look for external funding for projects. However, NSODA (Nso Development and Cultural Development Association) is an umbrella association under which all the others fall. It has branches in most of the towns within the country. Therefore, it covers all the Nso people, not only those within the Kumbo Council area.</p>  |
|     | <b>iii) Missionary Bodies</b>   | <p>These are very strong development agents and dominate in the health sector in particular. It is thanks to them that today the Nso community hosts benefits from giant projects like the Saint Elizabeth Catholic Hospital Shisong and the Bansa Baptist Hospital (BBH).</p>  |

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|     | <b>iv) The Kumbo Council</b>                        | <p>This has been a powerful element of development within the council area. Its projects within this area range from donations in cash and in kind to schools, the construction/maintenance of roads, bridges, and culverts, and the construction of a modern council building hosting offices (Figure 1), halls, and archives of the council amongst others.</p> <p>Despite all these developments, 01 major project still plagues the mind of every native of Nso and even those who care about development. This is the Bui Conference Centre Project which has swallowed so much m01y and has been aband01d for so many years, and given the constant heightening of prices of commodities in general and building materials in general, the future of this giant project seems frustrating (Figure 2)</p>   |
| 15. | <b>Collective Projects</b>                          | <p>Despite the assistance from the Kumbo Council, NGOs, Churches, and International Cooperations, so many projects have been carried out by the villagers themselves. These range from the digging of roads to the construction of water catchments within their communities. Most of these projects have been realized thanks to the communal spirit that the Nso people have, and the existence of Village Development Associations (VDA) within some of the villages.</p> <p>These VDAs have been the instruments for mobilizing resources internally and externally, managing these resources, especially finances to ensure that projects are effectively implemented. A typical example here is MELCUDA which is an umbrella association, covering a series of villages within the Kumbo Council area.</p> <p>Even though many projects have been have been implemented collectively, so many barriers have been hindering the successful implementation of project, the very first of which is the fact that finances are always limited. More so, at times, the appropriate equipments are not there, living the communities with no choice than to use rudimentary tools which only make work tiring and time consuming. There is also the lack of skills, which limits the capacity of the villagers to effectively carry out projects. This is just to name a few.</p> <p>Without these barriers, the Nso people are really better placed to manage their projects. That is, if they are provided with the necessary resources and their capacities built, there is no doubt that the job will be d01 as they have a strong community spirit towards development.</p> |
| 16. | <b>Public Services Implanted Within The Council</b> | <p>There are quite a good number of Public Services within the Kumbo Municipality, thickly concentrated around Tobin. In fact, almost all the 27 sectors considered under the PNDP-CDP programme are found within the Kumbo Council area</p>   |
| 17. | <b>Civil Society</b>                                | <p>There exist so many Civil Society Organisations with the Kumbo municipality. Amongst them are NGOs like SNV, GTZ, Berikids, NAFTI Foundation, Bread For the World, Knowledge for Children, PACA, NASCENT Solution, SHUMAS, MBOSCUDA, Hymalayan Institute, etc. There are also churches involved. These include the Catholic, Muslim, Presbyterian, Baptist, etc. These institutions advocate and lobby for support in an attempt to solve the problems of the people, and see into it that the Nso community is bettered up as the world becomes global with the passing of every minute</p>  |
| 18. | <b>Economic Activities</b>                          | <p>Economic activities include agriculture, petty trading, animal breeding, palm wine tapping, small scale craft works, extraction and sale of local construction materials like Stones, sand, Timber/poles, sale of beer, palm oil production and sales. Apart from these, there are professionals like bricklayers, tailors and seamstresses, bikes/bicycle repairers, mechanics, barbers, etc.</p> <p>Many of the economic activities are carried out by Common Initiative Groups created to guarantee self-sufficiency among group members. The activities of these groups are varied, ranging from farming, and animal husbandry, to computer and internet services, and tailoring and embroidery, etc.</p>   |
|     | <b>i) Agriculture</b>                               | <p>Part of Kumbo Council has been taken up by houses. However, there are strict agricultural areas like Nkuv where many people go to farm. Main food crops cultivated are cocoyam, maize, beans, plantains, groundnuts, Irish/sweet potatoes, bananas, and pepper. Coffee which used to be the main cash crop is greatly reduced.</p> <p>The fact that the farmers still continue to use their customary methods of farming is responsible for the low yields and consequently low income. This reduces their ability to access basic services like health, water, electricity, and education for their children.</p> <p>Added to government effort to meet the agricultural need of the population of Kumbo, NGOs equally have an important role to play. In this case, instead of numbers, their emphasis should be laid on effectiveness and efficiency in their interventions within target areas.</p> <p>The home garden farming system is very developed, even in some parts of the urban area. Villagers are able to cultivate a wide variety of crops and trees around their homesteads. Though having similar patterns, a close look portrays differences depending on the socio-economic circumstances of the household and the physical environment. Food crops are often associated with trees with choices directed mainly by their utility. We find eucalyptus trees</p>   |

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|--|--|--|
|  |  | <p>associated with avocado, mango, guava, plum and orange trees. Under these trees, plantains, cocoyams, pepper, maize, etc are grown.</p> <p>Generally, agricultural practice is extensive. The intensive type is virtually absent.</p> <p><b>Agricultural extension services</b><br/>The Delegate of Agriculture and the Department of Community Development have been active in this sector. Extension workers work with groups and individuals.</p> <p><b>Agricultural extension work includes:</b></p> <ul style="list-style-type: none"> <li>▪ Phytosanitary services by the agric extension workers</li> <li>▪ Trials and demonstrations</li> <li>▪ Introduction of grain storage techniques such as the application of Acetylic</li> <li>▪ Introduction of machinery for the transformation of agricultural products, such as corn grinding mills</li> <li>▪ Introduction of appropriate planting techniques</li> <li>▪ Parasite control on fruits</li> <li>▪ Prevention of animal diseases by providing disinfectants</li> <li>▪ Promoting increased soil fertility through the use of green manure (improved fallows)</li> </ul> <p><b>Agriculture extension faces problems such as:</b></p> <ul style="list-style-type: none"> <li>▪ Poor attendance of meetings by farmers, and slow adoption of innovative ideas</li> <li>▪ Destruction of demonstration units by stray animals</li> <li>▪ Farmer-grazer problems</li> </ul> <p><b>General Problems</b><br/>The main problems facing agriculture in the area are:<br/>Pests. There are several pests such as:</p> <ul style="list-style-type: none"> <li>– Fungal pest such as blight which destroys tomatoes and potatoes, and the coffee berry disease</li> <li>– Insect pests such as aphids, stern borers which attack maize and coffee, etc.</li> <li>– Weevils which constitute a serious post-harvest menace.</li> </ul> <p>Lack of equipments/inputs: Most farmers use hoes, cutlasses and other simple farm implements. More so, the use of fertilizers and pesticides is not very common</p> <p>Bad farming practices: Some farmers still burn the soil each time they cultivate</p> <p>Post harvest management: Most of the crops produced are bulky and susceptible pest. This is the case with grain and tubers</p> <p>Other agricultural products like potatoes and vegetables are very perishable</p> <p>Other problems include shortage of land, use of low yielding seeds, crop destruction by stray animals, marketing problems, and land disputes.</p> |
|  | <p><b>ii) Sylviculture</b></p>           | <p>This involves the creation of life fences. These life fences are found either surrounding homes or farmland. These serve as boundaries, windbreaks, or to protect crops from invasion by divagating animals. These trees are also meant for fuel wood. As such, we identify life fences that are well kept (cut back) regularly and those that are left to grow uncontrolled destined for fuel wood (<i>Eucalyptus sp</i>, <i>Malingna sp</i>, <i>Cordia Platythyrsa</i>). Some of these trees are planted to be used as stakes in farms. Amongst these, we note <i>Ficus sp</i>, <i>Datura candida</i>, <i>schefflera sp</i>.</p> <p>Few farmers practice ameliorated or improved tree fallows which involves the introduction of leguminous species like <i>Sesbania macantha</i> or <i>Sesban</i> and the <i>Crotalaria sp</i>.</p> <p>The major sub system is that which involves the cultivation of seasonal crops under tree cover. It is common in the area to find cocoyams, sweet potatoes, bananas growing near tree fences around the compounds. Added to this is found the cultivation of crops under perennial crops like coffee, palm trees, pears, mangoes, and plums.</p>   |
|  | <p><b>iii) Non Timber Activities</b></p> | <p>A few villages in the area carry out bee keeping using beehives made of straw and wood. Harvesting is d01 with hands and fire. Some bee loving species of flowers thrive very well in here; <i>Schefflera sp</i>, <i>Elaies guinensis</i>, <i>Caleandra calothyrus</i>, <i>Leuceana leucocephala</i>.</p>   |

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|                                 | Hunters also exploit the forest for animals, while some fruits and food items are gathered freely in the forest. Traditional doctors or herbalists make good use of the forest for tree barks, leaves and roots.   |
| <b>iv) Animal Husbandry</b>     | <p>For animal husbandry, the Nso people rear animals like goats, pigs, fowls, guinea pigs, rabbits, sheep, and cows. These animals are mostly domesticated, since land is a bit of a problem within the community. The more the animals one has, the greater the chances to benefit from grazing land at the community level. Therefore, this activity is mainly at the subsistence level, as only a few animals can be accommodated within compounds, with limited pasture and feed. Hence, productivity per animal is very low. This can be explained by the following reasons;</p> <ul style="list-style-type: none"> <li>– Traditional breeds are reared</li> <li>– Animals are not confined and so divagate in the village</li> <li>– Fecundity is reduced and mortality rate is high. (While improved breeds of goats and sheep can give two kids at birth, the local breeds mostly give one kid).</li> </ul> <p>This is related most importantly to the poor feeding and flushing. More so, the farmers do not control crossing of animals.</p> <p>The dispersed nature of animal breeders, especially the nomadic method practiced by the cattle owners, makes it difficult to obtain precise livestock figures. Again, animal population is subject to continuous reproduction, sales and slaughter.</p> <p>Animal hide, especially cow hides used to be prepared and sold to producers of leather. Today, cow hides serve as ‘<i>Canda</i>,’ a food item for <i>Achu</i> and <i>Eru</i> dishes. The use cow hide in this way is imported from the coastal regions of Cameroon.</p> <ul style="list-style-type: none"> <li>▪ <b>Veterinary coverage</b><br/>The most common disease for goat is some form of skin disease. The dreaded swine fever is the disease that kills the pigs most and comes in the form of an epidemic. Poultry has the gommoro disease and the hitchner which often take their toll. The foot and mouth disease is very common in sheep. Cows are very vulnerable to Rinderpest, sleeping sickness, tuberculosis, etc.</li> </ul> <p>The Delegation of Livestock, Fisheries and Animal Industries has been making efforts to protect livestock through vaccination programmes, training and demonstrations. The delegation has been very active with the vaccination of cattle, but at times this initiative is taken negatively by the Fulani, who always refrain from divulging exact information on their own in a bid to evade taxes.</p> <ul style="list-style-type: none"> <li>▪ <b>Pasture Improvement</b><br/>Much of the pasture has underg01 degradation through the action of bracken fern and other destructive agents. The quality of the grass itself is poor and dried up during the rainy season, thus necessitating transhumance.</li> </ul> <p>The Delegation of Livestock, Fisheries and Animal Industries has developed a nursery of improved grass species and pasture improvement has been carried out to a small extent. However, the fact that most grazers use communal grazing land has discouraged from investing in pasture improvement.</p> <ul style="list-style-type: none"> <li>▪ <b>Transhumance</b><br/>During the rainy season, breeders fatten their cattle, thus increasing the market value. However, cattle have to move long distances during the dry season to get fodder. These movements lead to loss of weight and exposure to pests and respiratory problem. During transhumance, most of the cattle are moved to Nkuv.</li> </ul> |
| <b>v) Fishing</b>               | There are 42 active fishponds in the Kumbo Central Sub Division, and 20 of them are found within the Kumbo Council area. Main species of fish produced are Carp and Tilapia. The streams do not constitute a source of fish. Even tadpoles and caught in other areas are not found here. However, a lot of frozen fresh fish is sold, mainly brought from Douala, while smoked fish is brought from Ndop and the Western Region.   |
| <b>vi). Hunting</b>             | Hunting had been a practice carried out by the Nso people so many years ago. Recently, it is difficult to actually say that the Nso people practice hunting. Just a hand full of people in the villages do hunt today, and harvest is not much as compared to about two centuries ago when hunting was lucrative and even led to some people settling where they are today. A case in point is Bam-bui Village whose founder was a hunter and found the area very lucrative for hunting. This made him to abandon his place at the Nso palace to settle here. Today, hunting is predominantly practiced in Nkuv, and the categories of animals caught are Antelopes, Monkeys, bush fowl, and Cane Rats (Category 03)   |
| <b>vii) Forest Exploitation</b> | Kola nut trees are found around old traditional compounds, around Shisong and in some areas in the outskirts. In spite of the importance of the Kola nuts  |

fruit in Nso tradition, no attempts are made to replant, and the existing trees are aging. The kola nut used to be the most important Nso export plant. It was transported on donkey back to Nigeria, especially Yola, for sale. Today, kola nut is imported into Nso from other areas. The neglect for the kola tree is common in most areas of the North West Region where it grows, so it may be a good idea to consider its propagation in Nso.

As a savanna area, the natural forest was very small. These have been cut down for timber, firewood and medicinal material. Eucalyptus trees now occupy even areas that used to be grassland. They are used for firewood, sawing of Timber (timber), and as poles for electricity. In some areas, they are used to dry up swampland. Attempts at discouraging the people from growing eucalyptus trees, except on marginal land has fallen on deaf ears, given its immediate economic benefits. The long-term effect on farmland and catchment areas is not considered.

In the forestry sector, the works of the Delegations of Environment and Nature Protection, and Forestry and Wild Life, and the Kumbo Council are worth noting:

▪ ***Delegations of Environment and Nature Protection, and Forestry and Wild Life***

This Government Department protects natural forest and trees and promotes tree planting and afforestation. It is instrumental in the eradication of rampant hunting and poaching.

▪ ***The Kumbo Council***

With the participation of the Highlands Project, the Kumbo Council set up the *Tayaav Fuel Plantation*, covering an area of 75 ha. The forest has multiple uses and different species of trees.

**The forest is thus meant to:**

- Serve the community with fuel wood, and timber for construction
- Provide tree backs, leaves, and roots for medicinal purposes
- Provide income generating opportunities for part of the population
- Promote bee keeping
- Serve as an important source of income to the Kumbo Council
- Provide a natural habitat for some animal and bird species

**Work on the forest project is going on with:**

- Management of the project and maintenance of existing plants
- Continuous sensitization of the public on the importance and use of the forest
- Fire tracing, clearing, and continuous planting of trees

Forestry activity per se in the Kumbo Council area is not adequately promoted, as most people concentrate on Eucalyptus trees which are easily transformed into Timber and fire wood. However, the incorporation of trees into agricultural exploitation is quite developed.

▪ **Agro-Forestry**

The practice of agro-forestry is not a product of the external intervention but more of adoption of locally propagated techniques. Some of these practices have been consolidated by the climatic setting of the area, and the culture and the continuous search for survival means by the inhabitants of this council area. Farmers integrate trees in their farms and home.

**These trees are meant to solve the following problems:**

- Erosion
- Catch up with shortage of land
- Enhance soil fertility
- Create availability of fuel wood around the home
- Provide income in between farming seasons
- Cover up food shortage

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|  | <p>However, the fertility of the soil is destroyed by the Eucalyptus tree, and most of the other trees grow haphazardly, planted around homes, dotted in farms and often planted by animal action. Fruits available include avocado, mangoes, oranges, plums, lemon, paw-paw, shear-butter, guavas.</p>   |
| <b>viii) Illegal Collection Of Forest Products</b> | <p>There has been no case of illegal collection of forest products in Kumbo.</p>  |
| <b>ix) Craftsmanship</b>                           | <p>Craft is not really practiced within Kumbo on a large scale. It involves the weaving of fiber bags, baskets and wall mats, the making of Bamboo chairs, baskets, ceilings and benches. The materials for these works are readily available in large quantities. However, there is no good market for these products. This has push people to be more involved in other activities like agriculture and trade.</p>  |
| <b>x) Commerce</b>                                 | <p>Kumbo is essentially a commercial town. Commercial activities are varied and range from the sale of products of local origin, imported processed goods, to the provision of services. Many inhabitants in the area engaged in, and live on proceeds from commercial activities.</p> <p>Many people come in to buy what is in the area. Being a typical agricultural area, ‘buyam sellams’ swarm the markets to buy bean, corn, potatoes, lemon, bananas, goats, sheep, fowls, etc. the volume of this activity is enormous as big lorries full of corn, beans and potatoes leave Kumbo, especially on market days, to Bamenda, Douala, Bafoussam, and even Gabon.</p> <p>‘Buyam sellams’ or middlemen remain very dominant in the market over the actual producers. Very little group marketing is practiced by farmers. This reduces their negotiating power. Even farmers grouped into common initiative groups (CIGs) operate only at the level of production and hardly practice group sales.</p> <p>The dispersed nature of farmers’ sales leaves them at the mercy of the ferocious buyers who have as main objective, the maximization of profit. This tendency has continued for quite a long time that farmers have realized that they are being seriously cheated.</p> <p>Given the seasonal production of foodstuff, there are periods of abundance of certain items on the stalls. The massive supply of the same item by the farmers leads to low prices as farmers individually struggle to sell their perishable produce. Farmers have a very limited knowledge on food conservation techniques and so are forced to dispose of their produce once harvested. Farmers could enjoy better prices if they were able to conserve their produce to sell at off-season periods.</p> <p>Locally produced goods mainly comprise of:</p> <ul style="list-style-type: none"> <li>▪ Agricultural produce (maize, beans, bananas, Pepper, plantains, etc.)</li> <li>▪ Partially processed agricultural products (garri, pap, ground nut oil, palm oil, bread, etc.)</li> <li>▪ Spices</li> <li>▪ Hawked food items (accra, cokie, bakuru, pufpuf, etc.)</li> <li>▪ Livestock items (goats, sheep, chicken, pigs, etc.)</li> <li>▪ Local craft items (weaved baskets, wall mats, bamboo chairs, etc)</li> </ul> <p>Although some of the items sold are produced in Kumbo town and the villages within the Kumbo Council area, much more is brought from the other local markets and resold in Kumbo where prices are higher. Sales of such items are usually high on market day, when buyers come in from Bamenda, Douala, Yaounde, and parts of the Western Region, and cart away much of the items.</p> <p>The Kumbo Council is located along the ring road, the main road in the North West Region that links virtually all the Divisional headquarters. The easy accessibility of the sub division and its closeness to Bamenda town greatly influences the influx of goods into Kumbo. Goods brought into the area are mainly food items; semi finished and finished products which are manufactured out of the area. These products are brought in from the Western Region, Bamenda, Douala, and Nigeria.</p> <p>Common items imported from Nigeria or brought in from Bamenda and Douala include:</p> <ul style="list-style-type: none"> <li>▪ Processed spices, salt, soy bean oil, additives to food, etc.</li> <li>▪ Ordinary food items: rice, smoked and frozen fish, flour, palm oil</li> <li>▪ Beverages; chocolate based powders, powdered milk, coffee, tea, sugar, etc</li> <li>▪ Cosmetics and toiletries: toilet paper, soap, rubbing oils and creams, tooth pastes, etc.</li> <li>▪ Fashion items: shoes, dresses, slippers, belts, etc.</li> </ul> |

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|  |                        | <ul style="list-style-type: none"> <li>▪ Household goods; dishes and cutleries, buckets and bowls, plastics, etc.</li> <li>▪ Books and Stationeries</li> <li>▪ Building/Plumbing Materials: cement, iron rods, roofing sheaths/tiles, paints, locks, etc.</li> <li>▪ Motor spare parts</li> <li>▪ Electrical equipments/Appliances</li> </ul> <p>The growth of this sector is rapid as every commercial space is taken up. Some of the customers are petty traders or owners of convenience stores in the rural areas.</p> <p>Available commercial services include:</p> <ol style="list-style-type: none"> <li>1. Cyber cafes and computer secretariats</li> <li>2. Barbers and hair dressers</li> <li>3. Tailors and seamstresses</li> <li>4. Commercial transport services</li> <li>5. Mechanics and auto technicians</li> <li>6. Technicians and electricians</li> <li>7. Restaurants, bars and hotel services</li> <li>8. Banking services</li> </ol> <p><b>Kumbo Council Markets</b><br/>Commercial activities take place all over the town, especially around areas of population concentration. Thus, drinking spots, convenience stores, shops, etc. are packed around Kimbo Squares, Mbveh, and Tobin. Small markets have sprouted in areas of need, like in the Shisong hospital area.</p> <p>However, much buying and selling take place in the municipal markets. These markets are:</p> <ul style="list-style-type: none"> <li>▪ The Mbveh Main Market</li> <li>▪ The Modern Market at Tobin Motor Park</li> <li>▪ The Bamkikai Market</li> <li>▪ The small market at Kimbo Squares</li> <li>▪ The Mbah Market</li> <li>▪ The Mbuluf Market</li> </ul> <p>These markets operate on a daily bases with the sale of manufactured goods taking place alongside the sale of agricultural products. These markets have virtually everything like consumer goods that are used or needed in the area.</p> <p>Market days in Mbveh market are quite hectic. With buyers and sellers from all over Bui Division and beyond, the place is like a beehive, with hawkers taking every available space.</p> <p>These markets constitute an important source of council revenue in the form of rents and market tolls. They are placed under a Market Master and an assistant.</p> |
|  | <b>xi). Industries</b> | This sector in Kumbo is much undeveloped. There are mainly processing industries which process corn into corn flour. However, there is much need for processing machines as people move very long distances to grind their corn.  |
|  | <b>xii) Services</b>   | Kumbo has a few credit union and cooperatives, but there is no bank. This leaves the population with very limited access to credit facilities to carry out their economic activities. The area is equally served with transport services, though private. There are motorbikes popularly called ‘ACHABA’ and taxis that run the urban and rural areas. But due to the poor nature of some roads, transport cost is high.  |

**Table 6: Activities carried out by the population of the Kumbo Council categorised**

| S/N | ACTIVITY  | MEN   | WOMEN  | YOUTHS   | MBOROROS                       | OTHER VULNERABLE                                |
|-----|---|---|--|--|--------------------------------|---|
| 1.  | <b>Agriculture</b>                                | Coffee, cocoyams, maize, beans, plantains, bananas groundnuts, Irish/sweet potatoes, bananas, and pepper  | Coffee, cocoyams, maize, beans, plantains, groundnuts, bananas Irish/sweet potatoes, bananas, and pepper   | Coffee, cocoyams, maize, beans, plantains, bananas groundnuts, Irish/sweet potatoes, bananas, and pepper   | -----                          | Mainly market gardening,                        |
| 2.  | <b>Fishing</b>                                    | Carp and Tilapia  | Carp and Tilapia   | Carp and Tilapia   | -----                          | -----   |
| 3.  | <b>Animal Husbandry</b>                           | Goats, pigs, poultry, guinea pigs, rabbits, cane rats, sheep, cattle, donkeys, horses   | Goats, pigs, poultry, guinea pigs, rabbits, sheep  | Goats, pigs, poultry, guinea pigs, rabbits, sheep  | Cattle, sheep, donkeys, horses | Poultry and pig farming                         |
| 4.  | <b>Hunting</b>                                    | Monkeys, birds, rat moles   | -----  | Birds, rat moles   | -----                          |   |
| 5.  | <b>Commerce</b>                                   | Goats, sheep, fowls, cattle, kola nuts, beverages, cosmetics and toiletries shoes, dresses, slippers, belts, dishes and cutleries, buckets and bowls, plastics, books and Stationeries, bars, palm wine,                                      | Bean, corn, potatoes, lemon, oranges, bananas, fowls, pears, plum, mangoes, garri, kola nuts, pap, ground nut oil, palm oil, , salt, soy bean oil, kola nuts, additives to food, smoked and frozen fish, flour, beverages, cosmetics and toiletries, bars, palm wine, call box/credit transfer, vegetables | Potatoes, lemon, oranges, bananas, pears, plum, mangoes, accra, cokie, bakuru, pufpuf, beverages, cosmetics and toiletries, shoes, dresses, slippers, belts, dishes and cutleries, buckets and bowls, plastics | Dairy products, cattle, sheep  | Mainly sale of provisions like toiletries, etc. |
| 6.  | <b>Exploitation of Non-timber forest products</b> | Honey, bush mangoes, passion fruits, medicinal plants, kola nuts, Prunus Africana (Pegeum)  | Honey, bush mangoes, passion fruits,   | Bush mangoes, passion fruits, kola nuts  | -----                          | -----   |
| 7.  | <b>Sylviculture</b>                               | Eucalyptus sp, malingna sp, cordia platythyrsa, ficus sp, datura candida, schefflera sp, sesbania macantha or Sesban and the crotalaria sp, cypress trees palm trees, pears, mangoes, and plums, Mahogany, white wood, flowering tree species | Pears, mangoes, and plums  | Pears, mangoes, and plums  | -----                          | -----   |
| 8.  | <b>Craftsmanship</b>                              | Fiber bags, baskets and wall mats, bamboo chairs, baskets, ceilings and benches, caving of frame, masks, mortar/pistils   | Fiber bags, baskets and wall mats and knitting   | Fiber bags, baskets and wall mats, bamboo chairs, baskets, ceilings and benches, caving of frame, masks, mortar/pistils  | -----                          | Weaving of basket, bags, knitting, etc.         |
| 9.  | <b>Industries</b>                                 | Grinding Mills  | Grinding Mills   | Grinding Mills   | -----                          | -----   |
| 10. | <b>Services</b>                                   | Cyber cafes, documentation services, tailoring, commercial transport services, car repairs, building, electrical services, hotel services, credit unions, cooperatives  | Sewing, hair dressing, catering, cooperatives  | Sewing, hair dressing, catering, barbing, Cyber cafes, computer secretarial services, tailoring, commercial transport services, car repairs, building, electrical services, hotel services                     | Transport- 'Achaba' riders     | Call box/credit transfer                        |

Source: PVC 2011 Baseline studies, Kumbo

Youths in this context refer to persons below 25 years of age, while those above 25 years are considered as men and women. Despite the fact that a majority of the economic activities within the Kumbo municipality fall within the primary sector, economic activities can generally be grouped under the following categories:

▪ **THE PRIMARY SECTOR**

This sector is mainly concerned with the agriculture, fishing, animal rearing and the exploitation of forest products. Agriculture which is the backbone of the economy and the main stay of the population involves the cultivation of both cash and food crops. Cash crops include coffee and kola nuts, while food crops include coco yams, yams, Irish and sweet potatoes, maize, beans, corn, bananas, plantains, and pepper amongst others. Fruit crops like pineapple, pears, plums, mangoes and guavas are also cultivated.

Furthermore, the rearing of animals is also a common practice here. Types of animals reared include pigs, goats, sheep, rabbits, guinea pigs, and cattle, which is mostly practiced by the Mbororos.

There are also fishing activities within the municipality and the species of fish caught are mainly mud, carp, clarion, and tilapia. It is worth noting that the council operates a fish pond, located at Njavnyuy, while there are 20 others within the municipality. Despite the existence of these fish ponds, much of the frozen and smoked fish consumed in Kumbo comes from Douala and Ndogop respectively.

Forest products are also exploited here. Such products include items like timber, medicinal plants, firewood, passion fruits, honey, bush mangoes, and Kola nut which used to be the main export product within the North West region in general and Kumbo in particular is gradually dying out. More so, the cultivation of Eucalyptus trees is gradually taking over the cultivation of natural forest, a practice which has greatly been discouraged, especially as Eucalyptus trees destroy the fertility of the soil and create water shortages. Despite its disadvantages, eucalyptus trees are still cultivated for its economic gains.

It is worth noting that activities of this sector are mainly for subsistence, even though some of the products of the sector are for commercial purposes.

▪ **THE SECONDARY SECTOR**

The secondary sector is dominated by mining activities. Within the Kumbo municipality, it is concerned with the extraction of basically sand and stone. Products from this sector have greatly boosted construction activities with Kumbo and its environs. The High Court building and magnificent Council building amongst others are well constructed thanks to resources from this sector. However, since it is very underdeveloped, there is no control, leading to haphazard exploitation for sale within and out of the council area. This endangers the sustainability of these products for future generations.

▪ **THE TERTIARY SECTOR**

The tertiary sector, commonly called the service sector is averagely represented within Kumbo. Services here include hotels, inns, restaurants, transport, documentation, cyber cafes and other communication services amongst others. However, much still needs to be done within this sector in terms of upgrading and putting in place new and befitting structures like a municipal hotel

**Table 7: Animal Husbandry**

| S/N | TYPE OF ANIMAL                    | CLASS   | QUANTITY |
|-----|-----------------------------------|---------|----------|
| 1.  | Cattle                            | Bovine  | 6,912    |
| 2.  | Sheep                             | Ovine   | 3,650    |
| 3.  | Goats                             | Caprine | 4,800    |
| 4.  | Pigs                              | Porcine | 1,000    |
| 5.  | Horses                            | Equine  | 350      |
| 6.  | Poultry (Local Breeds)            | Avian   | 6,000    |
| 7.  | Poultry (improved layers)         | Avian   | 5,000    |
| 8.  | Poultry (broilers-every 02months) | Avian   | 4,500    |
| 9.  | Cane rats                         | -       | 40       |
| 10. | Donkeys                           | Arsine  | 15       |

Source: Kumbo Urban Council, 2006

The table above shows the type, number and class of animals reared within the municipality. However, exact figures could not be gotten, but it is worth noting here that these animals and the various classes are still reared within the municipality and the numbers are constantly increasing, even though some challenges are faced as regards this sector within Kumbo, ranging from lack of pasture land to veterinary services and treatment

The donkey has played a great role in the growth of the Nso economy. *Kimbeh bi* (transporter of kola nuts) as it is known in *Lamso* was the main form of transportation of goods in Nso, especially agricultural products including kola nuts. The donkey could still be very useful in agriculture, given the fact that most farms are located in inaccessible areas.

**Table 8: Types of Trees Cultivated**

| S/N | PLANT   | SURFACE AREA | QTY    | REMARKS                             |
|-----|---|--------------|--------|-------------------------------------|
| 1.  | Eucalyptus trees                                      | 4.5 ha       | -      | 05 compartments have been created   |
| 2.  | Prunus Africana (Pegeum)                              | 25 ha        | 26,300 | Exploited for its medicinal value   |
| 3.  | Flowering tree species                                | -            | 5,000  | To encourage bee keeping activities |
| 4.  | Natural forest trees (Kola nut, Mahogany, white wood) |              |        |                                     |

Source: Kumbo Urban Council, 2006

As evident from the table above, one can clearly see that even though there are other types of trees grown within the Kumbo municipality, Eucalyptus cultivation dominates. This is very disadvantageous, especially as water supply is concerned, and for agriculture as it greatly reduces soil fertility. Pegeum Africana is also very common here. This is because of the medicinal value it possesses. It is alleged to be good for the treatment of ailments like malaria and typhoid, amongst others. There are also flowering tree species which are mainly cultivated by honey farmers as a means to foster this activity within the municipality. A number of them are very visible within the council area. Lastly, there are patches of natural forest within Kumbo. These include trees like Kola nuts, Mahogany, and white wood. These are mainly cultivated for commercial purposes, especially as white wood and mahogany are massively used for furniture and wood works. The council also operates the Tayaav Forest Plantation which is intended to provide enough trees for timber, fuel, and medicine, so as to greatly reduce the dependability on Eucalyptus trees. These Eucalyptus trees could be completely destroyed or reserved along marginal lands.

**Table 9: Figures on Markets**

| Market               | Solid Sheds | Temporal Sheds | Food Stands | Stands second hand items | Meat sales | Travel agencies | Average monthly income (FCFA) |                  |
|----------------------|-------------|----------------|-------------|--------------------------|------------|-----------------|-------------------------------|------------------|
|                      |             |                |             |                          |            |                 | Expected                      | Actual           |
| Mbveh Market         | 682         | 127            | 58          | 70                       | 80         | 0               | 2,244,830                     | 1,980,000        |
| Tobin Market         | 144         | 0              | 70          | 0                        | 0          | 5               | 536,000                       | 242,500          |
| Bamkikai Market      | 0           | 83             | 0           | 0                        | 0          | 2               | 187,000                       | 128,000          |
| Kimbo Squares Market | 32          | 0              | 10          | 0                        | 0          | 0               | 106,000                       | 36,000           |
| <b>TOTALS</b>        | <b>858</b>  | <b>210</b>     | <b>138</b>  | <b>70</b>                | <b>80</b>  | <b>7</b>        | <b>3,073,830</b>              | <b>2,386,500</b> |

Source: Market Master, Kumbo Council

The data above shows the various markets within the Kumbo Municipality, number of sheds (constructed and temporal), food stands, etc within each market. From these figures, it is clear that the Mbveh market is the most 'modern' within the municipality and the most populated. In fact, this is the main market in Kumbo. Business here covers almost all items that one can imagine. Therefore, it supplies the whole of Kumbo and its environs. The next market after Mbveh is the Kimbo Squares market, and then the Tobin and Bamkikai markets which are mainly supplying their immediate communities. These markets deal mainly with agricultural products and food stuff. The nature of these markets therefore permits them to operate on a market day calendar which is strictly respected both by sellers and buyers. With these statistics, it can be justified that the Kumbo Council area greatly needs some improvement on its market structures and facilities. It is also worth noting that markets are one of the main sources of the council's means of revenue. Therefore, this sector must be improved upon to secure the council's income.

**Table 10: Assets, Potentials and Constraints of the Socio-economic Milieu**

| SOCIO-ECONOMIC FEATURES | ASSETS   | POTENTIALS  | CONSTRAINTS   |
|-------------------------|--|---|---|
| Demography              | Labour force   | Human resources   | High rate of transmission of prevalent diseases, high crime rates   |
| Ethnicity               | Diversity  | Inter tribal marriages  | Ethnic dominance  |
| Religion                | High moral standards   | Religious diversity   | Clash between tradition and the church.   |
| Population mobility     | Self employment, training  | Labour force.   | Rural Exodus, reduction in labour force   |
| Vulnerable Population   | Vocational training  | Attracts foreign aids<br>Vocational schools<br>Special need schools | Limited access to education, unemployment, does not influence decision making within the council area, stigma and discrimination  |
| Social Organizations    | Community mobilization<br>Development actors<br>Law enforcement security | Community driven development  | Competition<br>Conservative ideas   |
| Agriculture             | Availability of all classes of food                                      | Available land<br>Mixed cropping                                    | Farmer-grazer conflicts, poor yields due to soil burning, poorly constructed farm to market roads, crop destruction by Bush fires and stray animals, long distance farming, limited tools, limited techniques |

|  |  |  |  |
|--|--|--|--|
| <b>Sylviculture</b>                              | Identifies boundaries, windbreaks, or to protect crops from invasion by divagating animals | -Land demarcation<br>-Wood<br>-Timber    | Boundary disputes  |
| <b>Animal husbandry</b>                          | Self employment, income generating   |  | Farmer grazers conflicts, limited veterinary services, high cost of drugs, high taxes                  |
| <b>Hunting and forest exploitation</b>           | Income generation  | Opened fields, fuel wood                 | Deforestation  |
| <b>Craftsmanship</b>                             | Income generation  | Palm bushes                              | Poor sales   |
| <b>Commerce</b>                                  | Income generation  | Available markets                        | High taxes, competition, limited sheds/ markets  |
| <b>Industry</b>                                  | Income generation  | Unexploited quarry sector, sand , Stones | Child labour   |
| <b>Tourism</b>                                   | Income generation  | Unexploited sites                        | Limited finances, limited touristic establishments   |
| <b>Education</b>                                 | Employment<br>Vocational training  | Self employment<br>Human resources       | Limited schools<br>Limited school equipments<br>Unqualified staff<br>Long distances<br>School drop out |
| <b>Banks and services of the private sector.</b> | Employment opportunities   | Access to credits                        | High interest rates<br>robbery   |

Source PVC 2011 Baseline studies, Kumbo

#### 4. INSTITUTIONS THAT INTERVENE WITHIN THE COUNCIL AREA

Although the activities of NGOs in Kumbo Council Area are a serious contributing factor to its development, their participation is still timid. However, some few have d01 and are (still doing) some work which is worthy of note; From the various diagnosis carried out within the Kumbo Council Area, it was noticed that so many institutions within and without the municipality actually provide assistance to the area. These include the following:

**Table 11: Analysis of principal institutions intervening within the Kumbo Municipality**

| S/N | TYPE         | INSTITUTION                           | AREAS OF INTERVENTION   | FREQUENCY    |
|-----|--------------|---------------------------------------|---|--------------|
| 1.  | Religious    | -Bishop's House                       | Education, Health, Social Affairs, Employment, Family Life                              | Frequently   |
| 2.  |              | -The Chalice Home                     | Orphanage   | Daily        |
| 3.  |              | -Mutual Health Organization (MHO)     | Health  | Daily        |
| 4.  |              | -Notre Dame Sisters                   | Widows, destitute, orphans, library   | Daily        |
| 5.  |              | Presbyterian Church in Cameroon (PCC) | Education   | Daily        |
| 6.  |              | Cameroon Baptist Convention (CBC)     | Education, Health   | Daily        |
| 7.  |              | Islam                                 | Education   | Daily        |
| 8.  | NGOs         | SNV                                   | Education   | Daily        |
| 9.  |              | GTZ                                   | -Water catchment protection, and other water related assistance                         | Occasional   |
| 10. |              |                                       | -Drug distribution program  |              |
| 11. |              | Berikids,                             | Orphans, disabled persons, etc  | Daily        |
| 12. |              | NAFTI Foundation                      | Construction, etc   | -----        |
| 13. |              | Bread For the World                   | Nutrition, etc  |              |
| 14. |              | Knowledge for Children                | Education (books,   | -----        |
| 15. |              | PACA                                  | Agriculture (seed multiplication, etc)  | -----        |
| 16. |              | NASCENT Solution,                     | Health, food, etc   | Monthly      |
| 17. |              | SHUMAS                                | Environment, Bio-gas  | -----        |
| 18. |              | MBOSCUDA                              | Education, trainings,   | Occasionally |
| 19. |              | Himalayan Institute                   | Education (Library/trainings), Health (Eye Dept.), sports, and gifts to schools         | Daily        |
| 20. |              | Heifer Project International (HPI)    | -Provides dairy cow, rabbits, pigs, and fowls to farmers<br>-Provides loans to farmers. | Frequently   |
| 21. |              | British trust for Conservation        | Environment   | Occasional   |
| 22. |              | Springboard                           | Computer literacy programs  | Daily        |
| 23. |              | Brighter future for children          | Education   | ----         |
| 24. |              | Bamenda Highlands Forest Project      | -Project assisted in the naturalization of the council's Tayaav Forest                  | Occasional   |
| 25. | Cooperations | The French Cooperation                | -Assisted in the construction of the Tobin Modern Market                                | Occasional   |
| 26. | Embassies    | The British Embassy                   | -Supplied books for the Bernard Fonlon Information Centre                               | Occasional   |
| 27. | Media        | Bui Community Radio                   | Information, advertisement, sensitization, education, etc                               | Daily        |
| 28. |              | Helen Chris                           |   |              |

|     |                        |   |   |              |
|-----|------------------------|---|---|--------------|
| 29. |                        | CRTV  |   |              |
| 30. | Political Parties      | SDF   | Micro project, education, health, etc   | Occasionally |
| 31. |                        | CPDM  |   |              |
| 32. |                        | UPC   |   |              |
| 33. |                        | UNDP  |   |              |
| 34. |                        | Government Health Institutions  |   |              |
| 35. |                        | Sub Divisional Hospital   |   |              |
| 36. |                        | Health Centres  |   |              |
| 37. | Transport              | Amour Mezam   | -Internal/ inter-urban transportation services  | Daily        |
| 38. |                        | 'Achaba riders'-Motorbikes  |   |              |
| 39. |                        | 'Go Now Now'  |   |              |
| 40. | Financial Institutions | KIPCCUL, Express Union, Express exchange, Union Bank of Cameroon, etc | -Give out Loans, collect savings and pay interests on them, National/International MOly transfer  | Daily        |
| 41. | Cooperatives           | Kiyan Bihsum CPMs, Njavnyuy BANIN CPMs, etc                           | -Buying of seeds, fertilizers, information/training of farmers, purchase and sales of coffee, etc | Seasonally   |
| 42. | Others                 | Njangi groups, parliamentarians, Elite at home/abroad, etc.           | -Gifts (Financial, material, moral, etc), transport, construction, education, etc                 | Occasional   |

Source: PVC 2011 Baseline studies, Kumbo

From the table above, a majority of institutions that offer assistance to the council area are mostly NGOs. Some of them are base within the area, while others are from out of the community.

**Table 12: Data on Touristic Establishments**

| S/N | NAME OF HOTEL  | CLASSIFICATION | LOCATION          | NO. OF ROOMS | NO. OF STAFF | PRICE RANGE  | TAKE-OFF YEAR |
|-----|----------------|----------------|-------------------|--------------|--------------|--------------|---------------|
| 1   | FOMO 92        | 01 Star        | Jem               | 14           | 11           | 7,500-15000  | 1992          |
| 2   | Maryland Hotel | No Class.      | Maryland Quarter. | 18           | 4            | 3,500-10,000 | /             |
| 3   | Tourist Home   | 01 Star        | Tobin             | 25           | 5            | 3,000-5,000  | 1973          |
| 4   | Trinity lodge  | No Class.      | Shisong           | 7            | 2            | 3,000-5,000  | 2001          |
| 5   | Travelers Inn  | No Class.      | Squares           | 18           | 3            | 3,000-5,000  | /             |
| 6   | Central Inn    | No Class.      | Mbveh             | 13           | 3            | 2,000-6,000  | /             |

Source: Kumbo Urban Council, 2006

## 5. THEMATIC MAPS OF THE COUNCIL AREA <sup>1</sup>

These are comprised showing secondary and Tertiary , infrastructure, Basic Educational infrastructure, Health infrastructure, Water Supply and Sanitary infrastructure.

**Map 1: Secondary and Tertiary Educational Infrastructures**

**Map 2: Basic Educational infrastructures**

**Map 3: Health Infrastructures**

**Map 4: Water Supply and Sanitary Infrastructures**

**Map 5: Land use**

<sup>1</sup> See Annexes 11

## 5. ANALYSIS OF THE COUNCIL AS AN INSTITUTION

### 5.1. Human resources

Human resources refer to personnel in a business or organisation. In this light therefore, we are referring to the personnel within the Kumbo Council, and specifically about their recruitment and management. This section is aimed at reviewing the recruitment and management systems put in place within the council and to see how operational they are, so as to derive the desired output. These resources range from top administrative officials to manual labourers within the council. The table below shows an analysis of the current council staff.

**Figure 3: Council Personnel**

|   | 1                    | 2   | 3   | 4   | 5   | 6                    |
|---|----------------------|---|---|---|---|----------------------|
| Surname and given names                   | Njong Fonyuy Donatus | Lukong Margaret Beri                          | Fai Paul Sunjo  | Jaff Njibring Shinyuy                         | Yufenyuy Ibrahim Dzelayuv                     | Chia Chrysantus Nang |
| Date of birth                             |                      | 1/1/1967                                      | 1/1/1968  |   | 10/5/66                                       | 2/1/1964             |
| Sex                                       | Male                 | Female  | Male  | Male  | Male  | Male                 |
| Level Education                           | M.Sc. Geography      | Ordinary Level                                | M.Sc. (Matrice) Law                                   |   | Advanced Level                                | CEFAM DIP I          |
| Date of employment by Council             | 1996                 | 2007  | 1996-2007 (Councillor)<br>2007-to Date (Deputy Mayor) | 2007  | 31/7/2007                                     | 16/02/1987           |
| Type of Contract                          | Elected Officials    | Elected Officials                             | Elected Officials                                     | Elected Officials                             | Elected Officials                             | Appointed            |
| Position held                             | Mayor, Kumbo Council | 1st Deputy mayor                              | 2nd Deputy Mayor                                      | 3rd Deputy Mayor                              | 4th Deputy Mayor                              | Secretary General    |
| Description of task                       | Not Available        | Not Available                                 | Not Available   | Not Available                                 | Not Available                                 | Not Available        |
| Wage (Salary) and social advantages       |                      | 70,000<br>Duty Allowance<br>(Taxes Inclusive) | 70,000<br>Duty Allowance (Taxes Inclusive)            | 70,000<br>Duty Allowance<br>(Taxes Inclusive) | 70,000<br>Duty Allowance<br>(Taxes Inclusive) | 144,070              |
| Frequency or rate of payment <sup>1</sup> | R                    | R   | R   | R   | R   | R                    |

<sup>1</sup> R for regular wages and IR (n) for irregular wages with n number of months in arrears

Council Personel continued

|                                     | 7                      | 8                      | 9                        | 10                                      | 11                      | 12                    |
|-------------------------------------|------------------------|------------------------|--------------------------|---|-------------------------|-----------------------|
| Surname and given names             | Patience Maika         | Nangsinyuy Felicitas   | Safiatu Ngo Tanjiy       | Kilo Cyprian Ngong                      | Tangko Anthony Nfor     | Wirngo Janet          |
| Date of birth                       | 21/08/1975             | 1970                   | 22/08/1972               | 19/08/1960                              | 1955                    | 20/01/1972            |
| Sex                                 | Female                 | Female                 | Female                   | Male                                    | Male                    | Female                |
| Level of Education                  | B.Sc. Journalism       | CEFAM DIP II           | Computer Diplona         | First School Leaving Certificate (FSLC) | FSLC/DL                 | FSLC/SAT.TYP          |
| Date of employment by Council       | 1/8/2003               | 1/7/2000               | 5/6/2006                 | 1/4/1984                                | 1/4/1975                | 1/1/2000              |
| Type of Contract                    | recruited              | recruited              | recruited                | recruited                               | recruited               | recruited             |
| Position held                       | Communications Officer | Civil Status Secretary | Administrative Assistant | Cashier                                 | Chief of equipment pool | Typist/Office Cleaner |
| Description of task                 | Not Available          | Not Available          | Not Available            | Not Available                           | Not Available           | Not Available         |
| Wage (Salary) and social advantages | 146,842                | 99,272                 | 105,686                  | 110,512                                 | 110,512                 | 56,233                |
| Frequency or rate of payment        | R                      | R                      | R                        | R                                       | R                       | R                     |

Council Personel continued

|   | 13               | 14                   | 15                  | 16            | 17                 | 18             |
|---|------------------|----------------------|---------------------|---------------|--------------------|----------------|
| Surname and given names                   | Foloh Joseph     | Lenzemo Theophilus   | Mbinkar Margaret V. | Yungsi Issac  | Wiryenfea Amedu    | Relindis Verye |
| Date of birth                             | 1956             | 28/04/1982           | 10/3/1962           | 1960          | 1969               | 27/10/1975     |
| Sex                                       | Male             | Male                 | Female              | Male          | Male               | Female         |
| Level Education                           | Driving Licensse | Ordinary Level (O/L) | CEFAM DIP. I        | DIP./Licence  | FSLC/Licence       | FSLC/SAT.TYP   |
| Date of employment by Council             | 1/7/2000         | 1/9/2005             | 1/2/1985            | 1/7/2000      | 1/7/2000           | 1/7/2000       |
| Type of Contract                          | recruited        | recruited            | recruited           | recruited     | recruited          | recruited      |
| Position held                             | Driver           | Domestic Servant     | Transport Clerk     | Driver        | Assistant operator | Clerk          |
| Description of task                       | Not Available    | Not Available        | Not Available       | Not Available | Not Available      | Not Available  |
| Wage (Salary) and social advantages       | 68,267           | 35,576               | 150,969             | 68,267        | 68,267             | 56,233         |
| Frequency or rate of payment <sup>2</sup> | R                | R                    | R                   | R             | R                  | R              |

<sup>2</sup> R for regular wages and IR (n) for irregular wages with n number of months in arrears

Council Personnel Cont'd

|   | 19                | 20                        | 21                    | 22                   | 23             | 24                  |
|---|-------------------|---------------------------|-----------------------|----------------------|----------------|---------------------|
| Surname and given names                   | Terence Wirnkar   | Chick Ernest              | Jaff Cyprian Msuile   | Tata Stephen Nkongso | Jonas Manjo W. | Yong Paul Chiamoh   |
| Date of birth                             | 31/12/1978        | 2/2/1985                  | 1/6/1969              | 29/04/1975           | 18/10/80       | 20/01/1972          |
| Sex                                       | Male              | Male                      | Male                  | Male                 | Male           | Male                |
| Level of Education                        | M.Driver          | FSLC/D.Licence            | FSLC/D.License        | Advanced Level (A/L) | FSLC/D.License | B.A.                |
| Date of employment by Council             | 1/1/2009          | 1/1/2009                  | 1/6/1969              | 1/1/2009             | 1/1/2009       | 30/10/2003          |
| Type of Contract                          | Recruited         | Recruited                 | Recruited             | Recruited            | Recruited      | Recruited           |
| Position held                             | Computer Operator | Front End Loader Operator | Administrative Driver | Grader Operator      | Driver         | Municipal Treasurer |
| Description of task                       | Not Available     | Not Available             | Not Available         | Not Available        | Not Available  | Not Available       |
| Wage (Salary) and social advantages       | 65,710            | 92,313                    | 65,710                | 65,710               | 65,710         | 189,820             |
| Frequency or rate of payment <sup>3</sup> | R                 | R                         | R                     | R                    | R              | R                   |

<sup>3</sup> R for regular wages and IR (n) for irregular wages with n number of months in arrears

Council Personnel (Continued)

|   | 25             | 26               | 27                | 28                  | 29                  | 30                    |
|---|----------------|------------------|-------------------|---------------------|---------------------|-----------------------|
| Surname and given names                   | Samka Veronica | Christian Sebeey | Fai Emmanuel C.T. | Sevidzem Peter Ngeh | Tondin Elias Tantan | Wirnka Tondze Cyprian |
| Date of birth                             | 16/03/1966     | 4/7/1979         | 30/05/1964        | 1962                | 1959                | 5/6/1953              |
| Sex                                       | Female         | Male             | Male              | Male                | Male                | Male                  |
| Level of Education                        | LCC II         | DIP.PWA          | DIP.PWA           | FSLC                | FSLC                | RSA II                |
| Date of employment by Council             | 1/9/1991       | 1/12/2002        | 1/11/2002         | 7/1/1988            | 1/3/1982            | 1/7/1976              |
| Type of Contract                          | Recruited      | Recruited        | Recruited         | Recruited           | Recruited           | Recruited             |
| Position held                             | Clerk          | Town Planner     | R. Engineer       | R. Overseer         | Labourer            | Not Available         |
| Description of task                       | Not Available  | Not Available    | Not Available     | Not Available       | Not Available       | Not Available         |
| Wage (Salary) and social advantages       | 95,317         | 125,870          |                   | 121,559             | 68,267              | Not Available         |
| Frequency or rate of payment <sup>4</sup> | R              | R                | R                 | R                   | R                   | R                     |

<sup>4</sup> R for regular wages and IR (n) for irregular wages with n number of months in arrears

Council Personnel (Continued)

|   | 31                   | 32            | 33             | 34                   | 35                  | 36              |
|---|----------------------|---------------|----------------|----------------------|---------------------|-----------------|
| Surname and given names                   | Mbuntum Joseph D.    | Tata Paul     | Nyuyki Bernard | Mbidzenyuy John      | Yubin Gilbert Fonbe | Nancy Kuli      |
| Date of birth                             | 7/25/1953            | 1953          | 15/3/1956      | 9/7/1951             | 25/5/1958           | 14/7/1974       |
| Sex                                       | Male                 | Male          | Male           | Male                 | Male                | Female          |
| Level of Education                        | Advanced Level (A/L) | FSLC          | FSLC           | Not Applicable (N/A) | FSLC                | B.Sc. ENG. I    |
| Date of employment by Council             | 1/7/2000             | 1/3/1983      | 4/1/1984       | 1/3/1982             | 4/1/1989            | 1/3/2008        |
| Type of Contract                          | Recruited            | Recruited     | Recruited      | Recruited            | Recruited           | Recruited       |
| Position held                             | Assistant M.M.       | Sanitation    | Market C.      | Night Watch          | Rev.Coll.           | Financial Clerk |
| Description of task                       | Not Available        | Not Available | Not Available  | Not Available        | Not Available       | Not Available   |
| Wage (Salary) and social advantages       | 56,233               | 68,267        | 75,096         | 93,490               | 62,060              | 130,573         |
| Frequency or rate of payment <sup>5</sup> | R                    | R             | R              | R                    | R                   | R               |

<sup>5</sup> R for regular wages and IR (n) for irregular wages with n number of months in arrears

Council Personnel (Continued)

|   | 37                   | 38                       | 39                       | 40                       | 41                       | 42                       |
|---|----------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Surname and given names                   | Lontum Ibrahim Fai   | Dieudonne Mwiye          | Shey Senke Justin        | Nsokika Nacsius          | Orlando Verla            | Njong Sabastian Kehla    |
| Date of birth                             | 2/3/1968             | 22/3/1980                | 1966                     | 25/1/1982                | 1/1/1976                 | 6/3/1961                 |
| Sex                                       | Male                 | Male                     | Male                     | Male                     | Male                     | Male                     |
| Level of Education                        | Advanced Level (A/L) | FSLC                     | FSLC                     | FSLC                     | FSLC                     | FSLC                     |
| Date of employment by Council             | 1/3/2008             | Not Available            |
| Type of Contract                          | Recruited            | Recruited                | Recruited                | Recruited                | Recruited                | Recruited                |
| Position held                             | Tax Clerk            | Sanitation/Revenue Agent |
| Description of task                       | Not Available        | Not Available            | Not Available            | Not Available            | Not Available            | Not Available            |
| Wage (Salary) and social advantages       | 105,686              | 29,173                   | 29,173                   | 29,173                   | 29,173                   | 29,173                   |
| Frequency or rate of payment <sup>6</sup> | Monthly              | Monthly                  | Monthly                  | Monthly                  | Monthly                  | Monthly                  |

<sup>6</sup> R for regular wages and IR (n) for irregular wages with n number of months in arrears

Council Personel (Continued)

|   |                          |                          |                          |                          |                      |                         |
|---|--------------------------|--------------------------|--------------------------|--------------------------|----------------------|-------------------------|
|   | 43                       | 44                       | 45                       | 46                       | 47                   | 48                      |
| Surname and given names                   | Shey Sabina Nkapy        | Tangwa Yika Adeline      | Sahfe Anthony            | Jakari Nsodorni          | Nkongnso Mabel Sui   | Ngala Martin Ndi        |
| Date of birth                             | 20/12/1972               | 20/11/1977               | 23/9/1979                | 6/4/1981                 | 17/4/1986            | Not Available           |
| Sex                                       | Female                   | Female                   | Male                     | Male                     | Female               | Male                    |
| Level of Education                        | FSLC                     | FSLC                     | FSLC                     | FSLC                     | Advanced Level (A/L) | Staff on Secondment     |
| Date of employment by Council             | Not available            | Not available            | Not available            | Not available            | Not available        |                         |
| Type of Contract                          | Recruited                | Recruited                | Recruited                | Recruited                | Recruited            |                         |
| Position held                             | Sanitation/Revenue Agent | Sanitation/Revenue Agent | Sanitation/Revenue Agent | Sanitation/Revenue Agent | Receptionist         |                         |
| Description of task                       | Not available            | Not available            | Not available            | Not available            | Not available        | Not available           |
| Wage (Salary) and social advantages       | 29,173                   | 29,173                   | 29,173                   | 29,173                   | 29,173               | Not paid by the Council |
| Frequency or rate of payment <sup>7</sup> | R                        | R                        | R                        | R                        | R                    | R                       |

<sup>7</sup> R for regular wages and IR (n) for irregular wages with n number of months in arrears

### 5.1.1. Human resources management policy

There exist a career profile for staff and internal rules and regulations governing functioning within the council. These documents are effectively implemented by the executive and administrative staff of the council, and are applicable to every individual who works within the council, whether temporal or permanent. With regards to the assessment of personnel and incentives, staff are encouraged regularly to be efficient and assiduous in the tasks assigned to them. This is usually fully expressed during an annual staff party organised by the council, whereby, the best staff are awarded. The council recruits staff on both temporal and permanent basis, and contracts are signed by the staff with the council. The mode of advancement within the council is according to the standards put in place by the law (i.e. yearly), based on longevity in service. Decision making here is however the sole responsibility of the mayor, the deputy mayors, and the Secretary General of the council.

From the table above, one can see that the management system of human resources within the Kumbo Council is clear and void of bias. Everybody is encouraged to work hard for advancement in their career. This is especially seen with the award of prizes to best staff of the year, etc. the existence of internal rules and regulations is an indication of checks and balances. This makes every staff to be duty conscious so as to ensure smooth functioning and the attainment of individual and collective goals. Also, the fact that modalities for advancement do not rest into the hands of one person makes it a democratic process.

### 5.2. Organizational viability

This refers to how feasible, or better still, how practical the council is in carrying out its daily activities. There exists an organisational chart indicating the management system and how decision making is implemented. More so, there is a formal repartition of tasks between the mayor and deputy mayors (See Investment Plans). It is worthy of noting here that all these modalities are effectively implemented with the Kumbo council. Furthermore, there exist staff meetings, and topics discussed during such meetings include: attendance at work, assiduity, improvement of revenue collection, staff conduct/output amongst others. However, the frequency of staff meetings is a cause for concern. The period of six months after which the council holds meetings is too long for an organisation to evaluate its activities, human resources, assets, management and functioning. This makes it difficult to come out with management, training policies, etc for the council, and gives room for a lot of inaccuracy



**Photo 1: Lord Mayor of Kumbo Council during the CID Restitution Workshop**



**Photo 2: Women's group during the Pariticipatory Urban Space Diagnosis Workshop**

### 5.3. Functioning of council services

The council as an institution is made up of many sub-units called services. They are therefore charged with various functions. In order for these services to effectively and efficiently carry out their functions, their material, financial and human resource needs must be up to the tasks entrusted to them. In this light, some of these services have been analysed below.

| <b>SERVICE: GENERAL OFFICE</b>   |   |                                |   |  |  |                               |                   |   |  |
|--|---|--------------------------------|---|--|--|-------------------------------|-------------------|---|--|
| <b>Missions:</b> Keeps records of official document, receives incoming mails, and dispatches outgoing mails. It is considered as the heart of the council. |   |                                |   |  |  |                               |                   |   |  |
| <b>Personnel</b>   |   | <b>Working material</b>        |   | <b>Intra and inter service communication</b> |  | <b>Planning of activities</b> |                   | <b>Evaluation of staff activities</b>                       |  |
| <b>Strengths</b>   | <b>Weaknesses</b>   | <b>Strengths</b>               | <b>Weaknesses</b>   | <b>Strengths</b>                             | <b>Weaknesses</b>                                | <b>Strengths</b>              | <b>Weaknesses</b> | <b>Strengths</b>  | <b>Weaknesses</b>  |
| Enough Staff   | Too much instructions and orders from different services. This makes work very difficult. | There is communication network | Communication facilities like modern computers are very limited | Strategic plan for the council is available  | When there are no lights, communication is slow. | Available plan of activities  | /                 | Some staff are very committed and do their work effectively | Some staff just loiter around when there is work and sanction majors are taken to remedy the situation |

*The general secretariat which is considered as the heart of the council is well staffed to handle its affairs. However, they are limited by communication facilities, especially modern computers. More so, when there are no lights, communication is slow. Another great hindrance to functioning is the fact that some staff are not putting in their own efforts. This greatly kills team's spirit, and therefore general output.*

| <b>SERVICE: CIVIL ENGINEERING</b>   |  |  |   |  |   |  |   |                                       |  |
|---|--|--|---|--|---|--|---|---------------------------------------|--|
| <b>Missions :</b> - Carryout infrastructural development, maintenance, and sustainability |  |  |   |  |   |  |   |                                       |  |
| <b>Personnel</b>  |  | <b>Working material</b>  |   | <b>Intra and inter service communication</b>   |   | <b>Planning of activities</b>  |   | <b>Evaluation of staff activities</b> |  |
| <b>Strengths</b>  | <b>Weaknesses</b>  | <b>Strengths</b>   | <b>Weaknesses</b>   | <b>Strengths</b>   | <b>Weaknesses</b>   | <b>Strengths</b>   | <b>Weaknesses</b>   | <b>Strengths</b>                      | <b>Weaknesses</b>  |
| - An engineer is available with good training   | - Insufficient labour force (skilled & unskilled)<br>- Lack of qualified operators for some equipments<br>- Absence of in-service training | - Computer available<br>- Available heavy road equipment<br>- Source of revenue generation | - Most equipment require maintenance<br>- Spare parts are too expensive<br>- lack of bulldozers and a heavy compactor<br>- Insufficient means to move to project sites<br>- Insufficient logistic | - Intercom<br>- Some activities within this service are carried out without the consent of the service | - Limited communication facilities<br>- At times, relations with the department of lands are not the best | - Perfect planning<br>- Available engineer is qualified<br>- Computer available for planning<br>- Assistance from decentralised services | - Too much work<br>- Few movable equipment e.g. vehicles for planning | - Good                                | - A laissez-faire attitude at times when the mayor is not around |

The civil engineering service, which is very technical and demanding of expertise in nature, is very weak especially in relation to human resources and logistics for its functioning as indicated above.

**SERVICE : TOWN PLANNING**

|  |  |   |   |  |  |   |  |                                       |                   |
|--|--|---|---|--|--|---|--|---------------------------------------|-------------------|
| <b>MISSIONS :</b>  |  |   |   |  |  |   |  |                                       |                   |
| <ul style="list-style-type: none"> <li>- Study building permit files and recommend to the mayor for approval or rejection</li> <li>- Study applications for temporal authorisations and make recommendations</li> <li>- Make studies as well as supervise council projects</li> <li>- Carry out control of construction works in the town</li> </ul> |  |   |   |  |  |   |  |                                       |                   |
| <b>Personnel</b>   |  | <b>Working material</b>                       |   | <b>Intra and inter service communication</b>                               |  | <b>Planning of activities</b>   |  | <b>Evaluation of staff activities</b> |                   |
| <b>Strengths</b>   | <b>Weaknesses</b>  | <b>Strengths</b>                              | <b>Weaknesses</b>   | <b>Strengths</b>   | <b>Weaknesses</b>                                      | <b>Strengths</b>  | <b>Weaknesses</b>                                    | <b>Strengths</b>                      | <b>Weaknesses</b> |
| Acquired professional training in town planning  | - 01 Staff<br>- Lack of modern technical skills, especially in CAD drawing | - GPS, computer, and measuring tape available | - Lack of essential materials like measuring wheel, printer, and means of transport | - Phones (mobile/fixed), and internet available<br>- Face to face contacts | - Intercom at times fails when there is no electricity | Planning is done according to the nature of the terrain and approved by the mayor | Lack of proper follow up due to inadequate logistics | /                                     | /                 |

Like the civil engineering service, this service is equally demanding. They both have similar problems: limited logistics and human resources.

**Service: Transport**

|   |                        |  |                              |  |  |                               |                      |   |                    |
|---|------------------------|--|------------------------------|--|--|-------------------------------|----------------------|---|--------------------|
| <b>Missions :</b>   |                        |  |                              |  |  |                               |                      |   |                    |
| <ul style="list-style-type: none"> <li>- Collect revenue from vehicles and motor taxis</li> <li>- Reinforce all revenue collection within the council area</li> <li>- Take care of hygiene and sanitation within the council</li> </ul> |                        |  |                              |  |  |                               |                      |   |                    |
| <b>Personnel</b>  |                        | <b>Working material</b>                          |                              | <b>Intra and inter service communication</b> |  | <b>Planning of activities</b> |                      | <b>Evaluation of staff activities</b>   |                    |
| <b>Strengths</b>  | <b>Weaknesses</b>      | <b>Strengths</b>                                 | <b>Weaknesses</b>            | <b>Strengths</b>                             | <b>Weaknesses</b>  | <b>Strengths</b>              | <b>Weaknesses</b>    | <b>Strengths</b>                        | <b>Weaknesses</b>  |
| - 10 staff available  | - No training received | - Computer<br>- Records<br>- Receipts<br>- Traps | - Lack of means of transport | - Intercom/<br>mobile Phones                 | - Lack of communication credit<br>- Power failures affect intercom | - Weekly planning             | - Lack of motivation | - The available number is at least okay | - Lack of training |

This service is well prepared to handle its affairs, but for the clear fact that it lacks capacity building opportunities

#### 5.4. Municipal council

They are charged with the follow up, implementation, monitoring and evaluation of council projects within their respective areas. There exist a list of 41 Councillors; 12 females and 29 males, (01 death)

**Table 13: Municipal Councillors**

|  | 1                 | 2                            | 3                                | 4                           | 5                          | 6                                | 7                                | 8                                | 9                                   | 10                                    |
|--|-------------------|------------------------------|----------------------------------|-----------------------------|----------------------------|----------------------------------|----------------------------------|----------------------------------|-------------------------------------|---------------------------------------|
| <b>Identification</b>                                | Kinyuy Rabia      | Meimona Kila Tata            | Mbuye Eveline Yika               | Chin John Wirsiy            | Eugene Fonyuy N.           | Tume Daniel Wirsiy               | Muyele John Nyamjoh              | Fonyuy Martha                    | Mbuntum Njola B. Jerome             | Ego Nora Okomah                       |
| <b>Date of birth</b>                                 | 1949              | 5/5/1966                     | 1975                             | 1959                        | 12/6/1972                  | 15/12/1964                       | 3/3/1965                         | 1949                             | 27/5/1965                           | 1949                                  |
| <b>Sex</b>   | Female            | Female                       | Female                           | Male                        | Male                       | Male                             | Male                             | Female                           | Male                                | Female                                |
| <b>Level of education</b>                            | Non               | GCE O/Level                  | First School Leaving Certificate | Class Five                  | GCE O/Level                | First School Leaving Certificate | First School Leaving Certificate | First School Leaving Certificate | A/Level, Grade 1&2 Teacher/ CAPIEMP | B.Sc.                                 |
| <b>Training received while serving as councillor</b> | Leadership Gender | How to manage a Co-operative | Child Trafficking                | Child Trafficking, HIV.AIDS | Local Economic Development | Local Economic Development       | Council Development Plan         | Leadership Gender                | Non                                 | Female mayors' Seminar, etc.          |
| <b>Socio-professional category</b>                   | Farmer Politician | Teaching                     | Petit Trading                    | Farming                     | Trader                     | Trader                           | Business                         | Farming Politician               | Teaching                            | Retired Senior Administrative officer |
| <b>Clan/lineage</b>                                  | Nso               | Nso                          | Nso                              | Kishiy                      |                            |                                  | Nso                              | Nso                              | Nso                                 | Nso                                   |
| <b>Traditional ruler</b>                             | /                 | /                            | /                                | /                           | /                          | /                                | /                                | /                                | /                                   | /                                     |
| <b>Political party</b>                               | SDF               | SDF                          | SDF                              | SDF                         | SDF                        | SDF                              | SDF                              | SDF                              | SDF                                 | SDF                                   |

|                           | 11                      | 12                               | 13                | 14                    | 15                 | 16                        | 17                               | 18                   | 19                   | 20                   |
|---------------------------|-------------------------|----------------------------------|-------------------|-----------------------|--------------------|---------------------------|----------------------------------|----------------------|----------------------|----------------------|
| <b>Identification</b>     | Berinyuy Kongyuy Celine | Hilda Semernyuy                  | Fai Paul Sunjo    | Jaff Njibring Shinyuy | Serophine Wisenyuy | Yufenyuy Ibrahim Dzelayuv | Yula Judith                      | Njong Fonyuy Donatus | Patricia Ayuni Kpuli | Lukong Margaret Beri |
| <b>Date of birth</b>      | 19/2/1957               | 5/23/1905                        | 1/1/1968          | 8/6/1966              | 5/4/1969           | 3/5/1966                  | 5/9/1905                         | 4/3/1958             | 19/8/1970            | Female               |
| <b>Sex</b>                | Female                  | Female                           | Male              | Male                  | Female             | Male                      | Female                           | Male                 | Female               | 1/1/1967             |
| <b>Level of education</b> | Post secondary          | First School Leaving Certificate | Maitrise en Droit | B.A. (Hons) English   | GCE A/Level        | GCE A/Level               | First School Leaving Certificate | Maitrise             | Form Three           | GCE O/Level          |

|  |   |                   |   |   |  |   |                    |  |  |   |
|--|---|-------------------|---|---|--|---|--------------------|--|--|---|
| <b>Training received while serving as councillor</b> | Potential female mayors, five year development plan | Leadership Gender | Role and duties of a councillor, Town planning/dec centralisation, Local/Regional development plans, etc. | Duties of a Councillor, Decentralization Local economic development, etc. | Communal HIV/AIDS Correspondent Role of Councillor | Council Strategic plan, Kumbo water policy, Child Trafficking, water maintenance/operation, etc | Role of Councilors | Rules and responsibilities, project management, etc. | Local good governance, HIV/AIDS & unwanted pregnancies | Participatory management, Role of councilors, Local economic development, gender mainstreaming , etc. |
| <b>Socio-professional category</b>                   | Restaurant business                                 | Farming           | Teacher/ farmer   | Teacher   | Grade 1 Teacher                                    | Farming   | Farming            | PLEG   | Trader   | /   |
| <b>Clan/lineage</b>                                  | Nso   | Nso               | Ndzeen/Nso  | Nso   | Nso  | Nso   | Nso                | Nso  | Nso  | Nso   |
| <b>Traditional ruler</b>                             | /   | /                 | /   | /   | /  | /   | /                  | /  | /  | /   |
| <b>Political party</b>                               | SDF   | SDF               | SDF   | SDF   | SDF  | SDF   | SDF                | SDF  | SDF  | SDF   |

|  | 21   | 22                                  | 23                               | 24   | 25                    | 26  | 27                    | 28   | 29   |
|--|--|-------------------------------------|----------------------------------|--|-----------------------|---|-----------------------|--|--|
| <b>Identification</b>                                | Ngah Justin W.   | Wirsungrin Useni                    | Ngoilum Vitalis                  | Kpushuika Caroline   | Nsakor Musa           | Teven Patrick Lukong                              | Tata Aloysius         | Gham Assa Wirngo   | Lukong Pius Banye  |
| <b>Date of birth</b>                                 | 1958   | 10/03/1935                          | 24/08/1963                       | 16/08/1967   | 1943                  | 24/05/1972  | 1/1/1960              | 14/4/1968  | 3/10/1968  |
| <b>Sex</b>   | Male   | Male                                | Male                             | Female   | Male                  | Male  | Male                  | Male   | Male   |
| <b>Level education</b>                               | First School Leaving Certificate   | Standard Three                      | First School Leaving Certificate | Form Four  | Standard Six          | GCE A/Level                                       | RSA stage II & III    | First school leaving certificate   | First degree   |
| <b>Training received while serving as councillor</b> | Roles of a councillor, Good Governance & Decentralisation, Tender board. | Role of Councillors, Adult Literacy | Roles of a Councillor            | Roles of a councillor, Potential female mayors, Approaches in project cycle management, Participative credit management, Civic education for women | Roles of a councillor | Good governance, cooperative management, auditing | Roles of a Councillor | Project prioritisation, Monitoring and evaluation, Roles of a councillor, obligations and rights | Project prioritisation, Monitoring and evaluation, Roles of a councillor, obligations and rights |
| <b>Socio-professional category</b>                   | Building   | /                                   | /                                | Peer Educator  | Driving               | /   | Farming               | /  | Category 10  |
| <b>Clan/lineage</b>                                  | Nso  | Nso                                 | Nso                              | Nso  | Nso                   | /   | Nso                   | Nso  | Nso  |
| <b>Traditional ruler</b>                             | /  | /                                   | /                                | /  | /                     | /   | /                     | /  | /  |
| <b>Political party</b>                               | SDF  | SDF                                 | SDF                              | SDF  | SDF                   | SDF   | SDF                   | SDF  | SDF  |

|                       | 30                      | 31            | 32            | 33                     | 34             | 35                | 36          | 37             | 38            |
|-----------------------|-------------------------|---------------|---------------|------------------------|----------------|-------------------|-------------|----------------|---------------|
| <b>Identification</b> | Ndzelen Wilfred Wirnkar | Tata Emmanuel | Tukov Michael | Tatah Sebastian (late) | Tabiy Isaac W. | Njodzefe Emmanuel | Laben Henry | Pius B. Wirkom | Nteh bani Ivo |
| <b>Date of birth</b>  | 25/1/1974               | 01/01/1970    | 18/03/1937    | 08/04/1965             | 31/02/1965     | 21/07/1956        | 14/01/1960  | 12/05/1973     | 1961          |
| <b>Sex</b>            | Male                    | Male          | Male          | Male                   | Male           | Male              | Male        | Male           | Male          |

|  |                       |  |                                    |                       |                       |                       |                       |                       |                       |
|--|-----------------------|--|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Level education</b>                               | CAP                   | Secondary                                | Standard Six                       | FSLC                  | FSLC                  | FSLC                  | FSLC                  | FSLC                  | FSLC                  |
| <b>Training received while serving as councillor</b> | Roles of a councillor | Council Management, role of a councillor | Leadership, Development, Animation | Roles of a councillor |
| <b>Socio-professional category</b>                   | Farming               | Bricklaying                              | Farmer                             |                       |                       |                       |                       |                       |                       |
| <b>Clan/lineage</b>                                  | /                     | Nso                                      | Nso                                | Nso                   | Nso                   | Nso                   | Nso                   | Nso                   | Nso                   |
| <b>Traditional ruler</b>                             | /                     | /  | /                                  | /                     | /                     | /                     | /                     | /                     | /                     |
| <b>Political party</b>                               | SDF                   | SDF                                      | SDF                                | SDF                   | SDF                   | SDF                   | SDF                   | SDF                   | SDF                   |

|  |                       |  |                                    |  |  |  |  |  |  |
|--|-----------------------|--|------------------------------------|--|--|--|--|--|--|
|  | <b>39</b>             | <b>40</b>                                | <b>41</b>                          |  |  |  |  |  |  |
| <b>Identification</b>                                | Tafon Godlove K.      | Ngayi John                               | Kindzeka Patrick Wirsy             |  |  |  |  |  |  |
| <b>Date of birth</b>                                 | 04/04/1969            | 05/01/1963                               | 1951                               |  |  |  |  |  |  |
| <b>Sex</b>   | Male                  | Male                                     | Male                               |  |  |  |  |  |  |
| <b>Level education</b>                               | FSLC                  | FSLC                                     | FSLC                               |  |  |  |  |  |  |
| <b>Training received while serving as councillor</b> | Roles of a councillor | Council Management, role of a councillor | Leadership, Development, Animation |  |  |  |  |  |  |
| <b>Socio-professional category</b>                   | Farmer                | Farmer                                   | Farmer                             |  |  |  |  |  |  |
| <b>Clan/lineage</b>                                  | /                     | Nso                                      | Nso                                |  |  |  |  |  |  |
| <b>Traditional ruler</b>                             | /                     | /  | /                                  |  |  |  |  |  |  |
| <b>Political party</b>                               | SDF                   | SDF                                      | SDF                                |  |  |  |  |  |  |

*PVC 2011 CID, Kumbo Council*

*This table gives information on the situation of the municipal. From it, level of education ranges from 0-Masters degree, while they come from varying socio-professional backgrounds. Moreover, all the councillors come from a single political party, the SDF. This makes it difficult to actually cause people from the other parties to actively involve in development activities within the council and their respective local Council Areas. There is equally a very sharp gender difference within the municipal councillors indicating male dominance over the females.*

#### *5.4.1 Organization of municipal council*

The municipal council session holds twice a year. During such sessions, issues discussed are: council budget, management, administration, and store accounts, supervising projects within the council area, extract information from councillors' documents, and identify problems of the council area. It also plays the role of voting and approving the reallocation of funds. As its means of communication, it uses letters, local press, newspapers, invitations, communiqués, public notices, and face to face contacts to send and receive information.

#### 5.4.2 Organization of technical committees

There are 05 technical committees that function within the Kumbo Council. These are: the Health and Social Development, Planning, rural/urban development and Housing, Economic Action and Finance, Environmental and Natural Resource Management, and Education, Sports, and Cultural Development committees. They are each composed of 08 members, with each having a chairperson and a secretary. Their functioning is as seen below.

**Table 14: Functioning of Technical Committees within the Kumbo Council**

| Committee  | Role ( <i>function</i> )  | Composition   | Functioning   |                  |  |  |                                  |
|--|---|---|---|------------------|--|--|----------------------------------|
|  |   |   | Number of meetings held   | Topics discussed | Activities realized ( <i>completed</i> )   | Ongoing Activities   | Resources                        |
| 1. Health and Social Development                 | Advice the Mayor and his Executive on the Health and social welfare issues of the population                      | -Nyamgha Hilda (Chairperson)<br>- Patricia Ayuni (Secretary)<br>-Lukong Margaret<br>-Yula Judith<br>-Mbuye Eveline<br>-Tata Aloysius M.<br>-Gham Assan W.<br>-Rabia Kinyuy                  | This committee usually meets as enlarged body prior to Sessions | Not Available    | To scrutinize draft budget and Accounts  | - Not Available  | Logistics and sitting allowances |
| 2. Planning, rural/urban development and Housing | Advice the Mayor and his Executive on rural planning/urban development and Housing issues within the municipality | - Ngan Justin W. (Chairperson)<br>- Laben Henry (Secretary)<br>- Fai Paul Sunjo<br>- Njodzeka Emmanuel<br>- Nsakor Musa<br>- Chin Wirsy John<br>- Ngoilum Vitalise<br>- Tafon Godlove Kiven | This committee usually meets as enlarged body prior to Sessions | Not Available    | Road rehabilitation (with the Council Technical Department)  | Work hand in hand with the Council's Technical department for the ongoing road rehabilitation exercise | Not Available                    |
| 3. Economic Action and Finance                   | Advice the Mayor and his Executive on Economic action and Finance issue   | - Nora Okomah (Chairperson)<br>- Serophine Wisenyuy (Sec.)<br>- Jaff Njibring S.<br>- Ntehbani Ivo<br>- Berinyuy K. Celine<br>- Fonyuy Martha<br>- Ngayi John<br>- Muye Johnson N.          | This committee usually meets as enlarged body prior to Sessions | Not Available    | To scrutinize draft budget and Accounts  | Not Available  | Not Available                    |
| 4. Environmental and Natural Resource Management | Advice the Mayor and his Environmental and Natural Resource Management issues                                     | - Mbuntum Njola (Chairperson)<br>- Wirkom Pius (Secretary)<br>- Yufenyuy Ibrahim<br>- Tukov Michael<br>- Tabiy Isaac<br>- Tume Daniel<br>- Tenven Patrick<br>- Tata Emmanuel                | This committee usually meets as enlarged body prior to Sessions | Not Available    | -Tree planting<br>-Planting of ornamental trees/flowers<br>-Fire tracing<br>-Supervision of the Nkuv Palm Oil Plantation | Planting of ornamental trees and flowers   | Not Available                    |

|  |   |   |   |                         |                                       |                 |                 |
|--|---|---|---|-------------------------|---------------------------------------|-----------------|-----------------|
|  |   |   |   |                         |                                       |                 |                 |
| 5.<br>Education,<br>Sports, and<br>Cultural<br>Development | Advise the Mayor and his Executive on Education, Sports and Cultural Development issues | - Tатаh Sebastian (Chairperson)<br>- Kpushuika Caroline (Secretary)<br>- Lukong Pius B.<br>- Eugene Fonyuy N.<br>- Ndzelen Wilfred W.<br>- Meimona Kila Tатаh<br>- Kindzeka Patrick W.<br>- Wirsungrin Usheni | This committee usually meets as enlarged body prior to Sessions | Election of Chairperson | Chairperson of this Committee elected | - Not Available | - Not Available |

*From the data presented above, it is very evident that the committees have not been functioning properly. There is no clear indication of the number of sessions held since their creation, topics discussed, and on-going projects. More so, the resources of the committees are not stated. This indicates that there are no resources for their functioning. Therefore, if these committees must perform the duties for which they have been assigned, they must meet regularly to discuss issues related to their Objective, carry out studies to identify issues with respect to their Objective needing the council's attention, write proposals to this respect, and follow up to see that funding is provided. This will solve the problem of just sitting and waiting for issues to come up. Furthermore, the committees need to be provided with resources: material, financial, and human (especially capacity building), without which there is no motivation to work.*

5.4.3.SWOT analysis of the council's human resources

|   |   |
|---|---|
| <p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>- There are partner organizations which provide trainings</li> <li>- There is skilled and unskilled labour employed in the council</li> <li>- There is good coordination of labour both in terms of management and administration</li> <li>- There exists an advancement policy within the council</li> <li>- The sharing of roles makes work effective and efficient</li> <li>- The payment of monthly salaries regularly is motivating</li> <li>- Existence of social allowances (CNPS) is also encouraging</li> <li>- There exists a career profile for staff</li> <li>- Existence of internal rules and regulations governing staff and their work</li> <li>- Organizational chart is an indication of communication</li> <li>- Best staff are awarded</li> <li>- Terms of contract are effectively implemented</li> <li>- Staff meetings are organized within the various departments wherein, issue affecting staff and work are discussed.</li> <li>-Council is very gender sensitive e.g. number of female staff have increased by 100% ( from 6 to 12) between 2010 to 2011</li> </ul> | <p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>- The level of education range is 0-Masters Degree with majority of the staff falling at the lower end of the scale. More so, Qualification does not correspond to posts held by some of the executives and most of the staff.</li> <li>- Capacity building workshops and seminars are mostly attended by the executives (i.e. Mayor and Deputies)</li> <li>- Duration of Staff meetings too long (06 months) and irregular</li> <li>- Lack of contract documents for staff.</li> <li>- Organizational chart portraying a Top-Bottom Approach which is a hindrance to development as it shows a superior and subordinate relationship, especially in terms of communication.</li> <li>- Job description for staff still pending review</li> <li>- In service trainings are not organized on a regular basis</li> <li>- Personnel assessment is not done</li> </ul> |
| <p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>- There exist many NGOs within the municipality who can offer trainings to executives and staff</li> <li>- The council is a partner of Volunteer Services Overseas (VSO), an organisation which has a lot of experts and funding of projects related to capacity building and organisational development.</li> <li>-There exists a library and archive at the council for exploitation by the staff</li> </ul>  | <p><b><u>A. Threats</u></b></p> <p><b>Constraints/threats of the council</b></p> <ul style="list-style-type: none"> <li>- Limited finances</li> <li>- Conservative ideas i.e. not open to innovation and not willing to take initiatives</li> <li>- Lack of technical know-how</li> <li>- Insufficient logistics</li> <li>- Poor use of facilities/materials like libraries.</li> <li>- Employment of unqualified staff in strategic areas of the council e.g. at the secretariat some secretaries can bare use the equipment at their disposal and do not know and/or do proper filing of documents.</li> <li>-Loss of staff if in-service trainings are not programmed.</li> <li>-Projects may be difficult to implement and complete because of the inflexible nature of the various committees within the council.</li> </ul>   |

## 5.5. Financial Resources

### 5.5.1. Appreciation of the process of drawing up of the council's budget

The latest date for the council to sit is the 5<sup>th</sup> of November each year. During this period, the council executives, the secretary general, the municipal treasurer, state representatives, the financial committee, and municipal councilors scrutinize the budgetary heads and adjust them from the proposal of the mayor. The beneficiary population is represented during such sessions by the councilors of the various local council areas. The results of the session are then circulated through radio announcements, invitation letters, and publication of letters on notice boards.

### 5.5.2. Analysis of the budget structure

Sources of internal revenue mobilisation for the council include the following; Market fees, stamp duties, rent of council property, slaughter house fees, services rendered, while external revenue comes mostly from FEICOM, NGOs, and other donors

### 5.5.3. Analysis of the council's capacity to generate income

In order to generate its income, the council has a good mastery of the taxation system and is working on a strategy for the mobilization of funds both within and out of the council area. It makes use of all the tax collection documents, and in order for the collection process to be successful, it provides collectors with all the necessary logistics like pens, pencils, record books, etc. More so, the funds collected are well kept in the councils safe.

### 5.5.4. Analyses of Revenue based on the structure of the financial account

#### - Principal sources of internal and external sources of income

(a) Internal Sources; global tax, stamp duties, market fees, park access, cattle slaughter, rent/hire of council property and equipment, advertisement tax, vehicle park fees, fees and fines, council taxes, transfers from the mutual fund for councils (FEICOM). Transfers from the mutual fund for councils constitute the highest source of income. Unfortunately, the Government of Cameroon while giving the impression that it is interested in decentralisation rather slices off this vital source of income by half.

(b) External Sources; Loans, FEICOM, NGO's, GP DERUDEP, VSO

#### Principal posts of expenditure (operational or running and investment)

- Personnel, fuel/lubricants, heavy equipment, building, construction of markets, toilets, and roads

#### Revenue and expenditure per head

- Revenue; rent/hire of council property, sales of stamps, plots

- Expenditure; salaries/allowances, fuel/lubricants, training, loans

#### Management of depreciation

- Constant repairs, renovation, and maintenance

#### Management of debts (loans)

- By application to financial institutions, and paid-off by use of standing orders

**Table 15: Analysis of Financial trends based on financial records of previous 03 years**

| GENERAL SITUATION |                        | 2007        | 2008        | 2009        |
|-------------------|------------------------|-------------|-------------|-------------|
| 1                 | Total Revenue          | 247,969,144 | 375,295,924 | 368,606,878 |
| 2                 | Total Expenditure      | 242,033,811 | 374,311,015 | 366,979,966 |
| 3                 | Surpluses              | 5,935,333   | 9,84,909    | 1,626,912   |
| 4                 | Rate of execution      |             |             |             |
| REVENUE           |                        | 247,969,144 | 375,295,924 | 368,606,878 |
| 5                 | Running or operational | 227,969,144 | 42,075,526  | 4,754,052   |
| 6                 | Investment             | 20,000,000  | 100,000,000 | 25,000,000  |
| 7                 | Internal revenue - P   | 80,156,316  | 42,075,526  | 125,478,279 |
| 8                 | External revenue - E   | 140,100,000 | 69,014,627  | 156,119,980 |
| 9                 | CAC                    | 140,100,000 | 106,884,815 | 131,119,980 |
| 10                | Tax revenue            |             |             |             |

|                     |  |             |             |             |
|---------------------|--|-------------|-------------|-------------|
| 11                  | Indirect council taxes                                   | 28,892,552  | 36,100,624  | 220,888,568 |
| 12                  | Total revenue/head                                       | 247,969,144 | 186,100,122 | 410,358,216 |
| 13                  | Internal revenue/head                                    |             |             |             |
| <b>EXPENDITURES</b> |  |             |             |             |
| 14                  | Running or operational                                   | 136,491,293 | 129,778,124 | 191,857,756 |
| 15                  | Investment   | 105,542,518 | 197,945,953 | 175,122,210 |
| 16                  | Operational cost/ head                                   | 84,483,032  | 39,997,256  | 191,857,756 |
| 17                  | Investment cost/ head                                    | 105,542,518 | 198,206,560 | 175,122,210 |
| <b>FUNCTIONING</b>  |  |             |             |             |
| 18                  | Expenditure related to personnel - P                     | 61,560,493  | 63,938,914  | 59,768,783  |
| 19                  | Expenditure on municipal equipment - M                   |             |             |             |
| 20                  | Current running or operational expenditure - F           | 136,491,293 | 39,997,256  | 215,899,531 |
| 21                  | Support to administrative authority - T                  |             |             |             |
| 22                  | Maintenance of council assets - C                        |             |             |             |
| 23                  | Other subventions - S                                    |             |             |             |
| 24                  | Participation in the functioning of other structures - A | 1,091,000   | 1,450,722   | 1,239,845   |
| <b>INVESTMENT</b>   |  |             |             |             |
| 25                  | Machine - E  | //          | 24,791,299  |             |
| 26                  | Building - B   | 5,101,720   | //          | 3,385,021   |
| 27                  | Other equipment - V                                      |             | 199,000     | 7,453,460   |
| 28                  | Land - Te  |             | 260,607     | 2,202,941   |
| 29                  | Loans - D  |             | //          | //          |
| 30                  | Number of inhabitants                                    |             |             |             |

Source: Municipal Treasury, Kumbo Council

The trend of the financial records for the past 03years as seen above shows that there has been a sharp increase in the annual budget of the council. This is thanks to the thorough planning and the astute management exhibited by the council management. More so, surpluses have been the order of the day. However, these surpluses have not been ploughed back into the council's investment budget by the government. This leaves the council still desperately searching for funding, even with the challenging advent of decentralization.

▪ **Categories of Expenditure/Income**

|   |
|---|
| <b>FUNCTIONING</b>  |
| Expenditure on personnel – P<br>Payment of staff salaries and allowances+NSIF                             |
| Expenditure on council equipment – M<br>Repairs and Maintenance   |
| Current running expenditure (running cost) - F<br>Fuel and Stationeries                                   |
| Support to administrative authority – T<br>Use of council vehicles, and supply of fuel at times           |
| Maintenance of council assets – C<br>Guarding, repairs, renovations                                       |
| Other subventions – S<br>Subvention to school, communities, and hospitals, loans                          |
| Participation in the functioning of other structures – A<br>CNPS receives 4.2% of salaries and allowances |
| <b>INVESTMENT</b>   |
| Machines – E  |

|   |
|---|
| Tippers, Caterpillars, cleaning/clearing machines, motor-cycles |
| Buildings – B   |
| Roads, bridges, council offices, halls, market, parks, toilets  |
| Other equipment – V   |
| Vehicles  |
| Land – T  |
| Acquisition & leasing   |
| Loans – D   |
| From micro finance institutions and from FEICOM                 |

#### 5.5.5. Process of preparation (elaboration) of council budget and validation of financial accounts

The latest date for this exercise is the 5<sup>th</sup> of November each year, usually at the council office. Participants include the Secretary General (SG), the Mayor, Municipal Councillors (MC), Municipal Treasurer (MT), State Representative (SR), and the Finance Committee (FC). The Mayor and the SG decide on the preparation of the budget along side the MT. This is done through the assembling of figures, while taking into consideration past figures. Decision making concerning this budget is done by the MC, along side the FC and the SR through decisions, questions and conclusions, after which the budget is then approved by the SR and the MC, 14 days after submission, at the Senior Divisional Officer's office. Follow-up of this budget is assigned to the SG and the Mayor who constantly keep contact with the SR, usually between the period of voting of the budget and 14 days after. This is at the Senior Divisional Officer's office. The budget is then published by the Mayor and councillors by law after approval on the council's notice board and through the radio.

At the Administrative Account session, usually in March of the financial year, the Municipal Treasurer submits the council's financial accounts by presenting management account figures. These are then approved by the Municipal Councillors and the Pay Master General of the Region, by signing, thereby bringing about a decision adopting the accounts. The MT then makes public the figures in a document called Management Accounts, latest 03 months after the voting of the administrative accounts, in the council and the Supreme Court audit bench.

#### 5.5.6. SWOT analysis of the council's financial resources

|   |  |
|---|--|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Surpluses have always been recorded within the past years</li> <li>- The existence of 03 separate accounts; Administrative, Management, and Stores accounts</li> <li>- There are also organizations and partners which serve as external sources of income to the council like FEICOM, loans and overdrafts from banks, gifts and legacies</li> <li>- There is a good mastery of the tax system and collection documents</li> <li>- Appropriate logistics are always in place for tax collection</li> <li>- Income from taxes is well secured in the council safe by the Municipal Treasurer.</li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- Most tax payers are not versed with the tax system, making it difficult to collect taxes.</li> <li>- Surpluses at the end of the financial year are not considered as income as they are not accessible to the council</li> <li>- There is black market as most business men hide a bulk of their goods for fear of taxes</li> <li>- Also, most potential investors complain of high taxes</li> <li>- Orders of budget approval are not also respected</li> </ul>                                  |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- unexploited sources of finance like land, uncompleted council buildings</li> <li>- Trust worthy and restless head of council executive ( Mayor)</li> </ul>   | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Inaccessibility of the council to surpluses is a threat as it gives no room for growth</li> <li>- Ignorance of the tax system by tax payers is a threat as taxes are a major source of income to the council</li> <li>- High taxes have forced, and still continue to force investors out of business. This reduces the council's ability to make profit, hence a threat to its development</li> <li>- Insufficient logistics</li> <li>- Poor communication network</li> <li>- Tax evasion</li> </ul> |

## 6. ASSETS OF THE COUNCIL

Table 16: Fixed and Movable Assets of the Council<sup>9</sup>

| Equipment                  | Date of acquisition | Qty | Actual value | Sources of finance made of acquisition | Date put in services | Mgmt and control |
|----------------------------|---------------------|-----|--------------|--|----------------------|------------------|
| <b>CHAIRS –FIRST CLASS</b> |                     |     |              |  |                      |                  |
| Rotation Leather Black     | Not Available       | 2   | 113,000      | Not Available                          | Not Available        | Not Available    |
| Arm Rotation in Cloth      | Not Available       | 1   | 35,200       | Not Available                          | Not Available        | Not Available    |
| Executive Rotating         | Not Available       | 1   | 90,920       | Not Available                          | Not Available        | Not Available    |

<sup>9</sup> Most of council assets were transferred from the Ndop Council without details of dates of acquisition and dates of put in use. Also those acquired by the council were not labelled. (source: Store Accountant)

|                                   |               |   |         |               |               |               |
|-----------------------------------|---------------|---|---------|---------------|---------------|---------------|
| Backrest Executive Arm            | Not Available | 2 | 113,650 | Not Available | Not Available | Not Available |
| Revolving Leather Cover           | Not Available | 1 | 495,000 | Not Available | Not Available | Not Available |
| Revolving Leather Cover-Long back | Not Available | 1 | 400,000 | Not Available | Not Available | Not Available |
| Ulphostru Set                     | Not Available | 1 | 150,000 | Not Available | Not Available | Not Available |

#### CHAIRS-SECOND CLASS

|                                      |               |     |           |               |               |               |
|--------------------------------------|---------------|-----|-----------|---------------|---------------|---------------|
| Simple Rotating in Cloth (Armless)   | Not Available | 3   | 84,750    | Not Available | Not Available | Not Available |
| Arm Rotating in Cloth                | Not Available | 4   | 35,220    | Not Available | Not Available | Not Available |
| Executive Rotating (Small)           | Not Available | 1   | 34,095    | Not Available | Not Available | Not Available |
| Executive Wooden Squab/backrest foam | Not Available | 1   | 30,000    | Not Available | Not Available | Not Available |
| Portable with Cushion                | Not Available | 40  | 733,400   | Not Available | Not Available | Not Available |
| Portable without Cushion             | Not Available | 20  | 308,340   | Not Available | Not Available | Not Available |
| Civil Status                         | Not Available | 100 | 2,100,000 | Not Available | Not Available | Not Available |
| Executive Chair                      | Not Available | 1   | 15,000    | Not Available | Not Available | Not Available |
| Simple Chair                         | Not Available | 1   | 15,000    | Not Available | Not Available | Not Available |
| Semi Executive Squab/Backrest Foam   | Not Available | 5   | 87,500    | Not Available | Not Available | Not Available |
| Arm Squab and backrest in foam       | Not Available | 10  | 150,000   | Not Available | Not Available | Not Available |

#### CHAIRS-THIRD CLASS

|   |               |   |        |               |               |               |
|---|---------------|---|--------|---------------|---------------|---------------|
| Wooden Table Chair Squab in Foam          | Not Available | 4 | 32,000 | Not Available | Not Available | Not Available |
| Wooden Backrest Table Chair Squab in Foam | Not Available | 4 | 28,000 | Not Available | Not Available | Not Available |
| Wooden Table Chair                        | Not Available | 3 | 15,000 | Not Available | Not Available | Not Available |

#### TABLES-FIRST CLASS

|                                      |               |   |         |               |               |               |
|--------------------------------------|---------------|---|---------|---------------|---------------|---------------|
| Set Conference (Joint Table)         | Not Available | 1 | 950,500 | Not Available | Not Available | Not Available |
| Executive (150x180) 6 Drawers/Foam   | Not Available | 1 | 425,000 | Not Available | Not Available | Not Available |
| Wooden Executive (150x180) 6 Drawers | Not Available | 1 | 220,440 | Not Available | Not Available | Not Available |

#### TABLES-SECOND CLASS

|   |               |   |         |               |               |               |
|---|---------------|---|---------|---------------|---------------|---------------|
| Computer Table                            | Not Available | 1 | 37,158  | Not Available | Not Available | Not Available |
| Wooden (100x250) 1 Drawer                 | Not Available | 2 | 24,000  | Not Available | Not Available | Not Available |
| Wooden (160x80) 1 Drawer                  | Not Available | 1 | 20,000  | Not Available | Not Available | Not Available |
| Wooden (75x150) 3 Drawers                 | Not Available | 3 | 90,000  | Not Available | Not Available | Not Available |
| Wooden (75x150) Semi Executive, 3 Drawers | Not Available | 3 | 90,000  | Not Available | Not Available | Not Available |
| Wooden (150x75)                           | Not Available | 4 | 120,000 | Not Available | Not Available | Not Available |
| Simple 1 Drawer (150x50)                  | Not Available | 1 | 20,000  | Not Available | Not Available | Not Available |
| Centre Table                              | Not Available | 1 | 25,000  | Not Available | Not Available | Not Available |
| Table                                     | Not Available | 1 | 25,000  | Not Available | Not Available | Not Available |
| Executive (155x75cm) 3                    | Not Available | 1 | 83,000  | Not Available | Not Available | Not Available |

|                                |               |   |        |               |               |               |
|--------------------------------|---------------|---|--------|---------------|---------------|---------------|
| Drawers                        |               |   |        |               |               |               |
| 3 Drawers and Computer Section | Not Available | 1 | 70,000 | Not Available | Not Available | Not Available |

**TABLES-THIRD CLASS**

|   |               |   |        |               |               |               |
|---|---------------|---|--------|---------------|---------------|---------------|
| Wooden (100x150) 1 Drawer               | Not Available | 1 | 5,000  | Not Available | Not Available | Not Available |
| Conference (Wooden Formica top) 100x300 | Not Available | 5 | 40,000 | Not Available | Not Available | Not Available |

**CUPBOARD-FIRST CLASS**

|                          |       |   |         |               |               |               |
|--------------------------|-------|---|---------|---------------|---------------|---------------|
| 28x180x45cm with shelves | ----- | 1 | 162,500 | Not Available | Not Available | Not Available |
|--------------------------|-------|---|---------|---------------|---------------|---------------|

**CUPBOARD-SECOND CLASS**

|                                   |               |   |         |               |               |               |
|-----------------------------------|---------------|---|---------|---------------|---------------|---------------|
| 2mx170cmx45cm with Shelves        | Not Available | 1 | 80,000  | Not Available | Not Available | Not Available |
| 150x100x50 (4 stages/apartment)   | Not Available | 1 | 40,000  | Not Available | Not Available | Not Available |
| Small Cupboard                    | Not Available | 1 | 45,699  | Not Available | Not Available | Not Available |
| 150x150x75 (1 apartments/4 stages | Not Available | 1 | 80,000  | Not Available | Not Available | Not Available |
| Agregate stands with 6mm rods     | Not Available | 3 | 240,000 | Not Available | Not Available | Not Available |
| Voucher Shelves                   | Not Available | 2 | 100,000 | Not Available | Not Available | Not Available |
| Cupboard with locks               | Not Available | 1 | 40,000  | Not Available | Not Available | Not Available |

**CUPBOARD-THIRD CLASS**

|                                      |               |              |           |               |               |               |
|--------------------------------------|---------------|--------------|-----------|---------------|---------------|---------------|
| Book Shelf                           | Not Available | 1            | 20,000    | Not Available | Not Available | Not Available |
| 100x100x75 (2 compartments, 4 stages | Not Available | 3            | 30,000    | Not Available | Not Available | Not Available |
| Mattresses                           | Not Available | 2            | 70,000    | Not Available | Not Available | Not Available |
| Benches                              | Not Available | 1            | 3,000     | Not Available | Not Available | Not Available |
| Baskets (Trash)                      | Not Available | 6            | 21,000    | Not Available | Not Available | Not Available |
| Bed Medium Size                      | Not Available | 2            | 70,000    | Not Available | Not Available | Not Available |
| Buckets                              | Not Available | 9            | 37,000    | Not Available | Not Available | Not Available |
| Garbage Cans                         | Not Available | 13           | 6,281,800 | Not Available | Not Available | Not Available |
| Window Blinds                        | Not Available | 1 set of six | 20,000    | Not Available | Not Available | Not Available |
| Window Blinds and Accessories        | Not Available | 176          | 1,320,000 | Not Available | Not Available | Not Available |
| Sugar Can                            | Not Available | 1            | 1,995     | Not Available | Not Available | Not Available |
| Drinking Cups (Ring Enamel)          | Not Available | 2            | 1,000     | Not Available | Not Available | Not Available |
| Tea Cups                             | Not Available | 4            | 3,000     | Not Available | Not Available | Not Available |
| Drinking Cups (Plastic)              | Not Available | 30           | 300       | Not Available | Not Available | Not Available |
| Tea Cups (Dozen)                     | Not Available | 1            | 8875      | Not Available | Not Available | Not Available |
| Coffee Maker                         | Not Available | 1            | 39935     | Not Available | Not Available | Not Available |
| Tea Flask                            | Not Available | 1            | 7765      | Not Available | Not Available | Not Available |
| Enamel Pan                           | Not Available | 2            | 26,000    | Not Available | Not Available | Not Available |
| Enamel Cooking Pot                   | Not Available | 1            | 20,000    | Not Available | Not Available | Not Available |
| Shelf 850x200                        | Not Available | 1            | 7,000     | Not Available | Not Available | Not Available |
| Silver Spoons                        | Not Available | 50           | 5,000     | Not Available | Not Available | Not Available |
| Eating Spoons                        | Not Available | 12           | 2,400     | Not Available | Not Available | Not Available |

|  |               |     |           |               |               |               |
|--|---------------|-----|-----------|---------------|---------------|---------------|
| Eating Forks                               | Not Available | 6   | 1,200     | Not Available | Not Available | Not Available |
| Cooking Spoon                              | Not Available | 1   | 1,000     | Not Available | Not Available | Not Available |
| Trays                                      | Not Available | 10  | 27,665    | Not Available | Not Available | Not Available |
| Water Jars                                 | Not Available | 2   | 4,715     | Not Available | Not Available | Not Available |
| P C Milk Jar                               | Not Available | 1   | 850       | Not Available | Not Available | Not Available |
| Flower Jar                                 | Not Available | 13  | 58,500    | Not Available | Not Available | Not Available |
| Tea Spoons (Dozen)                         | Not Available | 1   | 995       | Not Available | Not Available | Not Available |
| Plastic Plates                             | Not Available | 110 | 22,000    | Not Available | Not Available | Not Available |
| Picture                                    | Not Available | 1   | 1,110     | Not Available | Not Available | Not Available |
| Portrait (H.E. Paul Biya)                  | Not Available | 1   | 5,000     | Not Available | Not Available | Not Available |
| Statue (Sheperd Dog)                       | Not Available | 1   | 300,000   | Not Available | Not Available | Not Available |
| Silver Stand (3 Stages)                    | Not Available | 1   | 25,000    | Not Available | Not Available | Not Available |
| Wooden Stool                               | Not Available | 1   | 6,000     | Not Available | Not Available | Not Available |
| Photos (Inauguration of Kimbo Food Market) | Not Available | 100 | 40,000    | Not Available | Not Available | Not Available |
| Teleph01 Set 3481011                       | Not Available | 1   | 35,000    | Not Available | Not Available | Not Available |
| Teleph01 Receiver                          | Not Available | 1   | 15,000    | Not Available | Not Available | Not Available |
| Frames (Wooden Garbage Cans)               | Not Available | 5   | 100,000   | Not Available | Not Available | Not Available |
| Garbage Can Stands                         | Not Available | 5   | 19,935    | Not Available | Not Available | Not Available |
| Clock (Wall Binatric)                      | Not Available | 1   | 8,000     | Not Available | Not Available | Not Available |
| Wool Carpet                                | Not Available | 184 | 4,059,960 | Not Available | Not Available | Not Available |
| Carpet (17m)                               | Not Available | 3   | 51,000    | Not Available | Not Available | Not Available |
| Fanfare Band                               | Not Available | 1   | 300,000   | Not Available | Not Available | Not Available |
| Gas Plate, (with pipe + nozzle)            | Not Available | 1   | 35,000    | Not Available | Not Available | Not Available |
| Gas Bottle                                 | Not Available | 1   | 36,000    | Not Available | Not Available | Not Available |
| Gas Stand                                  | Not Available | 1   | 25,000    | Not Available | Not Available | Not Available |
| Gas Pot                                    | Not Available | 3   | 24,000    | Not Available | Not Available | Not Available |
| Food Flask                                 | Not Available | 1   | 8,000     | Not Available | Not Available | Not Available |

#### BUILDINGS

|                                      |               |   |             |               |               |               |
|--------------------------------------|---------------|---|-------------|---------------|---------------|---------------|
| Pro-pharmacy building                | Not Available | 1 | 2,500,000   | Not Available | Not Available | Not Available |
| Council office bloc                  | Not Available | 1 | 3,000,000   | Not Available | Not Available | Not Available |
| Treasury bloc                        | Not Available | 1 | 2,000,000   | Not Available | Not Available | Not Available |
| Council rest house, Bambui           | Not Available | 1 | 2,000,000   | Not Available | Not Available | Not Available |
| Veterinary building, Mbveh           | Not Available | 1 | 600,000     | Not Available | Not Available | Not Available |
| Gendarmerie Brigade building, Kumbo  | Not Available | 1 | 4,000,000   | Not Available | Not Available | Not Available |
| Kumbo Council Library                | Not Available | 1 | 100,000,000 | Not Available | Not Available | Not Available |
| Tobin Modern Market/Motor Park       | Not Available | 1 | 75,000,000  | Not Available | Not Available | Not Available |
| Potatoe Warehouse Tobin              | Not Available |   | ----        | Not Available | Not Available | Not Available |
| Jim Cattle Market                    | Not Available |   | ----        | Not Available | Not Available | Not Available |
| Meluf Market                         | Not Available |   | ----        | Not Available | Not Available | Not Available |
| Mbuluf Market                        | Not Available |   |             | Not Available | Not Available | Not Available |
| Kingomen Market                      | Not Available |   | ----        | Not Available | Not Available | Not Available |
| Mbveh Market                         | Not Available | 1 | 10,000,000  | Not Available | Not Available | Not Available |
| Bamkikai Market/Motor Park           | Not Available | 1 | 11,000,000  | Not Available | Not Available | Not Available |
| Food/Vegetables Market squares-Kumbo | Not Available | 1 | 15,000,000  | Not Available | Not Available | Not Available |
| Pound fence                          | Not Available | 1 | 562,000     | Not Available | Not Available | Not Available |
| Tobin New Market Toilet              | Not Available |   | 3,687,686   | Not Available | Not Available | Not Available |
| Bamkikai Market Toilet               | Not Available | 1 | 3,687,686   | Not Available | Not Available | Not Available |

|  |               |   |             |               |               |               |
|--|---------------|---|-------------|---------------|---------------|---------------|
| Kenyan type Toilet Mbveh                 | Not Available | 1 | 600,000     | Not Available | Not Available | Not Available |
| Water System Toilet Mbveh                | Not Available | 1 | 3,000,000   | Not Available | Not Available | Not Available |
| Modern Toilet Kumbo Squares              | Not Available | 1 | 5,000,000   | Not Available | Not Available | Not Available |
| Mbah Market Toilet                       | Not Available | 1 | 100,000     | Not Available | Not Available | Not Available |
| Kumbo Town Hall                          | Not Available | 1 | 171,000,000 | Not Available | Not Available | Not Available |
| Nkuv Palm Plantation                     | Not Available | 1 | -----       | Not Available | Not Available | Not Available |
| New Layout Land/ Pegium Plantation       | Not Available | 1 | -----       | Not Available | Not Available | Not Available |
| Former Leprosy Centre land Melim/ Bambui | Not Available | 1 | -----       | Not Available | Not Available | Not Available |
| Tayav Fuel Plantation                    | Not Available | 1 | -----       | Not Available | Not Available | Not Available |
| Fuel Plantation/rest house, Kingomen     | Not Available | 1 | 30,500,750  | Not Available | Not Available | Not Available |
| Bamdzeng Parcel of land                  | Not Available | 1 |             | Not Available | Not Available | Not Available |
| Public Cemetery Bam Bui                  | Not Available | 1 | -----       | Not Available | Not Available | Not Available |
| Mercedes truck NW 089 D 1117 tons tipper | Not Available | 1 | 15,000,000  | Not Available | Not Available | Not Available |
| Toyota Prado Standard                    | Not Available | 1 | 20,125,786  | Not Available | Not Available | Not Available |
| Hilux Double Cabin Ch No. LN 106000767   | Not Available | 1 | 10,915,800  | Not Available | Not Available | Not Available |
| Grader series No. 3306DT Model 950E      | Not Available | 1 | 80,000,000  | Not Available | Not Available | Not Available |
| Loader, Front end. Series 3304           | Not Available | 1 | 65,000,000  | Not Available | Not Available | Not Available |
| Compactor BOMAG Model BW 100ADL          | Not Available | 1 | 8,050,459   | Not Available | Not Available | Not Available |
| Honda Motorcyle Ca.1245.c                | Not Available | 1 | 1,121,000   | Not Available | Not Available | Not Available |

#### INSTRUMENTS AND APPARATUS

|  |               |   |           |               |               |               |
|--|---------------|---|-----------|---------------|---------------|---------------|
| Calculator desktop                     | Not Available | 2 | 14,000    | Not Available | Not Available | Not Available |
| Calculator medium                      | Not Available | 1 | 9,500     | Not Available | Not Available | Not Available |
| Calculator Big                         | Not Available | 2 | 200,000   | Not Available | Not Available | Not Available |
| Computer low radiation 4380LR System   | Not Available | 1 | 2,480,000 | Not Available | Not Available | Not Available |
| Computer monitor ACER-View             | Not Available | 1 | 2,000,000 | Not Available | Not Available | Not Available |
| Computer Monitor COPMAC550 CPU 651BJYD | Not Available | 1 | 1,500,000 | Not Available | Not Available | Not Available |
| Duplicating Reneo 600                  | Not Available | 1 | 350,000   | Not Available | Not Available | Not Available |
| Electronics LEXMARK 10240              | Not Available | 1 | 248,000   | Not Available | Not Available | Not Available |
| Heavy Duty Perforator                  | Not Available | 1 | 13,500    | Not Available | Not Available | Not Available |
| Perforating Big                        | Not Available | 2 | 16,000    | Not Available | Not Available | Not Available |
| Photocopier CANON N,1550               | Not Available | 1 | 690,000   | Not Available | Not Available | Not Available |
| Typing facit ling carriage             | Not Available | 1 | 350,000   | Not Available | Not Available | Not Available |
| Calculator                             | Not Available | 1 | 3,000     | Not Available | Not Available | Not Available |
| Electronic Calculator Kadio (Biy)      | Not Available | 1 | 15,000    | Not Available | Not Available | Not Available |
| Computers with keyboards               | Not Available | 9 | 1,503,000 | Not Available | Not Available | Not Available |
| Stapling Big                           | Not Available | 4 | 40,000    | Not Available | Not Available | Not Available |
| Stapling Small                         | Not Available | 3 | 9,000     | Not Available | Not Available | Not Available |
| Stapling Small                         | Not Available | 1 | 2,500     | Not Available | Not Available | Not Available |

|  |               |   |         |               |               |               |
|--|---------------|---|---------|---------------|---------------|---------------|
| Power Translator                         | Not Available | 1 | 100,000 | Not Available | Not Available | Not Available |
| 14 inches TV (Samsung)                   | Not Available | 2 | 272,760 | Not Available | Not Available | Not Available |
| Parabolic Anthena                        | Not Available | 1 | 420,505 | Not Available | Not Available | Not Available |
| LBN                                      | Not Available | 1 | 56,825  | Not Available | Not Available | Not Available |
| Digital Strong                           | Not Available | 1 | 170,500 | Not Available | Not Available | Not Available |
| TV Stand                                 | Not Available | 1 | 51,140  | Not Available | Not Available | Not Available |
| Set Jack position                        | Not Available | 1 | 397,775 | Not Available | Not Available | Not Available |
| Sharp Radio Cassette Player-multi system | Not Available | 1 | 200,000 | Not Available | Not Available | Not Available |
| M01y Discerner                           | Not Available | 1 | 50,000  | Not Available | Not Available | Not Available |
| M01y Discerner                           | Not Available | 1 | 48,000  | Not Available | Not Available | Not Available |

#### MATERIALS AND OBJECTS DESTINED FOR WORK

|                   |               |    |         |               |               |               |
|-------------------|---------------|----|---------|---------------|---------------|---------------|
| Yamaha Water Pump | Not Available | 1  | 300,000 | Not Available | Not Available | Not Available |
| Hose Metre Spiral | Not Available | 5  | 50,000  | Not Available | Not Available | Not Available |
| Metre Plain Hose  | Not Available | 10 | 100,000 | Not Available | Not Available | Not Available |
| Hose clip         | Not Available | 3  | 6,000   | Not Available | Not Available | Not Available |
| Cutlass           | Not Available | 3  | 15,000  | Not Available | Not Available | Not Available |
| Cutlass           | Not Available | 1  | 4,500   | Not Available | Not Available | Not Available |
| Cutlass           | Not Available | 4  | 16,000  | Not Available | Not Available | Not Available |
| Spade             | Not Available | 8  | 144,000 | Not Available | Not Available | Not Available |
| Wheel Barrow      | Not Available | 1  | 21,000  | Not Available | Not Available | Not Available |
| Pick Axe          | Not Available | 8  | 96,000  | Not Available | Not Available | Not Available |
| Iron Bar          | Not Available | 1  | 23,000  | Not Available | Not Available | Not Available |
| Finger Spade      | Not Available | 1  | 8,000   | Not Available | Not Available | Not Available |
| Rake              | Not Available | 1  | 3,500   | Not Available | Not Available | Not Available |
| Dig Axe           | Not Available | 2  | 20,000  | Not Available | Not Available | Not Available |
| Wheel Barrow      | Not Available | 2  | 56,000  | Not Available | Not Available | Not Available |

#### LIBRARY,ARTS, SCIENCE AND TEACHING EQUIPMENT

|                                 |               |   |         |               |               |               |
|---------------------------------|---------------|---|---------|---------------|---------------|---------------|
| Advanced Learners Dictionary    | Not Available | 1 | 16,000  | Not Available | Not Available | Not Available |
| Oxford Dictionary               | Not Available | 1 | 10,000  | Not Available | Not Available | Not Available |
| Larousse Dictionary             | Not Available | 2 | 5,000   | Not Available | Not Available | Not Available |
| Stamp Pad                       | Not Available | 1 | 7,500   | Not Available | Not Available | Not Available |
| Nursery Pump                    | Not Available | 1 | 70,000  | Not Available | Not Available | Not Available |
| Stamp Pad (Double)              | Not Available | 1 | 3,500   | Not Available | Not Available | Not Available |
| Stapling machine                | Not Available | 1 | 2,000   | Not Available | Not Available | Not Available |
| Stapling machine                | Not Available | 1 | 3,500   | Not Available | Not Available | Not Available |
| CBC Global Stamp Pad            | Not Available | 1 | 6,000   | Not Available | Not Available | Not Available |
| Electronic Calculator           | Not Available | 3 | 72,000  | Not Available | Not Available | Not Available |
| Electronic Calculator 12 Digits | Not Available | 1 | 24,000  | Not Available | Not Available | Not Available |
| Big Stapling machine            | Not Available | 2 | 21,000  | Not Available | Not Available | Not Available |
| HP Lasser printer 1320          | Not Available | 1 | 140,000 | Not Available | Not Available | Not Available |

#### INSTRUMENTS USE FOR MUSIC AND GYMNASTICS

|                             |               |   |         |               |               |               |
|-----------------------------|---------------|---|---------|---------------|---------------|---------------|
| Band (Set of Preper Parade) | Not Available | 1 | 500,000 | Not Available | Not Available | Not Available |
| Triangle                    | Not Available | 1 | 10,000  | Not Available | Not Available | Not Available |
| Trumpet                     | Not Available | 1 | 100,000 | Not Available | Not Available | Not Available |
| Tromb01                     | Not Available | 1 | 200,000 | Not Available | Not Available | Not Available |
| Teno Saxoph01               | Not Available | 1 | 350,000 | Not Available | Not Available | Not Available |
| Alto Saxoph01               | Not Available | 1 | 290,000 | Not Available | Not Available | Not Available |
| Clarinet                    | Not Available | 1 | 120,000 | Not Available | Not Available | Not Available |
| Recorders                   | Not Available | 6 | 18,000  | Not Available | Not Available | Not Available |
| Horn                        | Not Available | 1 | 50,000  | Not Available | Not Available | Not Available |
| Eupherium                   | Not Available | 1 | 220,000 | Not Available | Not Available | Not Available |
| Buggle                      | Not Available | 1 | 50,000  | Not Available | Not Available | Not Available |

|                       |               |    |         |               |               |               |
|-----------------------|---------------|----|---------|---------------|---------------|---------------|
| Yamaha Piano          | Not Available | 1  | 180,000 | Not Available | Not Available | Not Available |
| French Horn           | Not Available | 1  | 250,000 | Not Available | Not Available | Not Available |
| Keyboard Stands       | Not Available | 2  | 5,000   | Not Available | Not Available | Not Available |
| Microph01 Stand       | Not Available | 1  | 15,000  | Not Available | Not Available | Not Available |
| Wireless Microph01    | Not Available | 1  | 12,000  | Not Available | Not Available | Not Available |
| Amplifier             | Not Available | 1  | 175,000 | Not Available | Not Available | Not Available |
| Complete Speakers     | Not Available | 2  | 250,000 | Not Available | Not Available | Not Available |
| Per Cymbals           | Not Available | 1  | 10,000  | Not Available | Not Available | Not Available |
| Long buggles          | Not Available | 3  | 255,000 | Not Available | Not Available | Not Available |
| Alto Saxoph01         | Not Available | 1  | 305,000 | Not Available | Not Available | Not Available |
| Teno Saxoph01         | Not Available | 1  | 370,000 | Not Available | Not Available | Not Available |
| Cymbals               | Not Available | 2  | 6,000   | Not Available | Not Available | Not Available |
| Tuba                  | Not Available | 1  | 970,000 | Not Available | Not Available | Not Available |
| Trumpets              | Not Available | 3  | 330,000 | Not Available | Not Available | Not Available |
| Drum plates 14 inches | Not Available | 6  | 78,000  | Not Available | Not Available | Not Available |
| Drum Plate 26 inches  | Not Available | 1  | 20,000  | Not Available | Not Available | Not Available |
| Big Triangle          | Not Available | 1  | 16,350  | Not Available | Not Available | Not Available |
| Bariton (Bass)        | Not Available | 2  | 450,000 | Not Available | Not Available | Not Available |
| Stickers              | Not Available | 10 | 30,000  | Not Available | Not Available | Not Available |
| Tromb01               | Not Available | 2  | 400,000 | Not Available | Not Available | Not Available |
| Bass drum sticks      | Not Available | 1  | 41,025  | Not Available | Not Available | Not Available |
| Sound drum sticks     | Not Available | 6  | 36,000  | Not Available | Not Available | Not Available |
| S.S. Amplifier        | Not Available | 1  | 400,000 | Not Available | Not Available | Not Available |
| Speaker box Stands    | Not Available | 2  | 650,000 | Not Available | Not Available | Not Available |
| Auju Speakers         | Not Available | 2  | 720,000 | Not Available | Not Available | Not Available |
| Meters of Cable       | Not Available | 50 | 50,000  | Not Available | Not Available | Not Available |
| Wireless Microph01    | Not Available | 2  | 50,000  | Not Available | Not Available | Not Available |
| RV Adaptor            | Not Available | 1  | 5,000   | Not Available | Not Available | Not Available |
| Extension Cables      | Not Available | 2  | 7,000   | Not Available | Not Available | Not Available |
| Piano Plug            | Not Available | 1  | 2,500   | Not Available | Not Available | Not Available |
| Anche Teno Saxoph01   | Not Available | 2  | 70,000  | Not Available | Not Available | Not Available |
| Anche Alto Saxoph01   | Not Available | 2  | 60,000  | Not Available | Not Available | Not Available |

Source: Stores Accountant, Kumbo Council

### 6.1. Evaluation of the council's asset and management system

There exists an inventory of the council's asset. However, this is not detailed as evident from the table above. It has both fixed and movable assets. The council has infrastructure, land and equipment which it gives out on rent/hire. Its sources of finance for infrastructure are mainly FEICOM and other donors. The council does repairs and maintenance works on infrastructure, equipment, and other assets as the need arises. However, damages caused on hired or rented assets are borne by the person in possession of such an asset. This is supervised by the stores accountant of the council. Despite this heavy task, the stores accountant is not well trained to handle it.

A very challenging issue here is the fact that the council has no natural resource management policy. More over, despite the lucrative nature of the tourism industry where the municipality is blessed with so many tourist attractions, the council is very dormant. It is therefore worth mentioning here that assts are 01 of the major sources of income to the council. This makes it an ardent need for improvement of their management systems, given the new age of decentralization in Cameroon.

### 6.2. SWOT analysis of the council's assets

|   |  |
|---|--|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- There are a great number of assets available to the council which can generate a lot of income. These are both fixed and movable assets.</li> <li>- There is a flexible policy for hiring council equipment</li> </ul> <p>A good management/maintenance policy is applicable</p> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- A good management/maintenance policy is 'applicable', but not documented</li> <li>- Very few landed property of the council has been identified e.g. council land, forest, infrastructure, markets, etc</li> <li>- Inventory is not updated.</li> <li>- Dates of acquisition and dates of initial putting in use of assets are not available. This makes it difficult to calculate the rate of depreciation, etc</li> <li>- There are vast lands that are not yet exploited</li> </ul> |
|---|--|

| <u>Opportunities</u>  | <u>Threats</u>  |
|---|---|
| -Many external sources of income to be used to purchase more asset for the council<br>-Vast council lands to be exploited | - Lack of a detailed inventory of assets makes it difficult to discover missing items.<br>- This equally makes it difficult to know how much income each asset is giving<br>- Since depreciation rates are not calculated,, this increases the risk of using these assets |

## 7. MANAGEMENT OF RELATIONS WITHIN THE KUMBO COUNCIL

The management of relations within the council will be analyzed in five domains:

- Relationship between council and supervisory authorities
- Council and other technical services
- Relationship with traditional and religious institutions
- Relationship with civil societies
- Relationship with the population.

### 7.1 Relationship between council and supervisory authorities

The supervisory authority of the council is the Ministry of Territorial Administration and Decentralization (MINATD) represented by the Senior Divisional Officer. As the supervisory authority, the SDO perform the following functions:

- Takes part in all council sessions
- Approves the budget.
- Presides over official council occasions
- Signs out official invitations to be circulated

There are no conflicts envisaged as the two bodies are working together

### 7.2 Council and technical services.

At this level, all sectorials operating within the council area will be looked upon from the table below:

**Table 17: Relations between the Council and Technical Services**

| NO | STAKEHOLDER                | NATURE OF RELATIONSHIP  | HOLDING OF MEETINGS  | CONFLICT | TYPE OF CONFLICT                           |
|----|----------------------------|---|--|----------|--|
| 1  | Sub Divisional Office (DO) | -Supervises Clean-up campaigns, jangali tax, meetings, farmer/grazers problems  | When need arises   | No       | -  |
| 2  | MINADER                    | -Collaborate in organizing agro pastoral shows and best farm competition<br>-Collaborators in addressing farmers/grazer conflicts   | No statutory meeting, but council attend planning meeting for mini agro pastoral shows | No       | -  |
| 3  | MINEP                      | Assist council in hygiene and sanitation matters  | When need arises   | No       | -  |
| 4  | MINAS                      | -Identify handicapped persons<br>-Council supports handicapped persons by providing them with basic necessities.<br>-Facilitate in making disability cards  | No regular meetings, but when need arises  | yes      | The sub divisional delegation is neglected |
| 5  | MINEPIA                    | -Council supports MINEPIA financially in carrying out vaccination<br>-Service collaborates with council in jangali tax assessment/ collection<br>collaborate in addressing farmers/grazer conflicts<br>-Advises Council on Fishpond management<br>-Supervises slaughter of cattle/animals | When need arises.  | No       | -  |
| 6  | MINEBASE                   | -Supply information and statistics on school needs to the council<br>-The council procures and supplies needs to schools<br>-Council provides some scholarships to primary school pupils  | When need arises   | No       | -  |
| 7  | MINESEC                    | -Council provides annual holiday jobs to secondary school students  | When need arises   | No       | -  |

| NO  | STAKEHOLDER                 | NATURE OF RELATIONSHIP   | HOLDING OF MEETINGS                      | CONFLICT | TYPE OF CONFLICT   |
|-----|-----------------------------|--|--|----------|--|
|     |                             | -Council assists secondary schools in the supply of equipments like tables, chairs etc<br>-Council implements the Go-To-School Incentive Program to poor intelligent but needy students  |  |          |  |
| 8   | MINESUP                     | -Council provides annual holiday jobs to university students sent by MINESUP   | No                                       | No       | -  |
| 9   | MINSANTE                    | -Council provides financial assistance for the vaccination programmes<br>-The council chairs the area health committees<br>-Council assists in the construction, renovation and equipment of some health units   | When need arises                         | No       | -  |
| 10  | Taxation                    | -Decentralized credits come through MINFI<br>-Receives all tax deductions from salaries and services<br>-Assist the council in forceful tax recoveries<br>-Collects some taxes on the behalf of the council e.g. windscreen license, transfer charge for landed property<br>-Taxation provides a tax officer to serve in the council on secondment | No formal meetings                       | Yes      | May collected on the behalf of the council is not always sent to the council |
|     | Treasury                    | -Settlement of the decentralized credits   |  | No       | -  |
| 11  | MINDUH                      | -Assists the council in designing and implementation of the land use and management plan   | When need arises                         | No       | -  |
| 12  | Forces of Law and order     | -Assist the council in providing security during tax recovery events<br>-Maintain public law and order   | When need arises                         | Yes      | No immediate actions in cases of emergencies                                 |
| 13  | Public works                | -Control all contracts awarded by the council<br>-Controls programming and execution of works, contracts, etc  | Meet when need arise                     | No       | -  |
| 14. | Judiciary                   | -Visa all civil status documents issued by the council(birth, death, marriage status)<br>-Swear in municipal authorities, treasurers, civil status registrars  | No meetings                              | Yes      | Slow treatment of files  |
| 15. | MINEPAT                     | -Controls the investment budget<br>-Receives council projects for inclusion into the investment budget<br>-Takes part in site installation of council projects   | Quarterly follow up committee of the PIB | No       | -  |
| 16  | MINATD                      | -Carryout audit control of the council services<br>-Send out regulatory texts governing the councils<br>-Sign employment contracts for staff above cat.7<br>-Sign travel permit for Mayors going out of the country  | No meetings                              | No.      | -  |
| 17  | DD MINEE                    | -Assist in solving water and energy problems in communities  | When need arises                         | No       | -  |
| 18  | Post and Telecommunications | -Assist in solving net works problems within the council area  | When need arises                         | No       | -  |

### 7.3 Relationship with traditional and religious institutions

**Table 18: Relations between the Council, Tradition Authorities and Religious Institutions**

| NO | STAKEHOLDER             | NATURE OF RELATIONSHIP   | HOLDING OF MEETINGS                | CONFLICT | TYPE OF CONFLICT   |
|----|-------------------------|--|------------------------------------|----------|--|
| 1  | Traditional Authorities | -Provision of land for markets and catchment areas<br>-Installation of street lights in the palace | Take part in meetings when invited | Yes      | -They remain indifferent in times of land conflicts allocated to the council by them |

| NO | STAKEHOLDER             | NATURE OF RELATIONSHIP   | HOLDING OF MEETINGS                                | CONFLICT | TYPE OF CONFLICT  |
|----|-------------------------|--|--|----------|---|
| 2  | Religious congregations | -The council uses them as a means of communication and sensitization of the population | Take part in council public occasions when invited | Yes      | -Some of the Pentecostal churches occupy market space on market days for preaching without permission from the council<br>-Posting of posters on bill boards and walls using bad gum without permission thus destroying bill boards and walls |

#### 7.4 Relationship with civil societies

**Table 19: Relations between the Council and Civil Society Organisations (CSO)**

| NO | STAKEHOLDER  | NATURE OF RELATIONSHIP  | HOLDING OF MEETINGS  | CONFLICT | TYPE OF CONFLICT |
|----|--|---|--|----------|------------------|
| 1  | FEICOM   | -Provide loans to councils<br>-Cater for the needs of councils<br>-Council pays 10% of discharged taxes to FEICOM<br>-Annually they calculate a given percentage of taxes and pay back to the council<br>-Assist in the financing of infrastructure projects in the council like the Kumbo council chambers | When there is need   | No       | -                |
| 2  | GP- DERUDEP  | -Fund council projects<br>-Facilitates council need assessment<br>-Build capacities of councillors, executives and community members<br>-Follow up funded projects  | When need arises   | No       | -                |
| 3  | SNV  | -Provide capacity building programmes to the council such as good governance, selection of good leaders, women in leadership<br>-Civic education towards the acquisition of land certificates for catchment areas   | When need arises   | No       | -                |
| 4  | GTZ  | -Water catchment protection, and other water related assistance<br>-Mutual Health<br>Financing and elaboration of the Kumbo strategic plan  | When need arises   | No       | -                |
| 5  | Heifer Project International (HPI)                           | -Provides dairy cow, rabbits, pigs, and fowls to farmers<br>-Provides loans to farmers.   | None   | No       | -                |
| 6  | The French Cooperation                                       | -Assist in the construction of the Tobin Modern Market  | None   | No       | -                |
| 7  | The British Embassy  | -Supplies books for the Bernard Fonlon Information Centre   | None   | No       | -                |
| 8  | Political parties  | -The council is managed by a mayor elected on the ticket of the SDF party.<br>-The Mayor works in collaboration with all political sheds of opinion in Kumbo  | None   | No       | -                |
| 9  | The Nso Cultural and Development Association (NSODA)         | -Assists in the provision of scholarships to intelligent students and pupils<br>-Assists in finances some council activities<br>-The council also assist NSODA financially during annual cultural festivals and other cultural exhibitions  | During organisations of development and cultural activities. | No       | -                |
| 10 | Village Development Associations (VDA)                       | -Work with the council in fostering development in the different villages<br>-Collaborate in the organization of road maintenance and other community projects.   | When need arises   | No       | -                |
| 11 | Njangi groups, parliamentarians, Elite at home/ Abroad, etc. | -Gifts (Financial, material, moral, etc), transport, construction, education, etc   | When need arises   | No       | -                |

## 7.5 Relationship with the Private sector

The council has relations with the private sector which is represented mostly by contractors. The main contractors working with the council include the following:

**Table 20: Relations between the Council and the Private Sector**

| NO  | STAKEHOLDER                                   | NATURE OF RELATIONSHIP  | HOLDING OF MEETINGS | CONFLICT | TYPE OF CONFLICT   |
|-----|---|---|---------------------|----------|--|
| 1.  | Star Ventures Ets Kumbo                       | The council calls on these contractors to offer specialised services in fields were the council does not have the competence e.g. construction, repairs, and the provision of services. | NO                  | YES      | Conflicts result mostly from the following:<br><br>- incomplete and/or unsatisfactory execution of contracts<br><br>- late payment of bills to the contractors |
| 2.  | Sunrise New look Ets Kumbo                    |   |                     |          |  |
| 3.  | Pelican Ventures Ets-Mbveh-Kumbo              |   |                     |          |  |
| 4.  | Determination Enterprise- Mbveh Kumbo         |   |                     |          |  |
| 5.  | Barah and Sons Ets Kumbo                      |   |                     |          |  |
| 6.  | Cho Simon Ets Kumbo                           |   |                     |          |  |
| 7.  | Allied Enterprises Yaoundé                    |   |                     |          |  |
| 8.  | CAMI TOYOTA Company                           |   |                     |          |  |
| 9.  | Ets Shakeh Killian Kefeh Kumbo                |   |                     |          |  |
| 10. | NAN Company Bamenda                           |   |                     |          |  |
| 11. | Integrated Engineering Associates Bamenda     |   |                     |          |  |
| 12. | Wiratur Business Ets                          |   |                     |          |  |
| 13. | DINRAN Construction and Services Kumbo        |   |                     |          |  |
| 14. | Brain Consult International (BCI) SARL Douala |   |                     |          |  |
| 15. | Kemoka Quick Services – Kumbo                 |   |                     |          |  |
| 16. | Formavise Modern Furniture Ets, Kumbo         |   |                     |          |  |

## 7.6. Citizens' control of council management

The population contributes in the running of the council through their councillors. They table the development needs of their villages before each budget session is held so that they are budgeted for. They are also called upon to attend information forums organised by the Mayor on the activities.

## 8. SUMMARY OF DIAGNOSTIC RESULTS

### 8.1 Main problems and needs identified within the council area

The main problems and needs identified are from all the 43 villages that make up the council area. These were validated at a meeting involving all sectorials and representatives from all the villages in conformity with the sectorial norms of each sector.

#### 8.1.1. Basic Education

| S/N | VILLAGE             | PROBLEMS                                      | CAUSES   | EFFECTS   | NEEDS   |
|-----|---------------------|---|--|---|---|
| 1.  | All the 42 villages | Inadequate schools, Infrastructure, Equipment | - Limited finances<br>- Population Growth<br>- Limited support from the government | - Congestion<br>- Poor results<br>- School dropouts                           | - 8 schools<br>- 1337 classrooms<br>- 9030 benches<br>- 832 tables<br>- 3288 computers<br>- 2466 sets of teaching aids<br>- 04 Functional adult literacy centers. |
| 2.  |                     | Limited trained teachers                      | - Low salaries<br>- Lack of training centers                                       | Poor results  | - 374 trained teachers  |
| 3.  |                     | No recreational facilities                    | - Lack of finance<br>- Inadequate land<br>- Negligence / ignorance                 | -Poor health<br>-Dullness   | - Land for construction, 137 play grounds.  |
| 4.  |                     | Lack of toilets                               | - Lack of finance<br>- Negligence<br>- Ignorance                                   | -Poor sanitation<br>-Diseases<br>-Poor image of the institution               | - 60 toilets  |
| 5.  |                     | Frequent change of text books                 | - Corruption   | -Poor results<br>-Burden on pupils and parents<br>-Poor pedagogic environment | - Standard textbooks and a longer time frame to put into use.   |



**Photo 3: A view of Government Primary School Ntongi with poor and limited infrastructure**

### 8.1.2. Secondary Education

|    | VILLAGE             | PROBLEMS                                  | CAUSES  | EFFECTS  | NEEDS   |
|----|---------------------|---|---|--|---|
| 1. | All the 42 villages | Inadequate infrastructure                 | - Limited finances<br>- Population increase   | - Congestion<br>- Poor results<br>- School dropout   | - Construction of 275 class rooms in 27 schools   |
| 2. |                     | Limited qualified staff                   | - Slow recruitment<br>- Frequent transfer<br>- Under development<br>- Insufficient training | - Poor results<br>- Indiscipline<br>- Rural exodus<br>- Poor enrollment                          | - 875 teachers to be recruited  |
| 3. |                     | Limited school equipments                 | - Lack of finance<br>- No maintenance<br>- Destruction                                      | - Congestion/ sickness<br>- Copy work / peeping<br>- Disturbances<br>- Poor evaluation           | - Libraries<br>-20,000 benches for 25 schools<br>-5000 tables for 27 schools.<br>-27 microscopes<br>-975 computers for 27 schools |
| 4. |                     | In accessibilities into secondary schools | -Limited schools<br>-Limited finances   | -Long distance<br>-School drop out<br>-Rural exodus<br>Idleness leading to increased crime rates | -04 secondary schools   |

### 8.1.3. Public Health

| S/N | VILLAGES            | PROBLEMS   | CAUSES  | EFFECTS  | NEEDS   |
|-----|---------------------|--|---|--|---|
| 1.  | All the 42 villages | Inadequate Infrastructure,                       | - Lack of funds   | Poor health<br>High death rate   | Rehabilitation of 08 health centers   |
| 2.  |                     | Limited qualified staff                          | - Slow intake of civil servants into the public health sector                               | - Ineffective treatment<br>- Wrong description leading to high mortality rates<br>- Transmission of STDs | -36 medical personnel and 08 medical doctors<br>- Sex education   |
| 3.  |                     | Inadequate Supply of Drugs<br>High cost of drugs | - Lack of funds<br>- Exploitation of patient, can not bargain on prices                     | Poor health<br>Death<br>Use of traditional practitioners<br>Purchase of expired drugs                    | 10 constant and reliable suppliers at prices within the reach of the communities.<br>Mutual Health Organisation |
| 4.  |                     | Poorly equipped government health centers.       | - Inadequate finances<br>- Economic situations of the council<br>Poor financial investment. | - Death leading to reduction of the population size.<br>- High death rate.                               | - 150 Beds, 12 microscopes for 10 health units.   |
| 5.  |                     | Inadequate health centers                        | Limited resources   | High mortality leading to reduction of the population.   | - 03 health centers   |

### 8.1.4. Public Works

| S/N | Villages            | Problems                       | Causes   | Effects   | Needs  |
|-----|---------------------|--------------------------------|--|---|--|
|     | All the 42 villages | Limited public infrastructure  | Limited resources  | Mismanagement, congestion                             | 03 fire extinguishers<br>01 transnational market<br>06 markets, 04 fire extinguishers,<br>06 public toilets, 04 slaughter houses<br>02 motor parks |
| 1.  |                     | Poor Drainage                  | No culverts<br>Poor planning of houses                           | Erosion<br>Sickness (Malaria)                         | 1000 culverts & 40 bridges<br>Standard master plan for construction of houses  |
| 2.  |                     | Poor Maintenance of Roads      | Limited funds<br>Insufficient equipment<br>Unskilled technicians | Accident<br>Inaccessibility<br>High transport cost    | Maintenance tools<br>Road maintenance committees   |
| 3.  |                     | Inaccessibility To Other Areas | No finances  | Transportation difficulties<br>Low sales of products. | Road construction and rehabilitation of old roads for all 43 villages.   |
| 4.  |                     | Poor awards of contracts       | Corruption   | Poorly constructed infrastructure                     | Transparent tenders' board.  |

8.1.5. Water And Energy

A. WATER

| S/N | Village             | Problems  | Causes  | Effects   | Needs  |
|-----|---------------------|---|---|---|--|
| 1.  | All the 42 villages | - Shortage in supply<br>-Unplanned water cuts           | - Population increase<br>- High of bills<br>- Increase in consumption<br>- Limited financial resources  | -Diseases<br>-Poor sanitation<br>-Death                                 | - 05 new catchments<br>- 09 extensions             |
| 2.  |                     | - Late payment of bills by population.                  | - Population increase<br>- High of bills<br>- Limited financial resources   | -Disconnection of meters<br>-Resort to usage of other untreated sources | Reduction of bills                                 |
| 3.  |                     | Lack of rules and regulations binding the water schemes | -High bills<br>-Limited financial resources.<br>-Mismanagement.<br>- Incompetence.<br>-Financial constrains.<br>-Ignorance<br>-Fight for land.<br>-Poverty. | Constant shortages  | -94 care takers<br>-43 Water management committees |
| 4.  |                     | Lack of equipments to carry out repairs                 | Poverty.<br>Limited financial resources.  | Leakages  | Plumbers' equipments                               |
| 5.  |                     | Lack public stand pipes.<br>Old ubiquitous pipes        | -Ignorance<br>-Mismanagement.<br>-Limited financial resources   | -Water shortages  | -05 new catchments<br>-09 extensions               |
| 6.  |                     | Uninterrupted water scheme                              | -Ignorance<br>-Mismanagement.<br>-Limited financial resources   |   | -05 new catchments<br>-09 extensions               |
| 7.  |                     | Poorly planned infrastructure                           | -Ignorance<br>-Mismanagement.<br>-Limited financial resources   |   | -09 extensions                                     |



February 2011

Photo 4: Population pressure on the limited potable water facilities in Kikaikilaki village



**Photo 5: An alternative source of portable water to Ntonghi village**

**B. ELECTRICITY**

|           |                     |  |   |   |   |
|-----------|---------------------|--|---|---|---|
| <b>1.</b> | All the 42 villages | <b>Electricity Shortage</b>  | <ul style="list-style-type: none"> <li>- Population increase</li> <li>- Old equipment</li> <li>- Poor maintenance</li> <li>- Lack of qualified personnel</li> </ul> Increase in electronic activities | <ul style="list-style-type: none"> <li>-Frequent blackouts</li> <li>-Damage of appliances</li> </ul>            | -Extension to 20 villages   |
| <b>2.</b> |                     | Fluctuating voltage  | <ul style="list-style-type: none"> <li>-Ignorance</li> <li>-Mismanagement.</li> <li>-Limited financial resources</li> </ul> Shade electricity meters  | <ul style="list-style-type: none"> <li>-Black outs</li> <li>-Destruction of appliances</li> </ul>               | -04 alternative sources of energy supplies                              |
| <b>3.</b> |                     | Lack of alternative energy sources.  | <ul style="list-style-type: none"> <li>Ignorance</li> <li>Mismanagement.</li> <li>- Limited financial resources</li> </ul>  | <ul style="list-style-type: none"> <li>-Limited electrical activities</li> <li>-Slow economic growth</li> </ul> | -04 alternative sources of energy supplies                              |
| <b>4.</b> |                     | <ul style="list-style-type: none"> <li>-Unplanned electricity cuts</li> <li>-High electricity bills</li> </ul> | <ul style="list-style-type: none"> <li>-Ignorance</li> <li>-Mismanagement.</li> <li>-Limited financial resources</li> </ul>   | <ul style="list-style-type: none"> <li>-Ghost users of electricity</li> </ul>                                   | -Experts  |
| <b>5.</b> |                     | -Ignorance of the population about the calculation of bills.   | -Lack of information about electricity  | -Low consumption  | -Education  |
| <b>6.</b> |                     | Limited coverage   | <ul style="list-style-type: none"> <li>-Financial</li> <li>-Limited number of enterprises to supply energy</li> </ul>   | - limited coverage  | -Extension of electricity to all the 23 villages without total coverage |

**8.1.6. Sports And Physical Education**

| S/N       | VILLAGES            | PROBLEMS                                  | CAUSES   | EFFECTS  | NEEDS                            |
|-----------|---------------------|---|--|--|----------------------------------|
| <b>1.</b> | All the 42 villages | Limited Sporting Facilities/<br>Personnel | <ul style="list-style-type: none"> <li>- Limited finances</li> <li>- Low recruitment</li> <li>- Poor organization</li> <li>- Poor initiatives</li> </ul> | <ul style="list-style-type: none"> <li>- Hidden talents</li> <li>- Poor performance</li> <li>- Poor health</li> </ul>                          | - 2 modern sport complexes       |
| <b>2.</b> |                     | Lack of Equipment                         | <ul style="list-style-type: none"> <li>- Limited finances</li> <li>- Mismanagement</li> <li>- Carelessness</li> </ul>                                    | <ul style="list-style-type: none"> <li>- Poor animation</li> <li>- Poor health</li> <li>- Hidden talent</li> <li>- Poor performance</li> </ul> | - Balls, nets, rackets, cots etc |

9.1.7. Higher Education

| S/N | VILLAGES            | PROBLEMS                                      | CAUSES              | EFFECTS                                      | NEEDS                 |
|-----|---------------------|---|---------------------|--|-----------------------|
| 1   | All the 43 villages | Complete lack of Higher Education Institution | - Government Policy | - Rural Exodus<br>- Low intellectual levels. | - 01 higher institute |

8.1.8. Urban Development/Housing

| S/N | Villages            | Problems         | Causes   | Effects   | Needs  |
|-----|---------------------|------------------|--|---|--|
| 1   | All the 42 villages | Poor drainage    | - Poor/Lack of planning<br>- Poor waste management<br>- Limited finances                         | - Poor Sanitation<br>- Diseases   | - Land use plan,<br>- 02 waste disposal units.<br>- 02 town planners |
| 2   |                     | Limited experts  | - No government support<br>- Poor salaries<br>- High cost of training                            | - Poor urban outlook<br>- Slow development<br>- High social cost                                | - 02 personnel<br>- Land use and management plan                     |
| 3   |                     | No Street Lights | - High bills<br>- No maintenance<br>- Destruction<br>- No civic responsibilities<br>- Negligence | - Crime wave<br>- Difficult movement at night<br>- Fear<br>- Limited activities<br>- Insecurity | - 500 poles, cables  |

8.1.9. Land Tenure

| S/N | VILLAGES           | PROBLEMS  | CAUSES  | EFFECTS   | NEEDS  |
|-----|--------------------|---|---|---|--|
| 1.  | All the 42villages | Extra cost incurred in obtaining a land certificate | - Corruption<br>- Complicated/long procedures<br>- Poverty<br>- Greed<br>- Lack of goodwill<br>- Ignorance of the law | - Suffering<br>- Frustration<br>- Limited applications<br>- Construction without permits<br>- Distortion of town planning<br>- Sicknesses | - Land ordinance<br>- Education on the registration process. |
| 2.  |                    | Boundary conflicts                                  | - Land is not demarcated using the statute.<br>- No land use management policy  | - Framers grazers conflicts   | - Land use plan  |

8.1.10. Women Empowerment And The Family

| S/N | VILLAGES            | PROBLEMS                             | CAUSES  | EFFECTS   | NEEDS   |
|-----|---------------------|--------------------------------------|---|---|---|
| 1.  | All the 42 villages | Limited access to property ownership | - Early marriages<br>- Male dominance<br>- Conservatism<br>- Poor parenting | - Poverty<br>- Limited opportunities to get jobs<br>- Marginalization<br>- Prostitution<br>- Diseases | Education                                       |
| 2.  |                     | Ignorance of their rights            | - Lack of education<br>- Cultural bindings/fear<br>- Stubbornness           | - Deception<br>- Prostitution<br>- Marginalization<br>- Violence<br>- Exploitation                    | Women's network<br>01 Women empowerment centre. |

8.1.11. Employment And Vocational Training

| S/N | VILLAGES            | PROBLEMS   | CAUSES  | EFFECTS  | NEEDS   |
|-----|---------------------|--|---|--|---|
| 1.  | All the 42 villages | Limited or no job opportunities.                       | - No job opportunities<br>- Lack of initiatives<br>- Tribalism/Favoritism/<br>- Corruption<br>- Lack of information on job opportunities<br>- Laziness/Idleness<br>- Selective tendencies | - High crime wave<br>- Poverty<br>- Immigration<br>- Early marriages<br>- Unwanted pregnancies<br>- Dependence<br>- Burden on families | - Sensitization and capacity building on career orientation workshops.                      |
| 2.  |                     | Limited vocational training schools                    | - Lack of finance<br>- Limited government support   | - Unemployment<br>- Poverty  | 02 vocational centers   |
| 3.  |                     | Training not adapted to the available jobs             | - Limited training centers  | - Unemployment<br>- Poverty<br>- Juvenile delinquency  | - Sensitization and capacity building on career Orientation workshops                       |
| 4.  |                     | Low intake in to public services of trained personnel. | - Lack of information about the ministry.   | - Unemployment<br>- Poverty<br>- Dependency ratio  | - Recruitment into the public sector  |
| 6.  |                     | Limited equipments in vocational centers               | - Exhibiting cost for training  | - Unemployment<br>- Poverty  | - 140 sewing machines.<br>- Wood work tools like the machines<br>110.<br>- Welding machines |

8.1.12. Territorial Administration/Decentralization/Maintenance of Order

| S/N | VILLAGE             | PROBLEMS                           | CAUSES  | EFFECTS   | NEEDS   |
|-----|---------------------|------------------------------------|---|---|---|
| 1.  | All the 42 villages | Insecurity/banditry                | - Inactive public security  | -Rape/physical damage<br>-Stigma<br>-increase in sexually transmittable infections. | - Reinforcement of the public security  |
| 2.  |                     | Bribery and corruption             | -Lack of good will<br>-Greed<br>-Mediocrity<br>-Poor salaries<br>-Lawlessness | -Frustration<br>slow development<br>unpatriotic spirit                              | Reinforcement of sectorials   |
| 3.  |                     | Limited equipments                 | -Limited resources  | -Slow rate of development   | -01 bulldozer<br>-02 council vans<br>-10 computers<br>-Policy for the use of council equipments |
| 4.  |                     | Limited information and technology | -Limited ICT knowledge<br>-Limited expertise                                  | -Information flow is difficult.<br>-Low research and innovative skills              | -01 Information, Communication and Technology Centre (ITC)<br>-Trainings on the use of ICT      |
| 5.  |                     | Limited council land               | -Limited resources  | -Reduction in council revenue   | -01 council forest<br>-Acquisition and registration of council lands                            |

8.1.13. Culture

| No | Village | PROBLEMS                               | CAUSES  | EFFECTS  | Needs              |
|----|---------|--|---|--|--------------------|
| 1. |         | Lack of cultural halls for exhibitions | -Limited resources<br>-Poor initiatives<br>-Poor organization<br>-Limited land negligence | -Poor animation<br>-Lack of interest in cultural activities<br>-Disappearing cultural values | -34 cultural halls |

|    |                     |                                 |   |   |  |
|----|---------------------|---------------------------------|---|---|--|
|    | All the 42 villages |                                 |   | -Poor cultural evolution  |  |
| 2. |                     | Lack of cultural sustainability | -Poor leadership<br>-Lack of foresight<br>-Old age<br>-Quest for modernity<br>-Marginalization of culture | -Disappearance of historical values<br>-Evolutionary tendencies | -01 cultural centre for the display of cultural articles<br>-Rehabilitation of 02 modern museums |

#### 8.1.14. Scientific Research and Innovation

| S/N | VILLAGE             | PROBLEMS                  | CAUSES   | EFFECTS  | NEEDS  |
|-----|---------------------|---------------------------|--|--|--|
| 1.  | All the 42 villages | Lack of a research centre | -Lack of government support<br>-Limited finances | -Low productivity<br>-Increase disease prevalence<br>-Poverty<br>-Limited employment opportunities | -A research centre<br>-10 researchers<br>Books<br>-Ten tables and 100 chairs |

#### 8.1.15. Post Telecommunication

| S/N | Village             | PROBLEMS              | CAUSES  | EFFECTS   | NEEDS  |
|-----|---------------------|-----------------------|---|---|--|
| 1.  | All the 42 villages | Poor network          | -Dilapidating infrastructure<br>-Lack of finances | -Inability to transmit and receive information<br>-Poor TV images<br>Slow postal services | -Modern Antennas                             |
| 2.  |                     | High teleph01 charges | -High government taxes                            | -Inability to communicate<br>-Business slows down   | -Price control mechanisms                    |
| 3.  |                     | Limited coverage      |   | Poor radio signals  | Extension of P&T services to all 43 villages |

#### 8.1.16. MINEPIA

| S/N | VILLAGE             | PROBLEMS   | CAUSES  | EFFECTS  | NEEDS  |
|-----|---------------------|--|---|--|--|
| 1.  | All the 42 villages | High cost of animal feed/drugs                                   | -High taxes<br>-High cost of transportation<br>-Exploitation and finances | -High incidents of animal diseases<br>-Death<br>-Poverty     | Price control mechanisms   |
| 2.  |                     | Low investment in the animal business                            | -Lack of finances<br>-Ignorance   | -High incidents of animal diseases<br>-Death<br>-Poverty     | -Education on improved methods in animal farming<br>-Mbororo loans and grants schemes<br>-Implementation of the Mbororo strategic plan<br>-Creation of ranches |
| 3.  |                     | Lack of veterinary clinic  | -Lack of finances   | -Unemployment<br>-Animals die<br>-High incidence of diseases | -02 veterinary stations<br>-04 veterinary experts  |
| 4.  |                     | Limited cattle drinking points for animals and unhealthy pasture | -Protected catchments<br>bushfires  | -Poor production of breeds                                   | -Education on pasture improvement<br>-Improve pasture on grazing land  |
| 5.  |                     | Farmer/grazer conflicts  | -Non application of the text governing animal rearing                     | -Animosity within the community                              | -Land management plan for the council area   |

|    |  |                       |                  |                                    |                              |
|----|--|-----------------------|------------------|------------------------------------|------------------------------|
| 6. |  | No storage facilities | Limited finances | -Waste caused by poor conservation | -02 storage houses for meat. |
|----|--|-----------------------|------------------|------------------------------------|------------------------------|

#### 8.1.17. Tourism

| S/N | VILLAGE             | PROBLEMS                        | CAUSES   | EFFECTS   | NEEDS  |
|-----|---------------------|---------------------------------|--|---|--|
| 1.  | All the 42 villages | Unexploited tourist sites       | -No finances<br>-Lack of technical know-how<br>-Traditional believes | -Limited development<br>-No income from tourism<br>-Few visitors<br>-Poverty<br>-Low standards of living<br>-Limited market potential | -Tourism inventory and classification of sites.<br>-01 Tourism board -04 personnel |
| 2.  |                     | -Lack of tourist establishments | -No finances<br>-Ignorance the sector                                | -No income from tourism<br>-Poverty<br>-Limited market potential  | -Rehabilitation of 06 tourist establishments                                       |

#### 8.1.18. Environment and Nature Protection

| S/N | VILLAGE             | PROBLEMS                      | CAUSES   | EFFECTS  | NEEDS  |
|-----|---------------------|-------------------------------|--|--|--|
| 1.  | All the 42 villages | Random wild fires             | -Carelessness  | -Crop destruction<br>-Lost of property<br>-Death<br>-Erosion.              | -Education on environmental management                                     |
| 2.  |                     | Destruction of natural forest | -Search for farm lands<br>-Search for firewood<br>-Sawing of Timbers | -Soil erosion<br>-Climatic changes<br>-Scarcity of animals                 | -Reforestation land with local trees species                               |
| 3.  |                     | Poor waste management         | -Lack of disposal<br>-Lack of waste disposal bins                    | -Generates diseases<br>-Pollution (water, land )<br>unsanitary environment | -05 garbage vans<br>-02 waste disposal stations<br>-04 sanitary inspectors |

#### 8.1.19. Forestry and Wildlife

| S/N | VILLAGE             | PROBLEMS        | CAUSES   | EFFECTS  | NEEDS   |
|-----|---------------------|-----------------|--|--|---|
| 1.  | All the 42 villages | Illegal hunting | -Slow process of obtaining hunting licenses          | -Killing of endangered species   | -Hunter licenses<br>-Forest management plan                     |
| 2.  |                     | Deforestation   | -Limited farm land<br>-Divergent economic activities | -Destruction of natural herbs<br>-Lost of non timber products.<br>-Erosion | -Education and planting of environmental friendly tree planting |

#### 8.1.20. Labour and Social Security

| S/N | VILLAGE             | PROBLEMS  | CAUSES   | EFFECTS  | NEEDS                                   |
|-----|---------------------|---|--|--|---|
| 1.  | All the 42 villages | -Inability to timely access retirement benefits   | -Inertia<br>-Bribery and corruption                | -Children drop out of schools<br>-Hunger<br>-Death                                 | -Extension of social insurance          |
| 2.  |                     | Non payment of insurance benefits                 | -Negligence by the government                      | -Death<br>-Falsification of insurance document<br>-Difficulties in managing assets | -Registration of workers with insurance |
| 3.  |                     | -Maltreatment of workers/exploitation by managers | -Dominance<br>-Non application of legal procedures | -Poor performance at job site<br>-Unemployment                                     | -Legalized employment contracts         |

8.1.21. Trade and Commerce

| S/N | VILLAGE             | PROBLEMS                     | CAUSES  | EFFECTS   | NEEDS  |
|-----|---------------------|------------------------------|---|---|--|
| 1.  | All the 42 villages | Lack of capital for business | -Unemployment<br>-Low prices of agricultural products | -Rural exodus<br>-Low level of development<br>-Low living standards<br>-Low level of education<br>-High rate of school drop out | -Loans and grants schemes.<br>-Micro finance enterprises         |
| 2.  |                     | Limited markets              | -Limited council resources                            | -Low competitions   | -01 transnational market at Mbveh.                               |
| 3.  |                     | High taxes                   | Tax policy  | -Slow economic activities<br>-Unemployment  | -Review of tax policy  |
| 4.  |                     | High interest rates          | Bank policies   | -Slow economic activities<br>-Unemployment  | -Implementation of loans and grants schemes                      |
| 5.  |                     | Loss of goods                | -Insecurity<br>-Disasters                             | -Shortages in economic capital  | -Provide security guards in markets<br>-Fall in living standards |

8.1.22. Small and Medium Size Enterprises

| S/N | VILLAGE             | PROBLEMS                                   | CAUSES  | EFFECTS                                   | NEEDS  |
|-----|---------------------|--|---|---|--|
| 1.  | All the 42 villages | Lack of small and medium sized enterprises | -Lack of Finances<br>-Lack of foresight from the government | -Poverty<br>unemployment                  | -Small and medium size enterprises                               |
| 2.  |                     | High interest rates                        | -Bank policies  | -Slow economic activities<br>unemployment | -Implementation of loans and grants schemes                      |
| 3.  |                     | High taxes                                 | -Tax policy   | -Slow economic activities<br>unemployment | Review of tax policy   |
| 4.  |                     | Loss of goods                              | -Insecurity<br>Disasters                                    | -Shortages in economic capital            | -Provide security guards in markets<br>-Fall in living standards |

8.1.23. Youth Affairs

| S/N | VILLAGE             | PROBLEMS     | CAUSES   | EFFECTS   | NEEDS   |
|-----|---------------------|--------------|--|---|---|
| 1.  | All the 42 villages | Unemployment | -Lack of job opportunities<br>-Lack of skills<br>-Laziness | -Stealing<br>-Prostitution<br>-Street children<br>-Unwanted pregnancies<br>-Alcoholism<br>-Drug addiction<br>-Forced marriages<br>-High levels of STIs/HIV/AIDS | Education and sensitization on career choices |

8.1.24. Mines and Industrial Development

| S/N | VILLAGE             | PROBLEMS           | CAUSES               | EFFECTS      | NEEDS                           |
|-----|---------------------|--------------------|----------------------|--------------|---------------------------------|
| 1.  | All the 42 villages | No mines           | Unexploited minerals | Poverty      | -Exploitation of minerals       |
| 2.  |                     | Lack of industries | Lack of finances     | Unemployment | -Creation of 01 mining industry |

8.1.25. Social Affairs

| S/N | VILLAGE | PROBLEMS               | CAUSES   | EFFECTS   | NEEDS                               |
|-----|---------|------------------------|--|---|-------------------------------------|
| 1   |         | Lack of social centers | -Limited resources<br>-Negligence<br>-Irregularities<br>-Mismanagement | S-suffering/pain<br>-Abandonment<br>-Unemployment | -06 social centers to be reinforced |

|   |                     |                               |  |   |  |
|---|---------------------|-------------------------------|--|---|--|
| 2 | All the 42 villages | Child trafficking             | -Poverty<br>-Single parenting<br>-Barrenness<br>-Cults | -Separation<br>-Pain/suffering<br>-Stigma                             | -Creation of vigilante groups in all communities                                       |
| 3 |                     | Child labour and exploitation | -Poverty<br>-Hatred<br>-Discrimination                 | -Suffering<br>-Stigma<br>-Retarded growth                             | -Social welfare personnel<br>-Social organizations                                     |
| 4 |                     | Marital crisis                | -Infidelity<br>-Poverty<br>-Barrenness                 | -Divorce<br>-Diseases<br>-suffering<br>-Prostitution<br>-Illegitimacy | -Social organizations to carry out Family life education                               |
| 5 |                     | Stigma and discrimination     | -Ethnicity<br>-Class distinction                       | -Uneven distribution of resources                                     | -Integration of plans of the marginalized population into the council development plan |
| 6 |                     | Negligence of the death       | -No council cemetery                                   | -Violation of corpses   | -Acquire land and obtain protectoral order to run 01 municipal cemetery.               |

### 8.1.26. Agriculture

| S/N | VILLAGE             | PROBLEMS                      | CAUSES   | EFFECTS   | NEEDS  |
|-----|---------------------|-------------------------------|--|---|--|
| 1   | All the 42 villages | Farmer-grazer                 | -Stray animals<br>-Wrong demarcation of farming/ grazing land<br>-Rearing of animals in settlement areas | -Hunger<br>-Poverty<br>-Hatred/ conflicts<br>-Low produce<br>-Witchcraft  | Land management plan   |
| 2   |                     | Lack of farm to market roads  | -Limited Finances<br>-No maintenance<br>-Slow government reaction  | -Loss in profits<br>-High cost of transportation<br>-Selling of produce at low cost<br>-Poor health due to long distance trekking | Rehabilitation of all farms to market roads.   |
| 3   |                     | Lack of farm tools and inputs | -High prices<br>-No state subventions<br>-No access to credit  | -Poor harvest<br>-Hunger<br>-Poverty<br>-Sickness/ fatigue  | -Investors for the provision of modern farm tools<br>-Micro loans and grants schemes |
| 4   |                     | Low productivity              | -Soil burning<br>-Stray animals  | -Poor harvest<br>-Hunger due to shortages   | -Education and training on improved agricultural methods                             |

### 8.1.27. Transport

| S/N | VILLAGE             | PROBLEMS                         | CAUSES                             | EFFECTS  | NEEDS   |
|-----|---------------------|----------------------------------|------------------------------------|--|---|
| 1   | All the 42 villages | Limited means of transportation  | Lack of finances                   | -High transport costs<br>-Trekking long distances<br>-Products get bad<br>-Low prices of farm products | -Loans and grants schemes for the purchase of Bikes, buses          |
| 2   |                     | Harassments from police officers | Ignorance of the sector corruption | -Conflicts<br>-Tax evasion   | -Education on the use of the high way code                          |
| 3   |                     | Road accidents                   | Recklessness                       | -Death<br>-Disability  | -Revamp motor bikes and taxis syndicates<br>-Road safety committees |

## 9. STRATEGIC PLANNING

### 9.1. Vision of the Kumbo Council

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

### 9.2. Objectives of the CDP

The CDP is a working document which will ensure participatory development within the municipality

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.

### 9.3 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 27 sectors as follows:

#### 9.3.1. Public Works

| <b>Strategy</b><br>Development of infrastructure |  | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of new infrastructure developed |                                       | <b>Assumptions</b><br>Availability of funds                                 | <b>Indicators of Assumptions and source of verification</b><br>Number of infrastructural development projects executed per year.<br>DD Public Works report. |                               |
|--|--|--|---------------------------------------|---|---|-------------------------------|
| <b>Level</b>                                     | <b>Formulation</b>   | <b>Indicators</b>  | <b>Source of verification</b>         |   | <b>Indicators</b>   | <b>Source of verification</b> |
| Vision, Goal, Global Objective                   | Ensure better management of projects to improve on the state of infrastructure within the Kumbo municipality by 2014 | 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 Kumbo Council is developed by June 2014  | Number of labour intensive programmes actually implemented.  | Council report<br>Public works report | Relationship between council and the Delegation of public works is cordial. | Number of collective public works programs executed   | Council report.               |
| Results  | 1.All 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   | 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 o market roads have been surveyed and prepared for rehabilitation | kilometers of road identified and those to be rehabilitated                                 | Council's report.<br>Tenders' board     | Road works contractors are reliable   | Number of contractors who finish contracts                  | Council tender's board report. |
|                       | 6..At least 06 bridges and 20 culverts are constructed per year                                 | Number of bridges and culvert constructed   | Council's report<br>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 40 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 20 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  | Kumbo municipality 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 Kumbo municipality 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. 04 guards are recruited to keep watch over the Mbveh 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 Mbveh 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 06 major markets of the municipality                                     | 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. 01 inventory of the market structure situation in the Mbveh and Kimbo Squares markets has been successfully carried out. | 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 Mbah and Melim  | 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 municipality 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<br>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<br>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 43 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,<br>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,<br>DD Employment and Vocational Training. |
| Specific objective 8 | Construct well designed 04 slaughter houses   | Number of slaughter 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,<br>DD Employment and Vocational Training  |
|                      | 2. At least 04 slaughter houses are constructed in the municipality.  | 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 municipality | 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 municipality   | 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 Kumbo 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 Kumbo 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 Kumbo 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 municipality 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 Mbveh                        | 5.2. Construction of markets in neighborhoods within the municipality  | 6.2. Place extinguishers at strategic positions         |
| 1.3. Identify contractors in the tendering process  |  |  |  |  | 6.3. Train personnel on the proper use of extinguishers |
| 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 :<br>10 Billion  | ESTIMATED COST :<br>5 Million per year                         | ESTIMATED COST :<br>4.8 Million per year   | ESTIMATED COST : 2.3<br>Billion  | ESTIMATED COST :<br>150 Million | ESTIMATED COST :<br>20 Million |
| 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 municipality                                 |  |                                 |                                |
|   |  | 83. Set up a committee/ controller (Council Police) to ensure unnecessary parking around |  |                                 |                                |
| ESTIMATED COST :<br>2 Billion   | ESTIMATED COST :<br>50 Million                                 | ESTIMATED COST :<br>25 Million   | ESTIMATED COST :<br>500.000  | ESTIMATED COST:<br>5 million    |                                |

### 9.3.2. Water and Energy

#### A. ENERGY

#### B.

| <b>Strategy</b><br>Provide water and Energy to all Cameroonians and fund small projects on rural electrification and portable water in rural communities |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of rural projects funded a year.<br>DD MINEE report |                        | <b>Assumptions</b><br>Potential investors in the energy sector are available<br>Source of verification | <b>Indicators of Assumptions and source of verification</b><br>Number of investors in the sector<br>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 municipality is increased by 40% by 2013, especially 20 rural communities | 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 20 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 the 43 villages of the municipality         | 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 municipality 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 10 villages are benefiting from extension services                           | Number of maintenance and extension works d01                    | Report from S01L            | 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 S01L            | There are many sources of energy   | Number of sources of energy supplies within the municipality | Report from DD MINEE |
| Results  | 1. At least 01 meeting is held with investors whenever need arises.                      | Number of meetings with AES SONEL and SHUMAS officials           | Report from S01L and SHUMAS | Cordial relationship exists between consumers and suppliers of energy                      | Number of conflicts identified                               | SDO's report         |
|  | 2. At least 03 quarters in NKuv Village are electrified.                                 | Number of new quarters/villages electrified                      | Report from DD MINEE        | Availability of electric poles at reasonable prices and constant supplies                  | Number of eucalyptus forests within the municipality         | Report from MINFOF   |
|  | 3. At least the main street from Tobin to Kimbo Squares has street lights.               | Number of streets in Kumbo town having street lights             | Report from S01L            | Availability of electric poles at reasonable prices and constant supplies                  | Number of eucalyptus forests within the municipality         | Report from MINFOF   |
|  | 1. At least 04 villages within the council area benefit from the SHUMAS Bio Gas project. | Percentage of population benefiting from the SHUMAS services     | Report from SHUMAS          | Cordial relationship exists between consumers and suppliers of energy                      | Number of conflicts identified                               | SDO's report         |
| <b>Activities</b>  |  |  |                             |  |  |                      |
| <b>For R1</b>  |  | <b>For R2</b>  |                             | <b>For R3</b>  |  |                      |
| 1.1. Writing projects for rural electrification                            |  | 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                   |                             | 3.2. Facilitate supplies from the SHUMAS Bio-Gas   |  |                      |
| 1.3. Sensitize economic operators to invest in alternatives energy sources |  |  |                             | 3.3. Action research study of alternative electricity supply systems                       |  |                      |
| ESTIMATED COST : 2 Million   |  | ESTIMATED COST : 40 Million                                      |                             | ESTIMATED COST : 10 Million  |  |                      |

## B. WATER

| <b>Strategy</b><br>Provide water and Energy to all Cameroonians and fund small projects on rural electrification and portable water in rural communities |  | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of rural projects funded a year. DD MINEE report               |   | <b>Assumptions</b><br>Relationship with council and landlords of catchment areas is cordial | <b>Indicators of Assumptions and source of verification</b><br>Number of conflicts identified<br>SDO's office |   |
|--|--|---|---|---|---|---|
| <b>Level</b>   | <b>Formulation</b>   | <b>Indicators</b>   | <b>Source of verification</b>   |   | <b>Indicators</b>   | <b>Source of verification</b>                   |
| Vision, Goal, Global Objective   | The Kumbo municipality is supplied with sufficient quality of potable water by 2015                                | Number of water catchments supplying water  | Kumbo Water Authority Report  | Availability of funds for extension   | Number of extensions d01 per year.  | Council report<br>Kumbo water authority report. |
| Specific objective 1   | Ensure regular supply of potable water within the 43 villages of the municipality                                  | Percentage increase in the consumption of portable water  | Kumbo Water Authority Report<br>Council's report  | Availability of funds for extension   | Number of extensions d01 per year.  | Council report<br>Kumbo water authority report. |
| Results  | A platform for discussions on water is put in place and a steering committee set up                                | Number of meetings held<br>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 Kumbo Water Authority report. | Cordial relationship between water users and water authorities                              | Number of conflicts identified  | SDO's report                                    |
| Specific objective 2   | Establishing 94 well protected water catchments  | Number of catchments protected  | KWA and council 's reports  | Available water sources   | Number of unexploited water sources   | DD MINEE statistics                             |
| Results  | 1. At least 65 unprotected catchments are identified   | Number of unprotected water catchments identified and recorded  | Report from DD MINEE  | Availability of protection materials  | Number of wood forests within the municipality  | 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 municipality             | MINEP report                                    |
|  | 3. At least 65 unprotected catchments are fenced   | Percentage of properly fenced catchments with protection programmes in place  | KWA and council 's reports  | Availability of protection materials  | Number of wood forests within the municipality  | MINFOF report                                   |
|  | 4. All leakages identified are repaired  | Number of leakages repaired   | KWA and council 's reports  | Availability of funds for maintenance   | Amount of funds received for water projects a year  | KWA 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<br>Percentages reduction in conflicts recorded   | KWA and council 's reports  | Cordial relationship between among water authorities, consumers and land lords is cordial.  | Number of conflicts identified  | SDO's office<br>DD MINEE office                 |
|  | 6.01 Integrated plan exists  | Number of Integration plans implemented   | KWA and council 's reports  | Cordial relationship between among water authorities, consumers and land lords is cordial.  | Number of conflicts identified  | SDO's office<br>DD MINEE office                 |
|  | 7. At least 04 water sources are added   | Number of new sources constructed   | KWA and council's reports   | Available sources of water  | Number of unexploited water sources   | DD MINEE reports                                |

|                      |  |   |   |  |   |                                 |
|----------------------|--|---|---|--|---|---------------------------------|
|                      | 8. At least 04 schemes are tested per year.  | Water Test results  | KWA and council's reports                             | Availability of experts  | Number of water technicians available within the municipality             | DD MINEE reports                |
| Specific objective 3 | Integrate every WMC member into the Kumbo water platform   | Number of WMCs working in the Kumbo Water Platform                      | KWP reports   | Cordial relationship between committees and authorities                                    | Number of conflicts identified  | SDOs report<br>DD MINEE report  |
| Results              | 1. 43 Water Management Committees are reorganized  | Number of WMC's recognized  | KWA and council's reports                             | Cordial relationship between committees and authorities                                    | Number of conflicts identified  | SDOs report<br>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<br>DD MINEE report  |
|                      | All schemes are integrated.  | Number of village water schemes integrated                              | KWA and council's reports                             | Cordial relationship between among water authorities, consumers and land lords is cordial. | Number of conflicts identified  | SDO's office<br>DD MINEE office |
| Specific objective 4 | The financing mechanism of all WMC's and KWA is transparent and self-sustaining for operation and maintenance purposes               | Number of audits carried out a year                                     | Council report  | The KWP is transparent in financial management of water projects                           | Number of mismanagement cases identified and sanctions                    | KWA and council's reports       |
| Results              | At least 02 training session organized per year.   | Number of training sessions held  | KWA and council's reports                             | Available trainers   | Number of water managements technicians available within the council area | DD MINEE office                 |
|                      | Kumbo Council Audit report is put in place to ensure transparency  | Number of supervision/audit visits                                      | Kumbo Council Audit report                            | The KWP is transparent in financial management of water projects                           | Number of mismanagement cases identified and sanctions                    | KWA 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.    | KWA report  | Cordial relationship with consumers  | Number of conflicts identified  | KWA report                      |
| Results              | 1. All water users pay their bills   | Percentages increases in payment  | KWA report  | Cordial relationship with consumers  | Number of conflicts identified  | KWA report                      |
|                      | 2. All water management committees are entitled to the document  | Number of WMC's with updated by laws                                    | KWA report  | WMC members are duty conscious.  | Number of ghost members   | KWA report                      |
|                      | 3. All water users pay their bills   | Percentage decrease in defaulters                                       | KWA 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 KWA office                   | WMC members are duty conscious   | Percentage increase in attendance   | KWA authority report            |
| Specific objective 6 | 94 Care takers of Kumbo municipality are well trained and adequately equipped and carry out their duties under favourable conditions | Percentage increase in satisfactory services rendered to the population | Report from DD MINEE<br>KWA 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.<br>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 94 care takers to commensurate to their assignment                         | Number of areas improved upon   | KWA 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                              | KWA authority report<br>Council report | Availability of funds                               | Number of water projects funded a year.                   | Council's report |
| Specific objective 8 | Kumbo establishes 04 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   | KWA report<br>Council's report         | Cordial relationship between the KWA 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   | 3.1. Reorganize the water management Committees (WMC's) so that they and Kumbo Water Authority (KWA) 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's attend meetings   | 4.2. Kumbo Council supervises the financial management of WMC's and completes an annual audit       | 5.2. All consumers are paying their water bills to KWA                       |
|  | 2.3. Fencing of catchments areas and putting in place protection programmes                                     | 3.3. Integration of village water schemes into the KWA   | 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 :<br>5 Million  | ESTIMATED COST :<br>1.5 Billion   | ESTIMATED COST :<br>25 Million   | ESTIMATED COST :<br>1.2 Million   | ESTIMATED COST :<br>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  |   |  |

|                               |                           |  |
|-------------------------------|---------------------------|--|
|                               |                           | 8.2. Development and protection of extension of the potable water. |
| ESTIMATED COST :<br>1 million | ESTIMATED COST :<br>----- | ESTIMATED COST :<br>45 Million                                     |

### 9.3.3. Basic Education

| <b>Strategy</b><br>The improvement of nursery, primary and teacher education. |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of schools and qualified teachers |   | <b>Assumptions</b><br>Basic education is 01 of the priority sectors in development plans<br>Indicators | <b>Indicators of Assumptions and source of verification</b><br>Teacher-pupil ratio in rural schools.<br>Inspector of MINDUB report |                               |
|---|---|--|---|--|--|-------------------------------|
| <b>Level</b>  | <b>Formulation</b>  | <b>Indicators</b>  | <b>Source of Verification</b>   |  | <b>Indicators</b>  | <b>Source of Verification</b> |
| Vision, Goal<br>Global<br>Objective   | Improved quality of education in the municipality 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 129 poorly constructed schools in 43 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 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 03 primary schools 43 villages are 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 137 schools is made conducive considering children with special need by providing, 8 schools 1337 classrooms 9030 benches 832 tables 3288 computers 2466 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 strive 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 04 primary 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, 07 tables, and 07 chairs are provided to 04 primary schools within the municipality 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. 1.50 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 two 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 374 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 137 primary schools in the municipality  | Number of schools integrating ICT into their curricular                                       | Number of IT centers operating within the municipality                                | Availability of ICT services                                      | Number of IT centers operating within the municipality                                | 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 municipality                                | Availability of ICT services                                      | Number of IT centers operating within the municipality                                | 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                        |
| Specific Objective 6 | Develop 04 public-private partnerships to facilitate creation of new schools  | Number of partnership opportunities identified  | Number of partnership agreements signed a year  | The Kumbo Council is friendly to home and foreign investors.      | Number of partnership agreements signed a year  | Mayor's report                          |
| Results              | 1. 01 partnership agreement has been signed with private establishments for creation of a school in Bamgham.                  | Number of partnerships developed and signed<br>Number of children supported per academic year | Number of partnership agreements signed a year  | The Council has built strong ties with foreign and home investors | Number of partnership agreements signed a year  | Mayor's report                          |
|                      | 1. Children within Bangham area are schooling within the neighbourhoods and are freed from long distance learning.            | Percentages of population still suffering from long distances trekking to respective schools  | Number of projects on Basic education executed a year                                 | Government policy on basic education is favourable.               | Number of projects on Basic education executed a year                                 | DD MINDUB report.                       |

|   |   |   |   |   |   |  |   |  |
|---|---|---|---|---|---|--|---|--|
|   | 3. 01 school is opened in Firkin by 2016. | Number of schools opened in far off villages per annum  | Number of projects on Basic education executed a year | Government policy on basic education is favourable.           | Number of projects on Basic education executed a year | DD MINDUB report.  |   |  |
| <b>Activities</b>   |   |   |   |   |   |  |   |  |
| <b>For R1</b>   |   | <b>For R2</b>   |   | <b>For R3</b>   |   | <b>For R4</b>  |   |  |
| 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 |   |  |
| 1.2. Raise funds for rehabilitation works                                     |   | 2.2. Providing benches, tables, chairs, black boards and computers to primary schools                         |   |   |   |  | 5.1. Create awareness of the existing literacy center                                       |  |
|   |   | 2.3. The provision of didactic materials to schools   |   |   |   |  | 6.1. Develop and sign partnership agreements with investors for the creation of new schools |  |
|   |   | 2.4. The improvement of extra curriculum activities in schools  |   |   |   |  | 6.2. Identify villages without schools and map sites  |  |
|   |   | 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                                  |   |  |

#### 9.3.4. Secondary Education

| <b>Strategy</b><br>Designing, implementing and evaluating government policy in the areas of general and technical secondary Education. |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase advancement in secondary education GESP 2011 |   | <b>Assumptions Availability of schools</b>  | <b>Indicators of Assumptions and source of verification</b><br>Number of schools within the municipality 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. | Percentage increase in the enrollment of students into secondary schools.  | DD MINSEC annual statistics.              | Availability of scholarships and other incentives for the poor and other vulnerable | Number of schools offering scholarship programs   | DD MINSEC                  |
| Specific objective 1   | 01 Kumbo Council library is complete 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, additional 50 chairs and 50 tables.             | Percentage increase in the infrastructural and equipment situation of the Library.   | Council librarian's 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 d01 in quarter months  | Bui Community radio Council communication office report | Easy flow of information to the communities   | Number of communication mediums used.  | Council communication office report    |
| Specific objective 2 | Provide 875 quality teaching staff in 25 secondary 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 20,000 benches for 25 schools<br>5000 tables for 27 schools, recreational facilities for 25 schools<br>27 microscopes and<br>975 computers for 27 | Number of extra-curricular activities executed weekly per school.                                      | DD MINSEC report  | Most schools organize extra curricular interactive activities                       | Number of schools involved in exchange visits                                    | DD MINSEC report                       |
| Results              | 1. At least 20 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 04 schools are provided twenty benches each and other didactic material each per academic year.  | List of equipments provided per school every year<br>Didactic materials                                | DD MINSEC report Council report.                        | Availability of funds   | Annual Public investment Budget in the sector                                    | DD MINSEC report                       |
| Specific objective 4 | Develop 06 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 100 students in 04 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 04 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 d01.  | 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 municipality. | 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  |  |  |  |
| <b>Activities</b>   |  |   |                  |  |   |   |  |  |  |
| <b>For R1</b>   |  | <b>For R2</b>                                       |                  | <b>For R3</b>  |   | <b>For R4</b>   |  | <b>For R5</b>  |  |
| 1.1. lobby for support (eg 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. 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  |  |
| 1.3.Put in place trained personnel/ management policies                         |  |   |                  |  |   | 4.3.Carry out feasibility studies for at least four schools               |  |  |  |
| 1.4.Sensitize the public, especially students, on the importance of the library |  |   |                  |  |   | 4.4.Execution of Rehabilitation works                                     |  |  |  |
| ESTIMATED COST : 10 Millions  |  | ESTIMATED COST : 72 Million                         |                  | ESTIMATED COST : 40.3 Billion  |   | ESTIMATED COST : 9 million for 04 schools                                 |  | ESTIMATED COST: 2.5 Billion  |  |

### 9.3. 5. Public Health

| <b>Strategy</b><br>Disease burden is reduced by 1/3 among the poor and most vulnerable segments of the population by 2020. |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage reduction in the prevalence rate of endemic diseases |                                      | <b>Assumptions</b><br>Health personnel and technician undergo effective trainings within the country. | <b>Indicators of Assumptions and source of verification</b><br>Percentage increase in the number of personnel recruited in health institutions<br>MINSANTE annual statistics. |   |
|--|---|---|--------------------------------------|---|---|---|
| <b>Level</b>   | <b>Formulation</b>  | <b>Indicators</b>   | <b>Source of verification</b>        |   | <b>Indicators</b>   | <b>Source of verification</b>             |
| Vision, Goal, Global Objective   | Improve access to quality healthcare delivery to the population including the Mbororos of Kumbo municipality by the year 2013             | 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 11 health institution with, 150 Beds, 12 microscopes rehabilitation of 08 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 03 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 10 health centers are involved in the Mutual health programmes  | Number of centers engaged   | Mutual Health Organizations' reports | Available mutual health organizations   | Number of mutual health organizations operating within the municipality.  | DMO's report                              |

|                      |   |   |                                      |   |   |                                  |
|----------------------|---|---|--------------------------------------|---|---|----------------------------------|
|                      | 2. At least 03 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 municipality.                                      | 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 municipality.                                      | DMO's report                     |
|                      | Quality drugs are provided to patients at a cheaper cost  | Increase number of consultation/hospitalization<br>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 36 medical personnel and 15 medical doctors to 11 health centers/hospitals                                    | 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 03 health centers  | Number of public- private partnerships actually signed.   | Council's report<br>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 municipality.                  | DMO's report                     |
|                      | 3. At least 03 investors are received 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 03 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 municipality.                | 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 43 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 04 screening campaigns are organized in strategic places of the municipality and ten persons per community go for VTC each month. | 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 05 popular secondary schools within the council have health clubs to facilitate 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 Organisation (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, fidelity and condoms (AFC) 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 :<br>30 Million                              | ESTIMATED COST :<br>2 Million  | ESTIMATED COST :<br>1.5 Million per year  | ESTIMATED COST :<br>150 Billion            | ESTIMATED COST :<br>3.5 Million  |

#### 9.3.6. MINATD

| Strategy  |   | Indicator by level of strategy & source of verification                          |                        | Assumptions   | Indicators of Assumptions and source of verification                  |  |
|---|---|--|------------------------|---|---|--|
| Capacity Strengthening and participatory functioning of public affairs. |   | Number of sectors using the participatory approach                               |                        | All development issues are participatory in preparation, planning and implementation. | Number of participatory activities per sector.                        |  |
| Level   | Formulation   | Indicators   | Source of verification | The council has a well disciplined and devoted executive/staff                        | Indicators  | Source of verification                     |
| Vision, Goal, Global Objective  | Kumbo Council ensures participatory and sustainable development of the municipality through sound and transparent financial management and partnerships | Number of participatory, sustainable and transparent projects executed per year. | Council's report.      |   | 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<br>- 01 bulldozer<br>-02 council vans<br>-10 computers<br>-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 extrayed  | 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   | Number of VSOs 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. |                                 |
| 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 extrayed   | 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 radio broadcasts monthly                               | Communication office, Kumbo council            | The council is covered with public and private frequencies.                      | Number of media houses having contracts with the council                  | Bui community radio Helen Kris radio and television |
|         | 2. 01 standard operational document exists                   | Copy of the standard document available.                         | Office of the Secretary General, Kumbo 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                      | Kumbo Council has established strong ties with international and National Donors | List of external sources of income for the council                        | Communication office, Kumbo 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      | 2.1identification 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 radio 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  |
| ESTIMATED COST : 75 Billion   | ESTIMATED COST : 10 Million   | ESTIMATED COST : 500.000 per year  | ESTIMATED COST : 1.8 Million   | ESTIMATED COST : 3 Million   |

### 9.3.7. Social Affairs

| Strategy   |   | Indicator by level of strategy & source of verification   |                        | Assumptions   | Indicators of Assumptions and source of verification   |   |
|--|---|---|------------------------|---|--|---|
| Increased community management of vulnerable people. |   | Number of philanthropic organizations working in collaboration with the social affairs sector                       |                        | The under privileged population is catered for by philanthropic organizations   | Number of underprivileged persons taken care of by organizations<br>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<br>To improve social well being in the Kumbo municipality by 2017 | 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.<br>The Kumbo council area has a labour force | Number of under privileged involved in income generating activities<br>Percentage of population pyramid within the working age | Interviews with vulnerable population during urban space diagnosis<br>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.                               | Media houses                         | 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. |
| Results               | 1. Stigma and discrimination among the vulnerable strata is reduced.   | 1. Number of mediums of sensitization used<br>Number of vulnerable groups involved in sensitization | Media houses<br>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 municipality 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 staff constitutes of Mbororos and Nso people.   | Number of Mbororos working within the council                                 |   |
| Specific objective 2  | Improve services and resources to social centers and partner organizations by reinforcing 06 social centers  | Number of social services benefiting from the resources offered per year.                           | Council's report<br>MINAS report.    | The Kumbo council has community driven attitude in implementing their activities                                | Number of communities involved in collective projects                         | Council's report  |
| Results               | 1. 75% 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. 80% of Vulnerable groups are receiving assistance from the council  | Number of groups/ individuals supported by the council  | Council's report<br>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 Kumbo council has community driven attitude in implementing their activities                                | Number of communities involved in collective projects                         | Council's report<br>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<br>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 Bamkikai is aware of traffic scams   | Number of quarterly campaigns in high risk areas  | MINAS report<br>Media houses report. | Information flow within the council area is smooth  | Number of communication mediums to reach the population                       | Communication office. Kumbo Council.                                |
|                       | 3. 01 rehabilitation centre for the victims of child labour and exploitation exists within the municipality  | 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.  |
| <b>Activities</b>  |   |   |                   |  |                           |   |
| 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 :<br>600.000  |   | ESTIMATED COST :<br>10.2 Million  |                   | ESTIMATED COST :<br>2 Million  |                           | ESTIMATED COST :<br>5 Millions  |

### 9.3.8. Environment and Nature Protection

| <b>Strategy</b><br>Bio diversity, conservation, climate change effects and the sustainable management of natural resources. |  | <b>Indicator by level of strategy &amp; source of verification</b><br>Sectoral norms and annual plan |  | <b>Assumption</b><br>Climate change problems are taken as priorities to the world today. | <b>Indicators of Assumption and source of verification</b><br>Occurrence of natural disasters<br>Media (internet, radio, television and newspapers) |  |
|---|--|--|--|--|---|--|
| <b>Level</b>  | <b>Formulation</b>   | <b>Indicators</b>  | <b>Source of verification</b>  |  | <b>Indicators</b>   | <b>Source of verification</b>                                |
| 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 Kumbo council          |
| Specific objective 1  | 1.A proper hygiene and sanitation program is instituted in the municipality by providing 05 garbage vans<br>02 waste disposal stations<br>04 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 04 staff with 01 from the Marginalized group on waste management are trained  | Number of staff trained  | Divisional delegation of Environment and nature protection.<br>Council | Availability of human resources  | Percentage of potential unemployed.   | DD for Employment and Vocational Training annual statistics. |
|   | 2.05 Garbage cans are provided in Tobin, Mbveh, Shisong and Kimbo squares  | 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 02 garbage disposal vans for the Kumbo council are acquired.   | Document showing new van as 01 of council's recently acquired asset                                  | Council's record on asset.   | Council's equipments are well managed  | List of council's equipments and persons in charge.   | Stores Accountant Report. Kumbo council.                     |

|   |  |  |                   |   |  |   |
|---|--|--|-------------------|---|--|---|
|   | 4. 01 Garbage dump site is developed at Bambui   | Dump site put in use   | DD MINEP report   | Availability of space   | Surface area of vast land at Bambui  | DD MINDAF statistics.                               |
| Specific objective 2  | 01 sustainable management policy of natural resources is instituted in the municipality                                | A map indicating the natural resources found within the municipality     | DD MINEP report   | A matrix for natural resources, use, potential and constraints is available   | Number of natural features identified  | Report of participatory diagnosis for Kumbo council |
| Results   | 1. Kumbo 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 Kumbo council |
|   | 2. 80% of stakeholders within the Kumbo 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 10,000 ornamental trees   | Number of streets beautified   | DD MINEP report   | Good vegetation.  | Number of crops and other plants available within the municipality.              | DD Environment and Nature Protection report.        |
| Results   | 1. At least 100 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 10 town greens are created   | Number of town greens developed  | Council's report. | The soil is fertile   | Number of crops and other plants available within the municipality.              | DD Environment and Nature Protection report         |
| Results   | 1. 04 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.                                   |
| <b>Activities</b>   |  |  |                   |   |  |   |
| <b>For R1</b>   |  | <b>For R2</b>  |                   | <b>For R3</b>   |  | <b>For R4</b>                                       |
| 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 Bambui                                    |  |  |                   |   |  |   |
| ESTIMATED COST :<br>84 Million  |  | ESTIMATED COST :<br>500.000  |                   | ESTIMATED COST :<br>8 Million   |  | ESTIMATED COST :<br>500.000                         |

### 9.3.9. Tourism

| <b>Strategy</b><br>Elaboration of strategies for a master plan for the development of tourism in Cameroon |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Sectoral norms/ Divisional delegation of tourism Bui |                               | <b>Assumptions</b><br>Master plan for classification of tourism in Cameroon is available with the Divisional delegation for Tourism | <b>Indicators of Assumptions and source of verification</b><br>Copy of master plan at the Divisional Delegation of Tourism |                               |
|---|---|--|-------------------------------|---|--|-------------------------------|
| <b>Level</b>  | <b>Formulation</b>  | <b>Indicators</b>  | <b>Source of verification</b> |   | <b>Indicators</b>  | <b>Source of verification</b> |
| Vision, Goal, Global Objective  | Tourist sites, streets and establishments are well developed to have an attractive Kumbo to satisfy tourist from across the globe | Number of sites and establishments developed   | MINTOUR report                | Availability of tourist potentials within the council area  | Number of sites/establishments exploited   | DD MINTOUR report.            |

|   |   |  |  |   |  |  |
|---|---|--|--|---|--|--|
| Specific objective 1                              | 1. Exploit all tourist sites and establishments within the municipality.  | Number of sites exploited  | MINTOUR report                           | Availability of tourist potentials within the council area    | Number of sites/establishments exploited                             | DD MINTOUR report.                                       |
| Results   | 1. 03 caves, 02 water falls, 05 forests, 02 museums, 01 palace and other landscape units have been identified                 | Number of sites/establishments identified and developed                              | MINTOUR report                           | Availability of tourist potentials within the council area    | Number of sites/establishments identified                            | DD MINTOUR report.                                       |
|   | 2. Cultural, mountain, sports, conference, ecotourism and agro tourism have been classified to exist within the municipality. | Number of sites/establishments and their area of classification                      | MINTOUR report                           | All classes of tourism are available within the Municipality. | Number of sites/establishments classified                            | DD MINTOUR report.                                       |
| Specific objective 2                              | Put in place management mechanisms for tourist sites.   | Number of tourism boards created within the municipality.                            | MINTOUR report<br>Council's report       | The population has a team spirit                              | Number of communities actively participating in development projects | Council's report   |
|   | 1. 01 local tourism board has been established within the Kumbo Council area.   | Sub-protectoral order showing the legalized status of the local tourism board        | MINTOUR 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 municipality   | Audio visual information and promotional documents                                   | MINTOUR report                           | The population has a team spirit                              | 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, etc.   | Number of attractive structures constructed  | DD MINDUH report                         | Land and labour is available.                                 | Number of Stones and sand pits, percentage of qualified labourers.   | DD Employment and Vocational training annual statistics. |
| Results   | 1. 01 Site for the hotel has been identified, demarcated pillars planted and a land certificate exists                        | Land title, localization plan  | Council's public works technical service | Availability of human and material and financial resources    | Number of external funded projects within the council                | Mayor's report   |
|   | 2. 01 international standard council hotel exists.  | Certificate of registration  | Divisional treasury                      | Availability of human and material and financial resources    | Number of external funded projects within the council                | Mayor's report   |
| <b>Activities</b>                                 |   |  |  |   |  |  |
| <b>For R1</b>                                     |   | <b>For R2</b>  |  | <b>For R3</b>   |  |  |
| 1.1. Make an inventory of all attractive sites    |   | 2.1. Creation of a tourism board, 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 :<br>1 Million                     |   | ESTIMATED COST :<br>2 Million  |  | ESTIMATED COST :<br>2.25 Billion                              |  |  |

9.3.10. Labour and Social Security

| <b>Strategy</b><br>Implement the government program in the domain of professional relations, the status and social security of all workers. |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of government programs implemented in favour of workers per annum in the labour sector |  | <b>Assumption</b><br>There exist strong workers unions in the country to effect change and implementation of policies in favour of all employees. | <b>Indicators of Assumptions and source of verification</b><br>Number of workers union in the North West Region. Divisional delegation of labour and Social Security. |  |
|---|---|---|--|---|---|--|
| <b>Level</b>  | <b>Formulation</b>  | <b>Indicators</b>   | <b>Source of verification</b>                                |   | <b>Indicators</b>   | <b>Source of verification</b>  |
| 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. 90% 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 municipality   | DD for Labour and social security report                               |
| Results   | 1. 75% 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 municipality   | 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 municipality   | Legal Department for the Ministry of Justice, Bui Division Statistics. |
| Results   | 1. 80% 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 municipality   | Legal Department for the Ministry of Justice, Bui Division Statistics. |
| Specific objective 4  | Conciliation/ Arbitration   | Number of cases extrayed  | Divisional delegation for Labour and social security.        | The legal system is just and equitable.   | Number of satisfactory judgments passed annually.   | Legal department, Bui 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, Bui report   |
| Specific objective 5  | Accrued 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 accrued 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.   |
| <b>Activities</b>   |   |   |  |   |   |  |
| <b>For R1</b>   | <b>For R2</b>   | <b>For R3</b>   | <b>For R4</b>  | <b>For R5</b>   | <b>For R5</b>   | <b>For R5</b>  |

|  |  |  |                                    |   |
|--|--|--|------------------------------------|---|
| 1.1. Creation of employment opportunities (industries) | 2.1. Encourage thrift and loans and register with mutual Health and CNPS | 3.1. Sensitize workers on labour laws and regulations and home to have written contracts of employment | 4.1. Settlement of labour disputes | 5.1. Government subventions and aid to establishments |
| ESTIMATED COST : Lump Sum                              | ESTIMATED COST : 200.000   | ESTIMATED COST : 200.000   | ESTIMATED COST : Lump Sum          | ESTIMATED COST : Lump Sum                             |

### 9.3.11. Urban Development and Housing

| <b>Strategy</b><br>Facilitation of mobility of pedestrians within the towns. |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of pedestrian paths created |                                 | <b>Assumption</b><br>The settlement pattern in the municipality makes it easy to design a land use plan | <b>Indicators of Assumptions and source of verification</b><br>Number of landscape units identified |  |
|--|---|--|---------------------------------|---|---|--|
| <b>Level</b>   | <b>Formulation</b>  | <b>Indicators</b>  | <b>Source of verification</b>   |   | <b>Indicators</b>   | <b>Source of verification</b>            |
| Vision, Goal, Global Objective   | Development of an advanced land use plan for the Kumbo council area                                     | Number of land owners having knowledge of the land use plan  | MINDUH report.                  | The settlement pattern in the municipality 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.  | Kumbo town has modern structures befitting the 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<br>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 03 meetings are 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. 100% of the population is sensitized on maintenance and rehabilitation of their respective buildings | Number of sensitization meetings held<br>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                            |
|  | 4. 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   | 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 exists. (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   | 04 Public-private partnerships established to construct 50 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 04 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 04 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 Kumbo 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. 04 public toilets are constructed in strategic places within the municipality.   | 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 Nso | Number of activities executed within the protected area.        | Council report. |
| Results.  | 1.Plans have been designed and 04 supervisory 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     |
| <b>Activities</b>   |   |  |   |   |   |                 |
| <b>For R1</b>   | <b>For R2</b>   | <b>For R3</b>  | <b>For R4</b>   | <b>For R5</b>   | <b>For 6</b>  |                 |
| 1.1.Identification of owners of old and dilapidated structures        | 2.1. 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           | 2.2 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<br>4.4.Implementation of the standard master plan |   |   |                 |
| ESTIMATED COST : 500.000  | ESTIMATED COST : 500.000  | ESTIMATED COST : 100 Million   | ESTIMATED COST: 33.5 Million  | ESTIMATED COST : 100.000  | ESTIMATED COST: 100.000   |                 |

9.3.12. Women Empowerment and the Family

| <b>Strategy</b><br>Gender Mainstreaming |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of implemented projects that mainstreamed Gender into their activities |  | <b>Assumptions</b><br>There is a high level of ignorance among women within the Kumbo Council which act as motivation to learn. | <b>Indicators of Assumptions and source Of verification.</b><br>Number of Women with knowledge about the Women Empowerment Ministry.<br>DD MINPROF. |                               |
|---|---|---|--|---|---|-------------------------------|
| <b>Level</b>                            | <b>Formulation</b>  | <b>Indicators</b>   | <b>Source of verification</b>                  |   | <b>Indicators</b>   | <b>Source of verification</b> |
| 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 35 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<br>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 municipality.  | Number of communication mediums   | DD P&T report.                |
|   | 2. 60% 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<br>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 01 centre for 01 firm 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 08 Zones within the council area.  | Total number of women's economic groups   | DD MINPROF annual report<br>Council's report.  | Availability of women's groups.   | Number of women's groups per zone   | DD MINPROF annual report      |
|   | 2. 08 zone leaders are trained on group dynamics and management.  | Number of workshops organized/Attendance list   | DD MINPROF annual report<br>Council's report.  | Availability of women's groups.   | Number of women's groups per zone   | DD MINPROF annual report      |
|   | 3. 01 exhibition of women's products is organized annually.   | Number of exhibitions organized   | DD MINPROF annual report<br>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 municipality. | 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 programme                         | 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 Programme     | 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 :<br>5 million  | ESTIMATED COST :<br>2 Million per year                     | ESTIMATED COST :<br>3 Million                             | ESTIMATED COST :<br>1 million  |

#### 9.3.13. Scientific Research

| Strategy                       |  | 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 | Researchers are given the chance to develop their potentials.  | Number of innovations created                             | Research centre report | Availability of sources                    | Number of research centers and areas for effective research | Research centre report   |
| Specific objective             | Establish 01 research center within the municipality           | Number of researchers using the centre                    | Research centre report | Available space and books                  | Number of books and the number of seats available           | Research centre report   |
| Results                        | 1. At least 02 proposals are funded from two external sources. | Amount, nature and sources of support received            | Council's report       | The council is exposed to potential donors | Number of donors received by the council each year          | Mayor's report           |
|                                | 2. 01 Research centre/library surveyed plan is established     | Research center/library location plan                     | Council's report       | Material sources available                 | Number of Stones and sand pits                              | DD Mines and Industries. |

|   |   |  |                                       |  |  |                                     |
|---|---|--|---------------------------------------|--|--|-------------------------------------|
|   | 3. 01 Research centre/library is established and innovative knowledge within the municipality is improved                         | Number of contractors/labourers involved                         | Public works report                   | Available users of the centre  | Percentage increase in the number of researchers within the council area | Scientific Research Report          |
| Specific objective 2  | Provide competent research staff and equipment for the center<br>-10 researchers<br>- 500 Books<br>-50 tables and<br>- 100 chairs | Number of competent staff and procurement receipts of equipment. | Research centre report                | Availability of human resources  | Number of competent applicants received                                  | Research centre report              |
| Results   | 1. At least 10 researchers and a reception are available  | Number of qualified staff recruited                              | Research centre report                | Availability of human resources  | Number of competent applicants received                                  | Research centre report              |
|   | 2. Basic equipments and resource materials are purchased for the centre   | Procurement receipts   | Council's report                      | Partners and donors available  | Number of agreements signed each year with donors and partners           | Mayor's report                      |
| Specific objective 3  | Providing an enabling environment for practical research  | Number of successful researches d01 per year                     | Research centre report                | Many areas to do research  | Number of available research topics.                                     | Research centre report              |
| Results   | 1. 100% of the population of Kumbo is informed on the existence of the centre through the community radio and other medias.       | Number/type of media used to carry out sensitization             | Communication office for the council. | Good medium of communication   | Number of communication mediums used to reach the entire population      | Council communication office report |
| <b>Activities</b>   |   |  |                                       |  |  |                                     |
| <b>For R1</b>   |   | <b>For R2</b>  |                                       | <b>For R3</b>  |  |                                     |
| 1.1.Lobby for support from the government and other organizations/ donors |   | 2.1. Recruitment of qualified staff                              |                                       | 3.1. Sensitization of the population about the nature and functioning of the research center |  |                                     |
| 1.2. Construction of a research center                                    |   | 2.2. Purchase of equipment/resource materials like text books.   |                                       |  |  |                                     |
| 1.3.Creation of a resource library  |   |  |                                       |  |  |                                     |
| ESTIMATED COST :<br>Lump Sum  |   | ESTIMATED COST :<br>Lump Sum                                     |                                       | ESTIMATED COST :<br>200.000 FCFA   |  |                                     |

#### 9.3.14. Employment and Vocational Training

| <b>Strategy</b>   |   | <b>Indicator by level of strategy &amp; source of verification</b>       |   | <b>Assumption</b>  | <b>Indicators of Assumptions and source of verification</b>   |   |
|---|---|--|---|--|---|---|
| <b>Level</b>  | <b>Formulation</b>  | <b>Indicators</b>  | <b>Source of verification</b>                           |  | <b>Indicators</b>   | <b>Source of verification</b>                           |
| Improving the employment training and management system |   | Number of professional centers/courses available                         |   | Many vocational centers and professional schools are operational | Number of schools/centers within the municipality<br>DD Employment and Vocational Training annual statistics. |   |
| Vision, Goal<br>Global<br>Objective                     | To create descent work environment and opportunities to reduce unemployment within the Kumbo 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                         |
| 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<br>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. Kumbo 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. 100% 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 09 existing vocational training centers with 140 sewing machines, wood work tools, 110 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 centers are 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<br>Report from council | Population has interest in competitive exhibitions | Number of competitors involved in 01 exhibition.                         | Council's report                                    |
| <b>Activities</b>   |   |  |  |  |  |   |
| <b>For R1</b>   |   | <b>For R2</b>  |  |  | <b>For R3</b>  |   |
| 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 :<br>20 Million                                    |   | ESTIMATED COST :<br>10 Million   |  |  | ESTIMATED COST :<br>500.000  |   |

9.3.15. Trade and Commerce

| <b>Strategy</b><br>Ensure that the commerce regulations laid down by the Minister for trade and Commerce are respected. |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of regulations actually implemented              |  | <b>Assumptions</b><br>The Administration is devoted in implementing policies | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase in the number of sanctions meted against defaulters of regulations. |                                     |
|---|---|---|--|--|---|-------------------------------------|
| <b>Level</b>  | <b>Formulation</b>  | <b>Indicators</b>   | <b>Source of verification</b>  |  | <b>Indicators</b>   | <b>Source of verification</b>       |
| Vision, Goal, Global Objective  | Create an enabling environment for business operators in the Kumbo municipality and to Consumer Protection              | Number of Consumer protection laws put in place, and implemented strictly   | Consumer protection legislation manual and number of cases sancti01d | Relationship between the business and taxation sector is cordial             | Number of tax evaders/ defaulters identified per fiscal year.   | Council Annual revenue Report       |
| Specific objective 1  | Kumbo Council adopts a user friendly fiscal policy and strategy   | Number of tax policies generally acceptable by tax payers.  | Taxation report  | Favourable taxation policy   | Number of tax evaders/ defaulters identified per fiscal year  | Council Annual revenue Report       |
| Results   | 1.The tax policy manual is reached by all economic operators  | Number of economic operators having reached by the tax policy.  | Taxation report  | Information flow in the community is rapid                                   | Number of announcements sent out and number of channels used.   | Council's communication department. |
| Specific objective 2  | Improved security of business premises by recruiting 04 security guards   | Number of security policies actually implemented  | Public security report.  | The Municipality is secured  | Number of attacks envisaged per quarter month   | Public security report.             |
| Results   | 1. At least 04 security guards are recruited and trained for security of business premises.                             | Number of security guards recruited and trained   | Council activity report  | The council strategic plan is strictly followed.                             | Number of activities realized per year  | Council annual report               |
| Specific objective 3  | 100 Young people especially girls and 05 vulnerable groups are trained in business management skills                    | Number of girls trained and number of vulnerable groups actually trained.   | Training report from Trade and Commerce                              | Population is easily mobilized for activities                                | Number of persons who respond to invitations  | Attendance sheets of trainings.     |
| Results   | 1. Vulnerable groups and other participants acquire skills on business management to start operating activities.        | Percentage of young people and other vulnerable groups who attended training events, disaggregated in to male/female trainees | Training report from Trade and Commerce                              | The vulnerable population has the zeal to become economically liable.        | Percentage increase in the number of vulnerable population engaged in economic activities   | Report from MINAS                   |
|   | 2. There is 60% increase in the number of persons involved in small business management.                                | Number of ex-trainees who start small businesses (disaggregated into male/ female   | Report from Trade and Commerce                                       | The municipality is economically active                                      | Number of economic activities carried out within the municipality.  | Report from Trade and Commerce      |
| Specific objective 4  | 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 municipality.                    | 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 Kumbo.  | Number of traders having received assistance annually   | Report from institutions operating credit schemes                    | Many credit schemes are operated within the municipality.                    | Percentage increase in the number of institutions running credit schemes.   | Report from Trade and Commerce      |

|   |   |  |  |   |  |   |
|---|---|--|--|---|--|---|
|   | 2. Kumbo Council successfully organizes continuous Biannual trade fairs involving all traders and economic operators within the municipality. | Detailed action plan of fair<br>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                        |
| Specific objective 5  | Decent work opportunities created   | Number of employees involved in satisfactory jobs  | Report from DD Labour and Social security.                                 | Employers- employees relationship is cordial                    | Number of reported labour cases  | Report from DD Labour and Social security |
| Results   | 1. 01 Small scale firms wide code of conduct is enforced  | Proportion of workers union reached by appropriate messages                                    | Report from DD Labour and Social security                                  | Smooth medium of information flow                               | Number of communication mediums  | DD P&T                                    |
| Specific objective 6  | Increase Bee farming production and increase honey sales revenue  | Percentage increased in revenues for bee farmers   | Report from Trade and Commerce   | Demand for honey is high  | Percentage increase in consumption of honey                                      | Report from Trade and Commerce            |
| Results   | 1. 01 result of study available   |  | Report from institutions operating credit schemes                          | Interest rates are within reach                                 | Percentage increase in the number of persons involved in loan schemes.           | Statistics from financial institutions    |
|   | 2. 50% of bee farmers are provided loans for the purchase of harvesting equipment in their respective bee farms                               | Percentage increase in sales<br>Number of bee farmers benefiting from the loans                | Report from institutions operating credit schemes                          | Interest rates are within reach                                 | Percentage increase in the number of persons involved in loan schemes.           | Statistics from financial institutions    |
|   | 3. 50% of honey producers are trained on honey product diversification  | Number of major honey producer organizations or CIG unions doing divergent business activities | Report from Trade and Commerce   | There are opportunities for divergent business activities       | Percentage increase in the types of businesses operating within the municipality | Report from Trade and Commerce            |
| <b>Activities</b>   |   |  |  |   |  |   |
| <b>For R1</b>   |   | <b>For R2</b>  | <b>For R3</b>  | <b>For R4</b>   |  | <b>For R5</b>                             |
| 1.1. Review tax policy and its implementation strategy                    |   | 2.1. Recruit and train security guards   | 3.1. Training of young people and vulnerable groups in business management | 4.1. Implementation of the grants and loans scheme for traders. |  | 5.1. Promotion of decent work             |
| 6.1. Action research study of the honey industry and related value chains |   |  |  | 4.2. Organisation of the Kumbo Biennial Trade Fair              |  |   |
| 6.2. Strengthening marketing functions of honey producer organizations    |   |  |  |   |  |   |
| 6.4. Training for honey product diversification                           |   |  |  |   |  |   |
| ESTIMATED COST :<br>1 Million   |   | ESTIMATED COST :<br>500.000  | ESTIMATED COST :<br>500.000 per year                                       | ESTIMATED COST :<br>31 Million                                  |  | ESTIMATED COST :<br>1 Million             |

9.3.16. Transport

| <b>Strategy</b><br>Improve on the transportation services             |  | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase in the number of transportation network made available |   | <b>Assumptions</b><br>Many means of transport services are put in use within the country | <b>Indicators of Assumptions and source of verification</b><br>Number of available means of transport services used. |                               |
|---|--|--|---|--|--|-------------------------------|
| <b>Level</b>  | <b>formulation</b>   | <b>Indicators</b>  | <b>Source of verification</b>                               |  | <b>Indicators</b>  | <b>Source of verification</b> |
| Vision, Goal<br>Global<br>Objective                                   | Ensure road safety within the municipality.  | Number of road safety measures implemented   | Council Annual report<br>Divisional Delegation of transport | Political stability within the Kumbo Council area  | Number of conflicts identified in the area   | SDO office                    |
| Specific objective 1  | Road accidents are reduced in Kumbo  | 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 “Achaba” 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                    |
|   | 2. The highway code is applicable within the Kumbo municipality 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                    |
| <b>Activities</b>   |  |  |   |  |  |                               |
| <b>For R1</b>   |  |  |   |  |  |                               |
| 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 : 1.5 Million per year                                 |  |  |   |  |  |                               |

9.3.17. Youth Affairs

| <b>Strategy</b><br>Improving efficiency among youths |  | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase in the number of youths in economic activities |  | <b>Assumptions</b><br>Youths are ready to become financially liable | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase in the number of financial independent youths per council area.<br>DD MINJEUN Report. |   |
|--|--|--|--|---|---|---|
| <b>Level</b>   | <b>formulation</b>   | <b>Indicators</b>  | <b>Source of verification</b>                      |   | <b>Indicators</b>   | <b>Source of verification</b>   |
| Vision, Goal,<br>Global<br>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. 70% of youths within the municipality 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 43 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 these youths per respective village are benefiting from credit schemes to start off Income Generating Activities. | 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 05 youths per village are employed as a result of this program.  | Number of jobs picked up by youths under this programme                       | 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, manality 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   | 100% of youths are trained to be patriotic and decent in behaviour.  | Number of sensitization and education campaigns organized per holiday period. | Report from MINJEUN  | Youths have the anxiety to quest for knowledge             | Number of youths involved in sensitization and other didactic programs   | Report from MINJEUN                |
| <b>Activities</b>   |  |   |  |  |  |                                    |
| <b>R1</b>   |  |   | <b>R2</b>  |  |  |                                    |
| 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                                       |  |  |                                    |

### 9.3.18. Mines and Industrial Development

| 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                                 |
| Exploitation and transformation of mine deposits |   | Number of deposits exploited and transformed  |                                     | Existence of unexploited mine deposits | Number of deposits unexploited   |  |
| 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 |
| 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<br>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. 04 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 municipality | 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 products                          | 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                     |
| 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 municipality.   | 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 municipality | Report from MINADER                                   |
| Results              | 1. 01 potato transformation and At least 04 grinding industries exist                      | 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 municipality | Report from MINADER                                   |

**Activities**

| <b>For R1</b>   | <b>For R2</b>                                   | <b>For R3</b>                              | <b>For R4</b>   |
|---|---|--|---|
| 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 municipality |
| 1.2. Creation of a mining industry<br>Recruitment of miners |   | 3.2. Recruitment and training of personnel |   |
| 1.3. Exploitation of stone quarries and sand pits           |   |  |   |
| ESTIMATED COST : 50 Billion                                 | ESTIMATED COST : 10 Million                     | ESTIMATED COST : 5 Million per year        | ESTIMATED COST : 100 Million                                  |

9.3.19. Post and Telecommunication

| <b>Strategy</b><br>Ensure smooth and regular communications to put in place a sound system of network. |  | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase in the number of communication mediums at the disposal of consumers |                                   | <b>Assumption</b><br>Available mediums of communications within the municipality | <b>Indicators of Assumptions and source of verification</b><br>Statistics from P&T |                               |
|--|--|---|-----------------------------------|--|--|-------------------------------|
| <b>Level</b>   | <b>Formulation</b>   | <b>Indicators</b>   | <b>Source of verification</b>     |  | <b>Indicators</b>  | <b>Source of verification</b> |
| 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 municipality                      | 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 municipality                      | Number of communication mediums available  | Statistics from P&T           |
| Results  | 1. At least 02 other communication mediums are established.  | Number of ICT centers created   | P&T report                        | The topography of the municipality 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 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<br>Report from P&T | Availability of investors  | Number of investors involved in post and telecommunication services                | Statistics from P&T           |
|  | 2. At least 20 communities 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 43 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 03 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 net work  | Number of villages with network problems<br>Number and types of networks problems identified  | Statistics from P&T               | The topography of the municipality gives added advantage for capture of network  | Percentage reduction in available network problems                                 | Statistics from P&T           |

|  |   |  |                     |   |   |                     |
|--|---|--|---------------------|---|---|---------------------|
|  | 3. At least 03 antennas are reinforced. | Number of antennas constructed and reinforced                      | Statistics from P&T | The topography of the municipality gives added advantage for capture of network | Percentage reduction in available network problems                            | Statistics from P&T |
| <b>Activities</b>  |   |  |                     |   |   |                     |
| <b>For R1</b>  |   | <b>For R2</b>  |                     |   | <b>For R3</b>   |                     |
| 1.1. Creation of the information and communication technology center |   | 2.1. Signing of partnership agreements                             |                     |   | 3.1. Identify and contact the teleph01 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 or reinforcing the existing antenna                         |                     |
| ESTIMATED COST : 50 Million  |   | ESTIMATED COST : 200 Million                                       |                     |   | ESTIMATED COST : Lump Sum   |                     |

### 9.3.20. Agriculture

| <b>Strategy</b><br>Modernizing the production system |  | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase in the number of modern farming methods applied |                                       | <b>Assumptions</b><br>Availability of donors for the sector                | <b>Indicators of Assumptions and source of verification</b><br>Number of cooperations in the agricultural sector<br>Council report<br>Report from MINADER |                               |
|--|--|---|---------------------------------------|--|---|-------------------------------|
| <b>Level</b>   | <b>Formulation</b>   | <b>Indicators</b>   | <b>Source of verification</b>         |  | <b>Indicators</b>   | <b>Source of verification</b> |
| Vision, Goal, Global Objective                       | Food crop production in the municipality is increased by 30% through improved farming techniques, targeting resource poor farmers, especially women by the year 2014 | 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                                 | 50 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  | 1. At least 01 proposal submitted to FIMAC   | Number of approved project proposals  | Mayor's report                        | Availability of funders  | Number of funders received per year.  | Mayor's report                |
|  | 2. 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                |
|  | 3. 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  | 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 50 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 municipality   | DD MINADER annual report      |
| Specific objective 3                                 | Training 50 farm groups on Post harvest techniques of agricultural produce   | Percentage increase in quantity of produced stored produce  | DD MINADER annual report              | Availability of space for storage activities                               | Proportion of land reserved for agriculture   | DD MINDUH<br>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 municipality.                             | Report from MINADER                      |
|                      | 2. At least 50 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 municipality.                             | Report from MINADER                      |
|                      | 3. At least 50 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 municipality                          | 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 25 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 municipality.        | 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.                              |
| Specific objective 6 | Provision of modern farm tools and equipment to 50 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 municipality.        | 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 50 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 04 small scale industries and processing units in the municipality, 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 municipality.        | DD MINADER annual report Mayor's report. |
| Results              | 1.Aleast 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 municipality.        | DD MINADER annual report Mayor's report. |
|                      | 2. At least 10 million has been raised and allocated for the Kumbo Potato Cluster project.  | Total amount raised for the project  | Council's report                          | Council has established strong ties with foreign partners | Number of external sources of finance received for the agricultural sector | Mayor's report                           |
|                      | 3.At least 20% of the potato production is locally processed  | 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      |
|                      | 4. Annually, at least 20 potato growers benefit subsidized resources from partnering agencies                                       | 4. Number of potato farmers benefiting from partnering agencies.                           | DD MINADER annual report Council's report | Council has established strong ties with foreign partners | Number of external sources of finance received for the agricultural sector | Mayor's report                           |

|   |  |   |  |  |  |   |  |   |  |
|---|--|---|--|--|--|---|--|---|--|
| 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 PACA   | 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 03 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 03 investors are operating within the potato                               | Number of private investors in the corn and cassava processing facilities   | Mayor's report   | Availability of partners   | Number of agreements signed with partners each year                        |   |  |   |  |
|   | 5. At least 20 operators of corn and cassava are benefiting from subsidized resources. | Number of operators benefiting from subsidized resources.<br>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<br>Public investment                                       |  |   |  |
|   | 6. The Council oil palm plantation in Nkuv is rehabilitated with new species planted.  | Percentage increase in production of palm oil within the municipality   | MINADER report   | Palm oil production is a potential source of council's revenue     | Percentage increase in council revenue registered after rehabilitation     | Mayor's report.   |  |   |  |
| <b>Activities</b>   |  |   |  |  |  |   |  |   |  |
| <b>For R1</b>   |  | <b>For R2</b>   |  | <b>For R3</b>  |  | <b>For R4</b>   |  | <b>For R5</b>                                   |  |
| 1.1. Develop and seek funds for poor farmers resource programme   |  | 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 potato festivals   |  | 2.2. Organise training on fertilizers handling through implementation of Fertilizers Subsidy Partnership Programme (FSPP) farming group practices |  | 3.2. Construction of local storage facilities                      |  |   |  | 5.2. Building of paddocks for animals           |  |
| ESTIMATED COST :<br>15 Million per year   |  | ESTIMATED COST :<br>5 Million per year  |  | ESTIMATED COST :<br>35 Million                                     |  | ESTIMATED COST :<br>10 Million  |  | ESTIMATED COST :<br>1 Million per paddock       |  |
| <b>For R 6</b>  |  |   | <b>For R 7</b>   |  |  | <b>For R 8</b>  |  |   |  |
| 6.1. Signing of partnership agreements with investor in the agricultural sector for the purchase of equipment |  |   | 7.1. Negotiation with potential investors of the Kumbo potato cluster project (KPCP) |  |  | 8.1. Development of investment opportunity proposals                      |  |   |  |
| 6.2. Supply of farm tools to farmers  |  |   | 7.2. Fundraising for KPCP  |  |  | 8.2. Negotiations with potential investors                                |  |   |  |
|   |  |   | 7.3. Implementation of the KPCP  |  |  | 8.3. Fundraising forums organized   |  |   |  |
|   |  |   | 7.4. Implementation of the potato sector support partnership project (PSSPP)         |  |  | 8.4. Implementation of corn and cassava processing projects               |  |   |  |
|   |  |   |  |  |  | 8.5. Rehabilitation of the council oil palm plantation                    |  |   |  |
| ESTIMATED COST : 200 Million  |  |   | ESTIMATED COST: 20 Million   |  |  | ESTIMATED COST : 30 Million   |  |   |  |

9.3.21. Sports and Physical Education

| Strategy  |  | 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 municipality.      | 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 complexes and equipment/rehabilitation of existing ones                     | Number of complexes built and number of existing ones rehabilitated. | Public works report                            | Material resources available                             | Number of wood forest<br>Number of quarries and sand pits           | MINFOF office<br>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.<br>Number renovated          | Public works report                            | Material resources available                             | Number of wood forest<br>Number of quarries and sand pits           | MINFOF office<br>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 03 competitions are organized in 01 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                                 |
| <b>Activities</b>                                   |  |  |  |  |   |  |
| <b>For R1</b>                                       |  | <b>For R2</b>  |  | <b>For R3</b>  |   |  |
| 1.1. Identification of site and feasibility studies |  | 2.1. Organizing competitions and team sports for both sexes          |  | 3.1. Recruitment of training/ coaches in all disciplines |   |  |
| 1.2. Construction/Renovation of sporting grounds    |  |  |  |  |   |  |
| 1.3. Purchase/ maintenance of equipments            |  |  |  |  |   |  |
| ESTIMATED COST : 2 Billion                          |  | ESTIMATED COST : 2 Million per year                                  |  | ESTIMATED COST :   |   |  |

9.3.22. Culture

| Strategy                       |  | 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 Nso culture within the globe.                        | Percentage increase in the number of investors investing in the cultural sector within the municipality | Council report<br>NSODA report                            | The municipality has diverse cultural articles                     | Percentage increase in the number of articles exploited by potential investors | NSODA report                                      |
| Specific objective 1.          | The Nso culture is reviewed, promoted and exposed to the world   | Number of cultural identification available   | Nso Cultural and Development Organization (NSODA) report. | The Municipality has a unique culture.                             | Number of cultural and development Associations                                | NSODA report.                                     |
| 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 Nso culture         | NSODA report.                                     |
|                                | 2. Articles reflecting the Nso culture are exposed through the media                                     | Number of articles displayed  | NSODA report  | Many potential cultural articles are available                     | Number of cultural articles identified   | NSODA report.                                     |
|                                | 3. At least 01 standing cultural committee exists  | Number of committees formed   | NSODA report.   | There is that community spirit of identity within the municipality | Number of unique cultural activities practiced within the municipality         | NSODA report.                                     |
|                                | 4. At least 01 cultural house of Assembly is formed  | Number of Assemblies formed   | NSODA report.   | There is that community spirit of identity within the municipality | Number of unique cultural activities practiced within the municipality         | NSODA report.                                     |
|                                | 5. 80% of the population can speak and understand the Nso Language                                       | Percentage increase in the usage of Nso language  | NSODA report.   | The whole municipality has a unique language                       | Percentage of the population that speak and understand Lamsso                  | NSODA report                                      |
|                                | 6. At least 01 artistic exhibition is organized a year.  | Number of cultural festivals organized<br>number of events organized                                    | NSODA report<br>Council report                            | Availability of competitors  | Number of arts and craftsmen involved exhibitions                              | NSODA report<br>Council report                    |
|                                | 7. At least 01 cultural centre exists for the display articles leading to Increase in tourist activities | Number of attractors received each year.  | DD MINTOUR report.  | Availability of space and articles                                 | Number of cultural articles identified   | NSODA report.                                     |
|                                | 8. At least 02 modern museums are established within the municipality.                                   | Number of Modern museums assisted to be established   | NSODA report<br>Council report                            | Availability of museums  | Number of available museums to improve on                                      | NSODA report<br>Council report                    |
|                                | 9. At least ten popular schools have cultural clubs to promote the Nso culture                           | Number of clubs formed in various schools   | NSODA report<br>Council report<br>Schools reports         | Schools are integrating culture into their curricular              | Number of schools involved in cultural activities within the municipality.     | NSODA report<br>Council report<br>Schools reports |
| Specific objective 2           | Promote cultural activities in 43 villages   | Number of villages assisted   | NSODA report<br>Council report                            | Team spirit in Cultural and Development Associations               | Number of villages with effective Cultural and Development Association.        | NSODA report<br>Council report                    |

|  |   |  |                                |   |  |                              |
|--|---|--|--------------------------------|---|--|------------------------------|
|  | 10. At least 02 centers are revamped having at least two language teachers  | Percentage increase in the number of people who can read and write Lamso | NSODA report<br>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. |
| <b>Activities</b>  |   |  |                                |   |  |                              |
| For R1   |   |  |                                | For R2  |  |                              |
| 1.1. Organising workshop for traditional authorities (aimed at reviewing negative cultural practices )                         |   |  |                                | 2.1. Promotion of Lamso clubs in schools                |  |                              |
| 1.2. Market the Nso culture through the net,   |   |  |                                | 2.2. Fortification of the Lamso adult literacy center   |  |                              |
| 1.3. Creation of a standing cultural committee   |   |  |                                | 2.3. Assisting villages in constructing cultural halls. |  |                              |
| 1.4. Formation of the traditional house of assembly  |   |  |                                |   |  |                              |
| 1.5. Sensitization of the population on the need and advantages of the Nso language  |   |  |                                |   |  |                              |
| 1.6. Organisation of artistic and cultural exhibitions/competitions  |   |  |                                |   |  |                              |
| 1.7. Helping to sell the cultural potentials of the municipality (with the view of attracting investors) e.g. Ngonso festivals |   |  |                                |   |  |                              |
| 1.8. Facilitation of the Establishment of modern museums   |   |  |                                |   |  |                              |
| ESTIMATED COST : 5 Million   |   |  |                                | ESTIMATED COST : 4 Billion                              |  |                              |

### 9.3.23. Forestry and Wildlife

| <b>Strategy</b>   |  | <b>Indicator by level of strategy &amp; source of verification</b>  |  | <b>Assumptions</b><br>Administration has efficient policies | <b>Indicators of Assumptions and source of verification</b>              |  |
|---|--|---|--|---|--|--|
| <b>Level</b>  | <b>Formulation</b>   | <b>Indicators</b>   | <b>Source of verification</b>                  |   | <b>Indicators</b>  | <b>Source of verification</b>  |
| Ensure conservation and sustainable management of forest resources to respond to the local, regional, national and world needs of present and future generations. |  | Number of forests and species protected                             |  | Assumptions<br>Administration has efficient policies        | Number of defaulters identified and type of sanctions meted              |  |
| 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                                  |   | Climate change is a global priority problem                              | Number of countries suffering from the adverse effects of climate change |
| Specific objective 1  | Ensure that all natural forest and forest plantations within Kumbo municipality 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 children a year.   | Number of seedlings provided per year                               | MINFOF report                                  | Availability of friendly species                            | Categories of trees available within the municipality.                   | MINFOF report<br>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 municipality.                   | MINFOF report<br>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<br>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<br>MINEP report |
|                      | 6. At least 50 farmers receive 01 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<br>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<br>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<br>Number of plans approved                       | MINFOF report                   | Availability of human resources             | Number of qualified personnel in the sector                              | MINFOF report<br>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 municipality.          | 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<br>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<br>MINFOF office |

|  |   |  |                    |   |  |  |
|--|---|--|--------------------|---|--|--|
| Results  | 1. At least 02 game farms are set up within the municipality. | Number of game farms initiated   | Report from MINFOF | Availability of animals and herbs             | Categories of animals living within forests around the municipality. | 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   |
| <b>Activities</b>  |   |  |                    |   |  |  |
| <b>For R1</b>  |   | <b>For R2</b>  |                    | <b>For R3</b>                                 |  | <b>For R4</b>  |
| 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                                     |
| 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                             |
| 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                                    |   |  |                    |   |  | 5.2.Sensitize the population on the procedure to obtain hunting licenses |
| ESTIMATED COST : 3 Million   |   | ESTIMATED COST : 2 Million   |                    | ESTIMATED COST : 3 Million                    |  | ESTIMATED COST : 15 Million  |
|  |   |  |                    |   |  | ESTIMATED COST : 200.000 FCFA  |

#### 9.3.24. State Property and Land Tenure

| Strategy                       |   | Indicator by level of strategy & source of verification |                        | Assumptions  | Indicators of Assumptions and source of verification       |                        |
|--------------------------------|---|---|------------------------|--|--|------------------------|
| Level                          | Formulation   | Indicators  | Source of verification |  | Indicators   | Source of verification |
| Vision, Goal, Global Objective | 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 municipality. | 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 100% of the population is reached by this order through fort nightly announcements through the community radio.             | Number of messages sent through the media               | Community radio report | Communication system is reliable                                     | Number of effective mediums of communication               | DD P&T report          |

|                      |   |  |                         |   |   |                                   |
|----------------------|---|--|-------------------------|---|---|-----------------------------------|
|                      | 3. At least 100 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 municipality.                | 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 land has 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 01 of the council's reliable assets                       | Percentage increase in council's asset as a result of land acquisition. of council's assets t | 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    |   |   |                                   |
|                      | 2. All acquired council land are registered   | .Sub-prefectorial order etc  | Registration documents. |   |   |                                   |

**Activities**

| <b>For R1</b>   | <b>For R2</b>   | <b>For R3</b>  | <b>For R4</b>                                     |
|---|---|--|---|
| 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<br>. | 4.1. Acquisition of council land                  |
| 1.2. Sensitize through the media on the need to register land               |   |  | 4.2. Registration and demarcation of council land |
| 1.3. Registration of lands by owners  |   |  |   |
| ESTIMATED COST :<br>1 Million   | ESTIMATED COST :<br>1 Million   | ESTIMATED COST :<br>Lumps Sum                        | ESTIMATED COST :<br>15 Million                    |

9.3.25. MINEPIA

| <b>Strategy</b><br>Facilitate and promote the creation of medium and large scale ranches for stock breeding to promote exportation |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Percentage increase in stock breed exported |  | <b>Assumptions</b><br>Custom duties are determined by the state   | <b>Indicator of Assumption and source of verification</b><br>Percentage increase in goods exported within 01 year |   |
|--|---|---|--|---|---|---|
| <b>Level</b>   | <b>Formulation</b>  | <b>Indicators</b>   | <b>Source of verification</b>                                  |   | <b>Indicators</b>   | <b>Source of verification</b>               |
| Vision, Goal, Global Objective   | Kumbo council contributes towards the improvement of the livestock and fish production systems in the municipality 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 municipality.   | 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. 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 sancti01d                                     | 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 municipality is entitled to 01 herd's book.   | Herds book established   | MINEPIA report                  | Administrative measures are always implemented and respected | Number of defaulters identified and sancti01d                                     | 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 municipality                          | 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 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          |
|                      | 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 the 01 Kumbo council fish station has 04 species like tilapia, mud, cap and clarion      | Number of species identified/types of supplements.                                   | MINEPIA report                  | Availability multi species                                   | Percentage increase in number of available species within the municipality        | 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 municipality                               | 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 municipality                                   | MINEPIA report              |

|                      |  |  |                         |   |   |                                    |
|----------------------|--|--|-------------------------|---|---|------------------------------------|
| Specific objective 9 | Increase the share of Mbororos contribution in the community.  | Percentage increase in the enrollment of Morrows 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 municipality                                     | 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<br>MINEPIA report |
|                      | 3.All Mbororos are actively participating in all community projects                                  | Number of local projects implemented taking into consideration the Mbororo plan. | <b>Council's report</b> | Relationship between Mbororo and other communities is cordial                               | Number of conflicts identified                    | SDO's report                       |

**Activities**

| <b>For R1</b>   | <b>For R2</b>  | <b>For R3</b>  | <b>For R4</b>  | <b>For R5</b>  | <b>For R 6</b>                                  |
|---|--|--|--|--|---|
| 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 meat, poultry, fish, mutton, chevron | 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 |  | 3.3. Paddocking 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 : 20 Million   | ESTIMATED COST : 1 Billion   | ESTIMATED COST : 20 Million  | ESTIMATED COST : 500.000FCFA   | ESTIMATED COST : 25 Million  | ESTIMATED COST : 500.000                        |

**Activities**

| <b>For 7</b>  | <b>For R 8</b>  | <b>For R9</b>  |
|---|---|--|
| 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. Look for high yielding species for fish and feed supplements to revamp the municipal fish station. | 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 : 30 Million  |

9.3.26. Small and Medium Size Enterprises Social Economy and Craft

| <b>Strategy</b><br>Regional integration and trade diversification. |   | <b>Indicator by level of strategy &amp; source of verification</b><br>Number of trade activities executive<br>DD Trade and Commerce. |  | <b>Assumptions</b><br>Business operators are involved in diversified activities | <b>Indicators of Assumptions and source of verification.</b><br>Number of activities involved in the trades sector. |  |
|--|---|--|--|---|---|--|
| <b>Level</b>   | <b>Formulation</b>  | <b>Indicators</b>  | <b>Source of verification</b>                          |   | <b>Indicators</b>   | <b>Source of verification</b>          |
| 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  | SDO's report                           |
| Specific objective 1.  | Kumbo council adopts a user friendly fiscal policy and strategy                               | Percentage increase in the number of tax payers  |  | 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 Kumbo.  | DD trade and Commerce                  |
| Results  | 1.All socio-economic groups are grouped into Common Initiative Groups (CIGs)                  | Percentage of women in Kumbo municipality 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 craftsmen exist within the municipality.                  | 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 municipality                                  | . 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 municipality.   | MINPROF report<br>DD Small and Medium size Enterprises | Women are united in economic activities   | Number of internal conflicts identified within women CIGs.  | MINPROF report<br>SDO's report         |
| Results  | 1. At least 40 SBM individuals are benefiting from the window 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 WPP                                 | Number of local projects implemented with regards to the Women's Participation Plans(WPP)  | MINPROF report   | There is gender mainstreaming within the municipality.                          | Number of gender biased projects implemented within the municipality  | Council's report<br>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 03 institutes are provided incentive packages every academic year. | Number of training institutions in Kumbo benefiting from financial incentives and technical assistance  | DD Employment and Vocational training report<br>DD MINSEC report | There is the high quest for knowledge within the municipality  | Percentage increase in the total population involved in vocational trainings | DD Employment and Vocational Training.   |
| <b>Activities</b>                                     |  |   |  |  |  |  |
| <b>For R1</b>   |  | <b>For R2</b>   |  | <b>For R3</b>  |  | <b>For R4</b>  |
| 1.1.Review tax policy and its implementation strategy |  | 2.1.Sensitization of women to join women's group especially common initiative groups(CIG)<br>2.2.Intergrate marginalized groups like disables and Mbororos groups into CIGs<br>2.3.Formation of arts and craft common initiative groups |  | 3.1.Establishment of a grants and loans scheme and sponsorship training programs<br>3.2. Design and implementation of women's Participation Plans (WPP) for local projects |  | 4.1.Design and implement a curricula reform incentives packages for vocational and technical schools |
| ESTIMATED COST :<br>500.000 FCFA                      |  | ESTIMATED COST:<br>1 Million  |  | ESTIMATED COST :<br>50 million   |  | ESTIMATED COST :<br>500.000 FCFA   |

### 9.3.27. Higher Education

| Strategy                       |  | 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 municipality up to 30% by 2035    | Number of higher institutions operating within the municipality   | Council's report                      | Available learners                      | Percentage of population that have attained advanced level                      | MINSEC report   |
| Specific objective             | Establish 01 higher educational institution within the municipality          | Number of higher institutions operating within the municipality.  | 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 09 staff and equipment ( tables and chairs, books          | Number of personnel employed<br>Procurement receipts of equipment | Council's report                      | Qualified personnel are available       | Number of qualified personnel without satisfactory jobs within the municipality | DD for Employment and Vocational Training annual Report |
| Results                        | 2.15 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 municipality | DD for Employment and Vocational Training annual Report |
| <b>Activities</b>              |  |   |                                       |   |   |   |
| <b>For R1</b>                  |  |   | <b>For R2</b>                         |   |   |   |

|  |   |
|--|---|
| 1.1. Lobby for support from the government etc       | 2.1. Recruitment of qualified personnel's |
| 1.2. Identify site and carry out feasibility studies | Procurements of equipments                |
| 1.3. Creation of a higher education institution .    |   |
| ESTIMATED COST: Lump Sum                             | ESTIMATED COST: Lump Sum                  |

### 10. Management of the urban space of the Kumbo council

The urban space within the council area cuts across the main towns of Tobin, Mbveh, Kimbo Squares, Shisong Bankikai and Bambui respectively. These are the areas where economic activities are booming and 67% of the total population is settled 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 Divisional Delegation for Urban Development and Housing (MINDUH)

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, settlement grassland and water bodies.

In conformity with the delegate for urban affairs and housing, the Kumbo council urban space has been zoned as follows;

**Table 21: Zoning of the Kumbo urban space**

| Zones                          | Characteristics   | Actual Use   | Potentials                                       | Constraints.   |
|--------------------------------|---|--|--|--|
| <b>ZONE for mixed cropping</b> | -Clay, sandy humus and marshy soils. Reddish infertile abound on hills. | Crop production like corn, beans, potatoes<br>Cassava, cocoyam, vegetable and fruits.              | Opened fields.                                   | Farmer grazers conflicts<br>Limited land because of construction of houses<br>Crop destruction by locust<br>Soil burning(Ankara) |
| <b>Pasture zone</b>            | -Vegetation<br>-Grass<br>-Spotted Trees                                 | Livestock ( cattle, sheep, goats donkeys horses)   | Grazing land officially demarcated from farmland | Limited grazing space<br>Intrusion into farmland raises Farmer grazer conflicts.   |
| <b>Forest areas.</b>           | -Fuel<br>-Eucalyptus<br>-plantations                                    | Wood exploitation, hunting in small scale,   | Opened fields<br>Medicinal plants<br>Bush spices | Bush fires<br>Deforestation<br>Illegal hunting.  |
| <b>Water bodies</b>            | -Stone contents<br>-Expanding banks<br>-Limited sand                    | Irrigation<br>Fishing in small scale, domestic use<br>Livestock drinking points, construction etc. | Irrigation.<br>Materials for construction        | Pollution  |
| <b>Built up land</b>           | Grass, Stones,  | Construction of houses   | Natural resources for construction of houses     | Boundary conflicts   |

#### 10.1 Management of the Council Space of Kumbo

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

| No. | FEATURE       | LEVEL  |
|-----|---------------|--|
| 1   | Forest        | villages   |
| 2   | Agriculture   | Villages and towns                               |
| 3   | Grazing land  | Villages partially in interior areas of the town |
| 4   | Built up land | Villages and town                                |
| 5   | Others        | Villages and town                                |

*Geo-referenced data shows that the Kumbo 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 22: Matrice Diagnosis of Natural Resources (MDRN) of the Kumbo Council**

| Natural Resources | Usage status and Localization  | Potential                       | Utiliser         | Controller         | Management mode            | Tendency  | Problem/Constraint   | Action to be taken  |
|-------------------|--|---------------------------------|------------------|--------------------|----------------------------|---|--|---|
| <b>Forest</b>     | Eucalyptus plantation  | Building construction and wood  | Owners           | MINEP/<br>MINFOF   | Undefined                  | Massive clearance   | -Plantations in water catchments and farmland  | Sensitization on environmental impacts of eucalyptus.   |
|                   | Kov Ndzeen Natural forest  | Biodiversity of flora and fauna | Local population | MINEP/<br>MINFOF   | Undefined                  | Rapid disappearance of the forest   | -Deforestation   | -Reforestation<br>-Regeneration<br>-Stop encroaching farming activities.<br>-Establish an environmental management plan.  |
|                   | Raphia Bushes  | Economic value                  | Owners           | MINEP/<br>MINADER  | Undefined                  | Stable  | -Planting too close to spring sources.   | -Distance planting from spring sources.   |
|                   | Spotted medicinal plants (prunes Africana)   | Economic value                  | Owners           | MINEP/<br>MINFOF   | Undefined                  | Stagnates   | -Unsustainable harvesting.<br>-Theft and illegal exploitation.   | -Training on sustainable harvesting.  |
| <b>Water</b>      | Water catchments/water sheds<br>- Takwa(Romajai)<br>- Meluf<br>- Kiyan<br>- Kikaikom/Tooy<br>- Kishong/Mbah<br>- Romatang/Njavnyuy<br>- Mbuluf<br>- Ndzenshwai<br>- Kumbo Water Authority<br>- Kikakelaki<br>- Jem<br>- Shisong<br>- Tadu<br>- Kitiwum<br>- Melim<br>- SAMS Kitiwum<br>- SAC NSO<br>- Mbah<br>- Kai<br>- Ntseni<br>- Kingomen Hausa Quarter<br>- Kingomen<br>- Kinchuriwun | Portable water supply           | Local population | MINEP/<br>DD MINEE | Water management committee | Drastic reduction of water flow during the dry season thus leading to severe shortages of potable water supply in Kumbo | -Ineffective water management committees.<br>-Land conflicts on catchments.<br>-Unprotected water catchments | -Organize water and land conflict mitigation meetings.<br>-Regenerate the vegetation cover for increased water yields in the sources by planting shallow rooted natural trees and shrubs.<br>-prohibiting farming, grazing, bush fires.<br>-Elimination of Eucalyptus trees.<br>-Plant more of the Raphia palms.<br>-Technical advice to farmers on land use systems.<br>-Training of the water management committee on water catchment.<br>-Establish live fences with <u>Erythrina sp</u> on earth bund ridges to clearly demarcate the |

|                         |   |   |                  |                   |           |                               |   |  |
|-------------------------|---|---|------------------|-------------------|-----------|-------------------------------|---|--|
|                         | <ul style="list-style-type: none"> <li>- Kikaikelaki</li> <li>- Takum</li> <li>- Rovitangta/Kikoo</li> <li>- Tadu</li> <li>- Nkuv</li> <li>- Tobin(under construction)</li> <li>- Komikui(under construction)</li> <li>- Tabah(Mbuluf) (under construction)</li> <li>- Bamdzeng(under construction)</li> <li>- Ndzeen(under construction)</li> <li>- Ntonghi(under construction)</li> <li>- Kongir(under construction)</li> </ul> |   |                  |                   |           |                               |   | <p>intake and the hydro-geological watershed and watershed.</p> <ul style="list-style-type: none"> <li>-Standpipe and water pool should be provided, after the intakes to cater for grazers and cattle/sheep.</li> <li>-Reorganize the water management committees to include women, youths and Mbororos.</li> </ul> |
|                         | <p>Rivers/streams</p> <ul style="list-style-type: none"> <li>-Bui</li> <li>-Roh-Kimbo</li> <li>-Kisaan</li> <li>-Meluf</li> </ul>   | Recreation  | Local population | MINEP             | Undefined | Stream flow reduction         | -Pollution  | Sensitization  |
| <b>Farm land</b>        | Vast land   | Food production   | Local population | MINEP/<br>MINADER | Undefined | low productivity              | <ul style="list-style-type: none"> <li>-Soil fertility reduction</li> <li>-Erosion</li> <li>-Persistent practice of Ankara</li> <li>-Farmer/Grazer conflicts</li> </ul>   | <ul style="list-style-type: none"> <li>-Training on sustainable environmentally agricultural practices</li> <li>-Land use mapping</li> </ul>   |
| <b>Settlement areas</b> | All 43 villages   | <ul style="list-style-type: none"> <li>-Shelter</li> <li>-Gardening</li> <li>-Domestication of animals</li> </ul> | Local population | Land owners       | Undefined | No standard construction plan | <ul style="list-style-type: none"> <li>-Little or no renovation</li> <li>-Poor and haphazard construction</li> <li>-Poor drainage/toilet facilities</li> </ul>  | <ul style="list-style-type: none"> <li>-Compel owners of delapidated structures to renovate them</li> <li>-Survey all constructed/ construction sites</li> </ul>   |
| <b>Grazing land</b>     | Vast land   | Livestock productivity  | Grazers          | MINEP/<br>MINEPIA | Undefined | Reduction in grazing land     | <ul style="list-style-type: none"> <li>-Invasion of grazing land by bracken fern.</li> <li>-Invasion of ranch marshlands by crop farmers.</li> <li>-Late fires in grazing land causing destruction of property.</li> <li>-Farmer/Grazer conflict</li> </ul> | <ul style="list-style-type: none"> <li>-Training on sustainable pasture improvement</li> <li>-Land use mapping</li> </ul>  |

|   |  |                                 |                  |                |           |   |                    |                                 |
|---|--|---------------------------------|------------------|----------------|-----------|---|--------------------|---------------------------------|
| <b>Areas of Outstanding Natural Beauty (AONB)</b> | - Nkuv Paolo Hills at Bamgwei near Kingomen<br>- Tadu ranch  | Recreation/ Leisure             | Unutilized       | MINEP/ MINTOUR | Undefined | Undeveloped sites   | -Lack of awareness | Sensitization of stakeholders   |
| <b>Guinea Sudano Savannah Grassland</b>           | Vast land  | Biodiversity and economic value | Local population | MINEP          | Undefined | Extensive damage to the vegetation especially Hyparrhenia sp (thatch grass) | -Bush fires        | -Training on prevention methods |
| <b>Ecotourism sites</b>                           | -Shisong water fall and cave at Ndzenshwai<br>- The two Baaba caves and water fall behind the Bishop House<br>- Tsendzen lake morass | Recreation and leisure          | unutilized       | MINEP/MINTOUR  | Undefined | Undeveloped sites   | Lack of awareness  | Sensitization                   |

Source: Delegation of Environment, Kumbo

## 11. THE CDP BUDGET

The CDP budget was drawn in the presence of the mayor and deputies, councilors, members of the follow up committee and the PVC team facilitating in the CDP process for Kumbo Council. This was programming from 4<sup>th</sup>- 5<sup>th</sup> April 2011 at the Kumbo Council Conference hall.

The CDP budget for 2011 stands at **752,221,647 FCFA**

Capital investment is 50.82%

Investment is 382,284,000 FCFA

However, there has been an increase in budget by 11.03% as a result of transfer of responsibilities from the state to the council and the assistance received from the National Community Driven Development Program (PNDDP)

The running of the budget will be analyzed in the Triennial and the Annual Investment plan as follows

## 12. TRIENNIAL INVESTMENT PLAN

### 12.1 Public Works

| N°  | Activities   | Products   | Person Responsible  | Period |    |    | Resources                                |  |           | Sources of Financing      |
|-----|--|--|---|--------|----|----|--|--|-----------|---------------------------|
|     |  |  |   | Y1     | Y2 | Y3 | Human                                    | Material   | Financial |                           |
| 1.1 | Identify members of the tenders board  | All members of the tenders board are appointed           | -Kumbo Council<br>-DD MINDUH<br>-DD MINEPAT<br>-DD Public Works   |        | X  | X  | Experts                                  | Logistics  | 300.000   | -Public Investment Budget |
| 1.2 | Creation of a manual of requirements needed to become eligible to tender for contracts | Manual for Eligibility for the award of contracts exists | -Kumbo Council<br>-DD MINDUH<br>-DD MINEPAT<br>-DD Public Works   | X      | X  | X  | Experts                                  | Logistics  | 300.000   | -Public Investment Budget |
| 1.3 | Identify contractors   | All contractors for projects are identified              | -Kumbo Council<br>-DD MINDUH<br>-DD MINEPAT<br>-DD Public Works   | X      | X  | X  | Experts                                  | Logistics  | 300.000   | -Public Investment Budget |
| 1.4 | Signing of contracts   | Contracts are awarded to contractors                     | -Kumbo Council<br>-DD MINDUH<br>-DD MINEPAT<br>-DD Public Works   | X      | X  | X  | Experts                                  | Logistics  | 300.000   | -Public Investment Budget |
| 2.1 | Identify old roads for maintenance and new ones for construction                       | All old roads are maintained                             | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public works | X      | X  | X  | -Surveyors<br>-Engineers<br>-Technicians | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 500.000   | -Council Budget           |
| 2.2 | Mobilization and fund raising  | 01 proposal is written                                   | -Kumbo Council (Mayor)  | X      | X  | X  | Labour                                   | -Stationeries  | 300.000   | -Council Budget           |

|     |  |   |   |   |   |   |                        |  |                                    |   |
|-----|--|---|---|---|---|---|------------------------|--|------------------------------------|---|
| 2.3 | Acquisition of light road maintenance equipment      | 01 Compactor<br>15 Spades<br>15 Pick axes<br>Etc.                             | -Kumbo Council (Sec. General)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works                 | X | X | X | Labour                 | Stationeriesz  | 7.5 Million (2.5 Million per year) | -Public Investment Budget                               |
| 2.4 | Rehabilitation of old roads                          | 03 old roads rehabilitated ( Kumbo-Nkuv in Y1 and Y2 and Kumbo- Ndzeng in Y3) | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works | X | X | X | Engineers/ Technicians | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 120 Million                        | -Council Budget<br>-Public Investment Budget<br>-Donors |
| 2.5 | Road maintenance                                     | Lyonga street   | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works  |   | X | X | Engineers/ Technicians | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 250million                         | -Council Budget<br>-Public                              |
| 2.6 | Construction of Culverts and Drainages               | at least 10 culverts are constructed annually ( 10 in Y1, 20 in Y2 and Y3     | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |   | X | X | Engineers/ Technicians | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 174.5Million                       | -Public Investment Budget<br>-Council Budget            |
| 2.7 | Construction of Bridges                              | At least 3 bridges are constructed ( 01 annually)                             | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works  | X | X | X | Engineers/ Technicians | Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water          | 60milliom                          | -Council budget<br>-PNDP                                |
| 2.8 | Create and train village road maintenance committees | 42 village road committees created  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |   | X | X | Experts                | -Stationeries/<br>logistics<br>-Training Manuals                                     | 01 Million                         | -Council Budget   |

|     |  |   |   |   |   |   |  |   |             |  |
|-----|--|---|---|---|---|---|--|---|-------------|--|
| 3.1 | Elaboration of the Trans-national market project                                     | -01 site exists<br>-01 building plan for the trans-national market exists | -Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |   |   | X | -Surveyors<br>-Engineers<br>-Technicians<br>-Architect | -Stationeries   | 15 Million  | -Council Budget                                  |
| 3.2 | Construction of Trans-national Market at Mbveh                                       | 01 structure of the trans-national market exists                          | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |   |   | X | -Engineers<br>-Technicians<br>-Architect               | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 800 Million | -FEICOM<br>-Donors                               |
| 3.3 | Feasibility studies of other markets   | 01 market each year (Mbah, Mbuluf, Bamkikai)                              | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works | X | X | X | Engineers<br>-Technicians<br>-Architect                | Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc  | 165 Million | Public Investment Budget                         |
| 3.4 | Construction of new markets  | 03 markets constructed ( 01 each year)                                    | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |   | X | X | -Engineers<br>-Technicians<br>-Architect               | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 150 Million | -FEICOM<br>-Council<br>-Public Investment Budget |
| 4.1 | Disaster protection in markets   | 06 markets are equipped with fire extinguishers                           | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |   |   | X | Labour   | Fire extinguishers  | 20 Million  | -Council Budget                                  |
|     |  | Clandestine wiring in the council markets is checked                      | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works | X | X | X | -Engineers<br>-Technicians<br>-Architect               | -cable<br>-electrical wiring<br>-assessoreries                                      | 20Million   | Council Budget                                   |
| 5.1 | Feasibility studies of areas for construction of motor parks and Acquisition of land | 03 new areas  | -Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |   |   | X | Surveyors/<br>Engineers                                | -Logistics<br>-Equipment  | 18 Million  | -Pbulic Investment Budget<br>-Council Budget     |

|     |  |  |   |  |  |   |  |   |   |   |                           |
|-----|--|--|---|--|--|---|--|---|---|---|---------------------------|
| 5.2 | Construction of motor parks                            | 03 new parks   | - Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works             |  |  | X | -Engineers<br>-Technicians<br>-Architect | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 70 Million  | -Public Investment Budget<br>-Council Budget<br>-Donors |                           |
| 6.1 | Construction of Bridges                                | 02 bridges are constructed<br>(Mbveh-Tobin, Mbveh-Squares) | Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works               |  |  | X | -Engineers<br>-Technicians<br>-Architect | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 288.5 Million   | -Public Investment Budget                               |                           |
| 6.2 | Construction of the SDO Residence                      | 01 Residence is constructed                                | Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works               |  |  | X | X  | -Engineers<br>-Technicians<br>-Architect  | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 150 Million   | -Public Investment Budget |
| 6.3 | Construction of Community Hall                         | 01 community Hall is constructed at Ngendzen               | Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-Community<br>-DD Public Works |  |  | X |  | -Engineers<br>-Technicians<br>-Architect  | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 40 Million  | -Public Investment Budget |
| 6.4 | Construction of Bridgate Terre Kumbo                   | 01 bridgade Terre is constructed                           | Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works               |  |  |   | X  | -Engineers<br>-Technicians<br>-Architect  | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 30 Million  | -Public Investment Budget |
| 6.5 | Construction of the Residence of the Company Commander | 01 residenc is constructed                                 | Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works               |  |  | X |  | -Engineers<br>-Technicians<br>-Architect  | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 50 Million  | -Public Investment Budget |

|      |  |   |  |  |   |   |  |  |             |                           |
|------|--|---|--|--|---|---|--|--|-------------|---------------------------|
| 6.6  | Grading and regravelling of 25km of road around Kumbo urban area | 25 km of urban roads are graded and regravelled | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |  | X |   | -Engineers<br>-Technicians<br>-Terrestrial surveyors | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 195 Million | -Public Investment Budget |
| 6.7  | Tarring of Mbveh Park to Kumbo Squares road                      | 1.56 km of road is tarred                       | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |  |   | X | -Engineers<br>-Technicians<br>Terrestrial surveyors  | Tar  | 993642001   | -Public Investment Budget |
| 6.8  | Tarring of Kimbo squares-Shisong Hospital road                   | 2.600km of road is tarred                       | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |  |   | X | -Engineers<br>-Technicians<br>-Terrestrial suveyors  | Tar  | 851 778 992 | -Public Investment Budget |
| 6.9  | Tarring of Tobin round about to Lyonga street                    | Tobin –Lyonga street is tarred                  | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-D Public Works  |  |   | X | -Engineers<br>-Technicians<br>-Terrestrial suveyors  | Tar  | 312 356 576 | -Public Investment Budget |
| 6.10 | Tarring of Tobin round about to Njavnyuy                         | Tobin –Njavnyuy road is tarred                  | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |  |   | X | -Engineers<br>-Technicians<br>-Terrestrial suveyors  | Tar  | 559 042 040 | -Public Investment Budget |
| 6.11 | Tarring of roads within Kumbo Town                               | 5.0 km of roads are tarred within Kumbo town    | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |  | X |   | -Engineers<br>-Technicians<br>-Terrestrial suveyors  | Tar  | 500 Million | -Public Investment Budget |
| 6.12 | Constnution of Hotel de Finance Kumbo                            | Hotel de Finance is constructed                 | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |  | X | X | -Engineers<br>-Technicians<br>-Architects            | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 350 Million | -Public Investment Budget |

|      |  |                          |  |  |   |  |   |   |            |                           |
|------|--|--------------------------|--|--|---|--|---|---|------------|---------------------------|
| 6.13 | Construction of Divisional Centre for Stores Accountants | 01 centre is constructed | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-DD Public Works |  | X |  | -Engineers<br>-Technicians<br>-Architects | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 25 Million | -Public Investment Budget |
|------|--|--------------------------|--|--|---|--|---|---|------------|---------------------------|

## 12.2. Water and Energy

### A. WATER

| N°  | Activities  | Products / Indicators Results (Expected results)                                    | Person Responsible  | Period |    |    | Resources         |   |                     | Sources of Financing   |
|-----|---|---|---|--------|----|----|-------------------|---|---------------------|--|
|     |   |   |   | Y1     | Y2 | Y3 | Human             | Material                                      | Financial (FCFA)    |  |
| 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, exchange of experience and resource mobilization for more water projects | A platform for discussions on water is put in place and a steering committee set up | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Kumbo Water Authority (KWA)<br>-Water Management Committees (WMC)<br>-DD MINEE<br>-DD MINEPAT                           | X      |    |    | Experts<br>Labour | -Stationeries                                 | 4.9Million          | -Kumbo Water Authority<br>-Council Budget<br>-Canadian Ex-service Organization |
| 2.1 | Identification of watersheds and water catchments   | 65 unprotected catchments   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Kumbo Water Authority (KWA)<br>-Water Management Committees (WMC)<br>-DD MINEE<br>-DD MINEPAT                           | X      |    |    | Labour            | -Stationeries                                 | 500.000             | -Council Budget  |
| 2.2 | Felling of eucalyptus trees and planting of water friendly trees around watershed   | All eucalyptus trees are feld and 10.000 water friendly trees are planted           | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Village Development Associations (VDAs)<br>-KWC<br>-Communities<br>-DD MINEPAT<br>-DD MINDUH<br>-DD MINFOF<br>-DD MINEP | X      |    |    | Labour            | -Engine saws<br>-Water friendly trees<br>-etc | 600.000 per hectare | -GIZ etc   |

|     |   |   |   |   |  |  |         |   |                         |                   |
|-----|---|---|---|---|--|--|---------|---|-------------------------|-------------------|
| 2.3 | Fencing of catchment areas and putting in place protection programmes   | All catchments fenced   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMCs<br>-DD MINEPAT<br>-MINEDUC<br>-MINEP<br>-MINEE   | X |  |  | Labour  | -Sand<br>-Cement<br>-Stones<br>-Timber<br>-Zinc<br>-Iron rods<br>-etc | 1.5 Million per hectare | -GIZ etc.         |
| 2.4 | Prompt repair of leakages   | All leakages identified are repaired  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT<br>-DD MINEE   | X |  |  | Labour  | -Pipes<br>-Gum<br>-etc  | 30 Million              | -GIZ etc.         |
| 2.5 | Identifying and ensuring good collaboration with administration concern   | Reduced complains and complaints  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-Traditional Authorities<br>-Landlords<br>-DD MINEPAT<br>-DD MINEE                                       | X |  |  | Labour  | -Stationeries   | 1.2 Million per meeting | -GIZ etc          |
| 2.6 | Sensitisation of the population on laws and importance of catchments to water schemes so as to minimize conflicts | 80% of the population is aware of the laws in place, and the importance of water catchments | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE<br>-Traditional Authorities<br>-Landlords<br>-DD State Property and Land Tenure<br>-DD MINEPAT | X |  |  | Labour  | -Stationeries   | 03 Million              | -GIZ etc.<br>-KWA |
| 2.7 | Water Testing/ Treatment  | 04 schemes are tested   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE<br>-DD MINEPAT   | X |  |  | -Labour | -Chlorine<br>-Equipment   | 500.000 per scheme      | GIZ etc.          |

|     |   |   |  |   |  |  |         |                       |  |                               |
|-----|---|---|--|---|--|--|---------|-----------------------|--|-------------------------------|
| 3.1 | Re-organisation of the Water Management Committees (WMC) to be more gender sensitive so that they and Kumbo Water Authority (KWA) become more responsive to the needs of the population | All Water Management Committees are reorganized                   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT  | X |  |  | -Labour | -Stationeries         | 01.5.M per scheme                            | -Kumbo Council Budget         |
| 3.2 | WMCs attend platform meetings   | 02 meetings   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT  | X |  |  | -Labour | -Stationeries<br>-etc | 250.000 per year                             | -Kumbo council budget<br>-KWA |
| 3.3 | Integration of village water schemes into the KWA   | All water schemes are identified<br><br>02 meetings               | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>- DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT | X |  |  | -Labour | -Stationeries<br>-etc | 250.000 per meeting (For year two and three) | -Kumbo council budget<br>-KWA |
| 4.1 | Training of WMC's on financial management, report writing and management of community property  | 02 training session   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWA<br>-WMC<br>-DD MINEE<br>-VDAs<br>-NGOs<br>-DD MINEPAT                              | X |  |  | Labour  | -Stationeries<br>-etc | 500 000                                      | - Council Budget<br>-KWA      |
| 4.2 | Kumbo Council supervises the financial management of WMC's and completes an annual audit  | Kumbo Council Audit report is put in place to ensure transparency | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT   | X |  |  | Labour  | -Stationeries<br>-etc | 300.000                                      | -Council budget               |

|     |  |  |   |   |  |  |         |                       |            |                          |
|-----|--|--|---|---|--|--|---------|-----------------------|------------|--------------------------|
| 4.3 | Elaboration of bylaws (Internal Rules and Regulations)                   | All water management committees are entitled to the document | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT  | X |  |  | Labour  | -Stationeries<br>-etc | 300.000    | Council budget           |
| 5.1 | Sensitization of communities on the need to pay for water                | All water users pay their bills                              | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>- DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT<br>-Media Houses | X |  |  | -Labour | -Stationeries         | 100.000    | -Kumbo water authority.  |
| 5.2 | Dialogue meetings with government administration when bills are not paid | 03 meetings  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-Communities<br>-DD MINEPAT<br>-DD MINEE   | X |  |  | -Labour |                       | 100.000    | -KWA<br>-GIZ etc.        |
| 6.1 | Organize trainings of caretakers   | 02 trainings   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT                   | X |  |  | Labour  | -Stationeries<br>-etc | 01 Million | -GIZ etc.                |
| 7.1 | Institute a payment system for caretakers                                | All caretakers have pay vouchers                             | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE  | X |  |  | Labour  |                       | 150.000    | -Council budget<br>-PNDP |
| 8.1 | Negotiations for partnership   | 01 partnership   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-Communities<br>-DD MINEE<br>-DD MINEPAT<br>MINEP  | X |  |  | Labour  | -Stationeries<br>-etc | 200.000    | -Council budget<br>-PNDP |

|     |  |   |   |   |   |   |  |                        |           |   |
|-----|--|---|---|---|---|---|--|------------------------|-----------|---|
| 8.2 | Extension of potable water   | 03 schemes are extended                       | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE<br>-DD MINEPAT | X | X | X | Labour                                 | -Pipes<br>-Gum<br>-etc | 15Million | Budget<br>-PNDP<br>-Kumbo council<br>-Communities (For 03years) |
| 8.3 | Extention of Ngenyeng water scheme   | 01 scheme at Ngenyeng is extended             | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEE<br>-DD MINEPAT |   |   | X | Labour                                 | -Pipes<br>-Gum<br>-etc | 8Million  | -Public investment  |
| 8.4 | Identification and protection of other water sources like rivers, streams, underground water bore hole | 80% of identified water sources are protected | -Kumbo Council<br>-DD MINEE<br>-MINEP<br>-MINDAF  | X | X | X | Labour                                 | Logistics              | 500.000   | -Communities<br>-PNDP<br>-Kumbo council                         |
| 8.5 | Construction of PWSS Kumbo town  | 01 PWSS is constructed in Kumbo Town          | -Kumbo Council<br>-DD MINEE<br>-MINEP<br>-MINDAF  |   |   | X | Engineers<br>Technicians<br>Architects |                        | 8 Million | Public Investment Budget  |

#### B . ENERGY

| N°  | Activities  | Products / Indicators Results (Expected Result)                          | Person Responsible  | Period |    |    | Resources                |                       |                  | Sources of Financing    |
|-----|---|--|---|--------|----|----|--------------------------|-----------------------|------------------|-------------------------|
|     |   |  |   | Y1     | Y2 | Y3 | Human                    | Material              | Financial (FCFA) |                         |
| 1.1 | Identify areas without coverage by the National grid (AES SONEL)                  | All areas without coverage are identified                                | -Kumbo Council (4 <sup>th</sup> mayor)<br>-DD MINEE<br>-MINEPAT<br>-AES SONEL       | X      |    |    | Labour                   | -Stationeries<br>-etc | 300.000          | -Kumbo Council budget   |
| 1.2 | Writing projects for rural electrification.                                       | 03 proposals   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-AES SONEL<br>- DD MINEE           | X      |    |    | Labour                   | -Stationeries<br>-etc | 02 Million       | -Kumbo Council budget.  |
| 1.3 | Sensitisation of the Population on alternative sources of energy                  | 25% of the population  | Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEE<br>-DD MINEPAT<br>-MINEP  | X      |    |    | Experte/<br>Facilitators | Logistics             | 500.000          | -Kumbo council<br>-PNDP |
| 1.4 | Identify and Sensitize economic operators to invest in alternative energy sources | At least 02 economic operators marketing Alternative energy technologies | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEE<br>-DD MINEPAT<br>-MINEP | X      |    |    | Labour                   | Logistics             | 500.000          | -Kumbo council<br>-PNDP |

|     |  |  |   |   |   |   |        |                           |            |                                 |
|-----|--|--|---|---|---|---|--------|---------------------------|------------|---------------------------------|
| 2.1 | Identify areas suffering from constant shortage. | The whole municipality                                 | -Kumbo Council<br>-DD MINEE<br>-AES SONEL<br>-DD MINEPAT                                | X |   |   | Labour | -Stationeries<br>-etc     | 300.000    | -AES SONEL                      |
| 2.2 | Carry out maintenance and extension of networks  | 02 areas   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-AES SONEL<br>-DD MINEE<br>-DD MINEPAT | X | X | X | Labour | -Cables<br>-Poles<br>-etc | 20 Million | -PNDP<br>-Council<br>-Community |
| 2.3 | Installation of public street lights             | 20 street lights are installed annually using solar PV | Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-AES SONEL<br>-DD MINEE<br>-DD MINEPAT  |   | X | X | Labour | Cables<br>-Poles<br>-etc  | 250million | -Public investment Budget       |
| 3.1 | Electrification of Mbuluf and Kishiy             | Two villages are electrified                           | Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-AES SONEL<br>-DD MINEE<br>-DD MINEPAT  |   | X | X | Labour | Cables<br>-Poles<br>-etc  | 80 Million | -Public investment Budget       |

### 12.3. Basic Education

| N°  | Activities  | Products / Indicators Results<br>(Expected Results)                      | Person Responsible  | Period |    |    | Resources                                |   |                 | Sources of Financing |
|-----|---|--|---|--------|----|----|--|---|-----------------|----------------------|
|     |   |  |   | Y1     | Y2 | Y3 | Human                                    | Material  | Financial (CFA) |                      |
| 1.1 | Identify schools needing rehabilitation   | All schools that need rehabilitation are identified.                     | -Government<br>-Kumbo Council (1 <sup>st</sup> & 2 <sup>nd</sup> Deputy Mayors)<br>-Head Teachers<br>-DD MINEDUB<br>-IBE<br>-Parent Teacher Associations (PTA)<br>-DD MINEPAT |        | X  | X  | -Field workers<br>-Surveyors technicians | -Equipment<br>-Logistics                                  | 500.000         | -Council budget      |
| 1.2 | Carry out feasibility studies for at least 04 schools ( G.S. Kingomen, Tobin, Shisong and Tadu) | Nature, type and amount of rehabilitation works per school is identified | 2 <sup>nd</sup> Deputy Mayor  | X      |    |    | Experts                                  | Logistics   | 200,000         | -Council budget      |
| 1.3 | Execution of Rehabilitation works in the schools  | 04 schools are rehabilitated in three years                              | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-Head Teachers<br>-DD MINEDUB<br>-IBE<br>-PTA<br>-DD MINEPAT  | X      | X  | X  | -Labour                                  | -Sand<br>-Stones<br>-Cement<br>-Timber<br>-Nails<br>-Zinc | 80. Million     | -Council budget      |

|     |  |  |  |   |   |   |   |  |                          |                           |
|-----|--|--|--|---|---|---|---|--|--------------------------|---------------------------|
| 2.1 | - Providing benches, tables, chairs to schools                       | 04 schools are provided with 20 benches, 04 tables, and 04 chairs each                   | -Kumbo Council<br>-DD MINEDUB<br>-IBE<br>-Head Teachers<br>-PTA<br>-DD MINEPAT   | X | X |   | -Labour                                   | Timber<br>Nails  | 1.8 Million per school   | -Council budget           |
| 2.2 | - Providing benches, tables, chairs to schools                       | G.S Mbah, GPS Mbveh, Tadu and Njavnyuy are provided with benches                         | -Kumbo Council<br>-DD MINEDUB<br>-IBE<br>-Head Teachers<br>-PTA<br>-DD MINEPAT   |   | X | X | -Labour                                   | Timber<br>Nails  | 81 Million               | Public Investment budget  |
| 3.1 | Recruitment of qualified teachers                                    | 08 teacher for 04 schools  | -Government<br>-Kumbo Council<br>-DD MINEDUB<br>-IBE<br>-Head Teachers<br>-UNDP<br>-UNICEF<br>-UNESCO<br>-DD MINEPAT                 | X | X | X |   | -logistics   | 109.000 per Teacher      | -Public Investment budget |
| 4.1 | Create awareness of the existing literacy centre                     | At least 70% of the population is aware, and effectively make use of the literacy centre | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINEDUB<br>-Donors<br>-NGOs<br>-UNICEF<br>-UNESCO<br>-DD MINEPAT | X | X | X | Labour                                    | -logistics   | 75.000 per sensitization | -Council budget           |
| 5.1 | Support to children under the Go-To-School Incentive Project (GTSIP) | 40 pupils are supported in 04 schools  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINEDUB<br>-UNDP<br>-UNICEF<br>-UNESCO<br>-VSO<br>-NGOs<br>-DD MINEPAT          | X |   |   | labour                                    | -logistics   | 10 Million               | -Council budget<br>-PNDP  |
| 6.1 | Construction and Equipment of Inspectorate Kumb centre               | The Kumbo centre Inspectorate is constructed and equipped                                | Kumbo Council<br>-DD MINEDUB<br>- DD MINEPAT<br>-DD Public works   |   | X |   | -Engineers<br>-Technicians<br>-Architects | -Sand<br>-Cement<br>-Stones<br>-Timber<br>-Zinc<br>-Iron rods<br>-etc<br>Equipment | 45 Million               | Public Investment Budget  |

|     |  |  |  |  |   |   |   |  |              |                          |
|-----|--|--|--|--|---|---|---|--|--------------|--------------------------|
| 6.2 | Construction and Equipment of GNS Mbuluf | GNS Mbuluf is constructed and equiped  | Kumbo Council<br>-DD MINEDUB<br>- DD MINEPAT<br>-DD Public works |  | X | X | -Engineers<br>-Technicians<br>-Architects | -Sand<br>-Cement<br>-Stones<br>-Timber<br>-Zinc<br>-Iron rods<br>-etc<br>Equipment | 27.5 Million | Public Investment Budget |
| 6.3 | Construction of 12 Classrooms            | 12 classrooms are constructed in G.S. Romajai, Kingomen, Meluf, Melim, Mbah, Tabah-Kumbo | Kumbo Council<br>-DD MINEDUB<br>- DD MINEPAT<br>-DD Public works |  | X | X | Engineers<br>-Technicians<br>-Architects  | -Sand<br>-Cement<br>-Stones<br>-Timber<br>-Zinc<br>-Iron rods<br>-etc              | 108 Million  | Public Investment Budget |

#### 12.4. Secondary Education

| N°  | Activities   | Products / Indicators Results<br>(Expected Results)                        | Person Responsible  | Period |    |    | Resources |               |                 | Sources of Financing        |
|-----|--|--|---|--------|----|----|-----------|---------------|-----------------|-----------------------------|
|     |  |  |   | Y1     | Y2 | Y3 | Human     | Material      | Financial (CFA) |                             |
| 1.1 | Lobby for support (e.g. books computers etc)                                       | 10 benefactors   | -Private Education Agencies<br>-Kumbo Council ( 1 <sup>st</sup> deputy Mayor)<br>-UNESCO<br>-ISE<br>-NGOs<br>DD MINEPAT                         | X      |    |    | Labour    | -Stationeries | 02 Million      | -Council budget<br>-Donors. |
| 1.2 | Sensitisation of the public, especially students, on the importance of the library | 80% of student population make use of existing public and school libraries | -Kumbo Council<br>-DD MINESEC<br>-Mass Media<br>-Schools<br>-Education Agencies<br>-Parents<br>-Traditional Institutions<br>-PTA<br>-DD MINEPAT | X      |    |    | Labour    | Stationeries  | 01 Million      | -Public Investment budget   |
| 2.1 | Recruitment of qualified teachers  | 35 teachers for 05 government schools                                      | -Kumbo Council<br>-DD MINESEC<br>-ENS<br>-Universities  | X      | X  | X  | labour    | logistics     | 72 Million      | Public investment           |

|     |   |  |   |   |   |   |                       |   |                       |                       |
|-----|---|--|---|---|---|---|-----------------------|---|-----------------------|-----------------------|
| 3.2 | Assist schools in providing basic equipments e.g. benches, tables, chairs | 04 schools are provided with 25 benches, 10 tables, and 10 chairs each                       | -Kumbo Council<br>-Government<br>-DD MINESEC<br>-ISE<br>-Head Teachers<br>-PTA<br>-DD MINEPAT   | X |   |   | labour                | logistics   | 02 million per school | -GP- DERUDEP<br>-PNDP |
| 3.3 | Provision of basic equipments (benches, tables, chairs to schools         | 4 classrooms in GBSS Kumbo, 3 classrooms in GSS Kumbo, 2 Classroom in Shisong , Kar and Tadu | -Kumbo Council<br>-Government<br>-DD MINESEC<br>-DD MINEPAT   |   | X | X | labour                | equipment   | 9.7 Million           | Public investment     |
| 4.1 | Support to Students under the Go-To-School Incentive Project (GTSIP)      | 100 students in 04 schools (of the vunerable strata)   | -Government<br>-Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINESEC<br>-UNDP<br>-Private Educational institutions<br>-UNICEF<br>-UNESCO<br>-VSO<br>-NGOs<br>-DD MINEPAT | X |   |   | labour                | logistics   | 06 Million            | -PNDP                 |
| 4.2 | Identify schools that need rehabilitation works                           | All schools that need rehabilitation are identified.   | -Kumbo Council<br>-DD MINESEC<br>-ISE<br>-Traditional Rulers<br>-Government<br>-UNESCO<br>-UNICEF<br>-DD MINEPAT  | X | X | X | Terrestrial Surveyors | -Stationeries   | 500.000               | -Council budget       |
| 4.3 | Carry out feasibility studies for at least 04 schools                     | Nature, type and amount of rehabilitation works per school is identified                     | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)   | X |   |   | Terrestrial Surveyors | -Stationeries   | 200,000               | -Council budget       |
| 4.4 | Execution of Rehabilitation works   | 02 schools are rehabilitated   | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-Head Teachers<br>-DD MINEDUB<br>-ISE<br>-PTA<br>-DD MINEPAT  | X |   |   | Technicians           | -Sand<br>-Stones<br>-Cement<br>-Timber<br>-Nails<br>-Zinc<br>-etc | 02 Million            | -PNDP                 |

|     |  |   |  |  |   |   |  |   |             |                          |
|-----|--|---|--|--|---|---|--|---|-------------|--------------------------|
| 6.1 | Construction of Administrative block GTTC Kumbo                      | Administrative block of GTTC Kumbo constructed  | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-Head Teachers<br>-DD MINEDUB<br>-ISE<br>-PTA<br>-DD MINEPAT<br>-DD Public Works |  | X |   | -Engineers<br>-Technicians<br>-Terrestrial surveyors | -Sand<br>-Stones<br>-Cement<br>-Timber<br>-Nails<br>-Zinc<br>-etc | 30 Million  | Public Investment Budget |
| 6.2 | Construction of 10 classrooms in GSS Shisong, Kar, Tadu, Mbah, Kiyam | 10 classrooms are constructed   | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-Head Teachers<br>-DD MINEDUB<br>-ISE<br>-PTA<br>-DD MINEPAT<br>-DD Public Works |  | X | X | -Engineers<br>-Technicians<br>-Terrestrial surveyors | -Sand<br>-Stones<br>-Cement<br>-Timber<br>-Nails<br>-Zinc<br>-etc | 90 Million  | Public Investment Budget |
| 6.3 | Provision of basic equipments (benches, tables, chairs) to schools   | 4 classrooms in GBSS Kumbo, 3 classrooms in GSS Kumbo, 2 Classroom in Shisong, Kar and Tadu | -Kumbo Council<br>-Government<br>-DD MINESEC<br>-DD MINEPAT  |  | X | X | labour   | equipment   | 9.7 Million | Public investment        |
| 6.4 | Construction of 07 classrooms at GSS Kimbo and GBSS Kumbo            |   |  |  | X |   | -Engineers<br>-Technicians<br>-Terrestrial surveyors | -Sand<br>-Stones<br>-Cement<br>-Timber<br>-Nails<br>-Zinc<br>-etc | 63 Million  | Public Investment Budget |

#### 12.5. Public Health

| N°  | Activities   | Products / Indicators Results (Expected Results)   | Person Responsible  | Period |    |    | Resources |           |                  | Sources of Financing |
|-----|--|--|---|--------|----|----|-----------|-----------|------------------|----------------------|
|     |  |  |   | Y1     | Y2 | Y3 | Humans    | Material  | Financial (FCFA) |                      |
| 1.1 | Assist in providing basic equipments in health centers     | 03 health institutions are assisted with 60 beds, 06 microscopes, 06 stretchers, 03 wheel chairs | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINSANTE<br>-Partners<br>-DD MINEPAT | X      |    |    | Labour    | logistics | 10.5 Million     | -Council budget      |
| 2.1 | Create awareness on Mutual Health Organisation functioning | 75% of the population is aware and subscribe to the MHO  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINSANTE<br>-Partners<br>-DD MINEPAT | X      |    |    | Labour    | logistics | 500.000          | Council budget       |

|     |  |   |  |   |   |   |                          |  |            |                                  |
|-----|--|---|--|---|---|---|--------------------------|--|------------|----------------------------------|
| 2.2 | Ensure successful vaccination campaigns  | All vaccination campaigns are successfully executed                   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINSANTE<br>-Partners<br>-DD MINEPAT  | X |   |   | labour                   | logistics  | 100.000    | Council budget                   |
| 3.1 | Lobby for the appointment of Health Technicians<br>Recruit community health workers. | 01 community Health expert  | -MHO/GTZ<br>-DD Public Health<br>-Partners<br>Community<br>DD MINEPAT                      | X |   |   | labour                   | -Stationeries                                    | 200.000    | -Council budget                  |
| 3.2 | Organize refresher courses at least twice a year                                     | 02 courses  | -MHO/GTZ<br>-DD Public Health<br>-Partners<br>-MINEPAT                                     | X |   |   | -Health experts          | -Stationeries<br>-Training manuals               | 5 Million  | -GIZ etc.                        |
| 3.3 | Designing of policy on Health safety   | 01 policy on Health Safety is designed.                               | -Kumbo Council (Mayor)   | X | X | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 1.000.000  | -Council budget<br>-VSO<br>-PNDP |
| 4.1 | Establish Partnership Projects (SSPP)  | 01 partnership is established.  | -MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT | X |   |   | Labour                   | -Stationeries                                    | 100.000    | council budget                   |
| 5.1 | Organisation of free Voluntary, Counseling and Testing (VCT) Campaigns on HIV/AIDS   | 02 campaigns are organized and more than 50% of population do the VCT | -MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT | X |   |   | Experts                  | stationaries                                     | 02 Million | Council budget<br>PNDP           |
| 5.2 | Sensitization campaigns on Abstinence, Fidelity and Condoms (AFC) practices          | - 43 villages are aware Of the basic AFC practices                    | -MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT | X |   |   | Labour                   | -Stationeries                                    | 01 Million | -Council budget<br>-PNDP         |
| 5.3 | Distribution Of Condoms and demonstrations on their use                              | 60% of the population   | -MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT | X |   |   | Labour                   | -Packets of condoms                              | 500.000    | -Public Investment budget        |

|     |  |                                     |  |  |   |   |  |   |             |                           |
|-----|--|-------------------------------------|--|--|---|---|--|---|-------------|---------------------------|
| 6.1 | Construction of Infirmary<br>GTHS Kumbo                      | GTHS Kumbo infirmary is constructed | Kumbo council<br>-DD MINEPAT<br>- DD Public works<br>-DD Public Health |  |   | X | Engineers<br>Technicians<br>Architects | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc       | 12 Million  | -Public Investment budget |
| 6.2 | Construction and Equipment of Health Centre at Mbveh and Kai | 02 ealth Centres are constructed    | Kumbo council<br>-DD MINEPAT<br>- DD Public works<br>-DD Public Health |  | X | X | Engineers<br>Technicians<br>Architects | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-equipment | 125 Million | -Public Investment budget |
| 7.1 | Renovation of Health Centre at Mbah and Melim                | 02 Health centres are renovated     | Kumbo council<br>-DD MINEPAT<br>- DD Public works<br>-DD Public Health |  |   | X | Engineers<br>Technicians<br>Architects | logistics   | 40 Million  | -Public Investment budget |

#### 12.6. Transport

| N°  | Activities  | Products  | Person Responsible   | Period |    |    | Resources    |  |                  | Sources of Financing  |
|-----|---|---|--|--------|----|----|--------------|--|------------------|-----------------------|
|     |   |   |  | Y1     | Y2 | Y3 | Human        | Material   | Financial (FCFA) |                       |
| 1.1 | Strengthen the capacity of the car and bike driver's associations | 02 workshops  | -DD Transport<br>-Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Drivers | X      |    |    | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 500.000          | -Kumbo Council Budget |
| 1.2 | Carryout sensitization the high way code                          | 02 sensitization programmes   | -DD Transport<br>-Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Drivers | X      |    |    | Labour       | -Stationeries  | 500.000          | -Kumbo Council Budget |
| 1.3 | Establish a road safety committee                                 | 01 road safety committee is put in place so as to reduce road accidents | -DD Transport<br>-Kumbo Council (3 <sup>rd</sup> Deputy Mayor)             | X      | X  | X  | -Members     | Stationeries   | 600.000          | -Kumbo Council Budget |

## 12.7. Agriculture

| N°  | Activities  | Products                             | Person Responsible  | Period |    |    | Resources    |  |                  | Sources of Financing       |
|-----|---|--------------------------------------|---|--------|----|----|--------------|--|------------------|----------------------------|
|     |   |                                      |   | Y1     | Y2 | Y3 | Human        | Material   | Financial (FCFA) |                            |
| 1.1 | Develop and seek funds for poor farmers resource Programme  | 01 proposal                          | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINADER<br>-NGOs<br>-DD MINEPIA<br>-DD MINAPAT                           | X      | X  | X  | Labour       | -Stationeries  | 1.5Million       | -Council budget            |
| 1.2 | Organize Annual Agro-pastoral and potato festivals  | 01 Agro-pastoral show                | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINADER<br>-NGOs<br>-DD MINEPIA<br>-DD MINMESSA<br>-DD MINEPAT<br>-MINEP | X      | X  | X  | Labour       | -Logistics   | 06 Million       | -Council budget<br>-Donors |
| 2.1 | Training of farmers on conservation techniques/<br>Promotion of improved soil management  | 50 farm group leaders are trained    | -Kumbo Council<br>-NGOs (SHUMAS, etc)<br>-DD MINADER<br>-DD MINEPAT   | X      | X  | X  | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 03 Million       | -Public Investment Budget  |
| 2.2 | Organize training on fertilizer handling through Implementation of Fertilizer Subsidy Partnership Programme (FSPP) farming groups' practices. | 01 fertilizer training event         | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-NGOs<br>-DD MINEP<br>-DD MINEPAT  | X      | X  | X  | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 1.5 Million      | -KUBWOSCO<br>-PNDP         |
| 3.1 | Training of farmers on basic post harvest techniques  | 01 training<br><br>50 farming groups | -Kumbo Council<br>-NGOs<br>-DD MINADER<br>-DD MINEPAT   | X      | X  | X  | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 1.5 Million      | -Public Investment Budget  |
| 4.1 | Pesticides should be made available for farmers, especially in the rural areas  | 25 groups                            | -Kumbo Council<br>-NGOs (SHUMAS, etc)<br>-DD MINADER<br>-DD MINEPAT   | X      | X  | X  | Labour       | -Pesticides  | 10 Million       | -Public Investment Budget  |
| 5.1 | Sensitize farmers on the enclosure of animals   | 01 sensitization campaign (ongoing)  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-NGOs (SHUMAS, etc)<br>-DD MINADER<br>-DD MINEPAT<br>-MINEP                  | X      | X  | X  | Labour       | -Stationeries  | 900.000          | -Council Budget            |

|     |   |   |  |   |   |   |         |                          |            |  |                                       |
|-----|---|---|--|---|---|---|---------|--------------------------|------------|--|---------------------------------------|
| 5.2 | Impose sanctions on owners of stray animals caught around farm lands                                      | Sanctions meted on defaulters are available                               | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-Administration<br>-Forces of Law and Order | X | X | X |         |                          |            |  | -Council budget                       |
| 6.1 | Signing of partnership agreements with investors in the agricultural sector for the purchase of equipment | 01 partnership agreement  | -Kumbo Council<br>-NGOs<br>-DD MINADER<br>-DD MINEPAT  | X | X | X | Labour  | -Stationeries            | 01 Million |  | -Public Investment Budget             |
| 6.2 | Supply of farm tools to farmers' groups   | 10 farm groups are supplied<br>75 hoes, 25 trucks, 50 cutlasses           | -Kumbo Council<br>-NGOs<br>-DD MINADER<br>-DD MINEPAT<br>-Partners                           | X | X | X | Labour  |                          | 20 Million |  | -Public Investment Budget             |
| 7.1 | Negotiation with potential investors of the KPCP  | 02 negotiations   | -Kumbo Council (Mayor)   | X |   |   | Labour  | -Stationeries            | 01 Million |  | -Council Budget                       |
| 7.2 | Fundraising for KPCP  | 01 proposal   | -Kumbo Council (Mayor)   | X | X | X | Labour  | -Stationeries            | 05 Million |  | -FEICOM<br>-Council Budget            |
| 7.3 | Implementation of the Kumbo potato cluster project  | 20% of the potato production is locally processed                         | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | X | X | -Labour | -Seedlings<br>-Equipment | 10 Million |  | -Public Investment<br>-Council Budget |
| 7.4 | Implementation of the potato sector support partnership project(PSSPP)                                    | 20 potato growers benefit subsidized resources from partnering agencies   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | X | X | -Labour | -Seedlings<br>-Equipment | 01 Million |  | -Council Budgets                      |
| 8.1 | Signing the Potato Sector Support Partnership Project (PSSPP)   | 01 agreement  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  |   | X | X | -labour | -logistics               | 02 Million |  | -Council Budget                       |
| 8.2 | Development of investment opportunity proposals   | 03 proposals  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  |   | X | X | Labour  | -logistics               | 01 Million |  | -Council Budget                       |
| 8.3 | Negotiations with potential investors   | 03 agreements   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | X | X | -Labour | -logistics               | 06 Million |  | -Council Budget                       |
| 8.4 | Fundraising forums organized  | 03 investors  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | X | X | -Labour | -logistics               | 10 Million |  | Donors                                |
| 8.5 | Implementation of corn and cassava processing projects  | 20 operators of corn and cassava are benefiting from subsidized resources | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | X | X | Labour  | -Seedlings<br>-Equipment | 02 Million |  | -Council budget                       |
| 9.1 | Rehabilitation of the council oil palm plantation   | Oil palm plantation in Nkuv is rehabilitated                              | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | X | X | Labour  | -Land<br>-Seedling       | 10 Million |  | Donors                                |

|      |                                     |  |  |  |   |   |  |   |                |                          |
|------|-------------------------------------|--|--|--|---|---|--|---|----------------|--------------------------|
| 10.1 | Construction of Agric Post          | Agric Post in Tadu, Kikaikom, Meluf, Melim, Kitiwum, Ndzeng and Ngendzen are constructed | Kumbo Council<br>DD MINEPAT<br>DD Public works |  | X | X | Engineers<br>Technicians<br>Architects | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 93.758 Million | Public Investment Budget |
| 10.2 | Construction of Council (CAC Kumbo) | CAC Kumbo is constructed   | Kumbo Council<br>DD MINEPAT<br>DD Public works |  |   | X | Engineers<br>Technicians<br>Architects | -Sand<br>-Stones<br>-Agregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 100 Million    | Public Investment Budget |

## 12.8. Trade and Commerce

| N°  | Activities  | Products   | Person Responsible  | Period |    |    | Resources                |  |                  | Sources of Financing       |
|-----|---|--|---|--------|----|----|--------------------------|--|------------------|----------------------------|
|     |   |  |   | Y1     | Y2 | Y3 | Human                    | Material   | Financial (FCFA) |                            |
| 1.1 | Review tax policy and its implementation strategies                   | 01 tax policy manual   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-Economic Operators<br>-DD Trade & Commerce  | X      | X  | X  | Labour                   | Stationeries                                     | 1.5 Million      | -Council Budget            |
| 2.1 | Recruit and train security guards for Markets and parks               | 04 security guards   | - Kumbo Council (3 <sup>rd</sup> Deputy Mayor)  | X      | X  |    | Facilitators             | -Stationeries/<br>logistics<br>-Training Manuals | 200.000          | -Council Budget            |
| 3.1 | Training of young people and vulnerable groups in business management | 10 Vulnerable groups and 50 young people acquire skills on business management to start operating activities | - Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>- DD Trade & Commerce<br>-DD Social Affairs<br>-DD Employ. & Voc. Training<br>-NGOs | X      | X  |    | Experts/<br>Facilitators | -Stationeries/<br>logistics<br>-Training Manuals | 02 Million       | -Council Budget<br>-Donors |
| 4.1 | Implementation of the Grant and Loan Scheme                           | 20 traders are benefiting from the grants and loan scheme in Kumbo.  | - Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Government<br>-Credit unions<br>-Banks   | X      | X  | X  | Experts/<br>Facilitators | Stationeries/<br>logistics                       | 30 Million       | -Council Budget<br>-Donors |

|     |   |  |   |   |   |   |                          |   |            |                            |
|-----|---|--|---|---|---|---|--------------------------|---|------------|----------------------------|
| 4.2 | Organization of the Kumbo Biennial Trade Fair                       | Kumbo Council successfully organizes 02 continuous Biennial trade fairs involving all traders and economic operators within the municipality | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-Economic Operators<br>-DD Trade & Commerce            |   | X |   | Labour                   | -Logistics  | 01 Million | -Council Budget            |
| 5.1 | Promotion of Decent Work within the municipality                    | Small scale firms wide codes of conduct are enforced   | -Kumbo Council<br>-DD Labour & Soc. Security<br>-Media<br>-Basic Union of Council Workers               | X |   |   | Labour                   | Logistics   | 01 Million | - Public Investment Budget |
| 6.1 | Action research on the honey industry and related value chains      | 01 copy of results of study are available  | -DD MINADER<br>-Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Banks<br>-NGOs                         | X |   |   | Research experts         | -Logistics  | 500.000    | -Council Budget<br>-Donors |
| 6.2 | Strengthening marketing functions of honey producers' organizations | Bee Farmers are provided loans for the purchase of harvesting equipment in their respective bee farms  | - Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Government<br>-NGOs                                  |   | X | X | Experts/<br>Facilitators | -Stationeries/<br>logistics<br>-Training Manuals  | 01 million | -Donors                    |
| 6.3 | Training for honey product diversification                          | 01 training is organized for honey producers   | - Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Government<br>-NGOs<br>Small/Medium size Enterprises |   |   | X | Experts/<br>Facilitators | -Stationeries –<br>Logistics<br>-Training Manuals | 200.000    | -Donors                    |

#### 12.9. MINEPIA

| N°  | Activities   | Products   | Person Responsible   | Period |    |    | Resources |                             |                  | Sources of Financing     |
|-----|--|--|--|--------|----|----|-----------|-----------------------------|------------------|--------------------------|
|     |  |  |  | Y1     | Y2 | Y3 | Human     | Material                    | Financial (FCFA) |                          |
| .13 | Assist in the control of diseases especially rabies tuberculosis and brucellosis | All diseases are controlled to reduce the rate of transmission | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)                |        | X  | X  | Experts   | -Stationeries/<br>logistics | 01 Million       | -Council Budget          |
| 1.2 | Support to livestock farmers   |  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEPIA |        |    | X  | Labour    | Logistics<br>Farm equipment | 100 Million      | Public Investment budget |

|      |   |  |  |  |   |   |  |  |            |                           |
|------|---|--|--|--|---|---|--|--|------------|---------------------------|
| 2.1  | Construction and equipment of a zootechnical veterinary sanitation control centre Kumbo           | 01 centre is constructed   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEPIA<br>-DD Public Works |  | X |   | Engineers<br>Technicians<br>Architects           | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 35 Million | Public Investment budget  |
| 7.2  | Look for high yielding species for fish and feed supplements to revamp the municipal fish station | 04 new species like Tilapia, Mud fish, Cap, and Clarion                                  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEPIA                     |  |   | X | Experts  | logistics  | 500.000    | - Council budget          |
| 8.1  | Train farmers on the importance of drugs and vaccines to animals                                  | 02 training events   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEPIA                     |  |   |   | Facilitators                                     | -Stationeries<br>-Logistics<br>-Training Manuals                                     | 1.000.000  | -Public Investment Budget |
| 8.2  | Subsidization of treatment and drugs  | Livestock farmers are supplied drugs and other veterinary services at cheaper rates.     | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)                                    |  |   | X | Experts  | Logistics<br>drugs   | 500.000    | -Council budget           |
| 9.1  | Implementation of the Mbororo improved pasture promotion project.                                 | 60% of Mbororos have improved on pasture as a result of their pasture promotion project. | -Government<br>-Kumbo council<br>-MINEPIA<br>-MINEP<br>-NGOs                     |  |   | X | Labour   | -Improved pasture<br>-Land   | 2 million  | -Public Investment Budget |
| 9.2  | Establishment of the Mbororo training sponsorship and loan scheme.                                | 70% of the Mbororo population benefits from the sponsorship and loan scheme              | -Government  |  |   | X | Experts<br>Facilitators                          | -Stationeries<br>-Logistics<br>-Training Manuals                                     | 20million  | -Public Investment Budget |
| 9.3  | Implement the Mbororo Participation plans for local projects in the MINEPIA sector                | Mbororos are actively participating in all community projects                            | -MINEPIA<br>-MINEP<br>-Kumbo council<br>MINEPAT                                  |  |   | X | Experts<br>Facilitators                          | -Stationeries<br>-Logistics<br>-Training Manuals                                     | 40million  | -Public Investment Budget |
| 10.1 | Construction of DD MINEPIA  | DD MINEPIA is constructed  | Kumbo council<br>DD MINEPAT<br>DD MINEPIA<br>-DD Public Works                    |  | X |   | Engineers<br>Terrestrial surveyors<br>Architects | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 65 Million | -Public Investment Budget |

## 12.10. Tourism

| N°  | Activities  | Products   | Person Responsible  | Period |    |    | Resources                                |  |                  | Sources of Financing       |
|-----|---|--|---|--------|----|----|--|--|------------------|----------------------------|
|     |   |  |   | Y1     | Y2 | Y3 | Human                                    | Material   | Financial (FCFA) |                            |
| 1.1 | Make an inventory of all attractive sites                                       | -03 caves<br>-02 water falls<br>-Forests<br>-02 museums<br>-01 palace and other landscape units                            | -Government   |        |    | X  | Surveyors/<br>Engineers                  | -Stationeries/<br>Logistics  | 200.000          | -Public Investment budget  |
| 1.2 | Classify all identified sites/establishments                                    | Cultural, mountain, sports, conference, ecotourism and agro tourism have been classified to exist within the municipality. | -Government   |        |    | X  | Experts                                  | -Stationeries/<br>Logistics  | 01 million       | -Public Investment budget  |
| 2.1 | Creation of a tourism board, recruit and train tourism guards                   | 01 local tourism board   | -Government   |        | X  |    | Labour                                   | -Training manuals<br>-Logistics  | 300.000          | -Public Investment budget  |
| 2.2 | Promote and market tourism products through face to face contacts and the media | 01 tourist guide   | -Kumbo Council<br>-DD MINTOUR<br>-DD MINDUH<br>-Local Development Committees (VDA)                                | X      | X  | X  | labour                                   | -Stationeries/<br>Logistics  | 500.000          | -Public Investment budget  |
| 3.1 | Identify site for a council hotel and register the land                         | 01 demarcated site for the hotel with a land certificate   | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINTOUR<br>-DD MINDUH<br>-Local Development Committees (VDA) | X      |    |    | -Surveyors<br>-Engineers                 | -Stationeries  | 20 Million       | -Council budget<br>-FEICOM |
| 3.2 | Survey and construction of the council hotel                                    | 01 international standard council hotel  | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINTOUR<br>-DD MINDUH<br>-Local Development Committees (VDA) |        |    | X  | -Surveyors<br>-Engineers<br>-Technicians | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Aggregate<br>-Equipment | 2.5 Billion      | -Council budget<br>-FEICOM |
| 4.1 | Organisation of the NGONSO Cultural Week  | 01 festival is organised   | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINTOUR<br>-DD MINDUH<br>-Local Development Committees (VDA) |        | X  | X  |  | -Stationeries/<br>Logistics  | 30 Million       | Public Investment Budget   |

|     |                                 |                                    |   |  |   |   |  |   |            |                          |
|-----|---------------------------------|------------------------------------|---|--|---|---|--|---|------------|--------------------------|
| 5.1 | Construction of DD MINTOUR      | DD MINTOUR is constructed          | Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINTOUR<br>-DD MINEPAT  |  | X |   | -Engineers<br>-Technicians<br>Architects | -Stationeries/<br>Logistics   | 43 Million | Public Investment Budget |
| 5.2 | Renovation of NSO Palace Meseum | The NSO Palace meseum is renovated | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINTOUR<br>-DD MINDUH<br>-Local Development Committees (VDA)<br>NSO Palace |  |   | X | -Engineers<br>-Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 25 Million | Public Investment Budget |

#### 12.11. Forestry and Wild Life

| N°  | Activities   | Products   | Person Responsible   | Period |    |    | Resources                |   |                  | Sources of Financing      |
|-----|--|--|--|--------|----|----|--------------------------|---|------------------|---------------------------|
|     |  |  |  | Y1     | Y2 | Y3 | Human                    | Material  | Financial (FCFA) |                           |
| 1.1 | Organize climate change workshops  | 02 climate change workshops                                | -Kumbo Council<br>-DD MINFOF<br>-DD MINEP<br>-DD MINEPAT<br>-NGOs                                | X      | X  | X  | Experts/<br>Facilitators | -Stationeries<br>-Logistics<br>-Training<br>Manuals | 250.000          | -Public Investment        |
| 1.2 | Providing seedlings for each newly registered baby for planting                                  | 1000 seedlings   | -Kumbo Council (4 <sup>th</sup> Deputy mayor)<br>-ANAFOR<br>-DD MINFOF<br>-DD MINEPAT            | X      | X  | X  | Labour                   | -Seedlings  | 900.000          | -Council Budget           |
| 1.3 | Sensitization of the population on the importance of tree planting and the dangers of bush fires | 70% of the population is aware of environmental protection | -Kumbo Council (4 <sup>th</sup> Deputy mayor)<br>-DD MINFOF<br>-DD MINEP<br>-DD MINEPAT<br>-NGOs | X      | X  | X  | Labour                   | -Stationeries                                       | 600.000          | -Council Budget           |
| 1.4 | Award of prizes to best forest plantation or wood lot owners                                     | 01 prize award   | -Kumbo council<br>-MINFOF<br>-ANAFOR   | X      |    |    | Labour                   | -Prizes   | 500.000          | -Public Investment budget |
| 1.5 | Provision of technical support to farmers/organizations interested in tree planting              | 50 farmers   | - Kumbo council<br>-MINFOF<br>-ANAFOR  | X      | X  | X  | Facilitators             | -Stationeries<br>-Logistics<br>-Training<br>Manuals | 01 Million       | -Public Investment budget |
| 1.6 | Training of farmers on good nursery practices and forest management                              | 50 farmers receive 01 training                             | - Kumbo council<br>-MINFOF<br>-ANAFOR  | X      |    |    | Experts/<br>Facilitators | -Stationeries<br>-Logistics<br>-Training<br>Manuals | 300.000          | -Public Investment budget |

|     |  |   |  |   |   |   |  |   |             |                                 |
|-----|--|---|--|---|---|---|--|---|-------------|---------------------------------|
| 2.1 | Carryout forest inventory and explain results to council, NGOs and farmers               | 01 successful inventory                                     | - Kumbo council<br>-MINFOF<br>-ANAFOR  |   | X | X | Surveyors/<br>Technicians              | -Stationeries   | 300.000     | -Public<br>Investment<br>budget |
| 2.2 | Promote Agro-Forestry and none Timber Forest Products (NTFP)                             | 01 meeting  | - Kumbo council<br>-MINFOF<br>-ANAFOR  |   | X | X | Surveyors/<br>Technicians              | -Stationeries   | 1000.000    | -Public<br>Investment<br>budget |
| 2.3 | Training of council staff and interested farmers on basic techniques of forest inventory | 01 training event   | -Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF                             |   | X | X | Experts/<br>Facilitators               | -Stationeries<br>-Logistics<br>-Training<br>Manuals   | 500.000     | -Council budget                 |
| 2.4 | Update participatory forest management plans   | 01 Forest participatory plan                                | -Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF                             |   |   | X | Labour                                 | -Stationeries   | 200.000     | -Council Budget                 |
| 3.1 | Establishment of communal forest reserve   | 02 Communal forest reserves                                 | -Kumbo Council<br>-DD MINFOF   | X | X | X | Surveyors/<br>Technicians              | -Stationeries   | 700.000     | -Public<br>Investment<br>budget |
| 3.2 | Identification and protection of endangered species                                      | All Endangered species of animals are made known to hunters | -Kumbo Council<br>-DD MINFOF<br>-DD MINEP  | X | X | X | Surveyors/<br>Technicians              | -Stationeries   | 900.000     | -Public<br>Investment<br>budget |
| 4.1 | Sensitization of the population on reforestation and regeneration of the forest          | 01 awareness campaign is organised                          | -Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF<br>-MINADER                 |   |   | X | Experts                                | -Stationeries   | 200.000     | -Council Budget                 |
| 4.2 | Promote Agro-forestry and PFNC   | 02 forests deforested                                       | -Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF                             |   | X | X | Experts                                | -Stationeries   | 200.000     | -Donor                          |
| 5.1 | Promote none conventional Livestock Farming  | 02 game farms are set up                                    | -Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF<br>-MINEPIA                 |   | X | X | Experts                                | -Logistics  | 500.000     | -Public<br>Investment<br>budget |
| 5.2 | Sensitize the population on the procedure to obtain hunting licenses                     | 80% hunters acquire hunting licenses                        | -Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF                             |   | X | X | Labour                                 | -Stationeries   | 200.000     | -Public<br>Investment<br>budget |
| 6.1 | Construction and equipment of DD MINFOF  | DD MINFOF Kumbo is constructed and equiped                  | Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF<br>-DD MINEPAT               |   |   | X | Engineers<br>Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 169 Million | Public<br>Investment<br>budget  |
| 7.1 | Deforestation at Taayan  | Natural trees are planted                                   | Kumbo Council (4 <sup>th</sup><br>Deputy Mayor)<br>-DD MINFOF<br>-DD MINEPAT<br>- DD MINEP |   |   | X | Experts                                | equipment   | 20 Million  | Public<br>Investment<br>budget  |

|     |   |                           |   |  |  |   |        |          |           |                          |
|-----|---|---------------------------|---|--|--|---|--------|----------|-----------|--------------------------|
| 7.2 | Purchase of 4 wheel drive for the DD MINFOF | A 4X4 drive car is bought | Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINFOF<br>-DD MINEPAT |  |  | X | Expert | logistic | 25Million | Public Investment budget |
|-----|---|---------------------------|---|--|--|---|--------|----------|-----------|--------------------------|

## 12.12. Social Affairs

| N°  | Activities   | Products   | Person Responsible   | Period |    |    | Resources |               |           | sources of financing       |
|-----|--|--|--|--------|----|----|-----------|---------------|-----------|----------------------------|
|     |  |  |  | Y1     | Y2 | Y3 | Human     | Material      | Financial |                            |
| 1.1 | Sensitize the population against stigmatization and discrimination on the vulnerable   | 75% of the population is reached   | -Kumbo Council (1 <sup>st</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-Social Centers<br>-Media houses<br>-Religious bodies<br>-Traditional Authorities<br>-Partner Organizations | X      | X  | X  | Labour    | -Stationeries | 600.000   | -Council budget<br>-Donors |
| 1.2 | Create awareness within the public works sector so as to ensure that people with disabilities are considered when building public infrastructure | All Public infrastructure is made accessible to people with disabilities                               | -Kumbo Council (2 <sup>nd</sup> Deputy mayor)<br>-DD MINAS<br>-Social Centers<br>-DD MINEPAT   | X      | X  | X  | Experts   | -Logistics    | 500.000   | -Public Investment budget  |
| 1.3 | Give special considerations in the recruitment and working conditions of the Mbororo and vulnerable population                                   | 50% of Mbororos and other vulnerable persons within the council are provided employment                | -Kumbo Council (2 <sup>nd</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-NGOs<br>-Private firms   | X      | X  | X  | labour    | -Logistics    | 50.000    | -Public Investment budget  |
| 2.1 | Sensitization of the population on the existence of social centers and partner organizations   | 80% of the population is informed, and are exploiting the available social services within the council | -Kumbo Council (1 <sup>st</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-Social Centers<br>-Media houses<br>-Religious bodies<br>-Traditional Authorities<br>-Partner Organizations | X      | X  | X  | Labour    | -Stationeries | 600.000   | -Council budget<br>-Donors |

|     |   |  |  |   |   |   |                          |  |             |                                  |
|-----|---|--|--|---|---|---|--------------------------|--|-------------|----------------------------------|
| 2.2 | Mobilization and provision of resources to social centers/ partner organizations                        | 75 % of Vulnerable groups are receiving assistance from the council                    | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-NGOs<br>-Private firms | X | X | X | Labour                   | logistics  | 1.5 Million | -Council budget                  |
| 3.1 | Creating and Identifying the actors in the multi-sectorial approach to fight against child abuse        | 10 local vigilante groups are created and 03 human rights organizations are identified | -Government  |   | X | X | Labour                   | logistics  | 200.000     | -Public Investment budget        |
| 3.2 | Intensify sensitization campaign against child abuse, exploitation, trafficking and education the Child | The population in high risk areas like Bamkikai is aware of traffic scams.             | -Government  |   | X | X | Labour                   | -Stationeries                                    | 200.000     | -Public Investment budget        |
| 3.3 | Education and training of victims of child abuse, exploitation and trafficking                          | 02 trainings are organized   | -Government  |   | X | X | Experts/<br>Facilitators | -Stationeries<br>-Logistics<br>-Training Manuals | 300.000     | -Public Investment budget        |
| 4.1 | Seek permission to operate the cemetery   | A prefectoral order to operate a cemetery exists                                       | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD MINAS   |   |   | X | Labour                   | -stationaries<br>-logistics                      | 100.000     | -Council Budget                  |
| 4.2 | Carry out feasibility studies for the identification of a public cemetery                               | 01 location plan exists  | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD MINAS   |   |   | X | Surveyor                 | -Stationeries                                    | 05 Million  | -Council Budget                  |
| 4.3 | Designing of policy on disability   | 01 policy  | -Kumbo Council (Mayor)   | X | X | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 1.000.000   | -Council budget<br>-VSO<br>-PNDP |

### 12.13. Culture

| N°  | Activities   | Products                         | Person Responsible | Period |    |    | Resources                |  |           | Sources of financing |
|-----|--|----------------------------------|--------------------|--------|----|----|--------------------------|--|-----------|----------------------|
|     |  |                                  |                    | Y1     | Y2 | Y3 | Human                    | Material   | Financial |                      |
| 1.1 | Organize workshops for traditional authorities (aimed at reviewing the negative traditional practices) | 01 workshop is organized yearly. |                    |        | X  | X  | Experts/<br>Facilitators | -Stationeries<br>-Logistics<br>-Training Manuals | 100.000   | Public Investment    |

|     |  |   |   |   |   |   |        |                             |            |                    |
|-----|--|---|---|---|---|---|--------|-----------------------------|------------|--------------------|
| 1.2 | Sensitization of the population on the need and advantages of the Nso Language and Culture | Articles reflecting the Nso culture are exposed through the media | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Traditional Authorities                            | X | X | X | Labour | -Stationeries               | 300.000    | -Council Budget    |
| 1.3 | Provision of assistance to the Nso Language Organization                                   | Allowance to 01 Nso language teacher                              | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Traditional Authorities                            | X | X | X | Labour | -Stationeries<br>-logistics | 600.000    | -Council Budget    |
| 1.4 | Creation of a standard Nso Cultural Committee  | 01 standing cultural committee exists                             | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Traditional Authorities                            | X |   |   | Labour | -Stationeries<br>-logistics | 200.000    | Council Budget     |
| 1.5 | Marketing of the Nso Culture through the internet, etc. e.g. the Ngonso Festival           | 01 website is built and constantly updated                        | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committee<br>-Traditional Authorities | X | X | X | Labour | -Internet                   | 02 Million | -Council Budget    |
| 1.6 | Formation of a traditional House of Assembly   | 01 cultural house of Assembly is formed                           | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committee<br>-Traditional Authorities | X |   |   | Labour | -Logistics/<br>Stationeries | 200.000    | Council Budget     |
| 1.7 | Organization of artistic and cultural exhibitions/competitions                             | 01 artistic exhibition is organized a year                        | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committee<br>-Traditional Authorities | X | X | X | Labour | Logistics                   | 01 Million | -Council Budget    |
| 1.8 | Facilitation of the establishment of modern museums within the municipality                | 02 modern museums are established within the municipality.        | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committees                            |   | X | X | Labour | logistics                   | 500.000    | -Public Investment |
| 1.9 | Promotion of Lamnso clubs in Schools   | 10 popular schools have cultural clubs to promote the Nso culture | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-DD MINEDUB<br>-DD MINESEC                          |   | X | X | Labour |                             | 300.000    | -Council budget    |

|     |  |                             |   |  |   |   |  |   |            |                          |
|-----|--|-----------------------------|---|--|---|---|--|---|------------|--------------------------|
| 2.1 | Completion of the construction of NSO Palace | The NSO Palace is completed | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committee<br>-Traditional Authorities |  |   | X | Engineers<br>Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 60 Million | Public Investment Budget |
| 2.2 | Construction of the DD Culture               | DD Culture is constructed   | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>- MINEPAT   |  | X |   | Engineers<br>Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 60 Million | Public Investment Budget |
| 2.3 | Equipment of the DD Culture                  | DD Culture is equipped      | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>- MINEPAT   |  |   | X | labour                                 | equipment   | 20 Million | Public Investment Budget |

#### 12.14. Employment and Vocational Training

| N°  | Activities   | Products  | Person Responsible  | Period |    |    | Resources    |  |                  | Sources of Financing      |
|-----|--|---|---|--------|----|----|--------------|--|------------------|---------------------------|
|     |  |   |   | Y1     | Y2 | Y3 | Human        | Material   | Financial (FCFA) |                           |
| 1.1 | Identify and locate site for construction of a training centre               | 01 site for the creation of the centre exists                           | -Kumbo Council<br>-Government<br>-DD MINEFOP<br>-DD MINDAF                                  |        | X  | X  | -Surveyors   | -Stationeries<br>-Logistics                                  | 01 Million       | -Public Investment budget |
| 1.2 | Fundraising via project proposal writing                                     | 02 proposals are positively responded to by Government and other donors | -Kumbo Council<br>-Government<br>-Community   |        | X  | X  | -Labour      | -Stationeries  | 200.000          | -Public Investment budget |
| 1.3 | Construction of training centre  | Kumbo Council has 01 Vocational centre for multi disciplines            | -Kumbo Council<br>-Government<br>-MINEFOP<br>-UNDP  |        |    | X  | -Technicians | -Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-etc | 200 Million      | -Public Investment budget |
| 1.4 | Sensitize the public on the importance and advantages of vocational training | -65% population is aware  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINEFOP<br>-Mass Media<br>-Mfuh Houses | X      | X  | X  | Labour       | -Stationeries  | 200.000          | -Council budget           |

|     |   |  |  |   |   |   |                       |  |             |                                  |
|-----|---|--|--|---|---|---|-----------------------|--|-------------|----------------------------------|
| 2.1 | Provide human, material, and financial assistance to existing centers   | 11 centers are benefiting from human, material and financial assistance from the council | -Kumbo council<br>-Government                | X | X | X | Labour                | -Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-etc | 500.000     | -Public Investment budget        |
| 3.1 | Organize capacity building workshops  | 03 capacity building workshop  | -Kumbo Council<br>-Government<br>-DD MINEFOP | X | X | X | Experts/ Facilitators | -Stationeries<br>-Logistics<br>-Training Manuals             | 2.5 Million | -Public Investment budget        |
| 4.3 | Designation of policies on recruitment and training of staff, use of IT, Confidentiality, performance management, information sharing | 05 policy  | -Kumbo Council (Mayor)                       | X | X | X | Experts/ Facilitators | -Training manuals<br>-Stationeries<br>-Logistics             | 1.000.000   | -Council budget<br>-VSO<br>-PNDP |

#### 12.15. Urban Development and Housing

| N°  | Activities   | Products  | Person Responsible  | Period |    |    | Resources                            |                             |                  | Sources of Financing                         |
|-----|--|---|---|--------|----|----|--------------------------------------|-----------------------------|------------------|--|
|     |  |   |   | Y1     | Y2 | Y3 | Human                                | Material                    | Financial (FCFA) |  |
| 1.1 | Identification of owners of old and dilapidated structures within the municipality               | 80% of owners of dilapidated structures are identified  | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH |        | X  | X  | Labour                               | -Stationeries               | 100.000          | -Council budget                              |
| 1.2 | Convene meetings with owners of dilapidated structures   | 03 meetings are convened  | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH |        | X  |    | Labour                               | -Stationeries<br>-Logistics | 300.000          | -Council budget                              |
| 1.3 | Sensitization on maintenance and restructuring of old structures                                 | 100% population has received sensitization messages on maintenance and rehabilitation of their respective buildings | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH | X      | X  | X  | Labour                               | -Stationeries               | 600.000          | -Council budget                              |
| 2.1 | Review/update of master plan of the town   | 01 Complete Master plan   | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH |        |    | X  | -Surveyor<br>-Engineer<br>-Architect | -Stationeries               | 20 Million       | -Public Investment budget<br>-Council budget |
| 3.1 | Elaboration and Implementation of the Municipal Land Use Demarcation Project (MLUDP)             | 01 official agreement   | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH |        |    | X  | -Surveyor<br>-Engineer               | -Stationeries               | 50 Million       | -Public Investment budget<br>-Council budget |
| 4.1 | Identification of strategic sites for the construction of public toilets within the municipality | 04 sites  | -Kumbo council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINDUH | X      |    |    | -Surveyor<br>-Engineer               | -Stationeries<br>-Equipment | 500.000          | -Council budget                              |

|     |   |  |   |   |   |   |  |  |             |                            |
|-----|---|--|---|---|---|---|--|--|-------------|----------------------------|
| 4.2 | Drawing up of standard plans for toilets  | 01 Standard master plan  | -Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH            |   | X |   | -Surveyor<br>-Engineer<br>-Architect                 | -Stationeries  | 500.000     | -Council budget            |
| 4.3 | Construction of public toilets  | 04 public toilets  | -Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH            |   |   | X | -Engineers<br>-Technicians<br>-Architect             | -Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-etc                         | 30 Million  | -Council budget<br>-Donors |
| 4.4 | Sanitary inspection of private toilets  | 04 inspection campaigns are organised                                | -Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH            | X | X | X | Labour   | -Stationeries  | 300.000     | -Council budget            |
| 5.1 | Setting up committees to check construction on risk zones                                     | 04 supervisory authorities   | -Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH            | X |   |   | Labour   | -Stationeries  | 100.000     | -Council budget            |
| 6.1 | Feasibility studies are carried out to identify areas for the construction of low cost houses | -Feasibility studies<br>-Standard plan for municipal low cost houses | -Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH            |   | X |   | -Surveyors<br>-Engineers                             | -Logistics<br>-Equipment   | 500.000     | -Council budget            |
| 6.2 | Construction of low cost houses   | 10 houses  | -Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-FEICOM |   |   | X | -Engineers<br>-Technicians<br>-Architect             | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-water<br>-etc | 100 Million | -Council budget<br>-FEICOM |
| 6.3 | Creation of Municipal new layout  | 01 new layout is created   | Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH             |   | X |   | -Terrestrial Surveyors<br>-Technicians<br>-Architect | -logistics<br>-land  | 5million    | -Council budget            |
| 6.4 | Provision of aerial pictures and plan of Kumbo Town   | Aeria pictures and plan of the town are available                    | Kumbo council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH             | X |   |   | -Terrestrial Surveyors<br>-Technicians               | Logistics<br>Equipment   | 23 720 647  | Public Investment Budget   |

12.16. Women Empowerment and the Family

| N°  | Activities   | Products  | Person Responsible   | Period |    |    | Resources                |  |                  | Sources of Financing        |
|-----|--|---|--|--------|----|----|--------------------------|--|------------------|-----------------------------|
|     |  |   |  | Y1     | Y2 | Y3 | Human                    | Material   | Financial (FCFA) |                             |
| 1.1 | Training of traditional leaders and other stakeholders on the disadvantages of obnoxious traditional practices against women | 35 traditional leaders and 100 stakeholders are trained   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Communities<br>-Traditional Authorities/<br>institutions<br>-NGOs<br>-Women's groups                  | X      | X  | X  | Experts                  | -Stationeries                                    | 100.000          | -Council Budget             |
| 1.2 | Drawing up of traditional charter on the rights of women, especially widows  | 01 Traditional Legislation  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Communities<br>-Traditional Authorities/<br>institutions<br>-NGOs<br>-Women's group leaders           |        | X  | X  | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 100.000          | -Public Investment budget   |
| 2.1 | Sensitization and advocacy on gender sensitive program   | Women are sensitized on the need to be educated as men and have received knowledge on property rights | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Media houses<br>-Communities<br>-Traditional Authorities/<br>institutions<br>-NGOs<br>-Women's groups |        | X  | X  | Experts                  | -Stationeries                                    | 200.000          | -Council budget             |
| 2.2 | Workshops/ seminars for gender mainstreaming   | -60% of girls are enrolled into schools and vocational centers.                                       | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Communities<br>-Traditional Authorities/<br>institutions<br>-NGOs<br>-Women's group leaders           |        | X  | X  | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 500.000          | -Council budget<br>-MINPROF |

|     |   |  |   |   |   |   |                          |  |         |                                  |
|-----|---|--|---|---|---|---|--------------------------|--|---------|----------------------------------|
| 3.1 | Formulation of women's economic groups by zones.  | -Women's Economic groups are regrouped into at least 08 Zones within the council area.   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Traditional Authorities/<br>institutions<br>-NGOs<br>-Women's groups                 |   | X | X | Labour                   | -logistics                                       | 100.000 | -Public Investment budget        |
| 3.2 | Organize workshops to train women on group dynamics.  | -At least 08 zone leaders are trained on group dynamics and management.                  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-NGOs<br>-Women's group leaders   |   | X | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 200.000 | -Public Investment budget        |
| 3.3 | Organize exhibitions on women's products.   | 01 exhibition  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Women's groups   | X | X | X | Labour                   | Training manuals<br>-Stationeries<br>-Logistics  | 200.000 | -Public Investment budget        |
| 4.1 | Encourage and train women's group leaders on project writing                                | All women's groups are trained on project writing.                                       | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Women's group leaders  |   | X | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 200.000 | -Public Investment budget        |
| 4.2 | Lobby for funding of women's projects   | 01 project   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Communities<br>-Traditional Authorities/<br>institutions<br>-NGOs<br>-Women's groups |   | X | X | Labour                   | -Stationeries                                    | 50.000  | -Council budget                  |
| 4.3 | Training of women's group leaders on basic financial management procedures and book keeping | 10 women's groups  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Women's group leaders  |   | X | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 500.000 | -Council budget<br>-Donor        |
| 4.4 | Encourage a spirit of saving amongst the women  | Women's groups have opened up accounts with local credit unions and are saving regularly | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-NGOs<br>-Women's groups  |   |   | X | Labour                   | -Stationeries                                    | 500.000 | -Council budget                  |
| 4.3 | Designation of policy gender  | 01 policy  | -Kumbo Council (Mayor)  | X | X | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 200.000 | -Council budget<br>-VSO<br>-PNDP |

|     |                                      |   |  |  |  |   |  |   |            |                          |
|-----|--------------------------------------|---|--|--|--|---|--|---|------------|--------------------------|
| 5.1 | Construction of women empower center | Women empowerment centre is constructed and equiped | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>- DD MINEPAT<br>-DD Public works |  |  | X | Engineers<br>Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 60 Million | Public Investment Budget |
|-----|--------------------------------------|---|--|--|--|---|--|---|------------|--------------------------|

#### 12.17. Small and Medium size Enterprises

| N°  | Activities   | Products  | Person Responsible  | Period |    |    | Resources                              |   |                  | Sources of Finance                             |
|-----|--|---|---|--------|----|----|--|---|------------------|--|
|     |  |   |   | Y1     | Y2 | Y3 | Human                                  | Material  | Financial (FCFA) |  |
| 1.1 | Review tax policy and its implementation strategy                                      | Tax policy manual is reached by all economic operators  | -Government<br>-Taxation Department<br>-Kumbo council                             |        | X  | X  | Taxation experts                       | -Stationeries   | 200.000          | -Public Investment Budget                      |
| 2.1 | Sensitization of women to join women's group especially common initiative groups (CIG) | All socio-economic groups are grouped into Common Initiative Groups (CIGs)                        | -Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Business units<br>-DD SME       | X      | X  | X  | Labour                                 | logistics   | 200.000          | -Council Budget<br>-Kumbo Women's Cooperatives |
| 2.2 | Integrate marginalized groups like the Mbororo and people with disabilities into CIGs  | 01 meeting  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-Business units<br>-DD SME       |        | X  | X  | Labour                                 | -Stationeries   | 500.000          | -Council Budget                                |
| 2.3 | Formation of arts and craft CIGs   | 10 CIGs are formed  | -Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Business units<br>-DD SME       | X      | X  | X  | Labour                                 | Logistics equipment   | 06 Million       | -Council budget<br>-Public Investment budget   |
| 3.1 | Establishment of a window' grants and loan scheme                                      | At least 40 small scale business operators are benefiting from the window Grants and Loan Scheme. | -Kumbo Council<br>-Business units<br>-DD SME                                      |        | X  | X  | Labour                                 | Logistics<br>Stationaries   | 2million         | -Public Investment budget                      |
| 3.2 | Design and implement the Women's Participatory plan                                    | 01 local project  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF                      |        | X  | X  | Labour                                 | Logistics<br>Stationaries   | 800.000          | -Public Investment budget                      |
| 4.1 | Construction of public show room of Kumbo  | 01 show room is constructed   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>- DD Public works |        |    | X  | Engineers<br>Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 20 Million       | -Public Investment budget                      |

### 12.18. Mines and Industrial Development

| N°  | Activities   | Products   | Person Responsible  | Period |    |    | Resources                |  |                  | Sources of Finance        |
|-----|--|--|---|--------|----|----|--------------------------|--|------------------|---------------------------|
|     |  |  |   | Y1     | Y2 | Y3 | Human                    | Material   | Financial (FCFA) |                           |
| 1.1 | Acquisition of mining sites                              | 03 sites   | -Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD Mines                         | X      |    |    | -Technicians             | -Logistics<br>-equipment                         | 02 Million       | -Council budget           |
| 1.2 | Creation of a mining industry                            | 01 small scale mining industry                     | -Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD Mines                         |        |    | X  | -Labour                  | -Logistics<br>-Stationeries                      | 5million         | -Public Investment budget |
| 1.3 | Exploitation of stone quarries and sand pits             | 02 stone quarries<br>02 sand pits<br>04 stone pits | -Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD Mines                         |        |    | X  | -Technicians<br>-Labour  | -Equipment                                       | 5million         | -Council budget           |
| 2.1 | Provision of necessary equipment to miners               | 01 cracker<br>01 van and other tools               | -Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD Mines                         |        |    | X  | Experts                  | -Stationeries<br>-logistics                      | 05 Million       | -Council budget           |
| 3.1 | Price control mechanism put in place                     | 01 standard price list                             | -Kumbo Council<br>(2 <sup>nd</sup> Deputy Mayor)<br>-DD Mines<br>-DD Trade & Commerce |        | X  | X  | Experts                  | -Stationeries<br>-logistics                      | 100.000          | -Public Investment budget |
| 3.2 | Recruitment and training of personnel                    | 05 experts   |   |        | X  | X  | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 200.000          | -Public Investment budget |
| 4.1 | Establish small scale industries within the municipality | -01 potato transformation<br>-04 grinding industry |   |        | X  | X  | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 30million        | -Donors                   |

### 12.19. Environment and Nature Protection

| N°  | Activities                         | Products / Indicators Results<br>(Expected results) | Person Responsible  | Period |    |    | Resources                |  |                  | Sources of Finance         |
|-----|------------------------------------|---|---|--------|----|----|--------------------------|--|------------------|----------------------------|
|     |                                    |   |   | Y1     | Y2 | Y3 | Human                    | Material   | Financial (FCFA) |                            |
| 1.1 | Training staff on waste management | 03 trainings are organised                          | -Kumbo Council<br>(4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-MINDUH<br>-NGOs | X      | X  | X  | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 1.5 Million      | -Council Budget<br>-Donors |

|     |   |   |   |   |   |   |                              |  |             |                           |
|-----|---|---|---|---|---|---|------------------------------|--|-------------|---------------------------|
| 1.2 | Provision of garbage cans in strategic places       | 04 garbage cans are provided in Tobin, Mbveh, Shisong and Kimbo squares             | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-NGOs                     |   | X |   | Labour                       | -Equipment<br>-logistics   | 2.5 Million | -Council Budget           |
| 1.3 | Acquisition of council garbage disposal van         | 01 garbage disposal van   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-DD Public Works<br>-NGOs |   |   | X | Labour                       | Equipment<br>-logistics  | 80 Million  | -Public Investment Budget |
| 1.4 | Daily collection of garbage                         | Streets within the municipality are properly cleaned and garbage cans emptied daily | -Kumbo Council (4 <sup>th</sup> Deputy)<br>-District Medical Officer (DMO)              | X | X | X | Labour                       | Wheelbarrows<br>-Spades<br>-Wrecks<br>-Gloves<br>-Boots<br>-Overalls<br>-etc | 27 Million  | -Council budget           |
| 1.5 | Development of the council dump site                | 01 Dump Site  | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINEP<br>-DD Public Works<br>-NGOs |   | X |   | Labour                       | -Sand<br>-Stones<br>-Cement<br>-Aggregate<br>-Iron rods<br>-etc              | 01 Million  | -Council budget           |
| 2.1 | Establish a land use map                            | 01 land use map   | -Kumbo council<br>-MINEP<br>-MINADER<br>-MINFOF<br>-DD MINEE<br>-Farmers<br>-Grazers    |   | X |   | -Surveyors<br>-Architect     | -Stationeries<br>-Logistics  | 300.000     | -Public Investment budget |
| 2.2 | Train stakeholders on land use management           | 01 sustainable management policy  | -Kumbo council<br>-MINEP<br>-MINADER<br>-MINFOF<br>-DD MINEE<br>-Farmers<br>-Grazers    |   | X | X | Experts/<br>Facilitators     | -Training manuals<br>-Stationeries<br>-Logistics                             | 300.000     | -Public Investment budget |
| 3.1 | Planting of ornamental trees                        | 1000 ornamental trees   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF                | X | X | X | -Labour                      | -Trees<br>-Dig axes<br>-Spades   | 06 Million  | -Council budget           |
| 3.2 | Eucalyptus replacement project of Kumbo             | 01 areas is re afforested   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF                |   | X |   | Forestry engineers<br>Labour | Water friendly trees   | 20 Million  | Public Investment Budget  |
| 3.3 | Feasibility studies for the creation of Town Greens | Results of feasibility studies are available  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF<br>-DD MINDUH  |   |   | X | -Surveyors<br>-Architect     | -Stationeries  | 600.000     | -Council budget           |

|     |                                       |                          |  |  |   |   |   |   |             |   |
|-----|---------------------------------------|--------------------------|--|--|---|---|---|---|-------------|---|
| 3.4 | Acquisition of land for Town Green    | 01 Site                  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF<br>-DD MINDUH       |  | X | X | -Surveyors                              | logistics   | 30million   | -Council budget   |
| 3.5 | Construction of town greens           | 02 town greens           | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF<br>-DD Public Works |  |   | X | -Architect<br>-Engineers                | -Trees<br>-Flowers<br>-Sand<br>-Stones<br>-Cement<br>-Agregate<br>-Iron rods<br>-etc                      | 60million   | -Council budget<br>-Public Investment Budget (20 Million) |
| 4.1 | Recruit and train sanitary inspectors | 04 sanitary inspectors   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF                     |  | X |   | Experts/<br>Facilitators                | -Training manuals<br>-Stationeries<br>-Logistics  | 300.000     | -Council budget   |
| 5.1 | Construction of DD Kumbo              | DD MINFOF is constructed | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF<br>DD Public Works  |  |   | X | -Architect<br>-Engineers<br>Technicians | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 100 Million | Public Investment Budget                                  |

#### 12.20. State Property and Land Tenure

| N°  | Activities  | Products                 | Person Responsible                  | Period |    |    | Resources |                             |                  | Sources of Finance        |
|-----|---|--------------------------|-------------------------------------|--------|----|----|-----------|-----------------------------|------------------|---------------------------|
|     |   |                          |                                     | Y1     | Y2 | Y3 | Human     | Material                    | Financial (FCFA) |                           |
| 1.1 | Pass out a sub prefectoral order for compulsory registration of land.                             | 01 Sub Prefectoral order | -Divisional Officer                 |        | X  | X  | Labour    | Stationaries                |                  | -Public Investment budget |
| 1.2 | Sensitize through the media on the need to/cost of registering land                               | Entire population        | Divisional Officer<br>Kumbo Council |        | X  | X  | -Labour   | -Stationaries<br>-Logistics |                  | -Public Investment Budget |
| 1.3 | Registration of lands by owners   | 100 land certificates    | Owners                              |        | X  | X  | Labour    | -logistics                  |                  | -Public Investment Budget |
| 2.1 | .Disposal of text clearly defining the land registration process in Cameroon (the land ordinance) | 01 Land ordinance        | Divisional Officer                  |        |    |    | Labour    | -Stationeries               |                  | -Public Investment Budget |

|     |  |  |   |   |   |   |           |                          |           |                           |
|-----|--|--|---|---|---|---|-----------|--------------------------|-----------|---------------------------|
| 3.1 | Identification and compensation of victims   | All identified victims are compensated for appropriated lands. | Divisional Officer<br>Kumbo Council                 |   | X | X | Labour    | Logistics                |           | -Public Investment Budget |
| 4.1 | Acquisition of council land for investment   | 100 hectares of land   | -Kumbo Council<br>-DD MINDUH<br>DD MINEPAT          |   |   | X | Surveyors | -Equipment<br>-Logistics | 30million | -Council budget           |
| 4.2 | Registration and demarcation of council land | All acquired council lands are registered                      | -Divisional Officer<br>-Kumbo Council<br>-DD MINDUH | X |   |   | Labour    | Stationaries             | 2 Million | -Council budget           |

## 12.21 MINATD

| N°  | Activities   | Products   | Person Responsible                 | Period |    |    | Resources                |  |                  | Sources of Finance         |
|-----|--|--|------------------------------------|--------|----|----|--------------------------|--|------------------|----------------------------|
|     |  |  |                                    | Y1     | Y2 | Y3 | Human                    | Material   | Financial (FCFA) |                            |
| 1.1 | Provision of necessary equipment for the smooth functioning of the council                   | Computers and other furniture have been purchased for smooth functioning                         | -Kumbo Council (Mayor)             | X      | X  | X  | Labour                   | equipment  | 50 Million       | -Council budget<br>-Donors |
| 1.2 | Designation of policy and procedure for the proper use of council' equipments                | 01 policy  | -Kumbo Council (Mayor)             | X      |    |    | Labour                   | -Stationeries                                    | 200.000          | -Council budget            |
| 2.1 | Identification of various training courses for staff and organize for training opportunities | All necessary training courses are identified and 03 trainings organised                         | -Kumbo Council (Mayor)             | X      |    |    | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 03 Million       | -Council budget<br>-Donors |
| 2.2 | Recruit and train qualified staff to render effective services to the council                | 10 experts are recruited at various service departments to render effective services.            | -Kumbo Council (Mayor)             | X      | X  | X  | -Experts                 | Stationeries                                     | 02 Million       | -Council budget            |
| 2.3 | Review of Municipal Decision for staff function  | 01 municipal decision for staff functions exist  | -Kumbo Council (Sec. General)      | X      |    |    | -Facilitators            | Stationeries                                     | 100.000          | -Council budget            |
| 3.1 | Organize trainings on management of relations especially with tax payers and other services. | 01 training is organised   | -Volunteer Services Overseas (VSO) | X      |    |    | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 300.000          | -Council budget<br>-Donors |
| 3.2 | Train council personnel on the use of ICT systems  | All council personnel are able to use Information and Communication and Technology (ICT) systems | -Volunteer Services Overseas (VSO) | X      |    |    | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 500.000          | -Donors                    |

|     |   |  |   |   |   |   |                                       |   |            |                            |
|-----|---|--|---|---|---|---|---------------------------------------|---|------------|----------------------------|
| 4.1 | Organize seminars/workshop with heads of service to mainstream the participatory approach in implementing their activities. | 02 seminars and workshops are organised            | -Volunteer Services Overseas (VSO)                                  | X |   |   | Experts/<br>Facilitators              | -Training manuals<br>-Stationeries<br>-Logistics  | 500.000    | -Donors                    |
| 5.1 | Carry out monthly radio sensitization programs on the need to pay taxes   | 100% of the population is reached                  | -Kumbo Council (Municipal Treasurer)                                |   |   |   | Labour                                | -Stationeries   | 500.000    | -Public Investment Budget  |
| 5.2 | Draw a standard procedure document for revenue collection   | 01 standard operational document                   | -Kumbo Council (Municipal Treasurer)                                | X |   |   | Labour                                | -Stationeries   | 500.000    | -Council budget<br>-Donors |
| 5.3 | Employ inspectors and municipal police to reinforce revenue collection  | 03 inspectors and 10 municipal police are employed | -Kumbo Council (Mayor)  |   |   | X | Labour                                | -Stationeries<br>-Logistics   | 5million   | -Council budget            |
| 6.1 | Rehabilitation of Public Security office Kumbo  | Public Security office is rehabilitated            | Kumbo Council (Mayor)<br>DD MINDAF<br>DD MINEPAT                    |   | X |   | Engineers<br>Technicians              | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 3Million   | Public Investmnt Budget    |
| 6.2 | Construction of ST Kumbo  | ST is constructed                                  | Kumbo Council (Mayor)<br>DD MINDAF<br>DD MINEPAT<br>DD public works |   |   | X | Engineers<br>Technicians<br>Architect | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 50 Million | Public Investmnt Budget    |

## 12.22. Sports and Physical Education

| N°  | Activities   | Products                    | Person Responsible  | Period |    |    | Resources                |                             |                  | Sources of Finance        |
|-----|--|-----------------------------|---|--------|----|----|--------------------------|-----------------------------|------------------|---------------------------|
|     |  |                             |   | Y1     | Y2 | Y3 | Human                    | Material                    | Financial (FCFA) |                           |
| 1.1 | Feasibility studies for the Identification of site, and purchase of site | 01 location map and 01 plan | -Kumbo Council (2 <sup>nd</sup> & 3 <sup>rd</sup> Deputy Mayors)<br>-Government |        |    | X  | -Surveyors<br>-Engineers | -Stationeries<br>-Logistics | 20million        | -Public Investment budget |

|     |  |  |  |   |   |   |  |   |               |                           |
|-----|--|--|--|---|---|---|--|---|---------------|---------------------------|
| 1.2 | Construction/Renovation of the studium                 | 01 studium is constructed                    | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD MINEPAT<br>DD Public Works                       |   | X | X | -Surveyors<br>-Engineers<br>-Architect | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 14million     | -Public Investment budget |
| 2.1 | Construction of grand stand Tobin                      | Tobin grand stand is constructed             | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD MINEPAT<br>DD Public Works                       | X |   |   | -Surveyors<br>-Engineers<br>-Architect | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 80Million     | -Public Investment budget |
| 2.2 | Construction of Sport Complex Kumbo                    | 01 Sport complex is constructed              | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD MINEPAT<br>-DD Public Works                      |   |   | X | -Surveyors<br>-Engineers<br>-Architect | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 300 Million   | -Public Investment budget |
| 2.3 | Organizing competitions and team sports for both sexes | 03 competitions                              | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD Youth & Sports                                   | X | X | X | Labour                                 | -Stationeries<br>-Logistics<br>-Equipment   | 12 Million    | -Council budget           |
| 3.1 | Recruitment of training/coaches in all disciplines     | 01 trainer per sport discipline is available | -DD Youth & Sports   |   | X | X | Experts/<br>Facilitators               | -Training manuals<br>-Stationeries<br>-Logistics  | 5million      | -Public Investment budget |
| 4.1 | Rehabilitation of office block Kumbo                   | DD Youth & sport is rehabilitated            | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD MINEPAT<br>-DD Public Works<br>-DD Youth & Sport |   | X |   | -Surveyors<br>-Engineers<br>-Architect | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 7.930 Million | -Public Investment budget |

|     |  |  |  |  |  |   |  |   |            |                           |
|-----|--|--|--|--|--|---|--|---|------------|---------------------------|
| 4.2 | Rehabilitation and equipment of DD Youth & Sport |  | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD MINEPAT<br>-DD Public Works<br>-DD Youth & Sport |  |  | X | -Surveyors<br>-Engineers<br>-Architect | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 70 Million | -Public Investment budget |
|-----|--|--|--|--|--|---|--|---|------------|---------------------------|

### 12.23. Labour and Social Security

| N°  | Activities  | Products                           | Person Responsible  | Period |    |    | Resources                              |   |                  | Sources of Finance        |
|-----|---|------------------------------------|---|--------|----|----|--|---|------------------|---------------------------|
|     |   |                                    |   | Y1     | Y2 | Y3 | Human                                  | Material  | Financial (FCFA) |                           |
| 1.1 | Creation of employment opportunities (industries)   | 90% of the unemployed population   | -Kumbo Council (Mayor)  | X      | X  | X  |  |   |                  | -Council budget           |
| 2.1 | Encourage thrift and loans and register with mutual Health register with CNPS                     | 75% of workers                     | -Government   |        |    |    |  |   |                  | -Public Investment budget |
| 3.1 | Sensitize workers on labour laws and regulations and home to have written contracts of employment | 80% of the population              | -Government   |        |    |    | Labour                                 | -Stationeries   |                  | -Public Investment budget |
| 4.1 | Settlement of labour disputes   | 75% of Labour disputes             | -Government   |        |    |    | Labour                                 | -Stationeries<br>-Logistics   |                  | -Public Investment budget |
| 5.1 | Government subventions and aid to establishments  | All accrued arrears are liquidated | -Government   |        |    |    |  |   |                  | -Public Investment budget |
| 6.1 | Completion of DD Labour and Social Security   | DD Labour and Social Security      | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD MINEPAT<br>-DD Public Works<br>-DD Labour & Social Security |        |    | X  | Engineers<br>Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 30 Million       | -Public Investment budget |

## 12.24. Youth Affairs

| N°  | Activities   | Products  | Person Responsible   | Period |    |    | Resources                              |   |                  | Sources of Finance         |
|-----|--|---|--|--------|----|----|--|---|------------------|----------------------------|
|     |  |   |  | Y1     | Y2 | Y3 | Human                                  | Material  | Financial (FCFA) |                            |
| 1.1 | Organize career orientation and capacity building workshops for youths   | Youths within the municipality are trained and are career oriented. |  |        | X  | X  | Experts/<br>Facilitators               | -Training manuals<br>-Stationeries<br>-Logistics  | 2million         | -Public Investment budget  |
| 1.2 | Sensitize and encourage youths to get in to vocational schools           | 215 youths  |  |        | X  | X  | Labour                                 | Training manuals<br>-Stationeries<br>-Logistics   | 300.000          | -Public Investment budget  |
| 1.3 | Encourage and provide credit opportunities for youths to be self reliant | 129 youths  |  |        |    | X  | Expert/Facilitators                    | Training manuals<br>-Stationeries<br>-Logistics   | 5million         | -Public Investment budget  |
| 1.4 | Creating job opportunities for the youths                                | 215 youths  | -Kumbo Council<br>(1 <sup>st</sup> Deputy Mayor)                                   | X      | X  | X  |  |   | 15 Million       | -Council Budget<br>-Donors |
| 2.1 | Sensitization of youths on Civic Education                               | All Youths  |  |        | X  | X  | Labour                                 | Training manuals<br>-Stationeries<br>-Logistics   | 500.000          | -Public Investment budget  |
| 3.1 | Completion of Youth Multi purpose centre Tobin                           | The Youth Multi purpose centre at Tobin is completed                | -Kumbo Council<br>(1 <sup>st</sup> Deputy Mayor)<br>DD MINEPAT<br>DD Youth Affairs |        |    | X  | Engineers<br>Technicians<br>Architects | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Agregate<br>-Equipment | 60 Million       | -Public Investment budget  |
| 3.2 | Equipment of Youth Centre Tobin  | The Youth Multi purpose centre at Tobin is eqiped                   | -Kumbo Council<br>(1 <sup>st</sup> Deputy Mayor)<br>DD MINEPAT<br>DD Youth Affairs |        | X  |    |  | equipment   | 30 Milliom       | -Public Investment budget  |

## 12.25. Post and Telecommunication

| N°  | Activities   | Products  | Person Responsible                                       | Period |    |    | Resources  |                 |                  | Sources of Finance        |
|-----|--|---|--|--------|----|----|--|-----------------|------------------|---------------------------|
|     |  |   |  | Y1     | Y2 | Y3 | Human  | Material        | Financial (FCFA) |                           |
| 1.1 | Creation of the information and communication technology center          | 02 communication mediums  | Government   |        |    |    |  |                 |                  | -Public Investment budget |
| 1.2 | Media marketing of existing communication systems                        | All potential users are informed on the various communication mediums that can be used within their respective communities. | Government   |        |    |    |  |                 |                  | -Public Investment budget |
| 2.1 | Signing of partnership agreements  | 01 agreement  | Government   |        |    |    |  |                 |                  | -Public Investment budget |
| 2.2 | Extension of communication services to areas with no coverage            | 20 communities  | Government   |        |    |    | Labour   | -Cables<br>-etc |                  | -Public Investment budget |
| 3.1 | Identify and contact the teleph01 company having a poor network coverage | 03 communication companies  | Government   |        |    |    | Labour   |                 |                  | -Public Investment budget |
| 3.2 | Identify the area and types of network problems                          | 70% of the council area   | Government   |        |    |    | Labour   |                 |                  | -Public Investment budget |
| 3.3 | Constructing or reinforcing the existing antenna                         | 03 antennas   | Government   |        |    |    | Labour   |                 |                  | -Public Investment budget |
| 4.1 | Construction of the DD of P& T of Kumbo                                  | DD of P & T is constructed  | Kumbo council<br>DD MINEPAT<br>DD Public works<br>DD P&T |        | X  |    | Engineers<br>Technicians<br>Architects                         |                 | 32 Million       | -Public Investment budget |
| 4.2 | Construction of Transmission station TV/Radio broadcasting of Kumbo      | 01 TV/Radio broadcasting transmission centre is constructed   | Kumbo council<br>DD MINEPAT<br>DD Public works<br>DD P&T |        |    | X  | Engineers<br>Technicians<br>Architects<br>Terrestrial surveyor |                 | 50 Million       | -Public Investment budget |
| 5.1 | Purchase of Service for the DD P&T Kumbo                                 | 4X4 wheel drive car is bought   | Kumbo council<br>DD MINEPAT<br>DD Public works<br>DD P&T |        |    | X  |  |                 | 10 Million       | -Public Investment budget |

12.26. Scientific Research and Innovation

| N°  | Activities  | Products   | Person Responsible | Period |    |    | Resources                |  |                  | Sources of Finance        |
|-----|---|--|--------------------|--------|----|----|--------------------------|--|------------------|---------------------------|
|     |   |  |                    | Y1     | Y2 | Y3 | Human                    | Material   | Financial (FCFA) |                           |
| 1.1 | Lobby for support from the government and other organizations/ donors                   | 01 proposals   |                    | X      | X  | X  | Labour                   | -Stationeries  | 01 Million       | -Council budget           |
| 1.2 | Construction of a research center   | 01 Research centre   |                    |        |    |    | -Architect<br>-Engineers | -Trees<br>-Flowers<br>-Sand<br>-Stones<br>-Cement<br>-Agregate<br>-Iron rods |                  | -Public Investment budget |
| 1.3 | Construction of a resource library  | 01 Research library  |                    |        |    |    | -Architect<br>-Engineers | -Trees<br>-Flowers<br>-Sand<br>-Stones<br>-Cement<br>-Agregate<br>-Iron rods |                  | -Public Investment budget |
| 2.1 | Recruitment of qualified staff  | 01 staff   |                    |        |    |    |                          |  |                  | -Public Investment budget |
| 3.1 | Sensitization of the population about the nature and functioning of the research center | The entire population of Kumbo is informed on the existence of the centre through the community radio and other medias |                    |        |    |    | Labour                   | -Stationeries  |                  | -Public Investment budget |

12.27. Higher Education

| N°  | Activities   | Products            | Person Responsible     | Period |    |    | Resources               |                             |                  | Sources of Finance       |
|-----|--|---------------------|------------------------|--------|----|----|-------------------------|-----------------------------|------------------|--------------------------|
|     |  |                     |                        | Y1     | Y2 | Y3 | Humans                  | Material                    | Financial (FCFA) |                          |
| 1.1 | Lobby for support from the government for the creation of a higher education institution | 01 proposal         | -Kumbo Council (Mayor) |        |    | X  | Labour                  | -Stationeries               | 200.000          | -Council budget          |
| 1.2 | Carryout feasibility studies to identify site  | 01 Site and 01 plan |                        |        |    |    | -Surveyor<br>-Engineers | -Stationeries<br>-Logistics |                  | Public Investment Budget |



### 13. ANNUAL INVESTMENT PLAN

#### 13.1. Public Works

| N°  | Activities   | Products   | Person Responsible  | Period | Resources   |  |             | Sources of Finance                                      |
|-----|--|--|---|--------|---|--|-------------|---|
|     |  |  |   | Y1     | Human   | Material   | Financial   |   |
| 1.1 | Creation of a manual of requirements needed to become eligible to tender for contracts | Manual for Eligibility for the award of contracts exists                       | -Kumbo Council<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-MINDAF                     | X      | Labour  | Logistics  | 100.000     | -Public Investment Budget                               |
| 1.2 | Identify contractors   | All contractors for projects are identified                                    | -Kumbo Council<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-MINDAF                     | X      | Labour  | Logistics  | 100.000     | -Public Investment Budget                               |
| 1.3 | Signing of contracts   | Contracts are awarded to contractors   | -Kumbo Council<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-MINDAF                     | X      | Labour  | Logistics  | 100.000     | -Public Investment Budget                               |
| 2.1 | Identify old roads for rehabilitation and new ones for construction                    | All old roads for rehabilitation, and new ones for construction are identified | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT | X      | Terrestrial Surveyors<br>Engineers<br>Technicians | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-etc       | 167.000     | -Council Budget   |
| 2.2 | Mobilization and fund raising  | 01 proposal is written   | -Kumbo Council (Mayor)  | X      | Labour  | Logistics  | 100.000     | -Council Budget   |
| 2.3 | Acquisition of light road maintenance equipment  | 01 Compactor<br>15 Spades<br>15 Pick axes<br>Wheel barrows<br>Slag hammers     | -Kumbo Council (Sec. General)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT                 | X      | Labour  | Logistics  | 2.5 Million | -Public Investment Budget                               |
| 2.4 | Construction, rehabilitation and maintenance of existing and new roads                 | 01 roads existing roads are rehabilitated (Kumbo -Nkuv)                        | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT | X      | Engineers<br>Technicians                          | -Sand<br>-Stones<br>-Aggregates<br>-Cement<br>-Iron rods<br>-Timber<br>-Laterite | 40 Million  | -Council Budget<br>-Public Investment Budget<br>-Donors |

|     |                                       |   |   |   |   |   |             |  |
|-----|---------------------------------------|---|---|---|---|---|-------------|--|
| 2.5 | Construction of Drainages structures  | All culverts and box culverts are constructed             | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT   | X | Engineers<br>Technicians                            | -Sand<br>-Stones<br>-Aggregate<br>-Cement<br>-Iron rods<br>-Timber<br>-etc      | 1.5 Million | -Public Investment Budget<br>-Council Budget |
| 2.6 | Construction of bridges               | 01 bridge is constructed                                  | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-Public Works                                  | X | Engineers<br>Technicians                            | Sand<br>-Stones<br>-Aggregates<br>-Cement<br>-Iron rods<br>-Timber<br>-Laterite | 20m         | -council budget<br>-PNDP                     |
| 2.7 | Feasibility studies for other markets | Feasibility studies realized for Mbah, Mbuluf or Bamkikai | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>-DD MINTP<br>-DD MINEPAT<br>-Public Works                                  | X | Engineers<br>Technicians<br>Architects<br>Surveyors | Logistics<br>Equipment  | 55Million   | -Public Investment Budget<br>-Council Budget |
| 2.8 | Disaster protection in markets        | Clandestine wiring in markets controlled                  | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH<br>DD Trade and Commerce<br>-DD MINEPAT<br>-DD MINEE<br>-AES SONEL<br>-MINATD | X | Engineers<br>Technician                             | Logistics<br>Equipment  | 6.6 Million | -Public Investment Budget<br>-Council Budget |

13. 2. Water and Energy

**A. WATER**

| N°  | Activities  | Products   | Person Responsible  | Period | Resources         |   |                         | Sources of Finance   |
|-----|---|--|---|--------|-------------------|---|-------------------------|--|
|     |   |  |   | Y1     | Human             | Material  | Financial (FCFA)        |  |
| 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, exchange of experience and resource mobilization for more water projects | 01 platform for discussions on water is put in place and a steering committee set up | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Kumbo Water Authority (KWA)<br>-Water Management Committees (WMC)<br>-DD DD MINEE<br>-DD MINEPAT  | X      | Experts<br>Labour | -Stationeries<br>-etc   | 4.9Million              | -Kumbo Water Authority<br>-Council Budget<br>-Canadian Ex-service Organization |
| 2.1 | Identification of water sheds and catchments.   | 65 watershed are identified and catchment  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Kumbo Water Authority (KWA)<br>-Water Management Committees (WMC)<br>-DD DD MINEES<br>-DD MINEPAT | X      | Labour            | -Stationeries<br>-etc   | 500.000                 | -Council Budget  |
| 2.2 | Felling of eucalyptus trees and planting water friendly trees around catchment areas  | All eucalyptus trees are feld and 10.000 water friendly trees planted                | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Village Development Associations (VDAs)<br>-KWC<br>-Communities<br>-DD MINEPAT                    | X      | Labour            | -Engine saws<br>-Water friendly trees<br>-etc                         | 600.000 per hectare     | -GIZ etc   |
| 2.3 | Fencing of catchment areas and putting in place protection programmes   | 64 catchments  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMCs<br>-DD MINEPAT   | X      | Labour            | -Sand<br>-Cement<br>-Stones<br>-Timber<br>-Zinc<br>-Iron rods<br>-etc | 1.5 Million per hectare | -GIZ etc.  |
| 2.4 | Prompt repair of leakages   | All leakages identified are repaired   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT  | X      | Labour            | -Pipes<br>-Gum<br>-etc  | 30 Million              | -GIZ etc.  |

|     |  |  |  |   |         |                         |                         |                               |
|-----|--|--|--|---|---------|-------------------------|-------------------------|-------------------------------|
| 2.5 | Identifying and ensuring good collaboration between the landlords and administration in the catchment areas is cordial ( sensitization)              | 80% reduction in complains and complaints  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-Traditional Authorities<br>-Landlords<br>-DD MINEPAT                                       | X | Labour  | -Stationeries<br>-etc   | 1.2 Million per meeting | -GIZ etc                      |
| 2.6 | Sensitize the population on laws and importance of catchments to water schemes so as to minimize conflicts   | 80% of the population is aware of the laws inplace, and the importance of water catchments | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-Traditional Authorities<br>-Landlords<br>-DD State Property and Land Tenure<br>-DD MINEPAT | X | Labour  | -Stationeries<br>-etc   | 03 Million              | -GIZ etc.<br>-KWA             |
| 2.7 | Water Testing/ Treatment   | 04 schemes   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD DD MINEE<br>-DD MINEPAT   | X | -Labour | -Chlorine<br>-Equipment | 500.000 per scheme      | GIZ etc.                      |
| 3.1 | Re-organize the Water Management Committees (WMC) so that they and Kumbo Water Authority (KWA) become more responsive to the needs of the population | All Water Management Committees are reorganized  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT                   | X | -Labour | -Stationeries           | 01.5.M per scheme       | -Kumbo Council Budget         |
| 3.2 | WMCs attend platform meetings  | 02 meetings  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT                   | X | -Labour | -Stationeries<br>-etc   | 250.000 per year        | -Kumbo council budget<br>-KWA |

|     |  |   |   |   |         |                       |  |                               |
|-----|--|---|---|---|---------|-----------------------|--|-------------------------------|
| 3.3 | Integration of village water schemes into the KWA  | 02 meetings   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT                  | X | -Labour | -Stationeries<br>-etc | 250.000 per meeting (For year two and three) | -Kumbo council budget<br>-KWA |
| 4.1 | Training of WMC's on financial management, report writing and management of community property | 02 Training   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWA<br>-WMC<br>-DD DD MINEE<br>-VDAs<br>-NGOs<br>-DD MINEPAT  | X | Labour  | -Stationeries<br>-etc | 500 000                                      | -Kun Council Budget<br>-KWA   |
| 4.2 | Kumbo Council supervises the financial management of WMC's and completes an annual audit       | Kumbo Council Audit report is put in place to ensure transparency | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT  | X | Labour  | -Stationeries<br>-etc | 300.000                                      | -For Memory (FM)              |
| 4.3 | Elaboration of bylaws (Internal Rules and Regulations)   | All water management committees are entitled to the document      | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT  | X | Labour  | -Stationeries<br>-etc | 300.000                                      | -FM                           |
| 5.1 | Sensitization of communities on the need to pay for water                                      | 80% of the population is reached                                  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT<br>-Media Houses | X | -Labour | -Stationeries         | 100.000                                      | -Kumbo water authority.       |
| 5.2 | Dialogue meetings with government administration when bills are not paid                       | 03 meetings   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-Communities<br>-DD MINEPAT  | X | -Labour |                       | 100.000                                      | -KWA<br>-GIZ etc.             |

|     |   |                                  |  |   |                   |                        |            |   |
|-----|---|----------------------------------|--|---|-------------------|------------------------|------------|---|
| 6.1 | Organize trainings of caretakers          | 02 trainings                     | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD DD MINEE<br>-VDAs<br>-NGOs<br>-Traditional Authorities<br>-DD MINEPAT | X | Labour            | -Stationeries<br>-etc  | 01 Million | -GIZ etc.                               |
| 7.1 | Institute a payment system for caretakers | All caretakers have pay vouchers | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC  | X | labour            | logistics              | 150.000    | -Council Budget<br>-PNDP                |
| 8.1 | Negotiations for partnership              | 01 partnership                   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-Communities<br>-DD MINEPAT   | X | Labour            | -Stationeries<br>-etc  | 200,000    | -Council budget<br>-PNDP                |
| 8.2 | Extension of potable water                | 01 schemes is extended           | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT<br>-DD MINEE  | X | Labour            | -Pipes<br>-Gum<br>-etc | 05 Million | -Communities<br>-PNDP<br>-Kumbo council |
| 8.3 | Identification of other water schemes     | At least 01 scheme is identified | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-KWC<br>-WMC<br>-DD MINEPAT<br>-DD MINEE  | X | Experts<br>Labour | Logistics<br>Equipment | 167.000    | -Communities<br>-PNDP<br>-Kumbo council |

## B. ENERGY

| N°  | Activities   | Products                                  | Person Responsible   | Period | Resources |                       |                  | Sources of Finance     |
|-----|--|---|--|--------|-----------|-----------------------|------------------|------------------------|
|     |  |   |  | Y1     | Human     | Material              | Financial (FCFA) |                        |
| 1.1 | Identify areas without coverage by the National grid | All areas without coverage are identified | -Kumbo Council (4 <sup>th</sup> mayor)<br>-DD MINEE<br>AES SONEL         | X      | Labour    | -Stationeries<br>-etc | 300.000          | -Kumbo Council budget  |
| 1.2 | Writing projects for rural electrification.          | 03 proposals are written                  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-AES SONEL<br>-DD MINEE | X      | Labour    | -Stationeries<br>-etc | 02 Million       | -Kumbo Council budget. |

|     |  |   |   |   |         |                           |            |                                |
|-----|--|---|---|---|---------|---------------------------|------------|--------------------------------|
| 1.3 | Sensitisation of the population on alternative energy sources        | 25% of the population Are aware of alternative energy sources       | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-AES SONEL<br>-NGOs                    | X | Experts | Logistics                 | 500 000    | Kumbo council budget<br>PNDP   |
| 1.3 | Sensitize economic operators to invest in alternative energy sources | At least 02 economic operators market alternative energy technology | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEE<br>-DD MINEPAT               | X | Labour  |                           | 500.000    | -Public investment             |
| 2.1 | Identify areas suffering from constant shortage                      | All municipality  | -Kumbo Council<br>-DD MINEE<br>-AES SONEL<br>-DD MINEPAT                                | X | Labour  | -Stationeries<br>-etc     | 300.000    | AES SONEL                      |
| 2.2 | Carry out maintenance and extension networks                         | 02 areas  | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-AES SONEL<br>-DD MINEE<br>-DD MINEPAT | X | Labour  | -Cables<br>-Poles<br>-etc | 07 Million | PNDP<br>COUNCIL<br>communities |

### 13. 3. Basic Education

| N°  | Activities  | Products   | Person Responsible   | Period | Resources |   |                        | Sources of Finance                             |
|-----|---|--|--|--------|-----------|---|------------------------|--|
|     |   |  |  | Y1     | Human     | Material  | Financial (CFA)        |  |
| 1.1 | Carry out feasibility studies for G.S. Kingomen, G.S. Tobin, G.S. Shisong and G.S. Tadu | Nature, type and amount of rehabilitation works per school is identified | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)  | X      | Experts   | Equipment<br>logistics                                    | 200,000                | -Council budget                                |
| 1.2 | Execution of Rehabilitation works   | G.S. Kingomen is rehabilitated   | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-Head Teachers<br>-DD MINEDUB<br>-IBE<br>-PTA<br>-DD MINEPAT | X      | -Labour   | -Sand<br>-Stones<br>-Cement<br>-Timber<br>-Nails<br>-Zinc | 20. Million            | -Council budget<br>-PNDP<br>-Communities       |
| 2.1 | - Providing benches, tables, chairs, etc  | 04 schools are provided with 20 benches, 04 tables, and 04 chairs each   | -Kumbo Council<br>-DD MINEDUB<br>-IBE<br>-Head Teachers<br>-PTA<br>-DD MINEPAT   | X      | -Labour   | Timber<br>Nails   | 1.8 Million per school | -Public investment<br>-PNDP<br>-Council budget |

|     |  |  |  |   |           |                     |                            |                           |
|-----|--|--|--|---|-----------|---------------------|----------------------------|---------------------------|
| 3.1 | Recruitment of qualified teachers.                                     | -Teachers recruited<br>- Student-teacher ratio<br>- Class size | -Government<br>-Kumbo Council<br>-DD MINEDUB<br>-IBE<br>-UNDP<br>-UNICEF<br>-DD MINEPAT  | X | -Labour   | logistics           | 109.000 per Teacher        | -Public Investment budget |
| 4.1 | Create awareness of the existing literacy centre                       | Percentage increase in enrolment at the literacy centre        | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINEDUB<br>-Donors<br>-NGOs<br>-UNICEF<br>-UNESCO<br>-DD MINEPAT | X | Labour    | logistics           | 75.000 per sensitization   | Council budget            |
| 5.1 | - Support to children under the Go-To-School Incentive Project (GTSIP) | 40 pupils are supported in 04 schools                          | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINEDUB<br>-UNDP<br>-UNICEF<br>-UNESCO<br>-VSO<br>-NGOs<br>-DD MINEPAT          | X | Labour    | logistics           | 10 Million                 | -Council budget<br>-PNDP  |
| 6.1 | Identify villages without schools and carry out feasibility studies.   | 04 villages are identified                                     | -Kumbo Council<br>-DD MINEDUB<br>-IBE<br>-Traditional Rulers<br>-Government<br>-UNESCO<br>-UNICEF<br>-DD MINEPAT                     | X | Surveyors | Logistics equipment | 10 Million for all schools | -Public investment Budget |

#### 13.4. Secondary Education

| N°  | Activities                                   | Products      | Persons Responsible   | Period | Resources |               |                 | Sources of Finance          |
|-----|--|---------------|---|--------|-----------|---------------|-----------------|-----------------------------|
|     |  |               |   | Y1     | Human     | Material      | Financial (CFA) |                             |
| 1.1 | Lobby for support (e.g. books computers etc) | 01 benefactor | -Private Education Agencies<br>-Kumbo Council (1 <sup>st</sup> deputy Mayor)<br>-UNESCO<br>-ISE<br>-NGOs<br>-DD MINEPAT | X      | Labour    | -Stationeries | 02 Million      | -Council budget<br>-Donors. |

|     |  |   |   |   |                                 |              |                       |                       |
|-----|--|---|---|---|---------------------------------|--------------|-----------------------|-----------------------|
| 1.2 | Sensitisation of the public, especially students, on the importance of the library | 80% of the student population make use of the existing public libraries   | -Kumbo Council<br>-DD MINSEC<br>-Mass Media<br>-Schools<br>-Education Agencies<br>-Parents<br>-Traditional Institutions<br>-PTA<br>-DD MINEPAT                                  | X | Labour                          | Stationeries | 01 Million            | Public Investment     |
| 2.1 | Recruitment of qualified teachers.   | 35 teachers for 05 government schools                                     | -Kumbo Council<br>-DD MINSEC<br>-ENS<br>-Universities   | X | Labour                          | Stationeries | 24 Million            | Public investment     |
| 3.1 | Assist schools in providing basic equipments e.g. benches, tables, chairs          | 04 schools are provided with 25 benches, 10 tables, and 10 chairs each    | -Kumbo Council<br>-Government<br>-DD MINEDUB<br>-ISE<br>-Head Teachers<br>-PTA<br>-DD MINEPAT   | X | labour                          | logistics    | 08 million per school | -GP- DERUDEP<br>-PNDP |
| 4.1 | Support to Students under the Go-To-School Incentive Project (GTSIP)               | 100 students in 04 schools  | -Government<br>-Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINEDUB<br>-UNDP<br>-Private Educational Institutions<br>-UNICEF<br>-UNESCO<br>-VSO<br>-NGOs<br>-DD MINEPAT | X | labour                          | logistics    | 06 Million            | -PNDP                 |
| 4.2 | Identify schools needing rehabilitation  | -All schools that need rehabilitation are identified.                     | -Government<br>-Kumbo Council (1 <sup>st</sup> & 2 <sup>nd</sup> Deputy Mayors)<br>-Head Teachers<br>-DD MINEDUB<br>-ISE<br>-Parent Teacher Associations (PTA)<br>-DD MINEPAT   | X | labour                          | logistics    | 167.000               | -Council budget       |
| 4.3 | Carry out feasibility studies for at least four schools                            | -Nature, type and amount of rehabilitation works per school is identified | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)   | X | Labour<br>Terrestrial surveyors | logistics    | 200.000               | -Council budget       |

|     |  |                        |  |   |           |               |            |                           |
|-----|--|------------------------|--|---|-----------|---------------|------------|---------------------------|
| 4.4 | Execution of Rehabilitation works  | 02 schools             | -Government<br>-Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-Head Teachers<br>-DD MINEDUB<br>-ISE<br>-PTA<br>-DD MINEPAT | X | Surveyors | -Stationeries | 02 Million | -PNDP                     |
| 5.1 | Carry out feasibility studies to identify villages with need for schools | 02 Feasibility studies | -Kumbo Council<br>-DD MINEDUB<br>-ISE<br>-Traditional Rulers<br>-Government<br>-UNESCO<br>-UNICEF<br>-DD MINEPAT             | X | Surveyors | -Stationeries | 500,000    | -Public investment Budget |

#### 13.4. Public Health

| N°  | Activities   | Products  | Person Responsible  | Period | Resources |               |                  | Sources of Finance         |
|-----|--|---|---|--------|-----------|---------------|------------------|----------------------------|
|     |  |   |   | Y1     | Human     | Material      | Financial (FCFA) |                            |
| 1.1 | Assist in providing basic equipments in health centers                               | 01 health institution is assisted with 60 beds, 06 microscopes, 06 stretchers, 03 wheel chairs (Kumbo Urban Integrated H.C) | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINSANTE<br>-Partners<br>-DD MINEPAT             | X      | Labour    | Logistics     | 10.5 Million     | -Council Budget            |
| 2.1 | Create awareness on Mutual Health organization (MHO) functioning                     | 75% of the population is aware and subscribe to the MHO scheme  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-MHO/GTZ<br>-DD MINSANTE<br>-Partners<br>-DD MINEPAT | X      | Labour    | Logistics     | 500.000          | -Council budget<br>PNDP    |
| 2.2 | Ensure successful vaccination campaigns  | All vaccinations are successfully executed  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINSANTE<br>-DD MINEPAT<br>-Partners             | X      | Labour    | Logistics     | 100.000          | -Council budget<br>-Donors |
| 3.1 | Lobby for the appointment of Health Technicians<br>Recruit community health workers. | 01 Appeal   | -MHO/GTZ<br>-DD DD MINSANTE<br>-Partners<br>Community<br>DD MINEPAT                                   | X      |           | -Stationeries | 200.000          | -Public investment.        |

|     |   |                       |   |   |                                 |                                    |            |                               |
|-----|---|-----------------------|---|---|---------------------------------|------------------------------------|------------|-------------------------------|
| 3.2 | Organize refresher courses at least twice a year                            | 02 courses            | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-MHO/GTZ<br>-DD MINSANTE<br>-Partners<br>-MINEPAT  | X | -Health experts                 | -Stationeries<br>-Training manuals | 05 Million | -GIZ etc.                     |
| 3.3 | Designing of Policy for Health Safety                                       | 01 policy is designed | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-MHO/GTZ<br>-DD MINSANTE<br>-Partners<br>-VSO  | X | Health Experts<br>-Facilitators | Logistics stationaries             | 300.000    | Council Budget<br>VSO<br>PNDP |
| 4.1 | Establish Partnership Projects  | 01 partnership        | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT | X | Labour                          | -Stationeries                      | 100.000    | -Council budget               |
| 5.1 | Organization of free Voluntary Councelling and Testing (VCT)campaigns       | 02 campaigns          | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT | X | Labour                          | -Stationeries                      | 02 Million | -Council budget<br>-PNDP      |
| 5.2 | Sensitization campaigns on Abstinence, Fidelity and Condoms (AFC) practices | 70% of population     | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT | X | Labour (Health experts)         | -Stationeries<br>-etc              | 01 Million | -Council budget               |
| 5.3 | Distribution Of Condoms and demonstrations on their use                     | 60% of the Population | -MHO/GTZ<br>-DD Public Health<br>-Private Sector<br>-Community<br>-Partners<br>-DD MINEPAT  | X | Labour                          | -Packets of condoms                | 500.000    | Public Investment.            |

### 13.6. Transport

| N°  | Activities  | Products  | Person Responsible   | Resources |              |  |                  | Sources of Financing  |
|-----|---|---|--|-----------|--------------|--|------------------|-----------------------|
|     |   |   |  | Y1        | Human        | Material   | Financial (FCFA) |                       |
| 1.1 | Strengthen the capacity of the car and bike driver's associations | 02 workshops  | -DD Transport<br>-Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Drivers | X         | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 500.000          | -Kumbo Council Budget |
| 1.2 | Carryout sensitization the high way code                          | 02 sensitization programmes   | -DD Transport<br>-Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Drivers | X         | Labour       | -Stationeries  | 500.000          | -Kumbo Council Budget |
| 1.3 | Establish a road safety committee                                 | 01 road safety committee is put in place so as to reduce road accidents | -DD Transport<br>-Kumbo Council (3 <sup>rd</sup> Deputy Mayor)             | X         | -Members     | Stationeries   | 600.000          | -Kumbo Council Budget |

### 13.7. Agriculture

| N°  | Activities   | Products                          | Person Responsible  | Period | Resources    |  |                  | Sources of Financing       |
|-----|--|-----------------------------------|---|--------|--------------|--|------------------|----------------------------|
|     |  |                                   |   | Y1     | Human        | Material   | Financial (FCFA) |                            |
| 1.1 | Develop and seek funds for poor farmers resource Programme                               | 01 proposal                       | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINADER<br>-NGOs<br>-DD MINEPIA<br>-DD MINAPAT                           | X      | Labour       | -Stationeries  | 1.5Million       | -Council budget            |
| 1.2 | Organize Annual Agro-pastoral and potato festivals                                       | 01 Agro-pastoral show             | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINADER<br>-NGOs<br>-DD MINEPIA<br>-DD MINMESSA<br>-DD MINEPAT<br>-MINEP | X      | Labour       | -Logistics   | 06 Million       | -Council budget<br>-Donors |
| 2.1 | Training of farmers on conservation techniques/<br>Promotion of improved soil management | 50 farm group leaders are trained | -Kumbo Council<br>-NGOs (SHUMAS, etc)<br>-DD MINADER<br>-DD MINEPAT   | X      | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 03 Million       | -Public Investment Budget  |

|     |   |   |  |   |              |  |             |                                       |
|-----|---|---|--|---|--------------|--|-------------|---------------------------------------|
| 2.2 | Organize training on fertilizer handling through Implementation of Fertilizer Subsidy Partnership Programme (FSPP) farming groups' practices. | 01 fertilizer training event  | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-NGOs<br>-DD MINEP<br>-DD MINEPAT                           | X | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 1.5 Million | -KUBWOSCO<br>-PNDP                    |
| 3.1 | Training of farmers on basic post harvest techniques  | 01 training<br><br>50 farming groups                                    | -Kumbo Council<br>-NGOs<br>-DD MINADER<br>-DD MINEPAT  | X | Facilitators | -Stationeries/<br>Logistics<br>-Training Manuals<br>-etc | 1.5 Million | -Public Investment Budget             |
| 4.1 | Pesticides should be made available for farmers, especially in the rural areas  | 25 groups   | -Kumbo Council<br>-NGOs (SHUMAS, etc)<br>-DD MINADER<br>-DD MINEPAT  | X | Labour       | -Pesticides  | 10 Million  | -Public Investment Budget             |
| 5.1 | Sensitize farmers on the enclosure of animals   | 01 sensitization campaign (ongoing)                                     | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-NGOs (SHUMAS, etc)<br>-DD MINADER<br>-DD MINEPAT<br>-MINEP | X | Labour       | -Stationeries  | 900.000     | -Council Budget                       |
| 5.2 | Impose sanctions on owners of stray animals caught around farm lands  | Sanctions meted on defaulters are available                             | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-Administration<br>-Forces of Law and Order                 | X |              |  |             | -Council budget                       |
| 6.1 | Signing of partnership agreements with investors in the agricultural sector for the purchase of equipment                                     | 01 partnership agreement  | -Kumbo Council<br>-NGOs<br>-DD MINADER<br>-DD MINEPAT  | X | Labour       | -Stationeries  | 01 Million  | -Public Investment Budget             |
| 6.2 | Supply of farm tools to farmers' groups   | 10 farm groups are supplied<br>75 hoes, 25 trucks, 50 cutlasses         | -Kumbo Council<br>-NGOs<br>-DD MINADER<br>-DD MINEPAT<br>-Partners   | X | Labour       |  | 20 Million  | -Public Investment Budget             |
| 7.1 | Negotiation with potential investors of the KPCP  | 02 negotiations   | -Kumbo Council (Mayor)   | X | Labour       | -Stationeries  | 01 Million  | -Council Budget                       |
| 7.2 | Fundraising for KPCP  | 01 proposal   | -Kumbo Council (Mayor)   | X | Labour       | -Stationeries  | 05 Million  | -FEICOM<br>-Council Budget            |
| 7.3 | Implementation of the Kumbo potato cluster project  | 20% of the potato production is locally processed                       | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | -Labour      | -Seedlings<br>-Equipment                                 | 10 Million  | -Public Investment<br>-Council Budget |
| 7.4 | Implementation of the potato sector support partnership project(PSSPP)  | 20 potato growers benefit subsidized resources from partnering agencies | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)  | X | -Labour      | -Seedlings<br>-Equipment                                 | 01 Million  | -Council Budgets                      |

|     |  |   |  |   |         |                          |            |                 |
|-----|--|---|--|---|---------|--------------------------|------------|-----------------|
| 8.1 | Negotiations with potential investors                  | 03 agreements   | -Kumbo Council<br>(4 <sup>th</sup> Deputy Mayor) | X | -Labour | -logistics               | 06 Million | -Council Budget |
| 8.2 | Fundraising forums organized                           | 03 investors  | -Kumbo Council<br>(4 <sup>th</sup> Deputy Mayor) | X | -Labour | -logistics               | 10 Million | Donors          |
| 8.3 | Implementation of corn and cassava processing projects | 20 operators of corn and cassava are benefiting from subsidized resources | -Kumbo Council<br>(4 <sup>th</sup> Deputy Mayor) | X | Labour  | -Seedlings<br>-Equipment | 02 Million | -Council budget |
| 9.1 | Rehabilitation of the council oil palm plantation      | Oil palm plantation in Nkuv is rehabilitated                              | -Kumbo Council<br>(4 <sup>th</sup> Deputy Mayor) | X | Labour  | -Land<br>-Seedling       | 10 Million | Donors          |

## 13.8. Trade and Commerce

| N°  | Activities  | Products   | Person Responsible  | Period | Resources                |  |                  | Sources of Financing       |
|-----|---|--|---|--------|--------------------------|--|------------------|----------------------------|
|     |   |  |   | Y1     | Human                    | Material   | Financial (FCFA) |                            |
| 1.1 | Review tax policy and its implementation strategies                   | 01 tax policy manual   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-Economic Operators<br>-DD Trade & Commerce  | X      | Labour                   | Stationeries                                     | 1.5 Million      | -Council Budget            |
| 2.1 | Recruit and train security guards for Markets and parks               | 04 security guards   | - Kumbo Council (3 <sup>rd</sup> Deputy Mayor)  | X      | Facilitators             | -Stationeries/<br>logistics<br>-Training Manuals | 200.000          | -Council Budget            |
| 3.1 | Training of young people and vulnerable groups in business management | 10 Vulnerable groups and 50 young people acquire skills on business management to start operating activities | - Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>- DD Trade & Commerce<br>-DD Social Affairs<br>-DD Employ. & Voc. Training<br>-NGOs | X      | Experts/<br>Facilitators | -Stationeries/<br>logistics<br>-Training Manuals | 02 Million       | -Council Budget<br>-Donors |
| 4.1 | Implementation of the Grant and Loan Scheme                           | 20 traders are benefiting from the grants and loan scheme in Kumbo.  | - Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Government<br>-Credit unions<br>-Banks   | X      | Experts/<br>Facilitators | Stationeries/<br>logistics                       | 30 Million       | -Council Budget<br>-Donors |
| 5.1 | Promotion of Decent Work within the municipality                      | Small scale firms wide codes of conduct are enforced   | -Kumbo Council<br>-DD Labour & Soc. Security<br>-Media<br>-Basic Union of Council Workers   | X      | Labour                   | Logistics  | 01 Million       | - Public Investment Budget |
| 6.1 | Action research on the honey industry and related value chains        | 01 copy of results of study are available  | -DD MINADER<br>-Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-Banks<br>-NGOs   | X      | Research experts         | -Logistics                                       | 500.000          | -Council Budget<br>-Donors |

### 13.10. Tourism

| N°  | Activities  | Products   | Person Responsible  | Period | Resources                |                             |                  | Sources of Financing       |
|-----|---|--|---|--------|--------------------------|-----------------------------|------------------|----------------------------|
|     |   |  |   | Y1     | Human                    | Material                    | Financial (FCFA) |                            |
| 2.2 | Promote and market tourism products through face to face contacts and the media | 01 tourist guide   | -Kumbo Council<br>-DD MINTOUR<br>-DD MINDUH<br>-Local Development Committees (VDA)                                | X      | labour                   | -Stationeries/<br>Logistics | 500.000          | -Public Investment budget  |
| 3.1 | Identify site for a council hotel and register the land                         | 01 demarcated site for the hotel with a land certificate | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINTOUR<br>-DD MINDUH<br>-Local Development Committees (VDA) | X      | -Surveyors<br>-Engineers | -Stationeries               | 20 Million       | -Council budget<br>-FEICOM |

### 13.11. Forestry and Wild Life

| N°  | Activities   | Products   | Person Responsible   | Period | Resources                |  |                  | Sources of Financing      |
|-----|--|--|--|--------|--------------------------|--|------------------|---------------------------|
|     |  |  |  | Y1     | Human                    | Material   | Financial (FCFA) |                           |
| 1.1 | Organize climate change workshops  | 02 climate change workshops                                | -Kumbo Council<br>-DD MINFOF<br>-DD MINEP<br>-DD MINEPAT<br>-NGOs                                | X      | Experts/<br>Facilitators | -Stationeries<br>-Logistics<br>-Training Manuals | 250.000          | -Public Investment        |
| 1.2 | Providing seedlings for each newly registered baby for planting                                  | 1000 seedlings   | -Kumbo Council (4 <sup>th</sup> Deputy mayor)<br>-ANAFOR<br>-DD MINFOF<br>-DD MINEPAT            | X      | Labour                   | -Seedlings                                       | 900.000          | -Council Budget           |
| 1.3 | Sensitization of the population on the importance of tree planting and the dangers of bush fires | 70% of the population is aware of environmental protection | -Kumbo Council (4 <sup>th</sup> Deputy mayor)<br>-DD MINFOF<br>-DD MINEP<br>-DD MINEPAT<br>-NGOs | X      | Labour                   | -Stationeries                                    | 600.000          | -Council Budget           |
| 1.4 | Award of prizes to best forest plantation or wood lot owners                                     | 01 prize award   | -Kumbo council<br>-MINFOF<br>-ANAFOR   | X      | Labour                   | -Prizes  | 500.000          | -Public Investment budget |

|     |   |   |   |   |                           |  |            |                           |
|-----|---|---|---|---|---------------------------|--|------------|---------------------------|
| 1.5 | Provision of technical support to farmers/organizations interested in tree planting | 50 farmers  | - Kumbo council<br>-MINFOF<br>-ANAFOR     | X | Facilitators              | -Stationeries<br>-Logistics<br>-Training Manuals | 01 Million | -Public Investment budget |
| 1.6 | Training of farmers on good nursery practices and forest management                 | 50 farmers receive 01 training                              | - Kumbo council<br>-MINFOF<br>-ANAFOR     | X | Experts/<br>Facilitators  | -Stationeries<br>-Logistics<br>-Training Manuals | 300.000    | -Public Investment budget |
| 3.1 | Establishment of communal forest reserve  | 02 Communal forest reserves                                 | -Kumbo Council<br>-DD MINFOF              | X | Surveyors/<br>Technicians | -Stationeries                                    | 700.000    | -Public Investment budget |
| 3.2 | Identification and protection of endangered species                                 | All Endangered species of animals are made known to hunters | -Kumbo Council<br>-DD MINFOF<br>-DD MINEP | X | Surveyors/<br>Technicians | -Stationeries                                    | 900.000    | -Public Investment budget |

### 13.12. Social Affairs

| N°  | Activities   | Products  | Person Responsible   | Period | Resources |               |           | sources of financing       |
|-----|--|---|--|--------|-----------|---------------|-----------|----------------------------|
|     |  |   |  | Y1     | Human     | Material      | Financial |                            |
| 1.1 | Sensitize the population against stigmatization and discrimination on the vulnerable   | 75% of the population is reached  | -Kumbo Council (1 <sup>st</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-Social Centers<br>-Media houses<br>-Religious bodies<br>-Traditional Authorities<br>-Partner Organizations | X      | Labour    | -Stationeries | 600.000   | -Council budget<br>-Donors |
| 1.2 | Create awareness within the public works sector so as to ensure that people with disabilities are considered when building public infrastructure | All Public infrastructure is made accessible to people with disabilities                | -Kumbo Council (2 <sup>nd</sup> Deputy mayor)<br>-DD MINAS<br>-Social Centers<br>-DD MINEPAT   | X      | Experts   | -Logistics    | 500.000   | -Public Investment budget  |
| 1.3 | Give special considerations in the recruitment and working conditions of the Mbororo and vulnerable population                                   | 50% of Mbororos and other vulnerable persons within the council are provided employment | -Kumbo Council (2 <sup>nd</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-NGOs<br>-Private firms   | X      | labour    | -Logistics    | 50.000    | -Public Investment budget  |

|     |  |  |  |   |                          |  |             |                                  |
|-----|--|--|--|---|--------------------------|--|-------------|----------------------------------|
| 2.1 | Sensitization of the population on the existence of social centers and partner organizations | 80% of the population is informed, and are exploiting the available social services within the council | -Kumbo Council (1 <sup>st</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-Social Centers<br>-Media houses<br>-Religious bodies<br>-Traditional Authorities<br>-Partner Organizations | X | Labour                   | -Stationeries                                    | 600.000     | -Council budget<br>-Donors       |
| 2.2 | Mobilization and provision of resources to social centers/ partner organizations             | 75 % of Vulnerable groups are receiving assistance from the council                                    | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD MINAS<br>-DD MINEPAT<br>-NGOs<br>-Private firms   | X | Labour                   | logistics  | 1.5 Million | -Council budget                  |
| 4.3 | Designing of policy on disability  | 01 policy  | -Kumbo Council (Mayor)   | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 1.000.000   | -Council budget<br>-VSO<br>-PNDP |

### 13.13. Culture

| N°  | Activities   | Products  | Person Responsible  | Period | Resources |                             |            | Sources of financing |
|-----|--|---|---|--------|-----------|-----------------------------|------------|----------------------|
|     |  |   |   | Y1     | Human     | Material                    | Financial  |                      |
| 1.1 | Sensitization of the population on the need and advantages of the Nso Language and Culture | Articles reflecting the Nso culture are exposed through the media | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Traditional Authorities                            | X      | Labour    | -Stationeries               | 300.000    | -Council Budget      |
| 1.2 | Provision of assistance to the Nso Language Organization                                   | Allowance to 01 Nso language teacher                              | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Traditional Authorities                            | X      | Labour    | -Stationeries<br>-logistics | 600.000    | -Council Budget      |
| 1.3 | Creation of a standard Nso Cultural Committee  | 01 standing cultural committee exists                             | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Traditional Authorities                            | X      | Labour    | -Stationeries<br>-logistics | 200.000    | Council Budget       |
| 1.4 | Marketing of the Nso Culture through the internet, etc. e.g. the Ngonso Festival           | 01 website is built and constantly updated                        | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committee<br>-Traditional Authorities | X      | Labour    | -Internet                   | 02 Million | -Council Budget      |

|     |   |  |   |   |        |                             |            |                 |
|-----|---|--|---|---|--------|-----------------------------|------------|-----------------|
| 1.5 | Formation of a traditional House of Assembly                    | 01 cultural house of Assembly is formed    | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committee<br>-Traditional Authorities | X | Labour | -Logistics/<br>Stationeries | 200.000    | Council Budget  |
| 1.7 | Organization of artistic and cultural exhibitions/ competitions | 01 artistic exhibition is organized a year | -Kumbo Council (3 <sup>rd</sup> Deputy mayor)<br>-DD Culture<br>-Nso Cultural Committee<br>-Traditional Authorities | X | Labour | Logistics                   | 01 Million | -Council Budget |

#### 13.14. Employment and Vocational Training

| N°  | Activities  | Products   | Person Responsible  | Period | Resources                |  |                  | Sources of Financing             |
|-----|---|--|---|--------|--------------------------|--|------------------|----------------------------------|
|     |   |  |   | Y1     | Human                    | Material   | Financial (FCFA) |                                  |
| 1.1 | Sensitize the public on the importance and advantages of vocational training  | -65% population is aware   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINEFOP<br>-Mass Media<br>-Mfuh Houses | X      | Labour                   | -Stationeries  | 200.000          | -Council budget                  |
| 2.1 | Provide human, material, and financial assistance to existing centers   | 11 centers are benefiting from human, material and financial assistance from the council | -Kumbo council<br>-Government   | X      | Labour                   | -Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-etc | 500.000          | -Public Investment budget        |
| 3.1 | Organize capacity building workshops  | 03 capacity building workshop  | -Kumbo Council<br>-Government<br>-DD MINEFOP  | X      | Experts/<br>Facilitators | -Stationeries<br>-Logistics<br>-Training Manuals             | 2.5 Million      | -Public Investment budget        |
| 4.3 | Designation of policies on recruitment and training of staff, use of IT, Confidentiality, performance management, information sharing | 05 policy  | -Kumbo Council (Mayor)  | X      | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics             | 1.000.000        | -Council budget<br>-VSO<br>-PNDP |

### 13.15. Urban Development and Housing

| N°  | Activities   | Products  | Person Responsible  | Period | Resources                              |                             |                  | Sources of Financing     |
|-----|--|---|---|--------|--|-----------------------------|------------------|--------------------------|
|     |  |   |   | Y1     | Human                                  | Material                    | Financial (FCFA) |                          |
| 1.3 | Sensitization on maintenance and restructuring of old structures                                 | 100% population has received sensitization messages on maintenance and rehabilitation of their respective buildings | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH | X      | Labour                                 | -Stationeries               | 600.000          | -Council budget          |
| 4.1 | Identification of strategic sites for the construction of public toilets within the municipality | 04 sites  | -Kumbo council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINDUH | X      | -Surveyor<br>-Engineer                 | -Stationeries<br>-Equipment | 500.000          | -Council budget          |
| 4.4 | Sanitary inspection of private toilets   | 04 inspection campaigns are organised   | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH | X      | Labour                                 | -Stationeries               | 300.000          | -Council budget          |
| 5.1 | Setting up committees to check construction on risk zones  | 04 supervisory authorities  | -Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH | X      | Labour                                 | -Stationeries               | 100.000          | -Council budget          |
| 6.4 | Provision of aerial pictures and plan of Kumbo Town  | Aerial pictures and plan of the town are available  | Kumbo council (2 <sup>nd</sup> Deputy Mayor)<br>-DD MINDUH  | X      | -Terrestrial Surveyors<br>-Technicians | Logistics<br>Equipment      | 23 720 647       | Public Investment Budget |

### 13.16. Women Empowerment and the Family

| N°  | Activities   | Products  | Person Responsible  | Period | Resources |   |                  | Sources of Financing      |
|-----|--|---|---|--------|-----------|---|------------------|---------------------------|
|     |  |   |   | Y1     | Human     | Material  | Financial (FCFA) |                           |
| 1.1 | Training of traditional leaders and other stakeholders on the disadvantages of obnoxious traditional practices against women | 35 traditional leaders and 100 stakeholders are trained | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Communities<br>-Traditional Authorities/<br>institutions<br>-NGOs<br>-Women's groups | X      | Experts   | -Stationeries                                   | 100.000          | -Council Budget           |
| 3.3 | Organize exhibitions on women's products.  | 01 exhibition   | -Kumbo Council (1 <sup>st</sup> Deputy Mayor)<br>-DD MINPROF<br>-Women's groups   | X      | Labour    | Training manuals<br>-Stationeries<br>-Logistics | 200.000          | -Public Investment budget |

|     |                              |           |                        |   |                          |  |         |                                  |
|-----|------------------------------|-----------|------------------------|---|--------------------------|--|---------|----------------------------------|
| 4.3 | Designation of policy gender | 01 policy | -Kumbo Council (Mayor) | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 200.000 | -Council budget<br>-VSO<br>-PNDP |
|-----|------------------------------|-----------|------------------------|---|--------------------------|--|---------|----------------------------------|

### 13.17. Small and Medium size Enterprises

| N°  | Activities   | Products   | Person Responsible  | Period | Resources |                     |                  | Sources of Finance                             |
|-----|--|--|---|--------|-----------|---------------------|------------------|--|
|     |  |  |   | Y1     | Human     | Material            | Financial (FCFA) |  |
| 2.1 | Sensitization of women to join women's group especially common initiative groups (CIG) | All socio-economic groups are grouped into Common Initiative Groups (CIGs) | -Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Business units<br>-DD SME | X      | Labour    | logistics           | 200.000          | -Council Budget<br>-Kumbo Women's Cooperatives |
| 2.3 | Formation of arts and craft CIGs   | 10 CIGs are formed   | -Kumbo Council (3 <sup>rd</sup> Deputy Mayor)<br>-Business units<br>-DD SME | X      | Labour    | Logistics equipment | 06 Million       | -Council budget<br>-Public Investment budget   |

### 13.18. Mines and Industrial Development

| N°  | Activities                  | Products | Person Responsible   | Period | Resources    |                          |                  | Sources of Finance |
|-----|-----------------------------|----------|--|--------|--------------|--------------------------|------------------|--------------------|
|     |                             |          |  | Y1     | Human        | Material                 | Financial (FCFA) |                    |
| 1.1 | Acquisition of mining sites | 03 sites | -Kumbo Council (2 <sup>nd</sup> Deputy Mayor)<br>-DD Mines | X      | -Technicians | -Logistics<br>-equipment | 02 Million       | -Council budget    |

### 13.19. Environment and Nature Protection

| N°  | Activities                         | Products / Indicators Results (Expected results) | Person Responsible   | Period | Resources                |  |                  | Sources of Finance         |
|-----|------------------------------------|--|--|--------|--------------------------|--|------------------|----------------------------|
|     |                                    |  |  | Y1     | Human                    | Material   | Financial (FCFA) |                            |
| 1.1 | Training staff on waste management | 03 trainings are organised                       | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-MINDUH<br>-NGOs | X      | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 1.5 Million      | -Council Budget<br>-Donors |

|     |                              |   |  |   |         |  |            |                 |
|-----|------------------------------|---|--|---|---------|--|------------|-----------------|
| 1.4 | Daily collection of garbage  | Streets within the municipality are properly cleaned and garbage cans emptied daily | -Kumbo Council (4 <sup>th</sup> Deputy)<br>-District Medical Officer (DMO) | X | Labour  | Wheelbarrows<br>-Spades<br>-Wrecks<br>-Gloves<br>-Boots<br>-Overalls<br>-etc | 27 Million | -Council budget |
| 3.1 | Planting of ornamental trees | 1000 ornamental trees   | -Kumbo Council (4 <sup>th</sup> Deputy Mayor)<br>-DD MINEP<br>-DD MINFOF   | X | -Labour | -Trees<br>-Dig axes<br>-Spades   | 06 Million | -Council budget |

### 13.20. State Property and Land Tenure

| N°  | Activities                                   | Products                                  | Person Responsible                                  | Period | Resources |              |                  | Sources of Finance |
|-----|--|---|---|--------|-----------|--------------|------------------|--------------------|
|     |  |   |   | Y1     | Human     | Material     | Financial (FCFA) |                    |
| 4.2 | Registration and demarcation of council land | All acquired council lands are registered | -Divisional Officer<br>-Kumbo Council<br>-DD MINDUH | X      | Labour    | Stationaries | 2 Million        | -Council budget    |

### 13.21 MINATD

| N°  | Activities   | Products  | Person Responsible            | Period | Resources                |  |                  | Sources of Finance         |
|-----|--|---|-------------------------------|--------|--------------------------|--|------------------|----------------------------|
|     |  |   |                               | Y1     | Human                    | Material   | Financial (FCFA) |                            |
| 1.1 | Provision of necessary equipment for the smooth functioning of the council                   | Computers and other furniture have been purchased for smooth functioning              | -Kumbo Council (Mayor)        | X      | Labour                   | equipment  | 50 Million       | -Council budget<br>-Donors |
| 1.2 | Designation of policy and procedure for the proper use of council' equipments                | 01 policy   | -Kumbo Council (Mayor)        | X      | Labour                   | -Stationeries                                    | 200.000          | -Council budget            |
| 2.1 | Identification of various training courses for staff and organize for training opportunities | All necessary training courses are identified and 03 trainings organised              | -Kumbo Council (Mayor)        | X      | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 03 Million       | -Council budget<br>-Donors |
| 2.2 | Recruit and train qualified staff to render effective services to the council                | 10 experts are recruited at various service departments to render effective services. | -Kumbo Council (Mayor)        | X      | -Experts                 | Stationeries                                     | 02 Million       | -Council budget            |
| 2.3 | Review of Municipal Decision for staff function  | 01 municipal decision for staff functions exist                                       | -Kumbo Council (Sec. General) | X      | -Facilitators            | Stationeries                                     | 100.000          | -Council budget            |

|     |  |  |                                      |   |                          |  |         |                            |
|-----|--|--|--------------------------------------|---|--------------------------|--|---------|----------------------------|
| 3.1 | Organize trainings on management of relations especially with tax payers and other services.                                 | 01 training is organised   | -Volunteer Services Overseas (VSO)   | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 300.000 | -Council budget<br>-Donors |
| 3.2 | Train council personnel on the use of ICT systems  | All council personnel are able to use Information and Communication and Technology (ICT) systems | -Volunteer Services Overseas (VSO)   | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 500.000 | -Donors                    |
| 4.1 | Organize seminars/ workshop with heads of service to mainstream the participatory approach in implementing their activities. | 02 seminars and workshops are organised  | -Volunteer Services Overseas (VSO)   | X | Experts/<br>Facilitators | -Training manuals<br>-Stationeries<br>-Logistics | 500.000 | -Donors                    |
| 5.2 | Draw a standard procedure document for revenue collection  | 01 standard operational document   | -Kumbo Council (Municipal Treasurer) | X | Labour                   | -Stationeries                                    | 500.000 | -Council budget<br>-Donors |

### 13.22. Sports and Physical Education

| N°  | Activities   | Products                         | Person Responsible   | Period | Resources                              |  |                  | Sources of Finance        |
|-----|--|----------------------------------|--|--------|--|--|------------------|---------------------------|
|     |  |                                  |  | Y1     | Human                                  | Material   | Financial (FCFA) |                           |
| 2.1 | Construction of grand stand Tobin                      | Tobin grand stand is constructed | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD MINEPAT<br>DD Public Works | X      | -Surveyors<br>-Engineers<br>-Architect | -Stationeries<br>-Sand<br>-Stones<br>-Cement<br>-Iron rods<br>-Timber<br>-Zinc<br>-Aggregate<br>-Equipment | 80Million        | -Public Investment budget |
| 2.3 | Organizing competitions and team sports for both sexes | 03 competitions                  | -Kumbo Council (3 <sup>rd</sup> Deputy Mayors)<br>-DD Youth & Sports             | X      | Labour                                 | -Stationeries<br>-Logistics<br>-Equipment  | 12 Million       | -Council budget           |

13.23. Labour and Social Security

| N°  | Activities  | Products                         | Person Responsible     | Period | Resources |          |                  | Sources of Finance |
|-----|---|----------------------------------|------------------------|--------|-----------|----------|------------------|--------------------|
|     |   |                                  |                        | Y1     | Human     | Material | Financial (FCFA) |                    |
| 1.1 | Creation of employment opportunities (industries) | 90% of the unemployed population | -Kumbo Council (Mayor) | X      |           |          |                  | -Council budget    |

13.24. Youth Affairs

| N°  | Activities                                | Products   | Person Responsible                            | Period | Resources |          |                  | Sources of Finance         |
|-----|---|------------|---|--------|-----------|----------|------------------|----------------------------|
|     |   |            |   | Y1     | Human     | Material | Financial (FCFA) |                            |
| 1.1 | Creating job opportunities for the youths | 215 youths | -Kumbo Council (1 <sup>st</sup> Deputy Mayor) | X      |           |          | 15 Million       | -Council Budget<br>-Donors |

#### 14. SIMPLIFIED ENVIRONMENTAL MANAGEMENT FRAMEWORK OF THE TRIENNIAL INVESTMENT PLAN

The Simplified environmental management framework of the Triennial investment Plan of the Kumbo council comprises of:

- The main potential impacts and envisageable measures ;
  
- The environmental and social management plan.

##### 14.1 Main potential impacts and envisageable measures

From the micro-projects contained in the triennial investment plan, the main impacts and socio-environmental mitigation measures are as follow;

| Micro project types contained in the triennial plan   | Potential positive Socio-environmental impacts   | Potential negative Socio - environmental impacts (Socio-environmental risks)   | Socio-environmental mitigation measures  | Socio-environmental quality improvement measures (Optimization)   |
|---|--|--|--|---|
| <p><b>Micro projects dealing with the construction of basic community infrastructures :</b></p> <ul style="list-style-type: none"> <li>- Construction of class rooms in kiyan and Melim</li> <li>- Construction of latrines in Nkuv, Kiyam and Melim</li> <li>- Construction of a social center in Bamkikai village</li> <li>- Construction of the transnational market at Mbveh and a local Market at Mbah.</li> <li>- Construction and rehabilitation of community radio Kimbo squares</li> <li>- Construction of 02 veterinary stations in Kingomen and Bamdzeng</li> <li>- Construction of 01 park in Njavnyuy</li> <li>- Construction of 02 public toilets at Tobin Round About and Mbveh</li> </ul> | <ul style="list-style-type: none"> <li>- Disenclavement of the villages through the construction of the basic infrastructures.</li> <li>- Improvement in the access to basic services (school, health, potable water etc).</li> <li>- Population pressure on the use of some basic infrastructure is reduced.</li> <li>- Reinforce the dynamic of the population by working through the mobilization of stakeholders.</li> <li>- A reduction in certain diseases and illnesses as a result of increased access to potable water, health facilities etc.</li> </ul> | <ul style="list-style-type: none"> <li>- loss of vegetation,</li> <li>- soil erosion,</li> <li>- air and noise pollution around works,</li> <li>- flooding due to poor drainage at facilities,</li> <li>- groundwater pollution due to construction waste and improper location of latrines,</li> <li>- increased malaria due to standing water around water points,</li> <li>- generation of medical waste at the health centers</li> <li>- Risks impact related to the choice of site.</li> <li>- Risk related to the acquisition of lands for localization of the micro-projects.</li> <li>- Risk related to involuntary displacement of persons.</li> <li>- Risk of marginalization of the vulnerable population.</li> <li>- Risk of potential conflict for the beneficiary population (insufficient quality, management &amp; leadership problems).</li> <li>- Risk of insecurity of persons and goods (Banditry).</li> <li>- Risk in the spread of HIV-SIDA and other diseases.</li> <li>- Accident risk emanating from</li> </ul> | <ul style="list-style-type: none"> <li>- Planting or replanting of trees around the works.</li> <li>- Planting of cover grass in affected zones.</li> <li>- Restore the borrowed pits or zones after completion of works.</li> <li>- Available garbage cans for the evacuation of solid waste.</li> <li>- Avoid standing water around works.</li> <li>- Avoid localizing works on sensitive zones such as marshy zones, sacred zones, protected areas etc.</li> <li>- Obtain land donation attestation signed by village chief and the proprietor of the site.</li> <li>- Compensate those affected in conformity with the Resettlement Action Plan terms.</li> <li>- Identify priority activities for vulnerable population and integrate it in the CDP</li> <li>- Sensitize the beneficiary population on the dangers of the spread of HIV-SIDA and other diseases.</li> <li>- Sensitize the beneficiary population on insecurity</li> </ul> | <ul style="list-style-type: none"> <li>- Sensitize the beneficiary population to be actively involved during the filling of the socio environmental form.</li> <li>- Sensitization campaigns for site workers and beneficiary populations, on medical &amp; health risks, risks of work accidents and on environmental sustainability</li> <li>- Put in place a management committee &amp; ensure proper functioning</li> </ul> |

|   |   |  |   |   |
|---|---|--|---|---|
|   |   | works.   | risks.<br>- Sensitize the beneficiary population on risks and accidents associated with works   |   |
| <b>Water Supply Projects :</b><br><br>Construction of 06 water catchments   | <ul style="list-style-type: none"> <li>- Improvement in the access to potable water.</li> <li>- Population pressure on the use water is reduced.</li> <li>- Reinforce the dynamic of the population by working through the mobilization of stakeholders.</li> <li>- A reduction in certain diseases and illnesses as a result of increased access to potable water.</li> <li>- Improve local governance by working in the management of funds and creation of committee to manage micro-projects.</li> <li>- Improvement in revenue of the area.</li> </ul> | <ul style="list-style-type: none"> <li>- loss of vegetation,</li> <li>- Soil erosion.</li> <li>- Loss of woody species due to clearing of the site.</li> <li>- Air and noise pollution around works</li> <li>- Under ground water pollution due to construction waste.</li> <li>- Floods and standing water risks around the works.</li> <li>- Risk of improper location of latrines.</li> <li>- Risk of contamination and infiltration of dirty and muddy water around the works.</li> <li>- Risk of involuntary displacement of persons at project site</li> </ul>           | <ul style="list-style-type: none"> <li>- Planting of trees around the works.</li> <li>- Planting of cover grass in affected zones.</li> <li>- Restore the borrowed pits or zones after completion of works.</li> <li>- Maintain latrines at least 50 m from the water points.</li> <li>- Render secure water points by building a fence around; render impermeable the sides with tiles or marble.</li> <li>- Regular physico-chemical water treatment</li> <li>- Compensate those affected in conformity with the Resettlement Action Plan terms.</li> </ul>                             | <ul style="list-style-type: none"> <li>- Sensitize the beneficiary population to be actively involved during the filling of the socio environmental form.</li> <li>- Put in place a management committee &amp; ensure proper functioning.</li> <li>- Sensitize the beneficiary population on the risk associated with standing water and water related diseases.</li> </ul> |
| <b>Interconnecting Projects :</b><br><br><ul style="list-style-type: none"> <li>- Grading of 42.2 Kms of rural roads</li> <li>- Construction of 02 bridges in Nkuv and Kishi.</li> <li>- Construction of 06 culverts</li> </ul> | <ul style="list-style-type: none"> <li>- Disenclavement of the villages through the construction of the roads, bridges and electricity etc.</li> <li>- Reinforce the dynamic of the population by working through the mobilization of stakeholders.</li> <li>- Improve local governance by working in the management of funds and creation of committee to manage micro-projects.</li> <li>- Improve access to energy</li> <li>- Improvement in revenue of the area</li> </ul>  | <ul style="list-style-type: none"> <li>- loss of vegetation,</li> <li>- soil erosion,</li> <li>- air and noise pollution around works</li> <li>- Pollution due to waste oil from vehicles.</li> <li>- Loss of woody species related to the clearing of the site.</li> <li>- Poaching due to opening up of paths, roads etc.</li> <li>- Risk of generation of solid waste.</li> <li>- Risk of incident such as bush fire.</li> <li>- Risk of involuntary displacement of persons at project site.</li> <li>- Risk of increase in the prevalence rate of STD/HIV/AIDS</li> </ul> | <ul style="list-style-type: none"> <li>- Planting of trees around the works.</li> <li>- Planting of cover grass in affected zones.</li> <li>- Restore the borrowed pits or zones after completion of works.</li> <li>- Do fire tracing.</li> <li>- Avoid the deposit of waste matter in river channel – deposit in old borrowed pits or zones.</li> <li>- Sensitize the population against poaching.</li> <li>- Compensate those affected in conformity with the Resettlement Action Plan terms.</li> <li>- Sensitize the population on the spread and dangers of STD/HIV etc.</li> </ul> | <ul style="list-style-type: none"> <li>- Sensitize the beneficiary population to be actively involved during the filling of the socio environmental form.</li> <li>- Put in place a management committee &amp; ensure proper functioning.</li> <li>- Priority recruitment for local labour as well as the use of local materials.</li> </ul>                                |

|   |  |   |   |   |
|---|--|---|---|---|
| <p><b>Natural Resource management projects</b></p> <ul style="list-style-type: none"> <li>- Exploitation of a quarry at Ntonghi</li> <li>- Control of soil fertility in 43 villages</li> <li>- Reforestation at Tayav.</li> <li>- implementation of folder plants and firewood at Tayav</li> <li>- Protection and conservation of 63 water catchment sites</li> </ul> | <ul style="list-style-type: none"> <li>- Reinforce the dynamic of the population by working through the mobilization of stakeholders.</li> <li>- Improve local governance by working in the management of funds and creation of committee to manage micro-projects.</li> <li>- Improve biodiversity conservation of the site.</li> <li>- Pressure on the use of resources is reduced.</li> </ul> | <ul style="list-style-type: none"> <li>- loss of vegetation, soil erosion,</li> <li>- Loss of woody species due to site clearing and related works.</li> <li>- Risk of involuntary displacement of persons at project site</li> <li>- Risk of marginalization of the vulnerable population.</li> <li>- Risk of conflict as to who is the direct beneficiary of the micro –project.</li> </ul> | <ul style="list-style-type: none"> <li>- Planting of trees &amp; cover grasses in affected areas</li> <li>- Restoration of borrowed pits or zones after completion of works.</li> <li>- Identify priority activities for vulnerable population and integrate it in the CDP</li> <li>- Train &amp; put in place a management committee.</li> <li>- compensate those affected in conformity with the Resettlement Action Plan terms</li> <li>- Sensitization of the population is vital so as to reduce social conflict.</li> </ul> | <ul style="list-style-type: none"> <li>- Environmental education of the population</li> </ul> |
|---|--|---|---|---|

#### 14.2. 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   | Key actors                        | Periods   | Follow up actors   | Costs   | Observations  |
|--|-----------------------------------|-----------|--|---|---|
| Training of the Council Development officer on environmental aspects and within the PNDP's socio-environmental management framework. | PNDP                              | 2011-2012 | MINEP Delegation ;<br>MINAS Delegation ;<br>PNDP   | Incorporated into<br>PNDP budget                    |   |
| Use of the socio-environmental form.   | Council Development officer       | 2011-2014 | MINEP delegation ;<br>MINAS delegation ;<br>PNDP ;<br>Municipal councilor ;<br>Development Agent | PM (contract award)                                 | Related cost should be<br>included in the micro<br>project conception cost. |
| Training of COMES (Council sessions extended to sector ministries) on environmental and social safeguards policies.                  | PNDP                              | 2011-2012 | MINEP Delegation ;<br>MINAS delegation ;   | Incorporated into the<br>PNDP budget                |   |
| Provision for the carrying out of environmental impact studies.  | PNDP, Mayor (Municipal Councilor) | 2011-2014 | MINEP delegation ;<br>MINAS delegation ;<br>PNDP ;<br>Municipal councilor                        |   | In case of resettlement, the<br>cost is to be borne by the<br>Mayor.        |
| Follow up and monitoring of socio environmental management plan and of the entrepreneurs.  | Council Development Officer       | 2011-2014 | MINEP delegation ;<br>MINAS delegation ;<br>PNDP ;<br>Municipal councilor                        | integrated within the<br>council budget             |   |
| Respect of environmental clauses contained in the tender document and the micro project environmental measures.                      | Entrepreneurs                     |           | MINEP delegation ;<br>Council Development<br>officer;<br>Municipal councilor                     | Tender (integrated<br>within the council<br>budget) |   |

## 15. PROCUREMENT PLAN

Contract Award Schedule for Kumbo Council

Contracting Authority Mr. Njong Fonyuy Donatus, Mayor Kumbo Council

Official in charge of Follow-Up: Mr. Nchia Chrysanthus Nang, Secretary General Kumbo Council

**Table 23: Contract Award Schedule for Kumbo Council<sup>10</sup>**

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<sup>10</sup> See Annex 1

## 16. 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 43 villages) of the council area after the implementation of the AIP. It is only through M&E that we can know how community driven is the CDP for the Kumbo Council.

At the council level, a follow up committee was put in place following the terms of reference from PNDP (See Annexes) Steering committees were also appointed in all the 43 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.

The M&E plan is designed to determine the change or results of the programme. The following will participate in the M&E process at the council level:

**Table 24: 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                                  | PVC<br>PNDP                               | -Number of projects realised.<br>-Number of input, output, outcome realized. | Reports to council, Reports to PNDP and all sectorials involved in the AIP. | Before, During and after implementations .            |
| Information to all sectorials involved on the venue of implementation and the time frame of M&E activity.  | Council Development Officer (CDO)                            | All sectorials<br>PNDP<br>PVC             | - Official letters<br>- - number of meetings                                 | Archives of the CDO   | Quarterly   |
| Follow up of the implementation of the CDP   | Mayor  | CDO<br>PNDP,<br>PVC<br>Steering committee | - Number of reports<br>-number of monitoring meetings                        | -Monitoring reports<br>-Minutes of meetings<br>-Attendance sheets           | Quarterly   |
| Assessing the inputs and impacts of all projects.  | Follow up committee  | CDO<br>PNDP,<br>PVC<br>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<br>PVC<br>PNDP                        | number of projects assessed  | Assessment reports  | At least 01 year after the implementation of project. |
| Follow up planned actions at village levels  | -Village steering committees<br>-Development officer<br>-PVC | CDO<br>PVC<br>PNDP                        | - number of monitoring meetings (visits)                                     | -Monitoring reports   | During and after implementation of projects           |

### 16.1. 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 steering committee will be presented. The consultative boards will be doing the follow up at the level of villages

where projects are executed, whereas the steering committee 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 were realised according to schedule ;
- Detect dysfunctions and correct them;
- Permit a better appropriation of beneficiaries
- Regularly collect data.

#### 16.2. Review mechanism of the CDP and preparation of the AIP

The steering committee meets every month to assess execution of the previous month and plan for the coming month.

#### 16.3. 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 follow up committee convenes 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 gives a picture of the projects executed at a given moment of its execution process. Evaluation will take place at the end of the action which will permit the observation of short-term consequences and the ex-post evaluation which will take place well after the end of the action and concerns medium and long term effects (impacts).

### **17. CONCLUSION AND RECOMMENDATIONS**

The CDP for the Kumbo municipality 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 executive 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 municipality will contribute their widows' mites in terms of financial, human and material resources for its achievement.

It is therefore recommended that more research 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 Kumbo council is ill equipped with personnel, even though efforts have been made of late to improve the personnel. The personnel need to be enriched with more qualified personnel to effectively understand the council vision and goals.

The council executive should consider this CDP as the basic reference book for the municipality. It should be an inspiration with regards to the numerous problems identified in the field. If is employed in this manner, it will more or less keep them closer to the reality of the problem of their population.

## **ANNEXES**

Annex 1: Contract Award Plan

Annex 2: Steering Committees set up-(Composition)-Village and Council level

Annex 3: Municipal order creating the CDP's steering committee

## Annex 4: Workshop Planning Programme

Annex 5: Baseline data detailed form/council's reference by sector and by village

(Available at the Council)

Annex 6: GPS points of councils' existing infrastructures

(Available at the Council)

Annex 7: Check-list on the planning process put together alongside tools by sequence

Annex 8: Investigation framework of urban space diagnosis

(Available at the Council)

Annex 9: Daily attendance sheets at the planning workshop

Annex 10: Transect Walks

Annex 11: Thematic Maps