Nguti Council
Strategic Development Plan
2010-2014

Organized By : Nguti Council
Technical & Financial Support : PSMNR-SWR
Facilitated by : MUDEC Group-Buea

AUGUST 2009
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<tr>
<td>AIGA</td>
<td>Alternative Income Generative Activities</td>
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<td>CIG</td>
<td>Common Initiative Groups</td>
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<td>FEICOM</td>
<td>Local Council Support Fund</td>
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<td>GoC</td>
<td>Government of Cameroon</td>
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<td>HIV/AIDS</td>
<td>Human Immune Virus/ Acquired Immune Deficiency Syndrome</td>
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<td>IBE</td>
<td>Inspectorate of Basic Education</td>
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<td>ID/OS</td>
<td>Institutional Development/ Organizational Strengthening</td>
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<td>LCM</td>
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<td>LGTC</td>
<td>Local Government Training Centre (CEFAM)</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>MINADER</td>
<td>Ministry of Agriculture and Rural Development</td>
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<td>MINPROFF</td>
<td>Ministry of Women and Family Affairs</td>
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<td>MIPLADAT</td>
<td>Ministry of Plan and Regional Development</td>
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<td>MUDEC Group</td>
<td>Municipal Development Counselling Group</td>
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<td>NRM</td>
<td>Natural Resource Management</td>
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<tr>
<td>NTFP</td>
<td>Non-Timber Forest Products</td>
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<td>PRSP</td>
<td>Poverty Reduction Strategy Paper</td>
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<td>PSMNR-SWR</td>
<td>Program for Sustainable Management Resources-South West Region</td>
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<td>RUMPI</td>
<td>RUMPI Area Participatory Development Project</td>
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<tr>
<td>SOP</td>
<td>Standard Operating Procedures</td>
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<td>SOWEDA</td>
<td>South West Development Authority</td>
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<td>TV</td>
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PREFACE

The Nguti Strategic Plan (2010-2014) has been realized thanks to the timely efforts of several development actors who were constantly solicited to make valuable contributions collectively and individually. These include but are not limited to

i. The Management of Nguti Council, Councilors and Staff
ii. Heads of Government Technical Services in Nguti Municipality
iii. Traditional Authorities
iv. Leaders of Women and Youth Groups
v. Faith Based and other Civil Society Organizations
vi. Several Technical Services at the Regional level that were consulted to secure and triangulate information

Furthermore, sincere gratitude is extended to the PSMNR-SWR whose financial and technical support facilitated the accomplishment of this groundbreaking exercise in the history of Nguti Municipality. Our Municipality is indeed indebted to all of you. Your timely contributions have enabled the realization of this roadmap that will guide development processes in Nguti Municipality several years into the future.
EXECUTIVE SUMMARY

Nguti Municipality is located in the South West Region of Cameroon. It has a population of about sixty seven thousand two hundred and eighteen (67,218) inhabitants (53% women). Nguti Council constitutes the local arm of government. It is therefore mandated to reduce poverty in the municipality.

As a signatory, the GoC localized the MDG by elaborating the PRSP in which poverty reduction is central. The LCM as embedded in the 2004 Law on Decentralization puts the Local Council squarely in the driving seat in terms of fostering development initiatives within any local collectivity.

The current management of Nguti Council is conscious of the shortcomings in local governance processes within the council area and is committed to improve the situation through engaging the population, beginning with development planning. The Council Development Program is visible as it has embarked on development planning in a highly participatory manner. So far there are ongoing efforts toward the realization of the Nguti Council Forest, the Institutional Development and Organizational Strengthening of Nguti Council and increased citizen involvement in planning. The planning process that include trainings, workshops and fieldwork have brought together several development actors including elected and appointed officials, heads of technical services, traditional authorities, civil society organizations as well as leaders of women and youth groups. They brainstormed on and analyzed the findings of the monographic study that revealed the municipality is plagued with the following development challenges amongst others:

- No electricity
- Poor road network
- Limited access to portable water
- Inadequate means of communication
- Limited recreational facilities
- Poor town and house planning
- Poor market infrastructure
- Poor health status
- Gender inequality and inequity
- Degenerative positive cultural practices

These development challenges were classified into five main programmes that center around:

Several cross cutting issues including; Decentralization, Gender, HIV/AIDS, Food Security, Disenfranchised persons and Linkages were also incorporated in the planning.

The Implementation Timetable for the Strategic Plan includes the period from January 2010 to December 2014. There will be annual operational plans during the period. Some critical risks that could hinder the smooth implementation of this plan were highlighted. These include chieftaincy and land disputes, competitive politics, struggles over access to and distribution of resources such as timber, non-cooperation of key stakeholders, interference by the local administration, diminishing assistance from the donor community, fewer partners interested in strategic alliances with the Council and the possibility of leasing most land in the municipality to forest exploiters at the expense of other development initiatives including human settlement. The resource request for the realization of this five year development plan is estimated at one thousand three hundred and nineteen million, eight hundred and ninety seven thousand (1,319,897,000) FCFA with about 90% generated from within the Council area while 10% will represent donor support.
1. INTRODUCTION

Nguti Municipality is located in the South West Region of Cameroon. It has a population of about sixty seven thousand two hundred and eighteen (67,218) inhabitants (53% women). There are 54 villages representing 4 tribes (Bakossi, Upper Balong, Bassosi and Mbo). These tribes consist of 9 clans; Upper Nkongho, Lower Nkongho, Abongoe, Ngemengoe, Bassosi, Upper Balong, Banyu, Lower Mbo and Bebum. 80% of the population is engaged in agriculture. Geographically, Nguti is host to several water ways including Lake Birmin, the Ehombe River and a chain of hills known as the Asu Hills. The municipality has important reserves of forest resources that could be conserved or exploited in a sustainable manner to the benefit of the local population. In order to use these resources and reduce poverty in the municipality, the Council decided to engage the population in participatory planning. A key result is having a Strategic Development Plan that will serve as a roadmap for the long and short term development aspirations of the municipality. The population was involved in the planning process in order for them to take ownership of their development initiatives.

1.1 Importance of a Strategic Plan

Amongst others below are some reasons why the Council embarked on the elaboration of a Strategic Development Plan:

⇒ Defines effective use of scarce resources
⇒ Helps to speed up delivery of basic social services
⇒ Helps to attract additional funds
⇒ Strengthens democracy
⇒ Helps to overcome the legacy of unplanned development
⇒ Promotes coordination between local, regional and central government agencies

1.2 The Strategic Planning process

The planning process was a result of several preparatory meetings between the Council, the PSMNR-SWR and MUDEC Group after which a tripartite contract was signed with clearly identified tasks and commitments. The various methods used and the outputs realized and enumerated below:

⇒ Planning/sensitization meetings
⇒ Training of women & youth group representatives
⇒ Institutional analysis/training of staff and councilors on data collection
⇒ Data collection
⇒ Validation workshop
⇒ Monographic Study
⇒ Strategic Planning workshop
⇒ Operational Planning workshop (This is the next step in the process)
⇒ Follow-up (Monitoring & Evaluation) this will be engaged during the operational phase.
1.3 The planning methods

1.4 What the Council will achieve through having a Strategic Plan
The Council intends to use this strategic plan as a roadmap to foster balanced development within the municipality. It will give local planners a concise view of the felt needs of the population as well as redirect available resources towards meeting these needs. The council will also use the plan to solicit assistance as well as engage in fundraising strategies.
2. MAJOR FINDINGS FROM THE MONOGRAPHIC STUDY

2.1 Most promising opportunities

♦ Availability of forest resources that can serve the purposes of conservation, exploitation, research and tourism.
♦ Large quantities of arable land that can be exploited for plantation farming thus creating employment opportunities.
♦ The presence of water bodies including waterfalls that can propel turbine engines to generate electricity.
♦ Other natural resources such as stones, gravel and sand deposits are available in huge quantities that can facilitate development processes.
♦ An enthusiastic and determined population which has been sensitized and motivated to take ownership of development processes in the municipality.
♦ The new policy of government to send subsidies directly to local councils.
♦ A new era for increased collaboration with the international community.

2.2 Most urgent needs for development

♦ Provision of rural electrification that would ensure better methods of processing, transformation and preservation of local products.
♦ Construction and regular maintenance of farm to market roads with special focus on the enclave hinterlands comprising four clans (Upper and Lower Nkongho, Banyu and Lower Mbo).
♦ Increase accessibility to health care by renovating and equipping (regular supply of drugs and recruitment of qualified staff) the existing health structures.
♦ Increase access to educational facilities by renovating existing schools, equip them with didactic materials, employ teachers and provide access to vocational training
♦ Increase farmer knowledge on modern agricultural techniques.
♦ Increase access to portable water by constructing additional water points and renovating existing standpipes and boreholes.
♦ Reinforce institutional development and organizational strengthening of Nguti Council.
## 2.3 Major Problems per Clan

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<thead>
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<th>Thematic Areas</th>
<th>Specific Development Area</th>
<th>Problems (Ranked)</th>
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<td>Communication</td>
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<td>No electricity</td>
</tr>
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<td></td>
<td>Social</td>
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<td>Unequipped health center</td>
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<td>Pest and animal destruction</td>
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<td>No farm to market roads to evacuate produce</td>
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<td></td>
<td>Limited technical know-how</td>
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<td>BASSOSI</td>
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### 2.4 Major problems at council level

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<th>Specific development area</th>
<th>Problems (ranked)</th>
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<td>Poor implementation of rural electrification</td>
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<td>Poor mobilization of resources</td>
<td>Poor community participation</td>
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<td></td>
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<td>Road network</td>
<td>Non-Construction of new roads</td>
<td>Inadequate studies on road due to rough topography</td>
<td>Conduct feasibility studies</td>
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<td>Infrastructure</td>
<td>Poor maintenance of pipe borne water system</td>
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<td>Maintain pipe borne water system regularly</td>
<td>Human and material, Financial</td>
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<td></td>
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<td>Access to potable water</td>
<td>Few stand pipes and boreholes</td>
<td>Poor community initiative and no technical studies</td>
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<td>Human and material</td>
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<td>Financial</td>
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<td>Housing plan</td>
<td>Poor market infrastructure</td>
<td>Limited studies carried out on the market</td>
<td>Increase studies on market and</td>
<td>Human and material</td>
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<td>Poor market infrastructure</td>
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<td>Insufficient fund poor mobilization of resources</td>
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<td>Problems (ranked)</td>
<td>Causes</td>
<td>Solutions</td>
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<td>Rampant disease outbreak in</td>
<td>Increase Supply of Drugs and Recruit Personnel</td>
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<td>the communities</td>
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<td>Gender</td>
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<td>Few women in decision making</td>
<td>Encourage more women into decision-making</td>
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<td>Non-education of the youths</td>
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<td>Non identification of cultural</td>
<td>Identify and support cultural groups in each tribe</td>
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<td>Low level of education</td>
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<td>3</td>
<td>Local Economy</td>
<td>Agriculture</td>
<td>Low agricultural production and productivity</td>
<td>Crop destruction by animals</td>
<td>Sensitize population on crop destruction by animals</td>
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<td>Poor soil</td>
<td>Educate farmers on techniques for soil fertility</td>
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<td>Limited use of farm inputs</td>
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<td>Limited facilities for tourism</td>
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<td>Business</td>
<td>Few business ventures</td>
<td>Insufficient capital</td>
<td>Encourage establishment of local banks that can give out loans</td>
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<td>Poor business management techniques</td>
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<td>Low investment by economic operators</td>
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<td>Create functional vocational schools in all clans</td>
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<td>Animal husbandry</td>
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<td>Diseases prevalence</td>
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<td>Natural resource managemen</td>
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<td>Poor resource management</td>
<td>Decline on NTFPs</td>
<td>Sensitize on sustainable harvesting of NTFPs</td>
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<td>Poor management of forest resources</td>
<td>Sensitize population on illegal hunting and illegal exploitation of timber</td>
<td>Encourage afforestation</td>
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<td>River poisoning</td>
<td>Sensitize against river poisoning</td>
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<td>Limited knowledge on fishing technique</td>
<td>Train on sustainable fishing techniques</td>
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<td>Poor land use practices</td>
<td>Poor land use planning</td>
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<td>Poor agricultural practices</td>
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<td>5</td>
<td>ID/OS of Nguti Council</td>
<td>Functional capacity of the council</td>
<td>Poor management and leadership</td>
<td>Develop SOP and organigram</td>
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<td>Insufficient funding and poor financial management</td>
<td>Increase fundraising and institute financial management system</td>
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<td></td>
<td>Few qualified staff</td>
<td>Recruit more qualified staff and redundant non performers</td>
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<td>Insufficient staff capacity building</td>
<td>Increase staff capacity building programs</td>
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<td>Poor staff performance</td>
<td>Non monitoring of staff performances</td>
<td>Institute staff performance monitoring system</td>
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<td>No job descriptions for staff</td>
<td>Develop job descriptions</td>
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<td></td>
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<td></td>
<td>Poor working environment</td>
<td>Inadequate council office space</td>
<td>Construct council chambers with more office space</td>
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<td></td>
<td>Dilapidated building</td>
<td>Construct council chambers with more office space</td>
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<td></td>
<td>Obsolete and insufficient office equipment</td>
<td>Secure modern office equipment</td>
<td>Human and material</td>
<td>Financial</td>
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3. VISIONING NGUTI MUNICIPALITY

By 2050, Nguti Municipality enjoys the benefit of a booming economy with commercialized agriculture that attracts investors, researchers and tourists. The population has a high standard of living resulting from a good road network linking all nine clans with improved infrastructure in the domains of Education, Health, Water, Electricity, Sports and Leisure.

Mission Statement

Nguti Council strives to improve the living conditions of her population by providing quality basic services in the domains of Education, Health, Infrastructure, Local Economic Development, Culture, Sports and Leisure.

Our Values

**We Stand for:**

⇒ Unity, Hard work, Creativity, Progress and Gender equity

**Through:**

⇒ Effective participation
⇒ Enhanced accountability
⇒ Visible transparency & honesty
⇒ Mutual trust, solidarity and loyalty
⇒ Confidence building and cooperative spirit
3.1 Strategic Programme 1: Infrastructure Development
## STAKEHOLDER ANALYSIS

<table>
<thead>
<tr>
<th>Actors</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Interests/Expectations</th>
<th>Fears</th>
<th>Implications for Planning</th>
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<tr>
<td>Council</td>
<td>Commitment</td>
<td>Limited funds</td>
<td>The respect of Terms of contract</td>
<td>Mismanagement of funds</td>
<td>To improve on the living standards of local population</td>
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<tr>
<td>Community</td>
<td>Man-power</td>
<td>Misappropriation of funds</td>
<td>Proper execution of contract</td>
<td>Poor execution of jobs</td>
<td>To provide basic services to the population</td>
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<td>State Actors</td>
<td>Funding</td>
<td>No strict follow-up</td>
<td>Proper execution of jobs</td>
<td>Mismanagement of funds</td>
<td>Bring administration nearer to the people</td>
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<td>- Public Works</td>
<td>Man-power</td>
<td>Too many bottle necks</td>
<td>The respect of contract terms</td>
<td>Poor execution of jobs</td>
<td>Create accountability</td>
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<td>- MINADER</td>
<td>Material resources</td>
<td>Hierarchical influence</td>
<td>The respect of time frame</td>
<td>Diversion of funds</td>
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<td>- MINEPAT</td>
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<td>- Water &amp; Energy</td>
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<td>Donors</td>
<td>Funding</td>
<td>Stiff and inflexible conditions</td>
<td>To promote their interests</td>
<td>Misuse of funds</td>
<td>To improve on the living standards of local population</td>
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<tr>
<td>- RUMPI/SOWEDA</td>
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<td>Specific areas for Funding</td>
<td>Accountability</td>
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<td>To provide basic facilities</td>
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<td>- PSMNR</td>
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<td>Execution of contracts by their experts</td>
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<td>- FEICOM</td>
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<td>- International Community</td>
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</table>
PROBLEM /OBJECTIVE ANALYSIS

The Infrastructure situation of the municipality is as follows:

- No electricity
- Poor road network
- Limited access to portable water
- Inadequate communication signals
- Limited recreational facilities
- Poor town and house planning
- Poor market structures
PROBLEM ANALYSIS: NO ELECTRICITY

- Poverty
  - High cost of living
  - Poor storage facilities
  - Rural exodus
  - Low rate of economic activities

NO ELECTRICITY

- Poor implementation of rural electrification policies
  - Insufficient lobbying strategies
- Poor mobilization of resources
  - Poor community participation
- Non-functional of electrical plants
  - No industries to lobby for electricity supply
  - Insufficient funds
    - Personality conflicts
    - Inadequate sensitization of the population

High cost of living
- Inadequate sensitization of the population
- Low rate of economic activities
  - Poverty

Low rate of economic activities
- Insufficient funds for electricity supply
- Inadequate sensitization of the population

Insufficient lobbying strategies
- Personality conflicts
- Inadequate sensitization of the population

Personality conflicts
- Insufficient lobbying strategies
  - Poverty
  - Inadequate sensitization of the population
  - Low rate of economic activities

Inadequate sensitization of the population
- Personality conflicts
  - Insufficient lobbying strategies
    - Poverty
      - Inadequate sensitization of the population
    - Low rate of economic activities
      - Poverty

OBJECTIVE ANALYSIS: ELECTRICITY IMPROVED

- Poverty reduced
- Cost of living reduced
- Storage facilities increased
- Rate of economic activities increased
- Rural exodus reduced

**ELECTRICITY IMPROVED**

- Implementation of rural electrification policies
  - Mobilization of resources improved
  - Community participation improved
  - Lobbying strategies improved
  - Electrical plants made functional
    - Funds increased
    - Industries to lobby for electrification increased
  - Sensitization of the population increased
  - Personality conflicts reduced
  - Poverty reduced
  - Cost of living reduced
  - Storage facilities increased
  - Rate of economic activities increased
  - Rural exodus reduced
PROBLEM ANALYSIS: POOR ROAD NETWORK

- High cost of living
- Stagnation in development activities
  - Non-construction of new roads
    - Inadequate studies on road Construction
    - Rough topography
      - Limited funds
        - Poor mobilization of funds
  - High post harvest losses
    - No bridges over big rivers
      - No studies
        - No funds
  - Poor road rehabilitation and maintenance
    - Poor road maintenance policy
      - No road maintenance committee
        - Poor mobilization of the community
  - Low prices of farm produce
  - High post harvest losses
    - No studies
    - No funds
OBJECTIVE ANALYSIS: ROAD NETWORK IMPROVED

Road rehabilitation and maintenance improved

- Road maintenance policy improved
- Mobilization of the community improved

Bridges over big rivers increased

- Studies increased
- Funds increased

Construction of new roads increased

- Studies Increased
- Topography improved
- Funds increased
- Mobilization of funds increased

Cost of living reduced

- Post harvest losses reduced
- Development activities increased

Prices for farm produce increased
PROBLEM ANALYSIS: LIMITED ACCESS TO PORTABLE WATER

LIMITED ACCESS TO POTABLE WATER

- Limited economic activities
  - Limited labor force
  - Poor health status

Rampant water borne diseases

Few pipe borne water systems

- Poor maintenance of pipe borne water system
  - Non-functional water committee
  - Non-motivation of water committee members

- Contamination of nearby streams
  - Insufficient funds
  - Limited technical know-how
  - Poor resource mobilization

- Limited technical know-how
  - Poor sensitization of the community
  - Limited labor force

Non-functional water committee

Non-motivation of water committee members

Limited technical know-how

Poor resource mobilization

Poor sensitization of the community

Limited economic activities

Poor health status
OBJECTIVE ANALYSIS: ACCESS TO PORTABLE WATER INCREASED

- Economic activities increased
  - Labor force increased
  - Health status improved
  - Water borne diseases reduced

ACCESS TO POTABLE WATER INCREASED

- Maintenance of pipe borne water system improved
  - Functional water committee put in place
    - Organization of committees improved
  - Increased motivation of water committee members
- Pipe borne water systems increased
  - Technical studies increased
  - Funds increased
  - Technical know-how increased
- Contamination of nearby streams reduced
  - Sensitization of community improved
  - Resource mobilization improved
  - Economic activities increased
  - Labor force increased
  - Health status improved
  - Water borne diseases reduced
  - Economic activities increased
  - Labor force increased
  - Health status improved
  - Water borne diseases reduced
  - Economic activities increased
  - Labor force increased
  - Health status improved
  - Water borne diseases reduced
  - Economic activities increased
  - Labor force increased
  - Health status improved
  - Water borne diseases reduced
PROBLEM ANALYSIS: INADEQUATE COMMUNICATION

- False information and frequent rumors
- Inadequate information on current events

- Weak communication equipment
  - No maintenance of equipment
- No private communication stations
  - Poor lobbying strategies
- Poor telephone network
OBJECTIVE ANALYSIS: COMMUNICATION SIGNALS IMPROVED

- False information and rumors reduced
- Information on current events increased

COMMUNICATION SIGNALS IMPROVED

- Communication equipment improved
- Private communication stations increased
- Telephone network improved

Maintenance of equipment increased
Lobbying strategies improved
PROBLEM ANALYSIS: LIMITED RECREATIONAL FACILITIES

- Alcoholism
- Non-revenue collection
  - Limited Technical knowhow
  - Insufficient funds
  - Non-identification of recreational facilities
    - Non-functional council committee
OBJECTIVE ANALYSIS: RECREATIONAL FACILITIES INCREASED

- Alcoholism reduced
- Revenue collection increased

RECREATIONAL FACILITIES INCREASED

- Identification of recreational facilities improved
- Funds increased
- Technical knowhow improved

Council committee functional
PROBLEM ANALYSIS: POOR TOWN AND HOUSING POLICY

- High crime rate
- Health problem
- Limited revenue from houses
- Poor presentation of the town

POOR TOWN AND HOUSE PLANNING

- Limited implementation of government planning laws
- Some building without registered plans
- Out-dated Master Plan for Nguti town
- Poor follow-up of new buildings
OBJECTIVE ANALYSIS: TOWN AND HOUSING POLICY IMPROVED

- Reduced crime rate
- Reduced health problems
- Increased revenue from houses
- Improved presentation of Nguti town

TOWN AND HOUSE PLANNING IMPROVED

- Implementation of government planning laws improved
- Buildings without permits reduced
- Master Plan for Nguti town regularly updated
- Increased follow-up of new buildings
PROBLEM ANALYSIS: POOR MARKET INFRASTRUCTURE

- Drop in revenue collection
- Limited possibilities for price control

POOR MARKET INFRASTRUCTURE

- Limited studies carried out on markets
- No market shades or stalls constructed

Insufficient funds

Poor mobilization of resources
OBJECTIVE ANALYSIS: MARKET INFRASTRUCTURE IMPROVED

Revenue collection increased

Possibilities for price controls increased

MARKET INFRASTRUCTURE IMPROVED

Studies on market increased

Funds increased

Funds for construction increased

Mobilization of resources improved
## LOGICAL FRAMEWORK FOR STRATEGIC PROGRAMME 1

<table>
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<tr>
<th>Objective(s)</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Program objective</td>
<td>Infrastructure improved</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1.1 Specific objective Electricity improved | By the end of 2014, at least 27 villages are electrified and there is regular supply of electricity | Site visits | * Stable political environment
* Cooperation of stakeholders
* Non interference of local administrators
* Collaborative donor community |

### Results / Outputs

| Results / Outputs | | |
|-------------------|------------------|------------------|-----------|
| 1.1.1 Implementation of rural electrification policies improved | At least 27 villages are lighted within the rural electrification program by end of 2014 | Site visits |
| 1.1.2 Mobilization of resources improved | By December 2012 funds are made available for rural electrification of 27 villages | Financial records |
| 1.1.3 Electrical plants made functional | By end of 2011 electrical plants in Nguti and Manyemen towns are rehabilitated and there is regular supply of electricity | Site visits |
| 1.2 Specific objective Road network improved | By Dec. 2014, at least 100km of roads within the municipality are pliable all year round | Site visits |

### Results / Output

<p>| Results / Output | | |
|------------------|------------------|------------------|-----------|
| 1.2.1 Road rehabilitation and maintenance improved | By Dec. 2014, at least 100km of roads are rehabilitated, maintained and pliable all year round | Site visits |
| 1.2.2 Construction of bridges increased | At least 5 permanent bridges constructed by the end 2013 | Site visits |
| 1.2.3 Construction of new roads increased | At least 50 km of roads constructed and pliable all year round by Dec. 2014 | Site visits |</p>
<table>
<thead>
<tr>
<th>Objective(s)</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3 Specific Objective</td>
<td>Access to pipe borne water improved</td>
<td>By December 2014, at least 40 villages have access to portable water and water related diseases reduced in those villages</td>
<td>Site visits, Council reports, Interviews</td>
</tr>
<tr>
<td>Results / Output</td>
<td></td>
<td></td>
<td>* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community</td>
</tr>
<tr>
<td>1.3.1 Maintenance of pipe borne water improved</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.2 Pipe borne water system extended</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.3 Contamination of nearby streams reduced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4 Specific objective</td>
<td>Communication signals improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results / Outputs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4.1 Communication equipment made functional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4.2 Private communication stations increased</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4.3 Telephone network improved</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5 Specific Objective</td>
<td>Recreational facilities increased</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective(s)</td>
<td>Objectively Verifiable Indicators</td>
<td>Means of Verification</td>
<td>Assumption</td>
</tr>
<tr>
<td>-------------</td>
<td>----------------------------------</td>
<td>----------------------</td>
<td>------------</td>
</tr>
</tbody>
</table>
| 1.5.1 Council committee functional | Terms of Reference developed and implemented by June 2010 | • Council reports | * Stable political environment  
* Cooperation of stakeholders  
* Non interference of local administrators  
* Collaborative donor community |
| 1.5.2 Identification of recreational facilities improved | At least three recreational facilities identified by December 2010 | • Site visits  
• Council reports | |
| 1.5.3 Funds increased | By December 2011, funds are made available for the development of at least 2 recreational facilities | • Financial records  
• Site visits | |
| 1.5.4 Technical know-how improved | By Dec. 2010, at least two staff are trained and gain knowledge and skills on managing recreational facilities | • Training reports  
• Reports | |
| 1.5.1 Council committee functional | | • Council reports | |
| 1.6.1 Implementation of Government laws improved | Government town and housing laws reinforced and sanctions made on defaulters each year as from June 2011 | • Interviews  
• Council reports  
• Receipts | |
| 1.6.2 Building without permits reduced | Beginning Jan. 2011, 7 out of 10 Buildings constructed have permits | • Council reports | |
| 1.6.3 Master Plan for Nguti town regularly updated | Master Plan updated yearly and used from June 2010. | • Master Plan  
• Council records | |
| 1.7.1 Studies on markets increased | Three studies carried out for Manyemen, Njungo and Elumba markets by December 2012 | • Study reports | |
| 1.7.2 Construction of market stalls increased | By June 2014, at least 8 stalls are constructed in at least 3 markets within the municipality | • Financial records  
• Site visits  
• Council reports | |
3.2 **Strategic Programme 2: Social Facilities**
## STAKEHOLDER ANALYSIS

<table>
<thead>
<tr>
<th>Actors</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Interests / Expectations</th>
<th>Fears</th>
<th>Implications for planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Institutions</td>
<td>- Provide personnel</td>
<td>- Uncommitted personnel</td>
<td>- Equity in the treatment of everyone</td>
<td>- Misuse of funds</td>
<td>- Train personnel</td>
</tr>
<tr>
<td>- Health</td>
<td>- Provide structures, provide equipment and Inputs</td>
<td>- No immediate sanctions</td>
<td>- Good health for all</td>
<td>- Recalcitrant workers</td>
<td></td>
</tr>
<tr>
<td>- Education</td>
<td>- Provide salaries</td>
<td>- Delay with provisions</td>
<td>- Well educated community members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Social affairs</td>
<td></td>
<td>- Poor budgeting system</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Women empowerment</td>
<td></td>
<td>- Dilapidated structures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Lack of control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council</td>
<td>- Mobilization of resources</td>
<td>- Not caring for the poor</td>
<td>- Raise funds to develop the community</td>
<td>- Embezzlement of project funds</td>
<td>- Refreshers courses for council personnel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Abandonment of their responsibilities</td>
<td></td>
<td></td>
<td>- Involve technical services</td>
</tr>
<tr>
<td>Community</td>
<td>- Provide community schools in distant and enclave areas</td>
<td>- Employment of unqualified staff</td>
<td>- High expectations to enrich themselves</td>
<td>- No money to pay their community personnel</td>
<td>- Mobilize local &amp; human resources</td>
</tr>
<tr>
<td></td>
<td>- Promotion of gender equity</td>
<td>- Low payment</td>
<td>- Poverty reduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Insufficient materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GTZ</td>
<td>- Provide drugs at cheaper rate to communities</td>
<td>- Drugs cannot reach some areas during the raining season</td>
<td>- Provide affordable drugs to all communities</td>
<td>- Increase in drugs prices by pharmacy attendants</td>
<td>- Every village should have a pro pharmacy</td>
</tr>
<tr>
<td></td>
<td>- Employ pharmacy attendants</td>
<td></td>
<td></td>
<td>- Embezzlement of drug funds</td>
<td>- Train all pharmacy attendants</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Good health for all</td>
</tr>
</tbody>
</table>
PROBLEM /OBJECTIVE ANALYSIS

Social services in the municipality are characterized with:

- Poor health status
- Gender inequality and inequity
- Degenerative positive cultural practices
- Low level of education
PROBLEM ANALYSIS: POOR HEALTH STATUS

- Poverty
  - Reduced economic activities
    - High expenditure on drugs
    - Reduced labor force

POOR HEALTH STATUS

- Poor access to health services
  - Few health center in enclave area
  - Limited health equipment
  - Poor access to information on good health practices

- Prevalence of HIV/AIDS
  - Ignorance
    - Poor education on HIV/AIDS
  - Resistance to behavioral changes
  - Cultural beliefs and taboos

- Rampant disease outbreak in the communities
  - Few people go for voluntary screening and counseling
  - Stigmatization
    - Insufficient knowledge on hygiene and sanitation
    - Insufficient inspection on hygiene and sanitation

- Poor hygiene and sanitation
  - Insufficient latrines
  - Insufficient inspection on hygiene and sanitation
  - Insufficient latrines
  - Poor disposal of Human waste

- Poor quality of drinking water
  - Contamination of sources of drinking water
  - Poor treatment of drinking water
  - Insufficient latrines
  - Poor human waste management system

- Stigmatization
  - Cultural beliefs and taboos
  - Insufficient knowledge on hygiene and sanitation
  - Insufficient inspection on hygiene and sanitation

- Reduced economic activities
  - High expenditure on drugs
  - Reduced labor force

- Poverty
  - Reduced economic activities
  - High expenditure on drugs
  - Reduced labor force
OBECTIVE ANALYSIS: HEALTH STATUS IMPROVED

- Poverty
  - Economic activities
    - Expenditure on drugs reduced
    - Labor force increased

HEALTH STATUS IMPROVED

- Access to health services improved
  - Health centers in enclave area increased
  - Health equipment increased
  - Access to information on good health practices improved

- Prevalence of HIV/AIDS
  - Ignorance reduced
  - Resistance to behavioral changes reduced
  - More people go for voluntary screening and counseling

- Rampant disease outbreak in the communities reduced
  - Hygiene and sanitation improved
  - Poor quality of drinking water
    - Contamination of sources of drinking water reduced
    - Poor treatment of drinking water reduced
    - Number latrines increased
    - Disposal of human waste improved

- Education on HIV/AIDS improved
- Few cultural beliefs and taboos reduced
- Stigmatization reduced
- Resistance to behavioral changes reduced
- More people go for voluntary screening and counseling
- Poor quality of drinking water reduced
- Number latrines increased
- Disposal of human waste improved
- Human waste management system put in place and
PROBLEM ANALYSIS: GENDER INEQUALITY AND INEQUITY

Women subrogated to men
Inferiority complex of women
Moral corruption
Maltreatment of widows
Marginalization of women

Few women have access and control over resource
Few women in decision-making positions
Limited education on gender issues
Few educated women

Law voted in most traditional council are not in favor of women
Negative socio cultural practices
Few training organized on gender issues
Early and forceful marriage of the girl child
High school drop Out of the girl child

Few women inherit property
High rate of teenage pregnancy
OBJECTIVE ANALYSIS: GENDER INEQUALITY AND INEQUITY REDUCED

- Women subrogated to men reduced
- Inferiority complex of women reduced
- Moral corruption reduced
- Maltreatment of widows reduced
- Marginalization of women reduced

GENDER INEQUALITY AND INEQUITY

- Women access and control over resource increased
- Women in decision-making positions increased
- Education on gender issues increased
- Educated women increased

- Laws voted in most traditional council made favorable to women
- Negative socio cultural practices reduced
- Number of training organized on gender issues increased
- Early and forceful marriages of the girl child reduced
- School drop out of the girl child reduced

- Women inherit property increased
- Teenage pregnancies reduced
- Inferiority complex of women reduced
- Maltreatment of widows reduced
- Marginalization of women reduced
PROBLEM ANALYSIS: DEGENERATING POSITIVE CULTURAL PRACTICES

- Mother tongue not promoted
- Fall in moral values
- No promotion of local cultures

DEGENERATIVE POSITIVE CULTURAL PRACTICES

- Insufficient organization of cultural festivals
- Non-education of the youths on traditional values
- No public museums
- Non identification of cultural groups per tribe and clan

- Absence of cultural strategies
- Limited education by parents
- Influence of foreign cultures
OBJECTIVE ANALYSIS: POSITIVE CULTURAL PRACTICES ARE ENHANCED

- Promotion of mother tongue increased
- Moral values improved
- Promotion of culture improved

- Organization of cultural festivals increased
- Education of youths on traditional values increased
- Public museums put in place
- Identification of cultural groups per tribe and clan increased

- Cultural revival strategies increased
- Education by parents increased
- Influence of foreign cultures reduced
PROBLEM ANALYSIS: LOW LEVEL OF EDUCATION

- Low standards of living
  - Poverty
  - HIV/AIDS

- Limited didactic materials
- Low scholarization rate (girl child)
- Few trained teachers
- Inadequate school infrastructure
- Absence of schools in some localities
- Cultural beliefs and taboos
- Absenteeism of teachers
- Dilapidated school structures
- Poor accessibility

- Inadequate school infrastructure
  - Juvenile delinquency
  - Poor budgeting and management

- Absenteeism of teachers
  - High rate of prostitution

- Few trained teachers
  - Poverty

- Cultural beliefs and taboos
  - HIV/AIDS

- Poor accessibility
  - Limited population
OBJECTIVE ANALYSIS: LEVEL OF EDUCATION IMPROVED

- Standards of living improved
- Poverty reduced
- Unqualified staff reduced
- Unemployment
- Rate of HIV/AIDS
- Juvenile delinquency reduced

LEVEL OF EDUCATION

- Number of didactic
- Scholarization rate (girl child) increased
- Cultural beliefs and taboos
- Absenteeism of teachers reduced
- Numbers trained teachers
- School infrastructure
- School structures improved
- Number of schools increased
- Accessibility improved
- Budgeting and management improved
- Population increased
- Community mobilization

Rate of prostitution
- Rate of prostitution reduced

Standards of living improved
- Standards of living improved

Poverty reduced
- Poverty reduced

Unemployment
- Unemployment

Rate of HIV/AIDS
- Rate of HIV/AIDS

Juvenile delinquency reduced
- Juvenile delinquency reduced

Unemployment
- Unemployment

Rate of prostitution
- Rate of prostitution

Juvenile delinquency reduced
- Juvenile delinquency reduced
## LOGICAL FRAMEWORK FOR STRATEGIC PROGRAMME 2

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objective Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Programme Objective</td>
<td>Social Services Improved</td>
<td>By Dec. 2014, health status improved in all 9 clans in the municipality and the population spend less on drugs</td>
<td>Health center &amp; hospital records, Interviews</td>
</tr>
<tr>
<td>2.1 Specific Objective</td>
<td>Health status improved</td>
<td>* Stable Political Environment</td>
<td></td>
</tr>
<tr>
<td>2.1.1 Access to health services improved</td>
<td>By Dec. 2014, health status improved in all 9 clans in the municipality and the population spend less on drugs</td>
<td>Health center &amp; hospital records, Interviews</td>
<td>* Stable Political Environment * Cooperation of Stakeholders * Non Interference of Local Administrators * Collaborative Donor Community</td>
</tr>
<tr>
<td>2.1.2 Prevalence of HIV/AIDS reduced</td>
<td>Prevalence of HIV/AIDS reduced by at least 80% in the Municipality by Dec. 2013</td>
<td>Health centre &amp; hospital records, Records</td>
<td>* Stable Political Environment * Cooperation of Stakeholders * Non Interference of Local Administrators * Collaborative Donor Community</td>
</tr>
<tr>
<td>2.1.3 Disease outbreaks in the communities reduced</td>
<td>By June 2013, disease outbreaks reduced by 80% in the municipality.</td>
<td>Health centre &amp; hospital records, Interviews, Health bills</td>
<td>* Stable Political Environment * Cooperation of Stakeholders * Non Interference of Local Administrators * Collaborative Donor Community</td>
</tr>
<tr>
<td>2.2 Specific Objective</td>
<td>Level of education increased</td>
<td>By Dec. 2014, the level of education increased by 80% and unemployment rate reduced in the municipality</td>
<td>School records, Divisional delegation of education records, Council employment figures</td>
</tr>
<tr>
<td>2.2.1 Number of didactic materials increased</td>
<td>At least 80% of schools in the municipality receive and use didactic materials and score better results each year beginning Sept. 2013</td>
<td>School records, Divisional delegation of education records, Council employment figures</td>
<td>* Stable Political Environment * Cooperation of Stakeholders * Non Interference of Local Administrators * Collaborative Donor Community</td>
</tr>
<tr>
<td>2.2.2 Scholarisation (girl child) rate increased</td>
<td>Scholarisation rate (girl child) increased in the Municipality by at least 75% annually beginning from Sept. 2011</td>
<td>School enrollment records, Divisional Delegation of Education Council records</td>
<td>* Stable Political Environment * Cooperation of Stakeholders * Non Interference of Local Administrators * Collaborative Donor Community</td>
</tr>
<tr>
<td>2.2.3 Number of schools increased</td>
<td>By the end of 2011, 10 new schools are created in the municipality</td>
<td>School records, IBE, DD of Education, Council records</td>
<td>* Stable Political Environment * Cooperation of Stakeholders * Non Interference of Local Administrators * Collaborative Donor Community</td>
</tr>
<tr>
<td>Objectives</td>
<td>Objective Verifiable Indicators</td>
<td>Means of Verification</td>
<td>Assumptions</td>
</tr>
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<td>------------</td>
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</tr>
</tbody>
</table>
| 2.2.4 School infrastructure increased | At least 90% of newly created schools in the municipality have standard classrooms and 25% of existing schools have renovated structures by Sept. 2012 | • MIPLADAT  
• Council records  
• IBE |  |
| 2.2.5 Number of trained teachers increased | At least 80% of the schools have trained teachers in all classes and obtain good results yearly by Sept. 2013 | • IBE  
• School records  
• DD and RD reports |  |
| 2.3 Specific objective | Gender inequality and inequity reduced | By Dec. 2014, gender inequality and inequity reduced by 70% and women in decision making positions increased by at least 50% in the municipality | • MINPROFF Sub Delegation reports  
• Women Empowerment Centre reports  
• Council records |  |
| Results / Outputs |  |  |  |
| 2.3.1 Women control over resources increased | By June 2014, women control over resources increased by at least 50% in the municipality | • MINPROFF Sub Delegation Reports  
• Women Empowerment Centre Reports  
• Council Reports |  |
| 2.3.2 Women in decision making positions increased | By June 2014, women in decision making positions increased by at least 50% in the municipality | • Traditional Councils  
• Council Reports  
• Interviews |  |
| 2.3.3 Women taking decisions increased | By the end of 2014, women that take the final decisions in the municipality increased by at least 40% | • MINPROFF Sub Delegation  
• Women Empowerment Centre  
• Council Reports |  |
| 2.3.4 Education of women increased | By June 2014, educated women increased by at least 50% in the municipality | • Women Empowerment Centre Reports  
• School Records |  |
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objective Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| 2.3.5 Education on gender issues increased | By June 2014, at least 3 sensitization meetings and 2 trainings organized on gender issues involving men, women and youths annually and at least 30% of them apply lessons learned | • Training Reports  
• Interviews  
• Council Records  
• Women Empowerment Centre Reports | |
| 2.4 Specific objective Positive cultural practices enhanced | By Dec. 2013, all 9 clans agreed to enhance positive cultural practices involving men, women and youths. | • Agreement Papers  
• Interviews  
• Council Reports | |

**Results / Outputs**

<table>
<thead>
<tr>
<th>Specific Output</th>
<th>Verifiable Indicator</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| 2.4.1 Organization of cultural events increased | By Dec. 2012, all 9 clans organize at least 2 positive cultural events annually that involve men, women and youths annually | • Council reports  
• Festival reports  
• Pictures  
• Site visits | |
| 2.4.2 Education of youths on traditional values increased | By end of 2011, at least 70% of youths are sensitized and practice traditional values | • Council reports  
• Cultural and festival reports | |
| 2.4.3 Identification of cultural groups per tribe and clan increased | At least 95% of cultural groups in each tribe and clan are identified and active by June 2010 | • Clan reports  
• Council records | |
3.3 Strategic Programme 3: Local Economic Development (LED)
## STAKEHOLDER ANALYSIS

<table>
<thead>
<tr>
<th>Actors</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Interests / Expectations</th>
<th>Fears</th>
<th>Implications for Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers</td>
<td>- Man power</td>
<td>- Financial handicap</td>
<td>- Increase in production</td>
<td>- Drop in prices</td>
<td>- Promotion of productive activities</td>
</tr>
<tr>
<td></td>
<td>- Small farming groups</td>
<td>- Small scale farming</td>
<td>- Improve living conditions</td>
<td>- Crop failure</td>
<td>- Farmers constitute between 80% and 90% of the population</td>
</tr>
<tr>
<td></td>
<td>- NANGI groups</td>
<td></td>
<td>- Increase in income</td>
<td>- Animal destruction</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Poor marketing</td>
<td></td>
</tr>
<tr>
<td>Technical services</td>
<td>- Provide technical knowhow</td>
<td>- Insufficient personnel</td>
<td>- Increase in production</td>
<td>- Low level of education of farmers</td>
<td>- Realization of increased production</td>
</tr>
<tr>
<td>Input suppliers</td>
<td>- Provide chemicals and other inputs</td>
<td>- Exorbitant prices</td>
<td>- Profit making</td>
<td>- Farmers failure to repay</td>
<td>- Make agro-chemicals available to farmers</td>
</tr>
<tr>
<td>Buy am &amp; sell am</td>
<td>- Have capital</td>
<td>- Poor management</td>
<td>- Profit making</td>
<td>- Drop in prices</td>
<td>- Make money available for circulation</td>
</tr>
<tr>
<td></td>
<td>- Ability to run businesses</td>
<td>- Exploitation</td>
<td>- Improve standards of living</td>
<td>- Unfavorable policies</td>
<td></td>
</tr>
<tr>
<td>Provision store owners</td>
<td>- Provide basic needs</td>
<td>- Sell basic needs at very high prices</td>
<td>- Profit making</td>
<td>- High taxes</td>
<td>- Enhance social life</td>
</tr>
<tr>
<td>Produce buyers</td>
<td>- Have capital</td>
<td>- Exploit farmers</td>
<td>- Profit making</td>
<td>- Unfavorable policies</td>
<td>- Assist in produce marketing</td>
</tr>
</tbody>
</table>
PROBLEM / OBJECTIVE ANALYSIS

Local economic development in the municipality includes:

- Low agricultural production and productivity
- Under developed tourism sector
- Few business ventures
- Low livestock production and productivity
PROBLEM ANALYSIS: LOW AGRICULTURAL PRODUCTION AND PRODUCTIVITY

- Diseases and illness
- Food insecurity
- Poverty
- Low income
- Aging farming population
- Population decrease
- Rural exodus

LOW AGRICULTURAL PRODUCTION AND PRODUCTIVITY

- Crop destruction by animals
  - Non-confinement of animals
  - Cultivation of crops along animal tracks
- Poor soils
  - Poor farming practices
  - Limited use of organic manure
- Limited use of farm inputs (chemical, fertilizers, improved planting materials etc)
  - High cost of farm inputs
  - Limited access to farm inputs
- Poor storage, processing and marketing of farm products
  - Non-functional marketing Cooperative / Unions / CIG
  - Poor transportation of farm products
  - Insufficient processing equipment
  - Weak processing / marketing knowledge
  - Poor farm to market roads

Food insecurity
- Diseases and illness
- Poverty
- Aging farming population
- Population decrease
- Rural exodus

Diseases and illness
- Food insecurity
- Poverty
- Low income
- Aging farming population
- Population decrease
- Rural exodus

Poor farming practices
- Limited use of organic manure
- High cost of farm inputs
- Limited access to farm inputs

Limited use of farm inputs (chemical, fertilizers, improved planting materials etc)
- Non-functional marketing Cooperative / Unions / CIG
- Poor transportation of farm products
- Insufficient processing equipment
- Weak processing / marketing knowledge
- Poor farm to market roads
OBJECTIVE ANALYSIS: LOW AGRICULTURAL PRODUCTION AND PRODUCTIVITY

- Crop destruction by animals reduced
- Soil fertility improved
- Use of farm inputs increased (chemical, fertilizers, improved planting materials etc)
- Storage, processing marketing improved
- Confinement of domestic animals increased
- Cultivation of crops along animal tracks reduced
- Farming practices improved
- Use of organic manure increased
- Cost of farm inputs reduced
- Access to farm inputs increased
- Functional marketing Cooperative / Unions / CIGs increased
- Transportatio n of farm products improved
- Processing equipment increased
- Knowledge on processing / marketing improved

AGRICULTURAL PRODUCTION AND PRODUCTIVITY INCREASED

- Diseases and illness reduced
- Poverty reduced
- Food insecurity reduced
- Income increased
- Aging farming population reduced
- Population increased
- Rural exodus reduced
- Food insecurity reduced
- Disease and illness reduced
- Poverty reduced
- Income increased
- Food insecurity reduced
- Aging farming population reduced
- Population increased
- Rural exodus reduced

Farm to market roads improved
PROBLEM ANALYSIS: UNDER DEVELOPED TOURISM SECTOR

UNDER DEVELOPED TOURISM SECTOR

- Few tourist visits
- Low income

Under developed touristic sites
- Insufficient capital

Non-existent local tourism strategies
- Limited technical knowhow

Limited facilities for tourism
- Few quality hotels
- Poor road network
OBJECTIVE ANALYSIS: UNDER DEVELOPED TOURISM SECTOR IMPROVED

TOURISM SECTOR IMPROVED

- Tourists visits increased
- Income increased

Under-developed touristic sites improved
- Capital increased

Local tourism strategies developed and functional
- Technical knowhow improved

Facilities for tourism increased
- Quality hotels increased
- Road network improved
PROBLEM ANALYSIS: FEW BUSINESS VENTURES

- Illegal immigration
  - Low income
    - Rural urban migration
    - Unemployment
      - High rate of insecurity
        - High rate of juvenile delinquency

- FEW BUSINESS VENTURES
  - Insufficient capital
  - Poor business management techniques
  - Low investment by economic operators
  - Non-existence of vocational schools
    - Limited access to credit
    - Limited knowledge on business management
    - High taxes
      - No council business policies
        - Non-orientation of business operators on taxes
OBJECTIVE ANALYSIS: BUSINESS VENTURES INCREASED

Illegal immigration reduced

Income increased

Unemployment reduced

Rate of insecurity reduced

Rate of juvenile delinquency reduced

Rural urban migration reduced

Capital increased

Business management techniques improved

Investment by economic operators increased

Vocational schools created and made functional

Access to credit increased

Knowledge on business management improved

Taxes reduced

Council business policies improved

Financial institutions increased

Orientation of business operators on taxes improved

Income increased

Knowledge on business management improved

Taxes reduced

Orientation of business operators on taxes improved

Rate of insecurity reduced

Rate of juvenile delinquency reduced

Illegal immigration reduced

Rural urban migration reduced

Capital increased

Access to credit increased

Financial institutions increased

Business management techniques improved

Knowledge on business management improved

Taxes reduced

Orientation of business operators on taxes improved

Investment by economic operators increased

Vocational schools created and made functional
PROBLEM ANALYSIS: LOW LIVESTOCK PRODUCTION AND PRODUCTIVITY

- Poaching
- Malnutrition
- Limited intake of animal protein

LOW LIVESTOCK PRODUCTION AND PRODUCTIVITY

- Limited knowledge in livestock production
- Limited access to animal feeds
- Limited sources of improved breeds
- Disease prevalence

- Poor access to veterinary services
- Insufficient local production
- Poor farm management
- Limited access to veterinary drugs

- Limited knowledge

- Insufficient capital
OBJECTIVE ANALYSIS: LIVESTOCK PRODUCTION AND PRODUCTIVITY INCREASED

- Illegal poaching reduced
- Malnutrition reduced
- Intake of animal protein increased

LIVESTOCK PRODUCTION AND PRODUCTIVITY INCREASED

- Knowledge in livestock production improved
  - Access to veterinary services improved
- Access to animal feeds improved
- Sources of improved breeds increased
  - Disease prevalence reduced
- Local production increased
  - Farm management improved
- Intake of animal protein increased
  - Access to veterinary drugs increased

Knowledge improved
- Capital increased
# LOGICAL FRAMEWORK OF STRATEGIC PROGRAMME 3

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objective verifiable indicators</th>
<th>Means of verification</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3. Programme objective</strong>&lt;br&gt;Local Economy Improved</td>
<td></td>
<td></td>
<td>* Stable political environment&lt;br&gt;* Cooperation of stakeholders&lt;br&gt;* Non interference of local administrators&lt;br&gt;* Collaborative donor community</td>
</tr>
<tr>
<td><strong>3.1 Specific objective</strong>&lt;br&gt;Agricultural production and productivity increased</td>
<td>By Dec. 2014, agricultural production and productivity increased by at least 80%</td>
<td>• Farm visits&lt;br&gt;• Availability of produce in local markets&lt;br&gt;• Records of Cooperative &amp; CIGs&lt;br&gt;• Council reports</td>
<td></td>
</tr>
<tr>
<td><strong>Results / Outputs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3.1.1 Crop destruction by animals reduced</strong></td>
<td>By Dec. 2011, crop destruction by animals reduced by at least 70%</td>
<td>• Site visits&lt;br&gt;• Interviews&lt;br&gt;• Council records</td>
<td></td>
</tr>
<tr>
<td><strong>3.1.2 Soil fertility improved</strong></td>
<td>At least 70% of the population in the municipality practice farming using organic manure obtaining high yields by April 2012</td>
<td>• Farm visits&lt;br&gt;• Interviews&lt;br&gt;• Crop yields</td>
<td></td>
</tr>
<tr>
<td><strong>3.1.3 Use of farm input increased</strong></td>
<td>By June 2013, at least 80% of farmers have access to farm inputs that facilitate improved yields</td>
<td>• Farm visits&lt;br&gt;• Interviews&lt;br&gt;• Council reports</td>
<td></td>
</tr>
<tr>
<td><strong>3.1.4 Storage, processing and marketing improved</strong></td>
<td>By June 2014, at least 85% of farmers have access to storage, processing and marketing facilities ensuring availability of perishable foods in the municipality</td>
<td>• Visit to processing and Storage sites&lt;br&gt;• Interviews&lt;br&gt;• Council records</td>
<td></td>
</tr>
<tr>
<td>Objectives</td>
<td>Objective verifiable indicators</td>
<td>Means of verification</td>
<td>Assumption</td>
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</tr>
</tbody>
</table>
| **3.2 Specific objective**<br>Livestock production and productivity increased | By June 2012, livestock production & productivity increased by 50% ensuring intake of animal protein by the population of the municipality | • Visits to livestock production market  
• Council records | * Stable political environment  
* Cooperation of stakeholders  
* Non interference of local administrators  
* Collaborative donor community |
| **Results / Outputs** | | | |
| 3.2.1 Knowledge in livestock production increased | By April 2011, 75% of livestock farmers acquired knowledge and skills and increased their yields by at least 50% | • Visit to livestock breeders  
• Interviews | |
| 3.2.2 Access to animal feeds improved | By Dec. 2010, 50% of the livestock farmers have access to animal feeds that enable high production | • Reports from veterinary services  
• Council reports | |
| 3.2.3 Sources of improved breeds increased | At least 50% of livestock breeders have access to improved breeds by Dec. 2010 | • Reports from veterinary services  
• Council reports | |
| 3.2.4 Diseases prevalence reduced | Disease prevalence in the Municipality reduced by at least 50% by Dec. 2010 | • Reports from veterinary services  
• Council reports | |
| **3.3 Specific objective**<br>Business ventures increased | By June 2014, business ventures in the municipality increased by at least 70%, increasing the income levels of entrepreneurs | • MINPLADAT reports  
• Council reports  
• Interviews | |
| **Results / Outputs** | | | |
| 3.3.1 Capital increased | By Dec. 2012, at least 65% business persons in the municipality have access to credit | • Credit records  
• Council reports  
• Receipts | |
| 3.3.2 Business management technique improved | At least 80% of the businesspersons trained on business management techniques by Dec. 2011 and increased their income by at least 50% yearly | • Interviews  
• Council records | |
| 3.3.3 Taxes reduced | At least 50% of new business startups benefit from Tax reduction in the municipality by Sept. 2013 | • Records from taxation office  
• Council records | |
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objective verifiable indicators</th>
<th>Means of verification</th>
<th>Assumption</th>
</tr>
</thead>
</table>
| 3.3.4 Investment by economic operators increased | By June 2012, investments by business operators increased by at least 50% | • Reports business records  
• Council records | |
| 3.4 Specific objective  
Tourism sector improved | By June 2014, the tourist sector has a clearly defined policy and fetches at least 15% of Council internal revenue | • Council records  
• Tourist facilities reports | * Stable political environment  
* Cooperation of stakeholders  
* Non interference of local administrators  
* Collaborative donor community |
| Results / Outputs | | | |
| 3.4.1 Underdeveloped tourist sites improved | By December 2012, at least 4 tourist sites are developed and functional in the municipality | • Site visits  
• Council reports | |
| 3.4.2 Local tourism strategies increased | By January 2011, a local tourism strategy is developed and implemented by the municipality | • Council records | |
| 3.4.3 Facilities for tourists increased | At least 2 facilities for tourism identified and operational by December 2013 | • Site visits  
• Council records  
• Interviews | |
3.4 Strategic Programme 4: Natural Resource Management
## STAKEHOLDER ANALYSIS

<table>
<thead>
<tr>
<th>Actors</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Interests / Expectations</th>
<th>Fears</th>
<th>Implications for Planning</th>
</tr>
</thead>
</table>
| Nature Cameroon        | - Locally based  
- Lobby / fundraising  
- Environmental education  
- Proximity actions and follow up | - Limited staff  
- Inadequate accommodation  
- Weak financial base | - Improved livelihood  
- Sustainable use of resources  
- Sources of donor interests | - Limited fundraising  
- Embezzlement | - Major partner in assisting the Council in writing projects  
- Monitor ongoing projects |
| MINFOF                 | - Presence of local Chief of Post / Conservator  
- Training and support of personnel  
- Funding assistance | - Insufficient personnel  
- Insufficient means of movement for monitoring | - Fight against illegal exploitation  
- Raise funds for the treasury  
- Ensure proper management of the forest  
- Honesty in execution of duties | - Limited staff  
- Strengthen corruption in the execution of duties | - They assist in better management of the forest  
- Secure forest resource for the Council |
| Local logging companies| - Locally based  
- Have a good knowledge of the forest  
- Supply local building materials  
- Finance | - Illegal exploitation  
- Loss of revenue by the Council  
- Destruction of protected species | - Maximize profits  
- Avoid payment of taxes | - Depilation of forest resources | - Need to organize the sector to benefit local trade |
| PSMNR-SWR              | - Available funds to finance projects  
- Technical expertise | - Short live span  
- Strict supervision | - Local development  
- Biodiversity conservation | - Activities may not continue in their absence  
- Poor community participation | - Train local actors and resource persons |
PROBLEM / OBJECTIVES ANALYSIS
Natural Resource Management in the municipality includes:

- Poor management of forest resources
- Unsustainable fishing practices
- Poor Land use Planning
**PROBLEM ANALYSIS: POOR MANAGEMENT OF FOREST RESOURCES**

- Loss of government revenue
- Limited knowledge on forest values
- Limited income from NTFPs
- Extinction of forest values
- Degradation of the forest
- Less development
- Low income from the community forests
- No valorization of forest for the future

**POOR MANAGEMENT OF FOREST RESOURCES**

- Decline on NTFPs
  - Unsustainable harvesting of NTFPs
    - Limited knowledge and skills
  - Non-domestication of NTFPs
- Illegal hunting
- Illegal exploitation of timber
- Limited capacity of the management of Nguti Council Forest
- Limited capacity in the management of community forests
- Limited afforestation
- Limited sources of alternative income
- Limited sources of protein
- Few permits for exploitation delivered
- Limited income from NTFPs
- Development of low income from the community forests
- Development of no valorization of forest for the future
- Development of less development
- Development of limited capacity in the management of community forests
- Development of limited afforestation
- Development of limited capacity of the management of Nguti Council Forest
- Development of illegal exploitation of timber
- Development of illegal hunting
- Development of decline on NTFPs
- Development of limited sources of protein
- Development of limited sources of alternative income
- Development of limited income from NTFPs
- Development of loss of government revenue
OBJECTIVE ANALYSIS: MANAGEMENT OF FOREST RESOURCE IMPROVED

- Income from NTFPs increased
- Extinction of forest species reduced
- Degradation of the forest reduced
- Knowledge on forest values increased
- Government revenue increased
- Valorization of forest for community development increased

MANAGEMENT OF FOREST RESOURCE

- Illegal hunting reduced
- Illegal exploitation of timber reduced
- Increased Capacity in the Management of Council Forest
- Permits for legal exploitation increased
- Domestication of NTFPs increased
- Alternate sources of protein increased
- Capacity in the management of community forests increased
- Alternatives sources of income increased
- A forestation program developed and functional
PROBLEM ANALYSIS: UNSUSTAINABLE FISHING PRACTICES

High risks on human health

Increase in expenditure on drugs

Pollution

UNGUSTAINABLE FISHING PRACTICES

River poisoning

Limited knowledge on consequences of river poisoning

Limited knowledge on fishing techniques

Pollution

Increase in expenditure on drugs

High risks on human health

PROBLEM ANALYSIS: UNSUSTAINABLE FISHING PRACTICES
OBJECTIVE ANALYSIS: SUSTAINABLE FISHING PRACTICES INCREASED

Risk on human health reduced

Expenditure on drugs reduced

Pollution reduced

SUSTAINABLE FISHING PRACTICES INCREASED

River poisoning reduced

Knowledge on consequences of river poisoning improved

Knowledge on fishing techniques increased

Pollution reduced
PROBLEM ANALYSIS: POOR LAND USE PRACTICES

- Less community development activities
- Administration is disturbed
- Disagreements among community members
- Land disputes

- Low income
- Low yield and productivity

- Poor land use planning
- Poor agricultural practices
OBJECTIVE ANALYSIS: LAND USE PRACTICES IMPROVED

- Land use planning improved
- Agricultural practices improved

- Land disputes reduced
- Disagreements among communities reduced
- Administration less disturbed
- Community development activities increased

- Income increased
- Yield and productivity increased
## LOGICAL FRAMEWORK OF STRATEGIC PROGRAMME 4

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objective verifiable indicators</th>
<th>Means of verification</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Programme objective</td>
<td></td>
<td></td>
<td>* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community</td>
</tr>
<tr>
<td>Natural Resource Management Improved</td>
<td>By December 2014, revenue from the management of forest resources contribute at least 30% of the Council budget to facilitate development projects in communities</td>
<td>• Council records • Interviews</td>
<td></td>
</tr>
</tbody>
</table>

### 4.1 Specific objective
Management of forest resources improved

<table>
<thead>
<tr>
<th>Results / Outputs</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1 Decline in NTFPs reduced</td>
<td>By January 2012, production of NTFPs increased by at least 30% and income level of the population increased yearly by at least 20% from the sales of NTFPs</td>
<td>• Visit to the market • Interviews • Forestry office • Council records</td>
<td></td>
</tr>
<tr>
<td>4.1.2 Illegal hunting reduced</td>
<td>Reported cases of illegal hunting is reduced by at least 70% by the end of the year 2013</td>
<td>• Reports from Forestry and Wildlife Service • Council Records</td>
<td></td>
</tr>
<tr>
<td>4.1.3 Illegal exploitation of timber reduced</td>
<td>Reported cases of illegal exploitation of timber reduced by at least 75% by the end of 2013</td>
<td>• Report from Forestry and Wildlife Service • Council records</td>
<td></td>
</tr>
<tr>
<td>4.1.4 Afforestation increased</td>
<td>Tree planting programs in Nguti Municipality established and implemented and at least 20,000 trees planted by June 2014</td>
<td>• Tree planting reports • Observations • Interviews • Council records</td>
<td></td>
</tr>
<tr>
<td>4.1.5 Capacity of the Management of Council Forest increased</td>
<td>Beginning June 2010, at least 30% of Council projects are financed by revenue from the Council Forest</td>
<td>• Financial report of the Council • Visit to project sites • Interviews • Council records</td>
<td></td>
</tr>
</tbody>
</table>
### Objectives

<table>
<thead>
<tr>
<th>4.1.6</th>
<th>Management capacity of community forest increased</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective verifiable indicators</strong>:</td>
<td>By December 2011, at least 20% of community projects are financed by revenue from the Community Forests</td>
</tr>
</tbody>
</table>
| **Means of verification**: | • Records of CIGs  
• Visit to project sites  
• Council records |
| **Assumption**: | |

#### Results / Outputs

<table>
<thead>
<tr>
<th>4.2 Specific Objective: Unsustainable fishing practices reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective verifiable indicators</strong>:</td>
</tr>
</tbody>
</table>
| **Means of verification**: | • Records from MINEPIA  
• Site Visits  
• Interviews  
• Council Records |
| **Assumption**: | * Stable political environment  
* Cooperation of stakeholders  
* Non interference of local administrators  
* Collaborative donor community |

### Results / Outputs

<table>
<thead>
<tr>
<th>4.2.1 Knowledge on fishing techniques increased</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective verifiable indicators</strong>:</td>
</tr>
</tbody>
</table>
| **Means of verification**: | • Reports from Council  
• MINEPIA Documentation |

<table>
<thead>
<tr>
<th>4.2.2 River poisoning reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective verifiable indicators</strong>:</td>
</tr>
</tbody>
</table>
| **Means of verification**: | • Report from MINEPIA  
• Reports from Forestry Services  
• Interviews  
• Council Reports |

<table>
<thead>
<tr>
<th>4.3 Specific Objective: Land use practices improved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective verifiable indicators</strong>:</td>
</tr>
</tbody>
</table>
| **Means of verification**: | • Interviews  
• Reports from Agriculture  
• Interviews with Farmers  
• Council reports |

#### Results / Outputs

<table>
<thead>
<tr>
<th>4.3.1 Land use planning improved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective verifiable indicators</strong>:</td>
</tr>
</tbody>
</table>
| **Means of verification**: | • Records from town planning and Land Tenure  
• Council reports |

<table>
<thead>
<tr>
<th>4.3.2 Agricultural practices improved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective verifiable indicators</strong>:</td>
</tr>
</tbody>
</table>
| **Means of verification**: | • Agriculture service reports  
• Council reports |
3.5 Strategic Programme 5: ID/OS of Nguti Council
### STAKEHOLDERS ANALYSIS

<table>
<thead>
<tr>
<th>Actors</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Interests / Expectations</th>
<th>Fears</th>
<th>Implications for planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>RUMPI</td>
<td>- Provides funds for micro-projects</td>
<td>- Stiff conditions</td>
<td>- Strict monitoring &amp; evaluation of funded projects</td>
<td>- Poor quality work</td>
<td>Sensitization and training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Delays in payment</td>
<td></td>
<td>- Uncompleted projects by contractors</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Limited project duration</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Government Technical Services</td>
<td>- Technical advice</td>
<td></td>
<td>- Project their image</td>
<td>- Insufficient community participation</td>
<td>Sensitization and training</td>
</tr>
<tr>
<td>Private Sector</td>
<td>- Provides funds for micro-projects</td>
<td>- Stiff conditions</td>
<td>- Project their image</td>
<td>- Insufficient community participation</td>
<td>Sensitization and training</td>
</tr>
<tr>
<td></td>
<td>- Technical advice</td>
<td></td>
<td>- Strict monitoring</td>
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<tr>
<td>PSMNR-SWP</td>
<td>- Provide funds for micro-projects</td>
<td>- Stiff conditions</td>
<td>- Project their image</td>
<td>- Insufficient community participation</td>
<td>Sensitization and training</td>
</tr>
<tr>
<td></td>
<td>- Technical advice</td>
<td></td>
<td>- Strict monitoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DED</td>
<td>- Provides funds for micro-projects</td>
<td>- Stiff conditions</td>
<td>- Project their image</td>
<td>- Insufficient community participation</td>
<td>Sensitization and training</td>
</tr>
<tr>
<td></td>
<td>- Technical advice</td>
<td></td>
<td>- Strict monitoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Embassies</td>
<td>- Provides funds for micro-projects</td>
<td>- Stiff conditions</td>
<td>- Project their image</td>
<td>- Insufficient community participation</td>
<td>Sensitization and training</td>
</tr>
<tr>
<td></td>
<td>- Technical advice</td>
<td></td>
<td>- Strict monitoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Council</td>
<td>- Provides municipal library / books</td>
<td>- Stiff conditions</td>
<td>- To strengthen diplomatic ties</td>
<td>- Misuse of funds</td>
<td>Sensitization and training</td>
</tr>
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</tbody>
</table>
PROBLEM / OBJECTIVES ANALYSIS
Nguti Council functional capacity includes:

- Poor management and leadership
- Insufficient Funds
- Poor financial management
- Non conductive working environment
- Poor staff performance
PROBLEM ANALYSIS: WEAK FUNCTIONAL CAPACITY OF THE COUNCIL

- Poor management and leadership
  - Limited knowledge on Monitoring & Evaluation
  - Irregular staff meetings
  - Limited knowledge on Monitoring & Evaluation
- Insufficient Funds
  - Insufficient flow of information
  - No functional council standing committee
  - No Terms of References for various committees
- Communities’ expectations not met
  - Conflicts between councilors/Council management
  - Poor budgeting
  - Poor mobilization of resources
- Limited sources of income
  - Poor financial management
  - Limited knowledge on financial management
  - Limited of income
  - No information on processing equipment
OBJECTIVE ANALYSIS: FUNCTIONAL CAPACITY OF THE COUNCIL IMPROVED

Realized projects increased
Conflicts between councilors/ council management reduced
Community expectations met

FUNCTIONAL CAPACITY OF THE COUNCIL IMPROVED

Management and leadership improved
Planning, Monitoring & Evaluation improved
Staff meetings increased
Knowledge on Monitoring & Evaluation improved

Organigram developed & functional
Council standing committee functional
Terms of Reference for various committees

Flow of information
Information processing equipment made available

Funds increased
Source of income increased
Budgeting improved

Financial management improved
Knowledge on financial management improved

Mobilization of resources improved
PROBLEM ANALYSIS: UNCONDUCTIVE WORKING ENVIRONMENT / POOR STAFF PERFORMANCE

- Irregular staff presence at work
  - Non committed staff
- Poor quality of basic services to the public
  - Low staff output

UNCONDUCTIVE WORKING ENVIRONMENT/ POOR STAFF PERFORMANCE

- Inadequate council office space
- Dilapidated building
- Old and insufficient office equipment
- Few qualified staff
- Insufficient staff capacity building
- No developed job description
- No monitoring of staff performance
OBJECTIVE ANALYSIS: WORKING ENVIRONMENT CONDUCIVE

WORKING ENVIRONMENT MADE CONDUCIVE / STAFF PERFORMANCE IMPROVED

- Regular staff presence at work
  - More committed staff
    - Quality of basic services to the public improved
      - Staff output increased

- Council office space increased
- Renovation improved
- Office equipment improved
- Qualified staff increased
- Staff capacity building improved
- Job descriptions developed and functional
- Monitoring of staff performance increased

Quality of basic services to the public improved
- Staff output increased

Staff capacity building improved
- Job descriptions developed and functional
- Monitoring of staff performance increased

Council office space increased
- Renovation improved
- Office equipment improved
- Qualified staff increased
- Staff capacity building improved
## LOGICAL FRAMEWORK FOR STRATEGIC PROGRAMME 5

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objective verifiable indicators</th>
<th>Means of verification</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5. Programme objective</strong>&lt;br&gt;Functional capacity of the Council strengthened</td>
<td>By December 2011, effectiveness &amp; efficiency of Council Management Increased by at least 50% and at least 50% of Planned Projects Realized</td>
<td>• Council reports&lt;br&gt;• Interviews</td>
<td>* Stable political environment&lt;br&gt;* Cooperation of stakeholders&lt;br&gt;* Non interference of local administrators&lt;br&gt;* Collaborative donor community</td>
</tr>
<tr>
<td><strong>5.1 Specific objective</strong>&lt;br&gt;Management and leadership improved</td>
<td><strong>5.1.1</strong> Planning, Monitoring and Evaluation improved&lt;br&gt;A Functional Monitoring &amp; Evaluation System put in place by June 2010</td>
<td>• Council reports&lt;br&gt;• Operational Plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>5.1.2</strong> Organigram developed and functional&lt;br&gt;Organigram with clearly defined job attributions elaborated by April 2010</td>
<td>• Organigram</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>5.1.3</strong> Flow of information improved&lt;br&gt;Beginning April 2010, monthly staff meetings are organized. By June 2010 there are weekly briefings of the Council Executive on Council activities. By December 2011, a Monthly Newsletter is published by the Council</td>
<td>• Council reports&lt;br&gt;• Newsletters&lt;br&gt;• Interviews</td>
<td></td>
</tr>
<tr>
<td><strong>5.2 Specific objective</strong>&lt;br&gt;Funds increased</td>
<td>By June 2010, a fund raising strategy is developed and functional. Nguti Council Internal Revenue Increased by at least 25% during the 2011 fiscal period</td>
<td>• Administrative &amp; management accounts</td>
<td></td>
</tr>
<tr>
<td><strong>5.3 Specific objective</strong>&lt;br&gt;Financial management improved</td>
<td>By December 2010, Council SOP and Internal Audit System elaborated and implemented</td>
<td>• SOP&lt;br&gt;• Audit system</td>
<td></td>
</tr>
<tr>
<td><strong>5.3.1</strong> Knowledge on financial management improved</td>
<td>By December 2010, Council finance staff trained and produce monthly reports</td>
<td>• Financial reports</td>
<td></td>
</tr>
<tr>
<td>Objectives</td>
<td>Objective verifiable indicators</td>
<td>Means of verification</td>
<td>Assumption</td>
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</tbody>
</table>
| 5.3.2 Budgeting improved | By the beginning of 2010, Council budget is participatory and realistic | • Operational Plan 2010  
• Council session minutes  
• Interviews | * Stable political environment  
* Cooperation of stakeholders  
* Non interference of local administrators  
* Collaborative donor community |

| 5.4 Specific objective Working environment conducive | By June 2010, Council premises given a facelift with 80% of staff indicating happiness at work | • Pictures  
• Interviews | |

<table>
<thead>
<tr>
<th>Results / Outputs</th>
<th></th>
</tr>
</thead>
</table>
| 5.4.1 Council office space increased | By December 2011, 3 new rooms for office space are constructed | • Receipts, site visits  
• Pictures | |
| 5.4.2 Building renovations increased | By March 2010, existing Council buildings are renovated | • Records, site visits  
• Pictures | |
| 5.4.3 Office equipment increased | By December 2010, the Council acquire 2 computers with a printer including accessories, 4 tables and chairs and a photocopier | • Pictures  
• Receipts  
• Council records | |

| 5.5 Specific objective Staff performance improved | By December 2011, by at least 70% of Nguti Council staff performance improved | • Reports | |

<table>
<thead>
<tr>
<th>Results / Outputs</th>
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</tr>
</thead>
<tbody>
<tr>
<td>5.5.1 Job descriptions developed</td>
<td>By June 2010, all staff have clearly defined job descriptions</td>
</tr>
</tbody>
</table>
| 5.5.2 Monitoring of staff performance improved | By April 2010, staff monitoring and evaluation system elaborated and put in place | • M&E procedure  
• SOP | |
| 5.5.3 Qualified staff increased | By December 2011, three qualified staff employed and two long serving staff are retired | • SOP, Employment letters  
• Certificates of service | |
| 5.5.4 Staff capacity building improved | By December 2010, two training workshops for council staff organized | • Reports | |
4. CRITICAL RISKS AND ASSUMPTIONS
The following are assumptions and risks that may hinder the successful implementation of this plan including an unstable political environment in Cameroon during the period 2010 to 2014, chieftaincy and land disputes, struggles over access to and distribution of resources such as timber, competitive politics, the non-cooperation of major stakeholders, interference from local administrators and persistent poverty. At the international level, the current financial crunch can have a negative impact if it persists as this might render the donor community less likely to support development initiatives outside their borders.

5. THE BUDGET
Financial Projections for the five year period under review (2010 - 2014) include the following:

Income (Internal):
A) Council Administrative Accounts................................................................. 537,527,000
B) Council Forest.......................................................................................... 500,000,000
C) Member of Parliament Micro Project Funds .............................................. 40,000,000
D) Alternative Income Generating Activities (AIGA) ...................................... 10,000,000
E) Community Forest Exploitation:
   o FMU II-007° = 9.048 ha x 1.500frs per ha per year x 50% x y5 = .............. 33,930,000
   o FMU II-007B = 27.065 ha x 1.500frs per ha per year x 50% x y5 = ........... 101,493,750
   o MBACOF = 3,155 ha x 1.190frs per ha per year x 50% x y5 = .................. 9,386,125
   o NLORMAC = 2,191 ha x 1.190frs per ha per year x 50% x y5 = .............. 6,518,225
   o REPAC-CIG = 5.000 ha x 1.190frs per ha per year x 50% x y5 = ............. 14,875,000
Total Internal ................................................................................................ 1,253,730,100

Income (External):
A) International organizations based in Cameroon ......................................... 100,000,000
B) Twinning Potentials.................................................................................... 10,000,000
Total External ................................................................................................ 110,000,000
Grand Total .................................................................................................. 1,363,730,100

Notes:
Council Admin. Accounts are determined by calculating the average over the past 5 years.
Council Forest Revenue is estimated at 100 million frs. per year
MP Micro Project Funds are estimated at 8 million frs. annually
AIGA is calculated at 3 million frs. annually.
Community Forest Exploitation figures are calculated using existing forest laws. This will be only applicable if all these Forest Management Units are leased out and Community Forests managed which might take about 3 years.
The 4 villages within the NCF (Sikam, Ayong, Baro and Osirayib) will benefit 30% of the Council Forest Revenue (as development projects) while another 20% of this revenue will be used for the management of the forest (including the running costs of the council forest unit). The Council will have direct access to 50% of this revenue to finance other development projects within the council.
6. OUTLOOK
The Strategic Plan is centered on the five thematic groupings identified in the Monographic Study. These thematic groupings include; Social facilities, Infrastructure development, Local Economic Development, Natural Resource Management and the ID/OS of Nguti Council. The Strategic Planning activity diagnosed each development challenge in greater detail by identifying their causes and proposing solutions.

The way forward for Nguti Council is the elaboration of the Operational Plan for 2010 which will usher a more participatory manner in determining the Council budget for the next fiscal period. The workshop to elaborate the Operational Plan for 2010 should identify priority projects herein highlighted in order to ascertain which of these projects can be realized given the available resources. The sources of funding both internal and external should be clearly spelt out. For each project there should be concrete indicators on who is responsible within a timeframe, the costs involved and the contributions to be made by the Council and partners. This will require forging strategic alliances and this should begin at the level of elaborating the operational plan. A Monitoring Plan should be put in place. The Council should facilitate the action plan of the Technical Follow up Committee, which amongst others should hold quarterly meetings to review the progress of the implementation of activities as well as identify further potential sources of council revenue. The committee should also ascertain the balanced level of projects to be executed so that the development aspirations of all the villages and clans are considered. The committee should not be bugged down with red tape issues especially as a determined effort by the Council is necessary to reduce the costs and time consumed in converting a business from informal to formal.

The Operational Plan should lay the groundwork for the Nguti Business Roundtable for Business Creation, the Mbo Integrated Rural Development Project, the Kupe Muanenguba Local Governance Platform and the Kumba-Mamfe Trade Hub in Nguti or Manyemen towns.
7. ANNEXES
ANNEX 1: List of priority projects

(28 of the 54 villages in the municipality have elaborated Village Development Plans and their priority projects have been incorporated here below)

**A. Road construction /Rehabilitation**
- Nguti- Elumba-Njungo-Njunyui
- Nguti –Ntale-Babubock
- Nkwenfor –Badun-New Konye-Mungo Ndor-Ntale
- Manyemen- Ayong-Sikam -Baro-Osirayib-Mboka

**B. Electricity Supply to all 54 villages**

**C. Pipe borne Water Supply in all 54 villages**

**D. Health Centers in Ngemengoe, Lower Nkongho, Abongoe and Banyu Clans**

**E. Secondary School in Banyu Clan**

**F. High School in Ngemengoe, Abongoe, Lower Mbo and Banyu Clans**

**G. 4 Vocational and Youth Animation Centers**

**H. Capacity Building Programs and Supply of Improved Seedlings to Farmer Groups**

**I. Environmental Education Programs in all 54 villages**

**J. Sensitize on Disease Control with focus on Malaria, HIV-AIDS and Tuberculosis**

**K. Train on the Domestication of NTFPs**

**L. Storages Facilities in areas with high crop yields**

**M. Community Hall per Clan**

**N. Communication signals to all 54 villages (Community Radio)**

**O. Construct Markets in high productivity areas (Within the Council Forest Villages)**

**P. Institutional Development/ Organizational Strengthening of Nguti Council**

1. Construct Council Chambers
2. Provide Electricity
3. Acquire Data Processing Equipment
4. Organize Regular Staff Refresher Courses
5. Institute Standard Operating Procedures
6. Acquire Tipper for Income Generating Activities
7. Acquire 4x4 Pickup Truck
8. Develop Gravel and Sand Quarries
9. Develop AIGA such as Tourism and LED to increase employment opportunities
10. Revive Cultural Attractions in the Municipality
ANNEX 2 : List of participants during Strategic Planning workshop

<table>
<thead>
<tr>
<th>NO</th>
<th>Names</th>
<th>Village/Function</th>
<th>Signatures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>London Asuk, A</td>
<td>Council Member</td>
<td>21st May</td>
</tr>
<tr>
<td>2</td>
<td>Tong G. Enos</td>
<td>1st Deputy Mayor</td>
<td>22nd May</td>
</tr>
<tr>
<td>3</td>
<td>Bwange Florence N.</td>
<td>2nd Deputy Mayor</td>
<td>23rd May</td>
</tr>
<tr>
<td>4</td>
<td>Nguen Esther</td>
<td>Nurse A.L.H.T.H.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Anne Marie Manjugu</td>
<td>Nurse (HTU Cllncr/MTM)</td>
<td>21st May</td>
</tr>
<tr>
<td>6</td>
<td>Tong Pan J. Christly</td>
<td>GHS Nguti Clinic</td>
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<tr>
<td>7</td>
<td>Forzi Christine</td>
<td>Farmer</td>
<td>22nd May</td>
</tr>
<tr>
<td>8</td>
<td>Akine Grace</td>
<td>Ekeng/HLH</td>
<td>23rd May</td>
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<tr>
<td>9</td>
<td>Akemuo Stephen N.</td>
<td>Nguti, teacher</td>
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<tr>
<td>10</td>
<td>Okonye M. Mnyo</td>
<td>C.E. Burra</td>
<td></td>
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<tr>
<td>11</td>
<td>Epie Felix Skete</td>
<td>Nature Cameroon</td>
<td>21st May</td>
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<tr>
<td>12</td>
<td>Assole</td>
<td>MINF of Nguti SA</td>
<td>22nd May</td>
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<tr>
<td>13</td>
<td>Ngessa Herika Naro</td>
<td>Student in Para WA</td>
<td>23rd May</td>
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<tr>
<td>14</td>
<td>Amamukwi Jacob</td>
<td>A.D. Nguti</td>
<td></td>
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<tr>
<td>15</td>
<td>Tongale Pelis F.</td>
<td>Councilor</td>
<td>21st May</td>
</tr>
<tr>
<td>16</td>
<td>Frank Ssembwan</td>
<td>PSWNR - SWR</td>
<td>22nd May</td>
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<td>17</td>
<td>Aying Benjamin</td>
<td>Farmer</td>
<td>23rd May</td>
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<tr>
<td>18</td>
<td>Ntim Bugo</td>
<td>Student in Para WA</td>
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<tr>
<td>19</td>
<td>Ab. Bwew Gsemboi</td>
<td>A.M.P.</td>
<td>21st May</td>
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<tr>
<td>20</td>
<td>Brekens Amn</td>
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<td>22nd May</td>
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<tr>
<td>1</td>
<td>Ewinech Gabriel Aba Babuke 1</td>
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<td>Epie Mboni Eriru</td>
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<td>4</td>
<td>Beckly Ayuk Bisong</td>
<td>Mayemre</td>
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</tr>
<tr>
<td>5</td>
<td>Mrs Epie Ayork Nguti</td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>Frederick Ayork</td>
<td>Kumbo (Intership)</td>
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</tr>
<tr>
<td>7</td>
<td>Rev. Fr. Patrick Nhambo</td>
<td>St. Paul of the</td>
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<td>Tasis Titus</td>
<td>Navui Council</td>
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<tr>
<td>9</td>
<td>Besong Simon</td>
<td>MNP &amp; SW</td>
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</tr>
<tr>
<td>10</td>
<td>Deshner Pascal</td>
<td>MNP &amp; SW</td>
<td></td>
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<tr>
<td>11</td>
<td>Kegou Jean Pierre</td>
<td>MNP &amp; SW</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Akalokg Anthony N. Councillor</td>
<td></td>
<td></td>
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<tr>
<td>13</td>
<td>Monge Julius N. Councillor</td>
<td></td>
<td></td>
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<tr>
<td>14</td>
<td>Thiri Tal Napoleon</td>
<td>Hardo - Council</td>
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</tr>
<tr>
<td>15</td>
<td>Dr. Kagle Beside</td>
<td>Navui / Hand</td>
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</tr>
<tr>
<td>16</td>
<td>Epie Afobeodo</td>
<td>Navui Azizi Dad</td>
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</tr>
<tr>
<td>17</td>
<td>Tasyi Amony &amp; Maj.</td>
<td>Navui</td>
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</tr>
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<td>Elidosi Football C</td>
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</tr>
<tr>
<td>19</td>
<td>A. S. W. Wamela</td>
<td>Member of Parliament</td>
<td></td>
</tr>
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