

**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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## LIST OF ABBREVIATIONS

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

## **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:

Infrastructure Development, Social Facilities, Local Economic Development, Natural Resource Management and the ID/OS of Nguti Council.

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:*

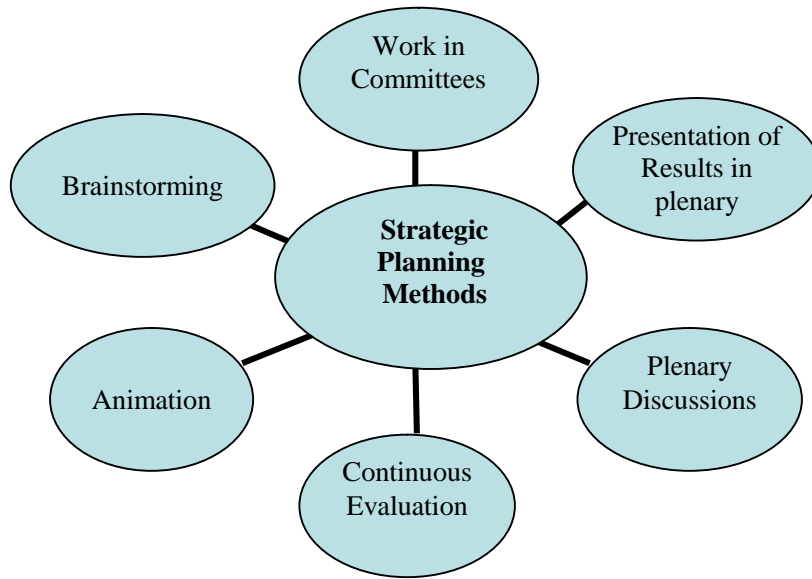
- ⇒ Defines effective use of scarce resources
- ⇒ Helps to speed up delivery of basic social services
- ⇒ Helps to attract additional funds
- ⇒ Strengthens democracy
- ⇒ Helps to overcome the legacy of unplanned development
- ⇒ Promotes coordination between local, regional and central government agencies

### 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**

N°	Clan	Thematic Areas	Specific Development Area	Problems (Ranked)
1	ABONGOE	Infrastructure	Roads Communication Electricity	No roads No communication signals No electricity
		Social	Health structure Secondary education	Unequipped health center No institution for secondary education
		Local Economy	Agricultural production and productivity	High cost of inputs Pest and animal destruction No farm to market roads to evacuate produce Limited technical know-how
2	BASSOSI	Infrastructure	Electricity Communication network	No electricity No communication network
3	BANYU	Infrastructure	Road Electricity Communication Market structures	No road (especially farm to markets road) No electricity No communication signals No market structures
		Social	Health services Secondary education Recreational facilities	No health unit No secondary school No town hall
4	BEBUM	Infrastructure	Electricity Communication Market structure Town and housing policy	No electricity Poor communication signal for radio and TV Poor market structure Poor town and housing policy
		Social	Recreational facilities Vocational education	Few recreational facilities No vocational institution
		Local economy	Tourism Business creation	Underdeveloped tourist site Few business ventures
		NRM	Resource management	Unsustainable resource management

N°	Clan	Thematic Areas	Specific Development Area	Problems (Ranked)
5	NGEMENGOE	Infrastructure	Road and bridges Electricity Communication	No road and bridges No electricity No communication signals
		Social	Health structure Secondary and vocational Education	No health structure No secondary and vocational institution
6	LOWER MBO	Infrastructure	Road Communication Electricity	No road (especially farm to market roads) No communication signals No electricity
		Social	Water supply Health services Scholarization rate Recreation	Absence of pipe bore water Inadequate health services Low scholarization rate No recreational facility
7	LOWER NKONGHO	Infrastructure	Road Electricity Communication	No road No electricity No communication signals
8	UPPER BALONG	Infrastructure	Electricity Roads Market structure Communication	No electricity Poor farm to market roads Poor market structures Poor communication signals
		Social	Recreation	Few recreational facilities
9	UPPER NKONGHO	Infrastructure	Road Electricity Communication	No road No electricity No communication signals

*2.4 Major problems at council level*

No	Thematic area	Specific development area	Problems (ranked)	Causes	Solutions	Contributions	
						Internal	External
1	Infrastructure	Electricity	Poor implementation of rural electrification	Insufficient lobbying strategies	Increase lobbying strategies for the implementation of rural electrification policies	Human and material	Financial
			Poor mobilization of resources	Poor community participation	Improve community participation and mobilize resources		
		Road network	Poor road maintenance policies	Poor rehabilitation and maintenance	Rehabilitate and maintain roads regularly	Human and material	Financial
			Non-Construction of new roads	Inadequate studies on road due to rough topography	Conduct feasibility studies		
		Access to potable water	Poor maintenance of pipe borne water system	Non-functional water maintenance committee	Maintain pipe borne water system regularly	Human and material	Financial
			Few stand pipes and boreholes	Poor community initiative and no technical studies	Construct more water points		
			Insufficient funds	Poor resource mobilization	Increase fundraising		
		Communication Network	Weak communication signals	No maintenance of equipments	Maintenance of equipment	Human and material	Financial
			No private radio and TV stations	Poor lobbying strategies	Improved lobbying strategies improved		

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No	Thematic area	Specific development area	Problems (ranked)	Causes	Solutions	Contributions	
						Internal	External
			Poor telephone signal reception	Poor telephone network	Provide communication equipment		
					Increase private communication stations		
					Install telephone network		
		Access to recreational facilities	Non-identification of recreational facilities	Non-functional council policy	Identification of Recreational facilities	Human and material	Financial
				Limited technical know-how	Increase fundraising		
		Housing plan	Poor town and housing policy	Limited implementation of government town planning laws	Implement government town planning laws	Human and material	Financial
				Insufficient funds	Some buildings without registered plan		
				Out-dated master plan for Nguti town	Regularly update master plan for Nguti town		
		Access to markets	Poor market infrastructure	Limited studies carried out on the market	Increase studies on market and	Human and material	Financial
				Insufficient fund poor mobilization of resources	Increase mobilization of resources		

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No	Thematic Area	Specific Development Area	Problems (ranked)	Causes	Solutions	Contributions	
						Internal	External
2	Social	Health	Poor health status	Poor access to health services	Increase access to health services	Human and material	Financial
				Prevalence of HIV/AIDS and	Reduce Prevalence of HIV/AIDS and the		
				Rampant disease outbreak in the communities	Increase Supply of Drugs and Recruit Personnel	Human and material	Financial
		Gender	Gender inequality and inequity	Traditional council laws are not in favor of women	Enact traditional council laws that protect women rights		
				Few women in decision making positions	Encourage more women into decision-making positions		
				Limited education on gender issues	Sensitize on gender issues	Human and material	Financial
				Few educated women	Increase the level of educated women		
		Culture	Degenerative positive cultural practices	Absence of cultural strategy	Develop cultural revival strategy	Human and material	Financial
				Non-education of the youths on traditional values	Sensitize youths on traditional values		
				Non identification of cultural groups per tribe and per clan	Identify and support cultural groups in each tribe and clan		
		Education	Low level of education	Limited didactic materials	Provide more didactic materials	Human and material	Financial
				Low scholarization rate (girl child)	Increase scholarization rate (girl child)		
				Few trained teachers	Increase n° trained teachers		
				Inadequate school infrastructure	Increase school infrastructure		
				Absence of school in some areas	Increase number of schools in all clans		

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No	Thematic Area	Specific Development Area	Problems (ranked)	Causes	Solutions	Contributions	
						Internal	External
3	Local Economy	Agriculture	Low agricultural production and productivity	Crop destruction by animals	Sensitize population on crop destruction by animals	Human and material	Financial
				Poor soil	Educate farmers on techniques for soil fertility		
				Limited use of farm inputs	Educate farmers on the use of farm inputs		
				Poor storage, processing and marketing	Provide knowledge on storage, processing marketing		
		Tourism	Underdeveloped tourism sector	Under developed tourist sites	Develop tourist sites	Human and material	Financial
				Non-existence of local tourism strategies	Elaborate local tourism strategies		
				Limited facilities for tourism	Increase facilities for tourism		
		Business	Few business ventures	Insufficient capital	Encourage establishment of local banks that can give out loans	Human and material	Financial
				Poor business management techniques	Provide training on business management techniques		
				Low investment by economic operators	Create environment for investment by economic operators		
				Non-existence of vocational schools	Create functional vocational schools in all clans		
		Animal husbandry	Low livestock production and productivity	Limited knowledge in Livestock production	Train farmers on livestock production	Human and material	Financial
				Limited access to animal feed	Increase farmer access to animal feed		
				Limited sources of improved breeds	Increase local sources of improved breeds		
				Diseases prevalence	Sensitize farmers on diseases attacks		

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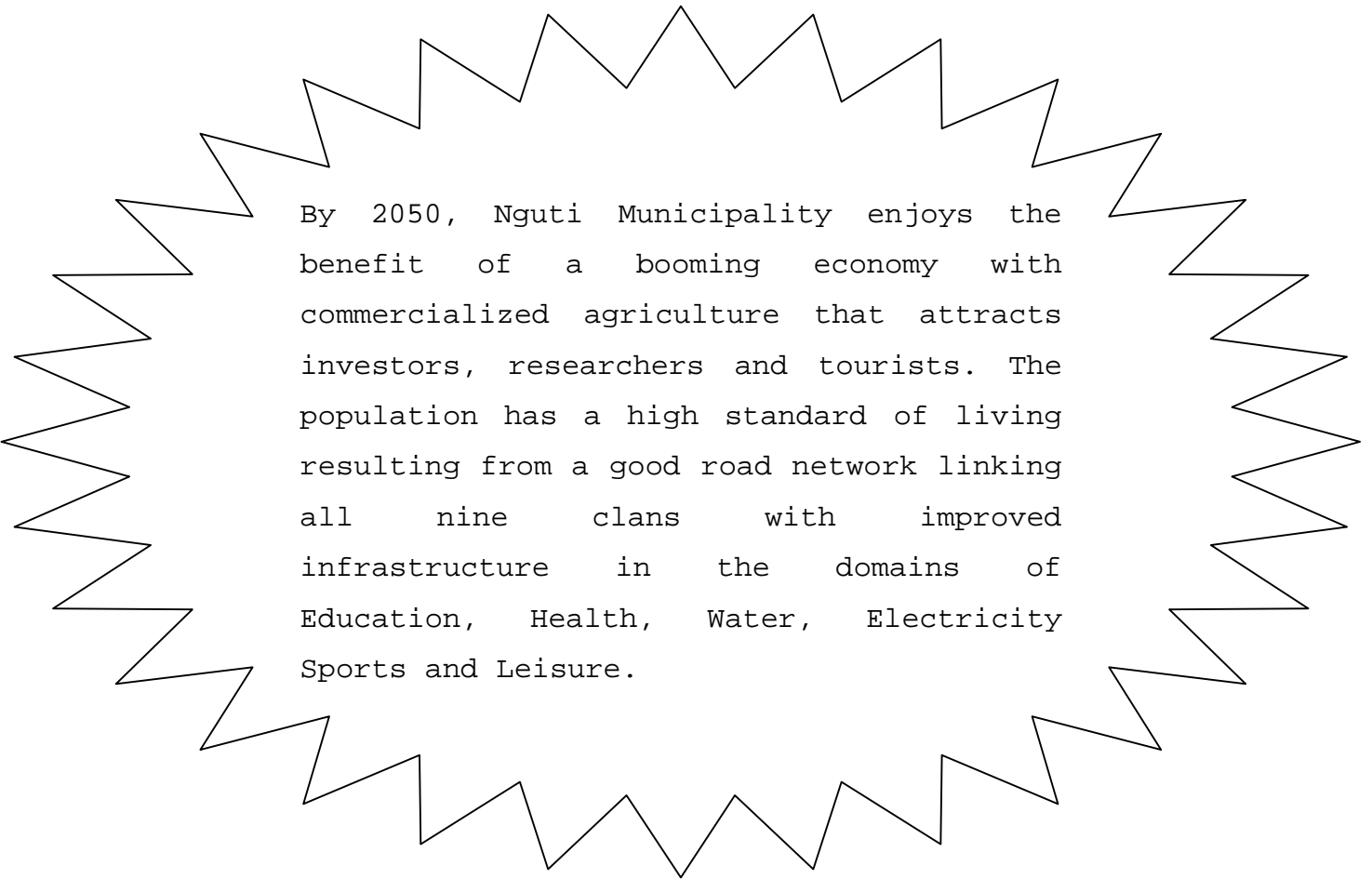
No	Thematic Area	Specific Development Area	Problems (ranked)	Causes	Solutions	Contributions	
						Internal	External
4	Natural resource management	Resource management	Poor resource management	Decline on NTFPs	Sensitize on sustainable harvesting of NTFPs	Human and material	Financial
				Poor management of forest resources	Sensitize population on illegal hunting and illegal exploitation of timber Encourage afforestation		
			Unsustainable fishing practices	River poisoning	Sensitize against river poisoning	Human and material	Financial
				Limited knowledge on fishing technique	Train on sustainable fishing techniques		
			Poor land use practices	Poor land use planning	Develop land use strategy	Human and material	Financial
				Poor agricultural practices	Sensitize on improved agricultural practices		
5	ID/OS of Nguti Council	Functional capacity of the council	Low functional capacity of the council	Poor management and leadership	Develop SOP and organigram	Human and material	Financial
				Insufficient funding and poor financial management	Increase fundraising and institute financial management system		
				Few qualified staff	Recruit more qualified staff and redundant non performers		
				Insufficient staff capacity building	Increase staff capacity building programs		
			Poor staff performance	Non monitoring of staff performances	Institute staff performance monitoring system	Human and material	Financial
				No job descriptions for staff	Develop job descriptions		



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No	Thematic Area	Specific Development Area	Problems (ranked)	Causes	Solutions	Contributions	
						Internal	External
			Poor working environment	Inadequate council office space	Construct council chambers with more office space		
				Dilapidated building	Construct council chambers with more office space		
				Obsolete and insufficient office equipment	Secure modern office equipment	Human and material	Financial

### 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**

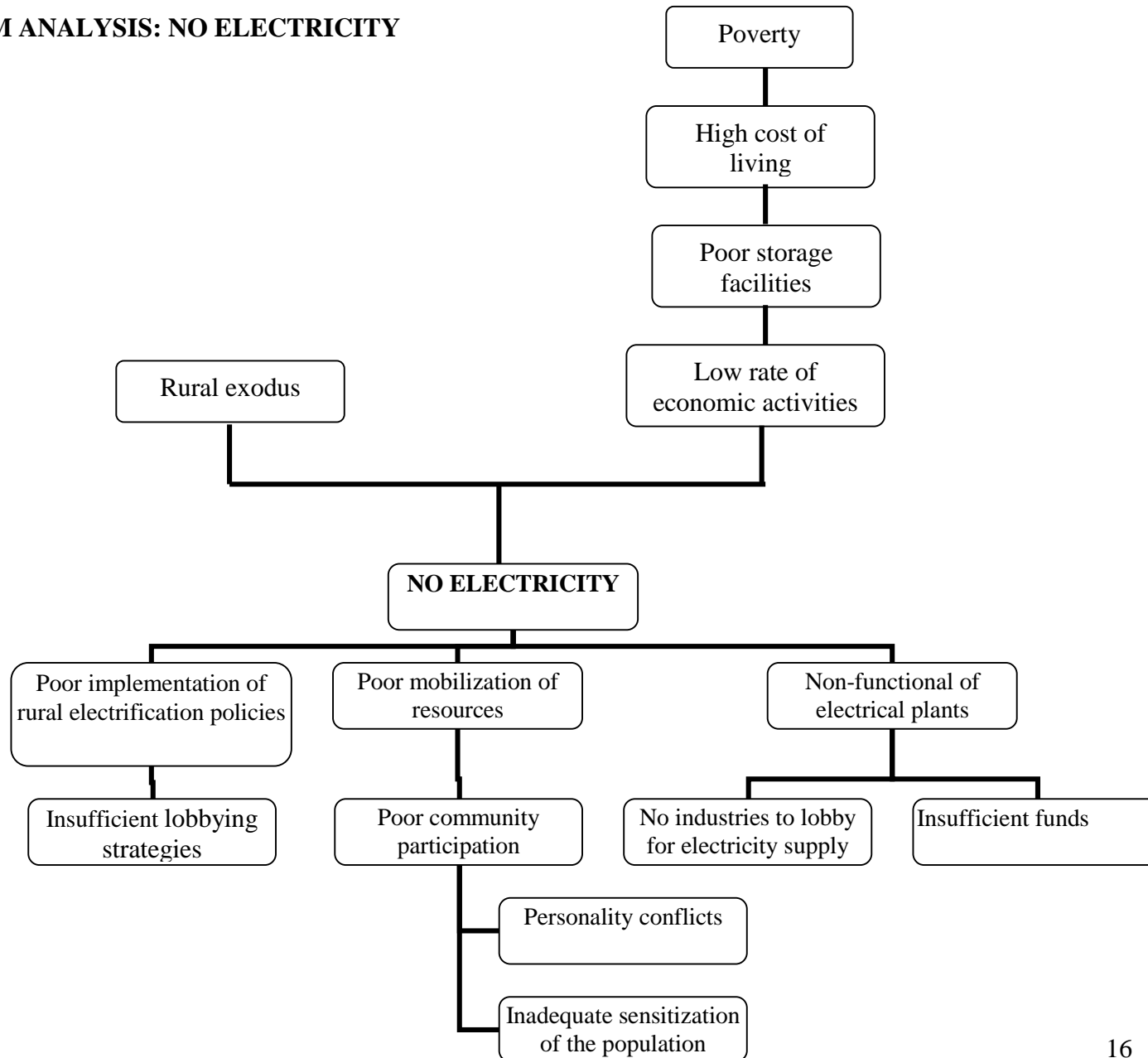
<b>Actors</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Interests /Expectations</b>	<b>Fears</b>	<b>Implications for Planning</b>
Council	Commitment	- Limited funds	- The respect of Terms of contract	- Mismanagement of funds	- To improve on the living standards of local population
Community	- Man-power	-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

## **PROBLEM /OBJECTIVE ANALYSIS**

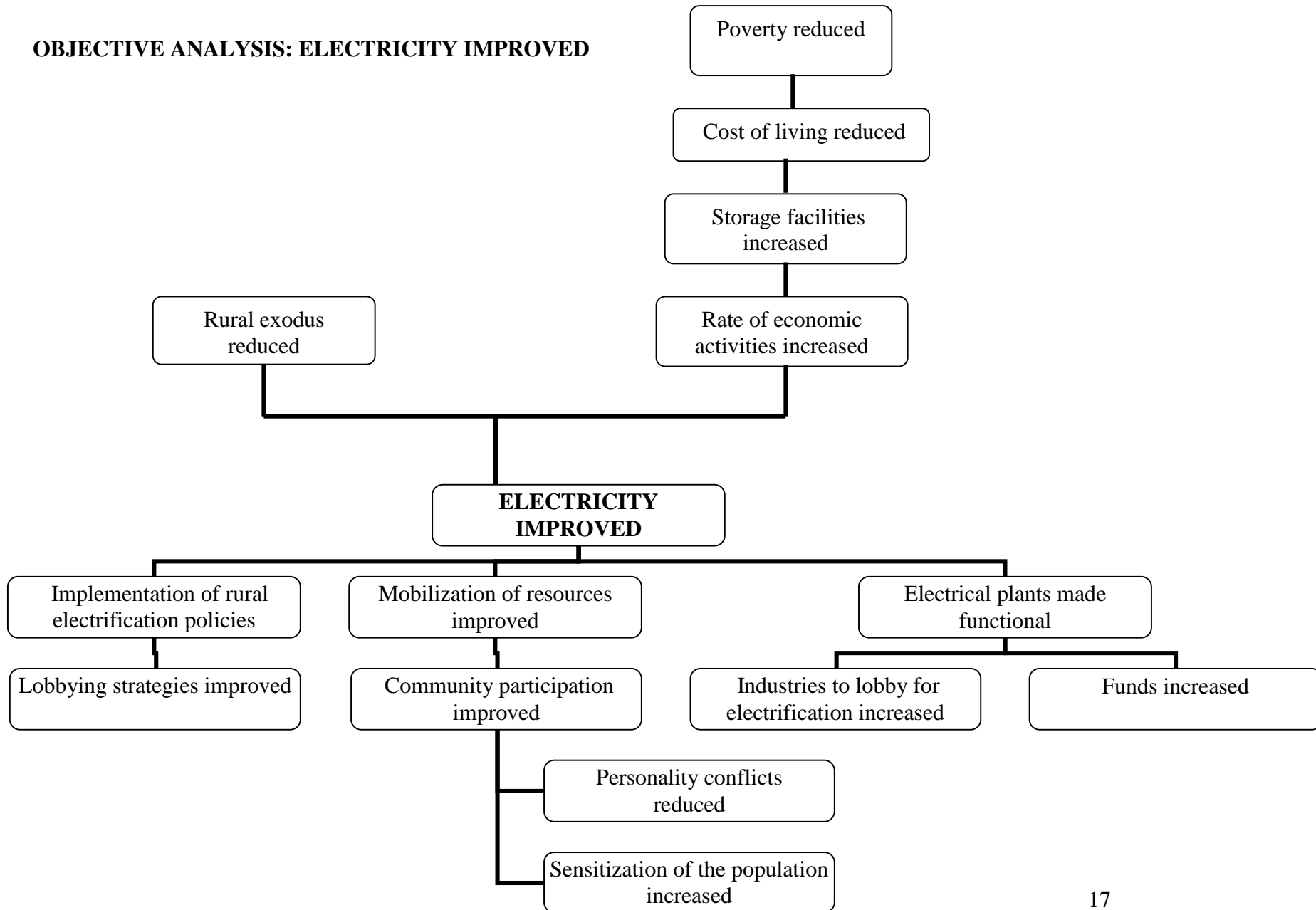
The Infrastructure situation of the municipality is as follows:

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

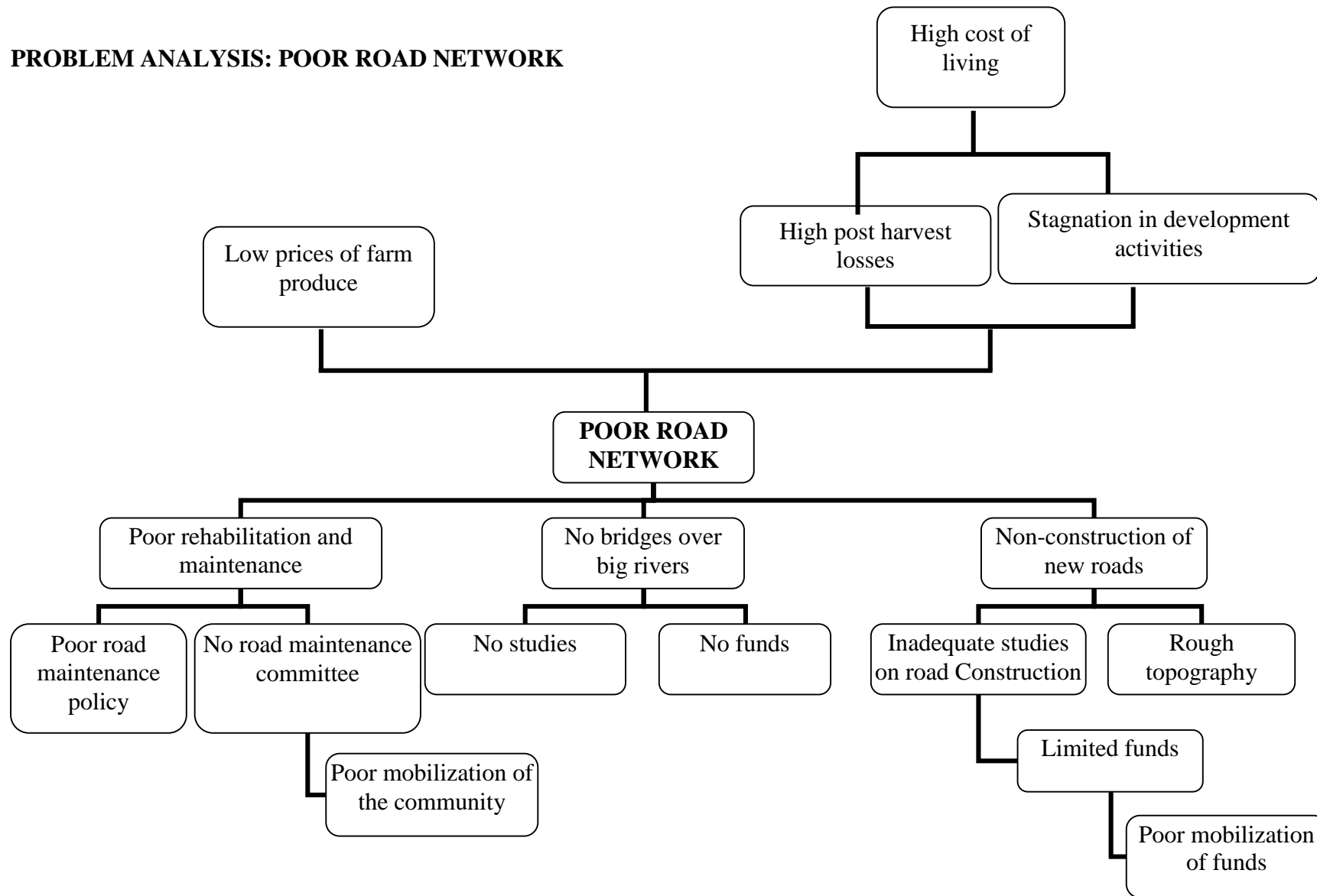
**PROBLEM ANALYSIS: NO ELECTRICITY**



**OBJECTIVE ANALYSIS: ELECTRICITY IMPROVED**

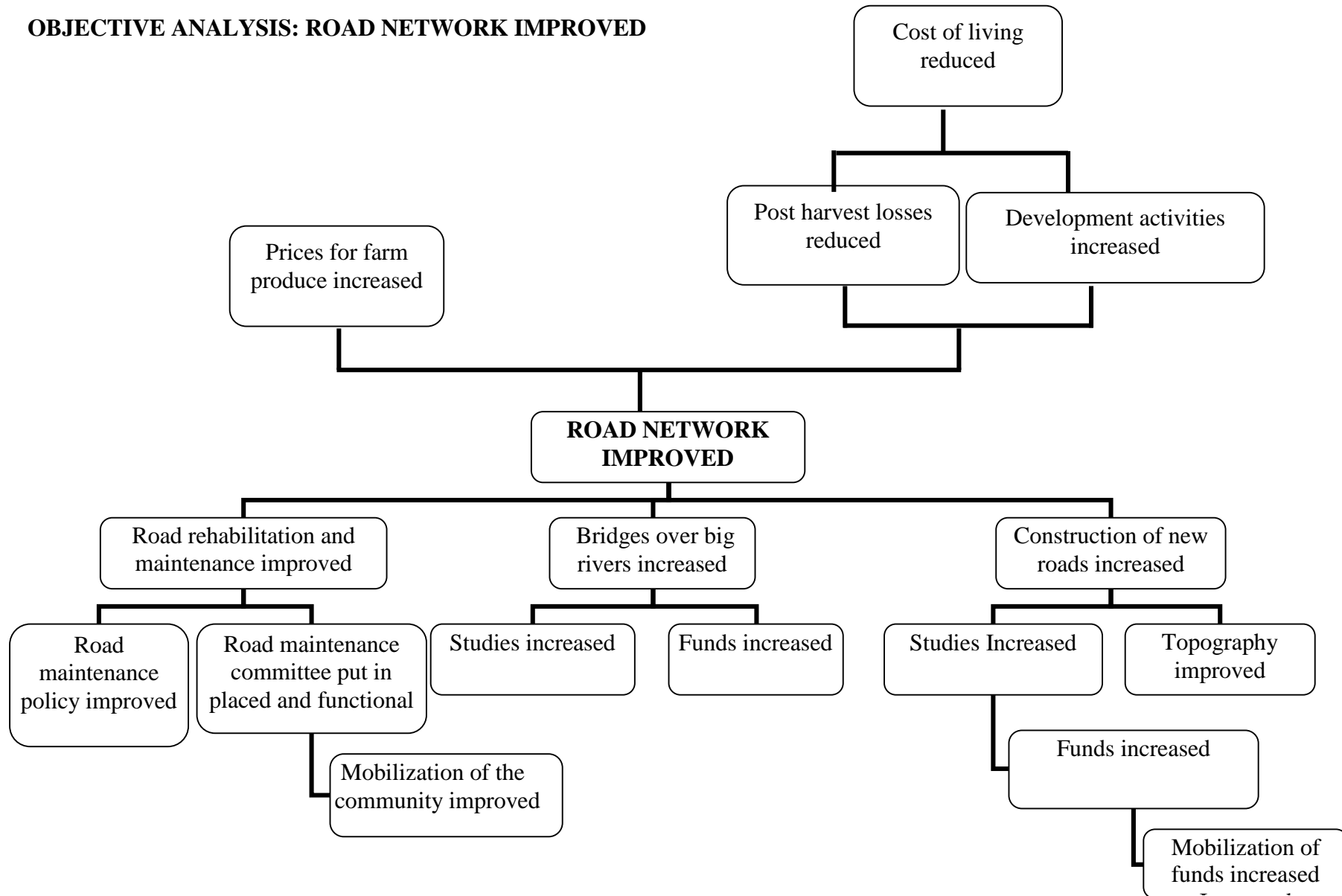


**PROBLEM ANALYSIS: POOR ROAD NETWORK**

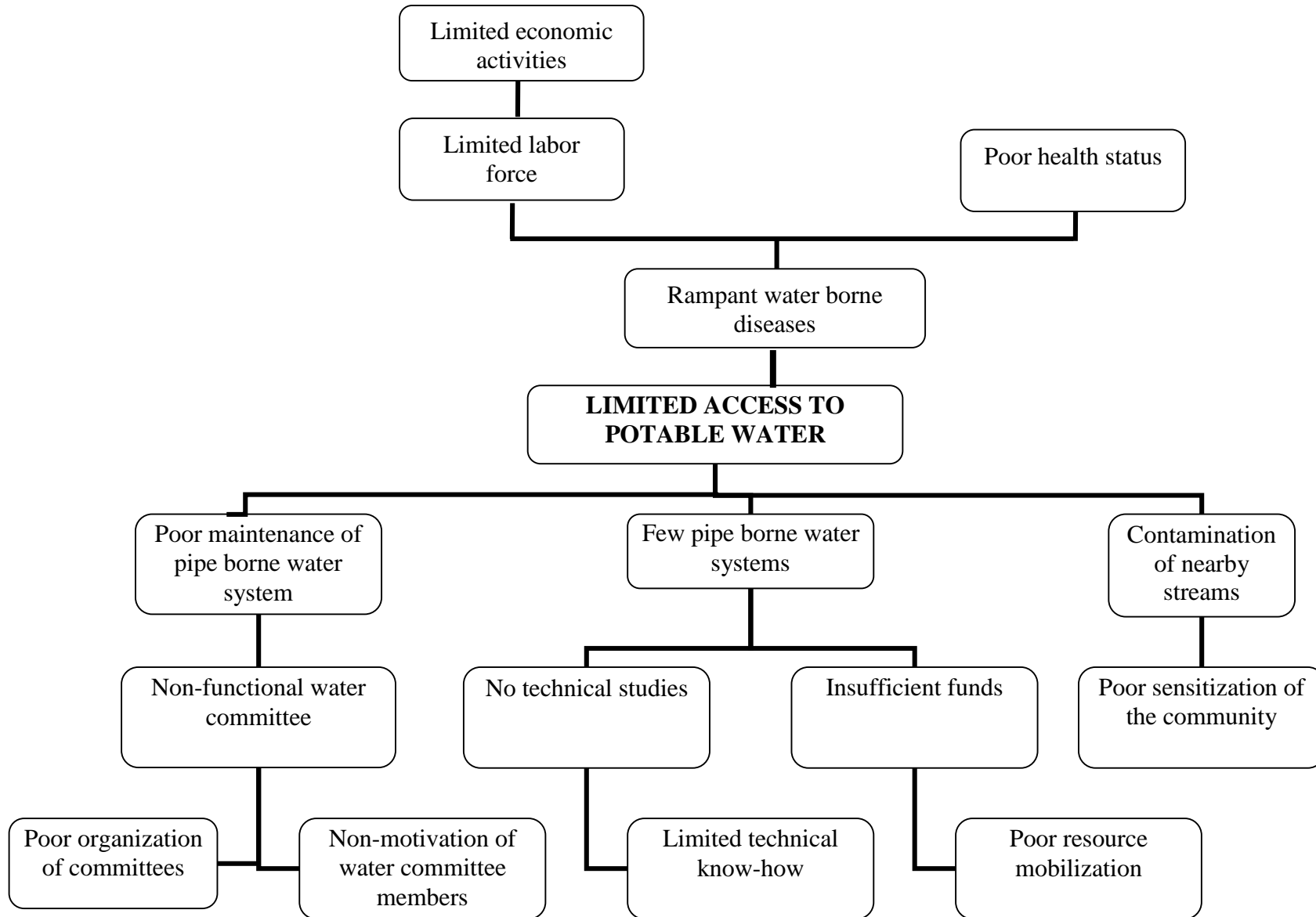




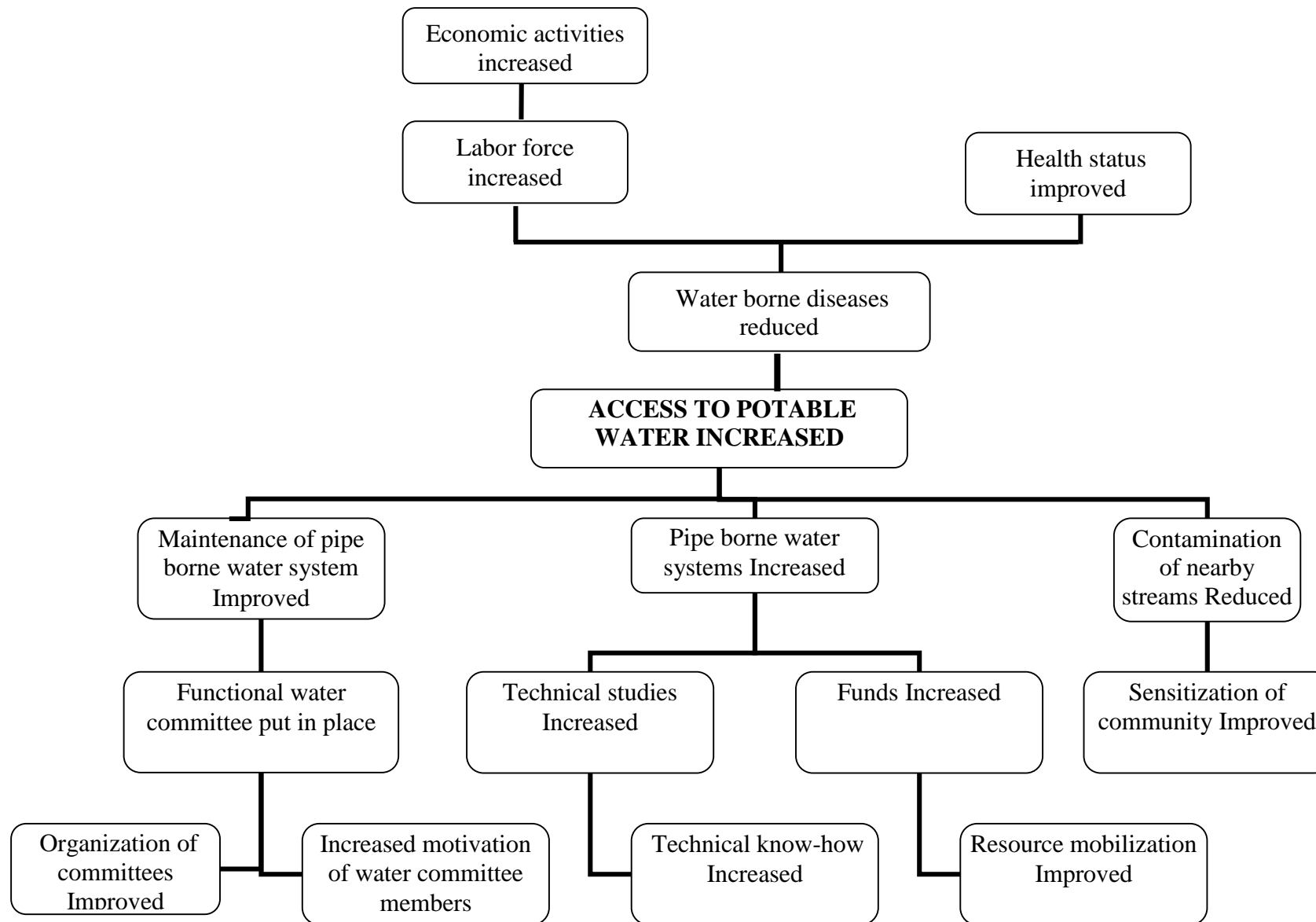
**OBJECTIVE ANALYSIS: ROAD NETWORK IMPROVED**



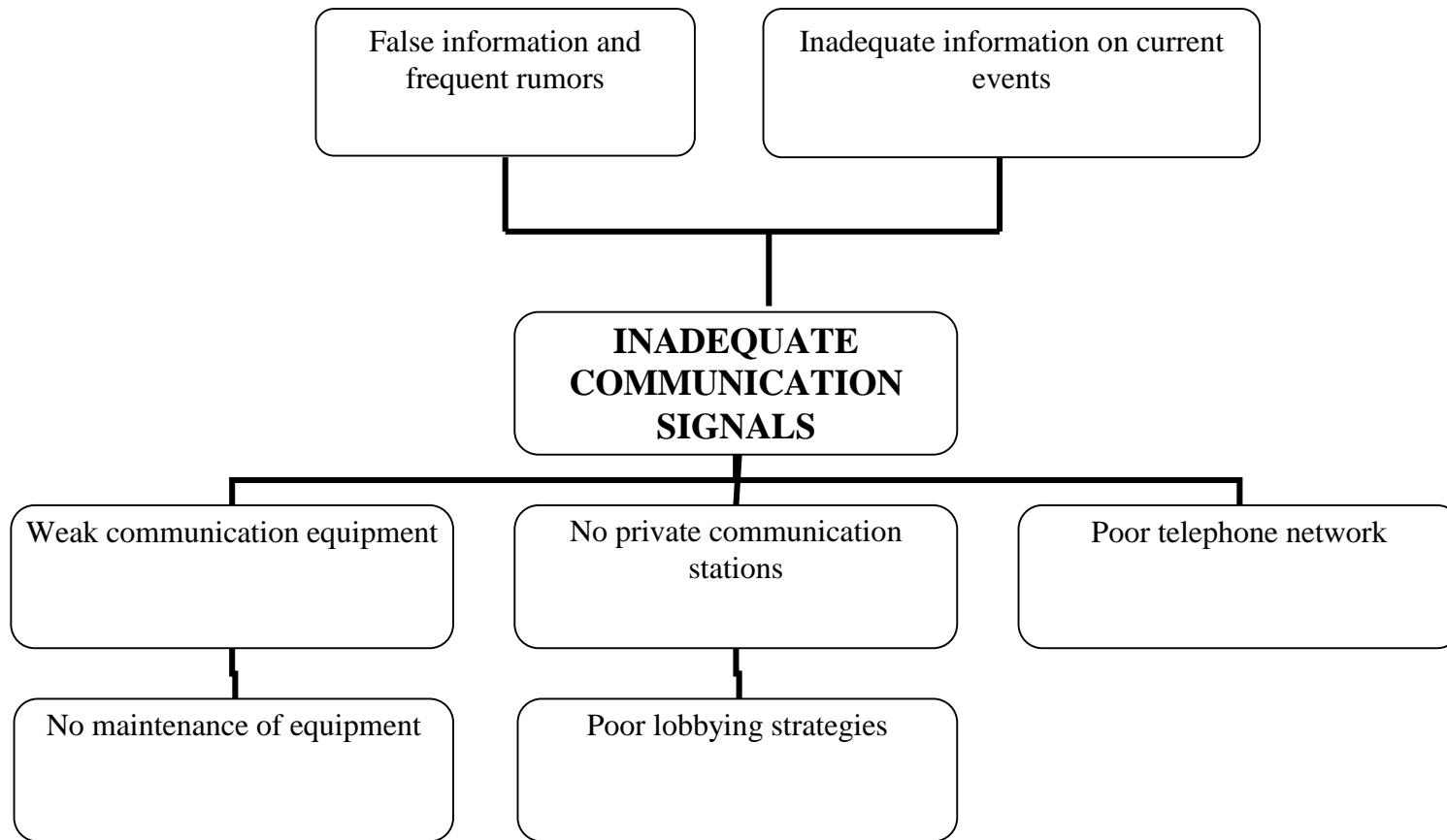
**PROBLEM ANALYSIS: LIMITED ACCESS TO PORTABLE WATER**



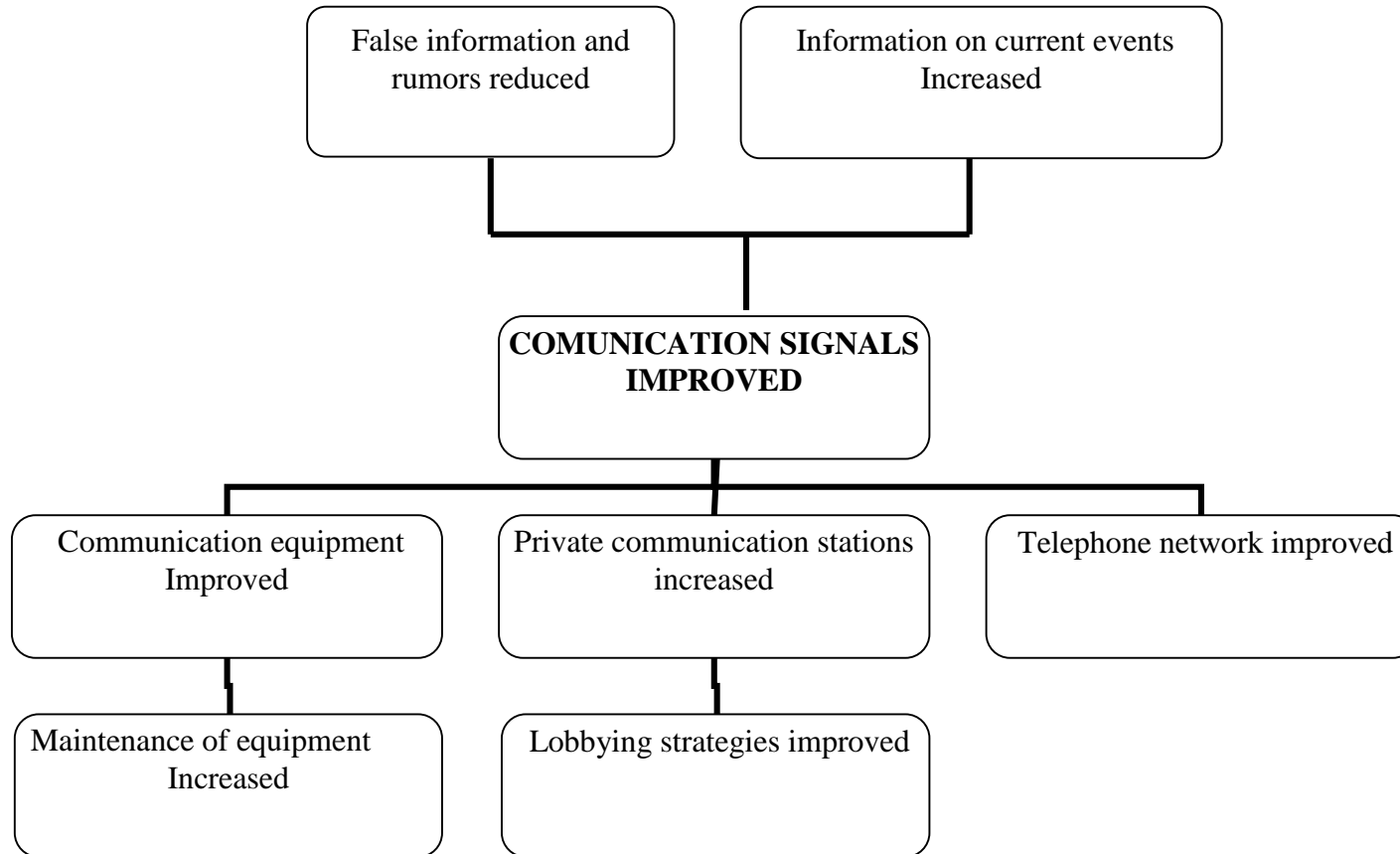
**OBJECTIVE ANALYSIS: ACCESS TO PORTABLE WATER INCREASED**



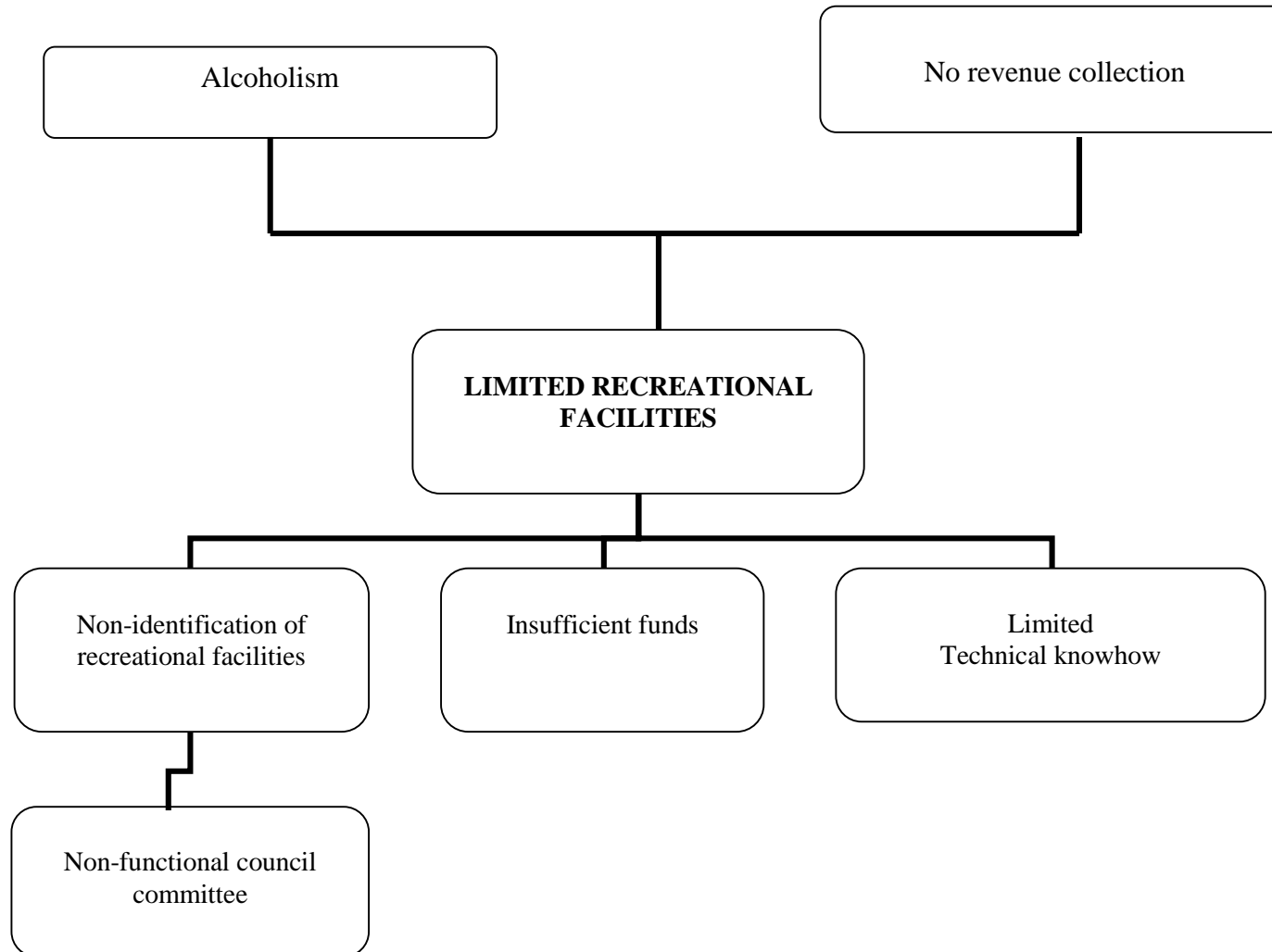
**PROBLEM ANALYSIS: INADEQUATE COMMUNICATION**



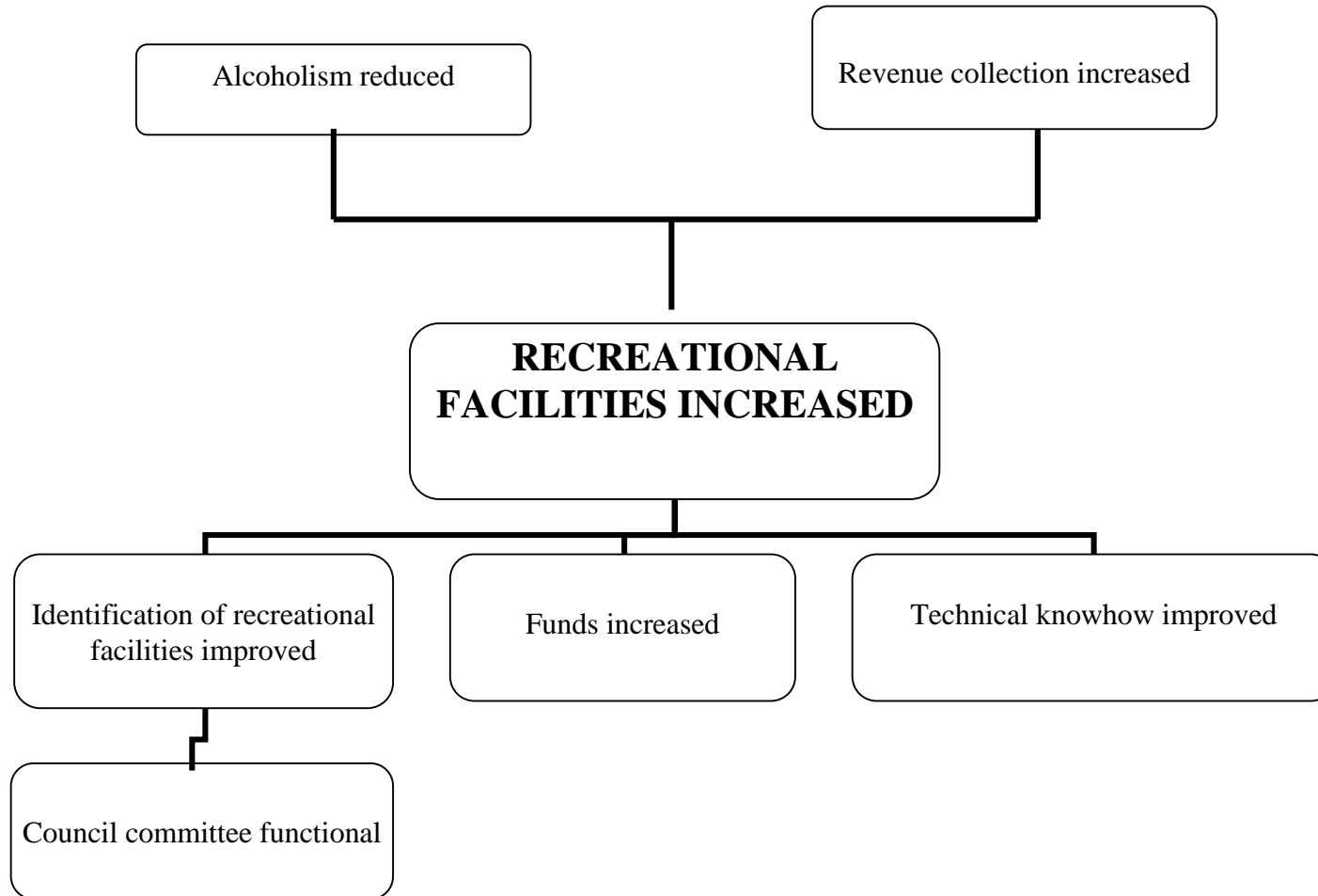
**OBJECTIVE ANALYSIS: COMMUNICATION SIGNALS IMPROVED**



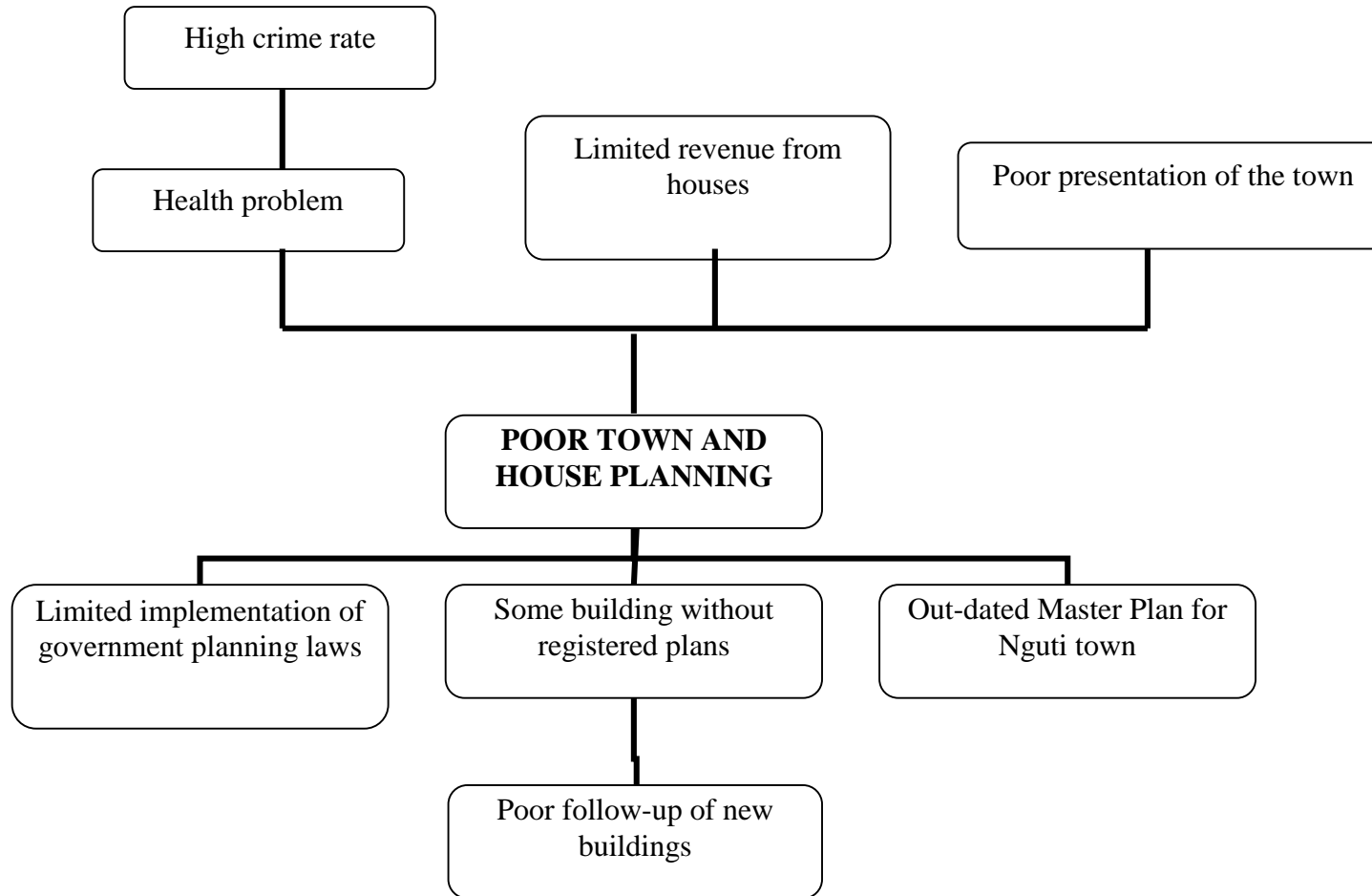
**PROBLEM ANALYSIS: LIMITED RECREATIONAL FACILITIES**



**OBJECTIVE ANALYSIS: RECREATIONAL FACILITIES INCREASED**

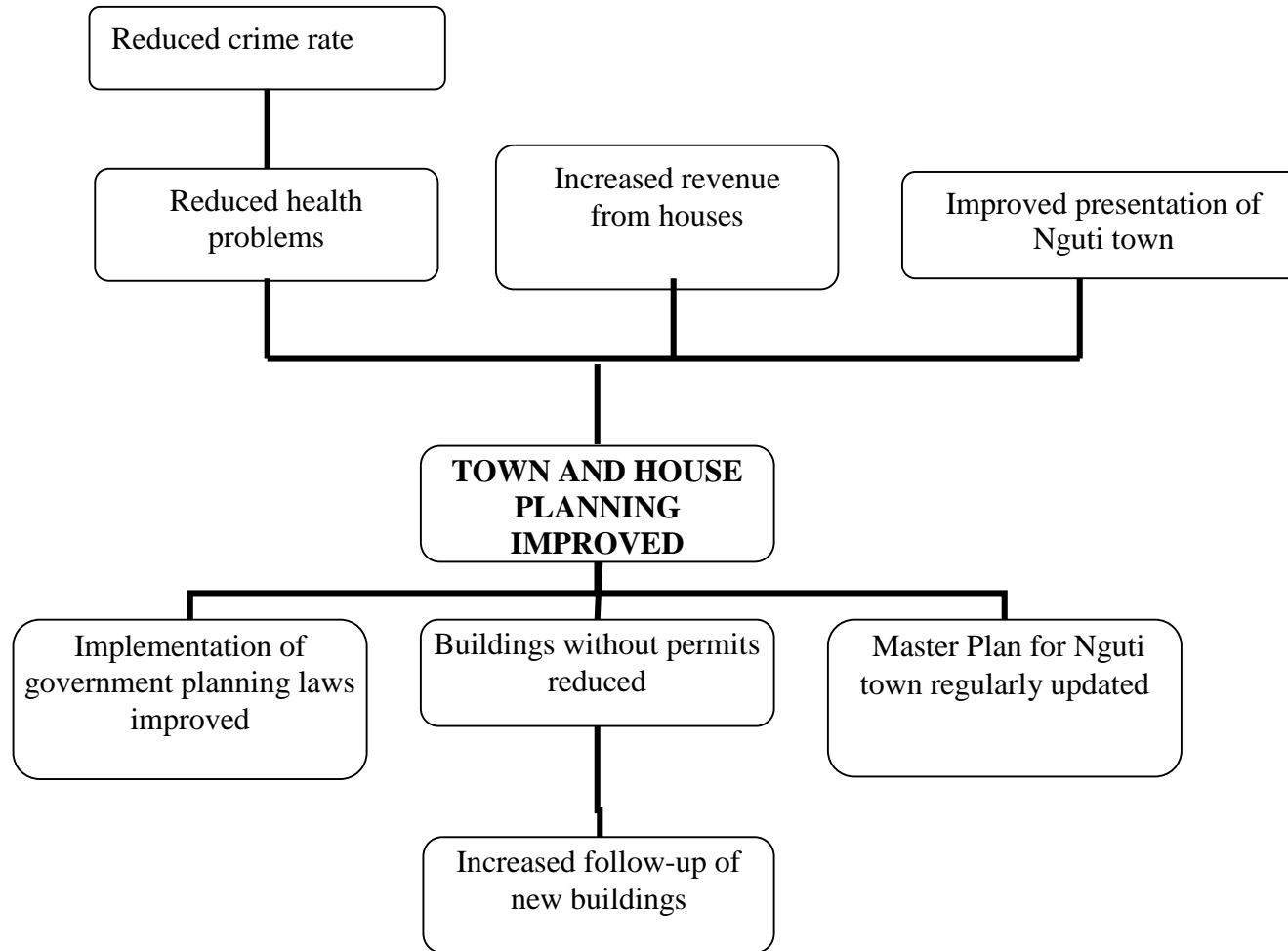


**PROBLEM ANALYSIS: POOR TOWN AND HOUSING POLICY**

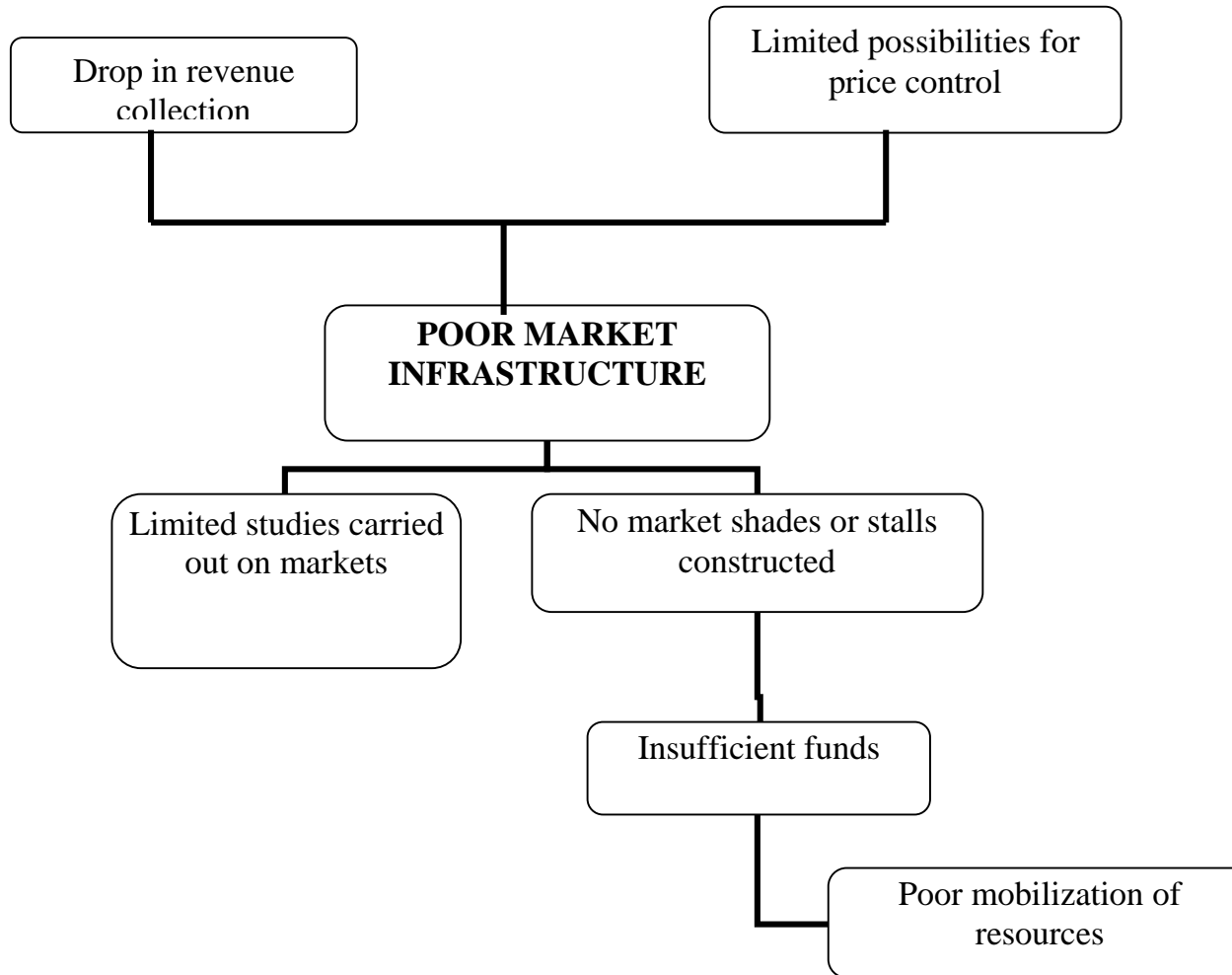




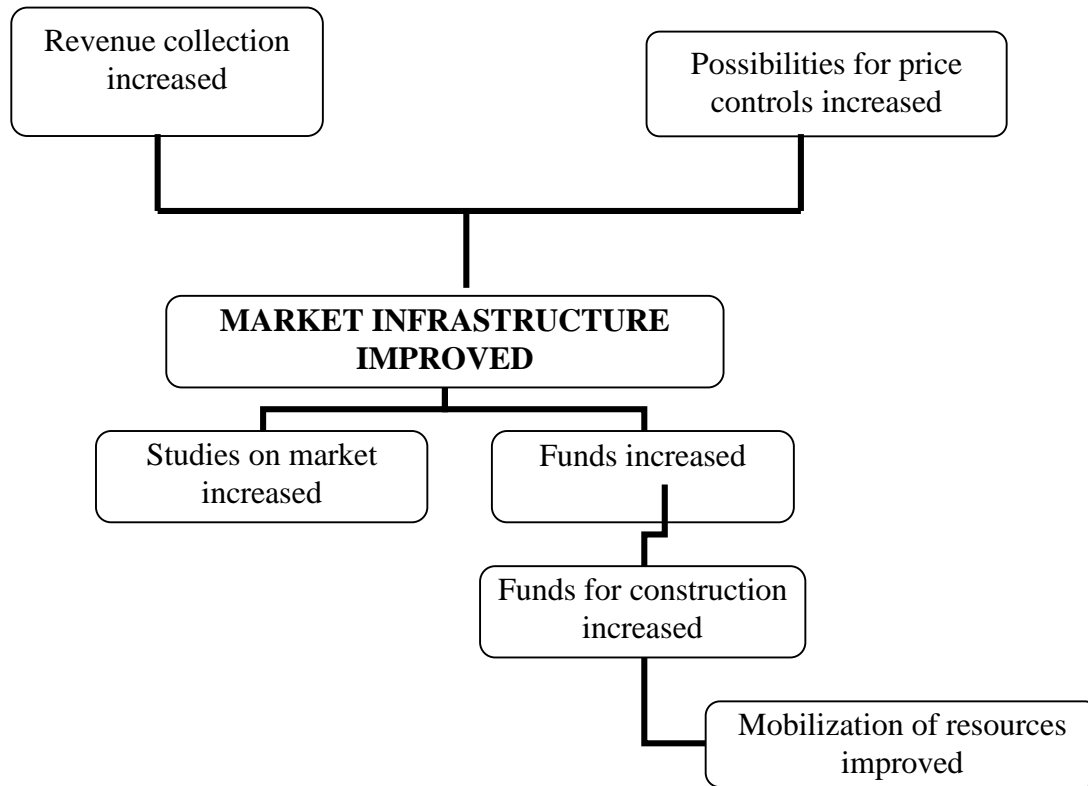
**OBJECTIVE ANALYSIS: TOWN AND HOUSING POLICY IMPROVED**



**PROBLEM ANALYSIS: POOR MARKET INFRASTRUCTURE**



**OBJECTIVE ANALYSIS: MARKET INFRASTRUCTURE IMPROVED**



**LOGICAL FRAMEWORK FOR STRATEGIC PROGRAMME 1**

Objective(s)	Objectively Verifiable Indicators	Means of Verification	Assumption
<b>1. Program objective</b> Infrastructure improved			* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>1.1 Specific objective</b> Electricity improved	By the end of 2014, at least 27 villages are electrified and there is regular supply of electricity	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Reports</li> </ul>	
<b>Results / Outputs</b>			
1.1.1 Implementation of rural electrification policies improved	At least 27 villages are lighted within the rural electrification program by end of 2014	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Receipts</li> <li>• Reports</li> </ul>	
1.1.2 Mobilization of resources improved	By December 2012 funds are made available for rural electrification of 27 villages	<ul style="list-style-type: none"> <li>• Financial records</li> <li>• Reports</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Interviews</li> <li>• Reports</li> </ul>	
<b>1.2 Specific objective</b> Road network improved	By Dec. 2014, at least 100km of roads within the municipality are pliable all year round	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Council reports</li> <li>• Interviews</li> </ul>	
<b>Results / Output</b>			
1.2.1 Road rehabilitation and maintenance improved	By Dec. 2014, at least 100km of roads are rehabilitated, maintained and pliable all year round	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Interviews</li> <li>• Reports</li> </ul>	
1.2.2 Construction of bridges increased	At least 5 permanent bridges constructed by the end 2013	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Council reports</li> <li>• Interviews</li> </ul>	
1.2.3 Construction of new roads increased	At least 50 km of roads constructed and pliable all year round by Dec. 2014	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Pictures</li> <li>• Interviews</li> <li>• Council reports</li> </ul>	

Objective(s)	Objectively Verifiable Indicators	Means of Verification	Assumption
<b>1.3 Specific Objective</b> Access to pipe borne water improved	By December 2014, at least 40 villages have access to portable water and water related diseases reduced in those villages	<ul style="list-style-type: none"> <li>● Site visits</li> <li>● Council reports</li> <li>● Interviews</li> </ul>	* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>Results / Output</b>			
1.3.1 Maintenance of pipe borne water improved	By the end of December 2011, existing pipe borne water schemes are rehabilitated and functional in 6 villages	<ul style="list-style-type: none"> <li>● Site visits</li> <li>● Interviews</li> <li>● Reports</li> </ul>	
1.3.2 Pipe borne water system extended	By December 2014, at least 20 villages have functional pipe borne water systems	<ul style="list-style-type: none"> <li>● Site visits</li> <li>● Council reports</li> <li>● Interview</li> <li>● Pictures</li> </ul>	
1.3.3 Contamination of nearby streams reduced	By the end of 2014, six (06) nearby streams are good for drinking and water borne diseases are reduced in 6 clans within the municipality	<ul style="list-style-type: none"> <li>● Site visits</li> <li>● Interviews</li> <li>● Health centre / hospital reports</li> </ul>	
<b>1.4 Specific objective</b> Communication signals improved	The population of at least five (05) clans within the municipality receive communication signals by Dec. 2012	<ul style="list-style-type: none"> <li>● Interviews</li> <li>● Reports</li> </ul>	
<b>Results / Outputs</b>			
1.4.1 Communication equipment made functional	Communication facilities reinforced and functional by June 2012 in 5 clans within the municipality	<ul style="list-style-type: none"> <li>● Interviews</li> <li>● Reports</li> </ul>	
1.4.2 Private communication stations increased	At least one private communication station is operational by June 2012 in the municipality	<ul style="list-style-type: none"> <li>● Site visits</li> <li>● Interviews</li> <li>● Reports</li> </ul>	
1.4.3 Telephone network improved	At least one functional telephone antenna is put in place by the end of 2011 in the municipality	<ul style="list-style-type: none"> <li>● Interviews</li> <li>● Receipts</li> <li>● Reports</li> </ul>	
<b>1.5 Specific Objective</b> Recreational facilities increased	By Dec. 2012, at least 3 recreational facilities are developed and functional	<ul style="list-style-type: none"> <li>● Council reports</li> <li>● Site visits</li> </ul>	

Objective(s)	Objectively Verifiable Indicators	Means of Verification	Assumption
<b>Results / Output</b>			
1.5.1 Council committee functional	Terms of Reference developed and implemented by June 2010	<ul style="list-style-type: none"> <li>• Council reports</li> </ul>	* 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	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Council reports</li> </ul>	
1.5.3 Funds increased	By December 2011, funds are made available for the development of at least 2 recreational facilities	<ul style="list-style-type: none"> <li>• Financial records</li> <li>• Site visits</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Reports</li> </ul>	
<b>1.6 Specific Objective</b> Town and housing planning improved	By December 2013, streets are constructed with names and houses built following the master plan	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Reports</li> </ul>	
<b>Results / Outputs</b>			
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	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Council reports</li> <li>• Receipts</li> </ul>	
1.6.2 Building without permits reduced	Beginning Jan. 2011, 7 out of 10 Buildings constructed have permits	<ul style="list-style-type: none"> <li>• Council reports</li> </ul>	
1.6.3 Master Plan for Nguti town regularly updated	Master Plan updated yearly and used from June 2010.	<ul style="list-style-type: none"> <li>• Master Plan</li> <li>• Council records</li> </ul>	
<b>1.7 Specific Objective</b> Market infrastructure improved	By Dec. 2014, markets in Manyemen, Njungo and Elumba are constructed with permanent stalls	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Council records</li> <li>• Interviews</li> </ul>	
<b>Results / Outputs</b>			
1.7.1 Studies on markets increased	Three studies carried out for Manyemen, Njungo and Elumba markets by December 2012	<ul style="list-style-type: none"> <li>• Study reports</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Financial records</li> <li>• Site visits</li> <li>• Council reports</li> </ul>	

**3.2 Strategic Programme 2: Social Facilities**

**STAKEHOLDER ANALYSIS**

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

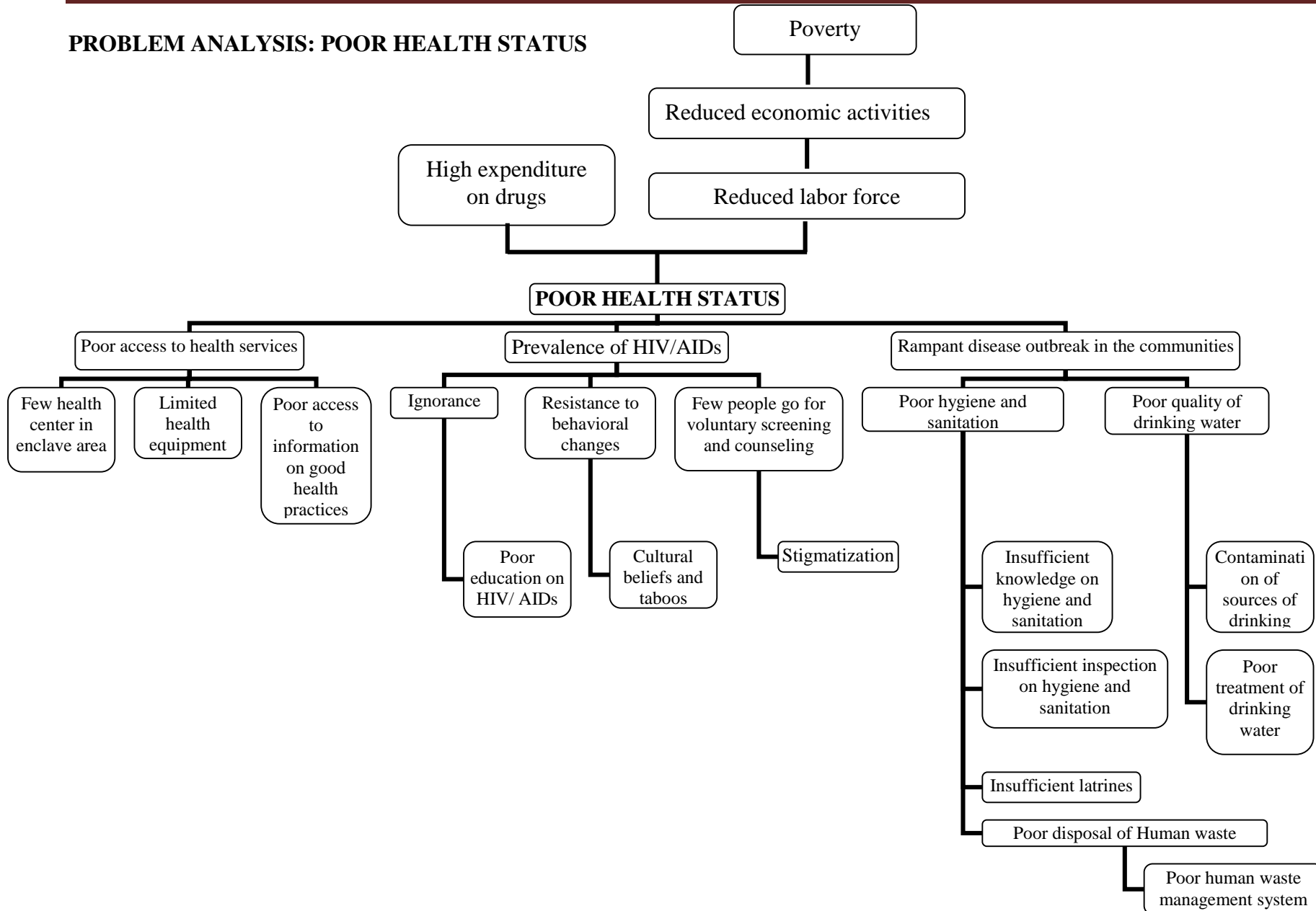


## **PROBLEM /OBJECTIVE ANALYSIS**

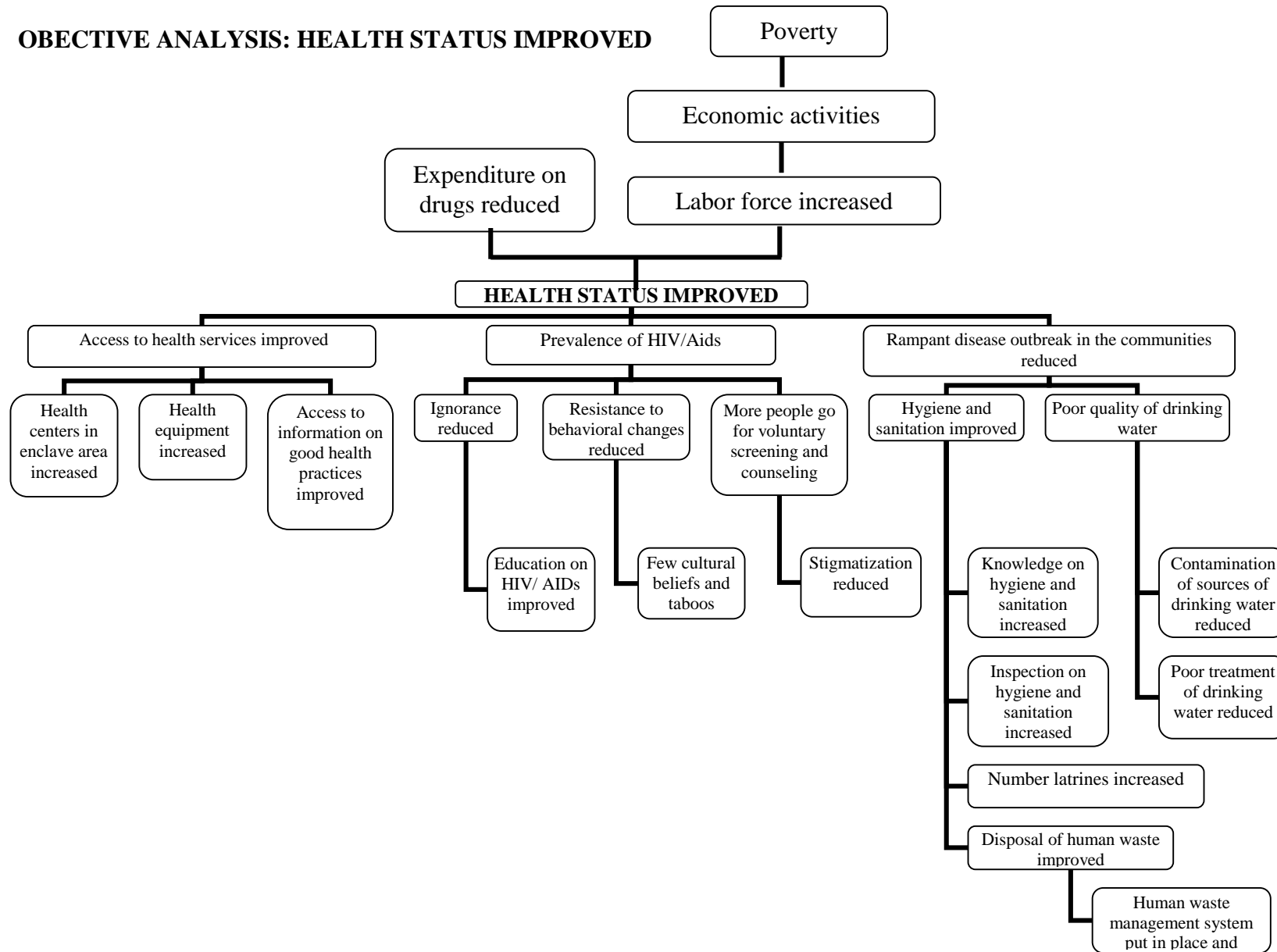
Social services in the municipality are characterized with:

- Poor health status
- Gender inequality and inequity
- Degenerative positive cultural practices
- Low level of education

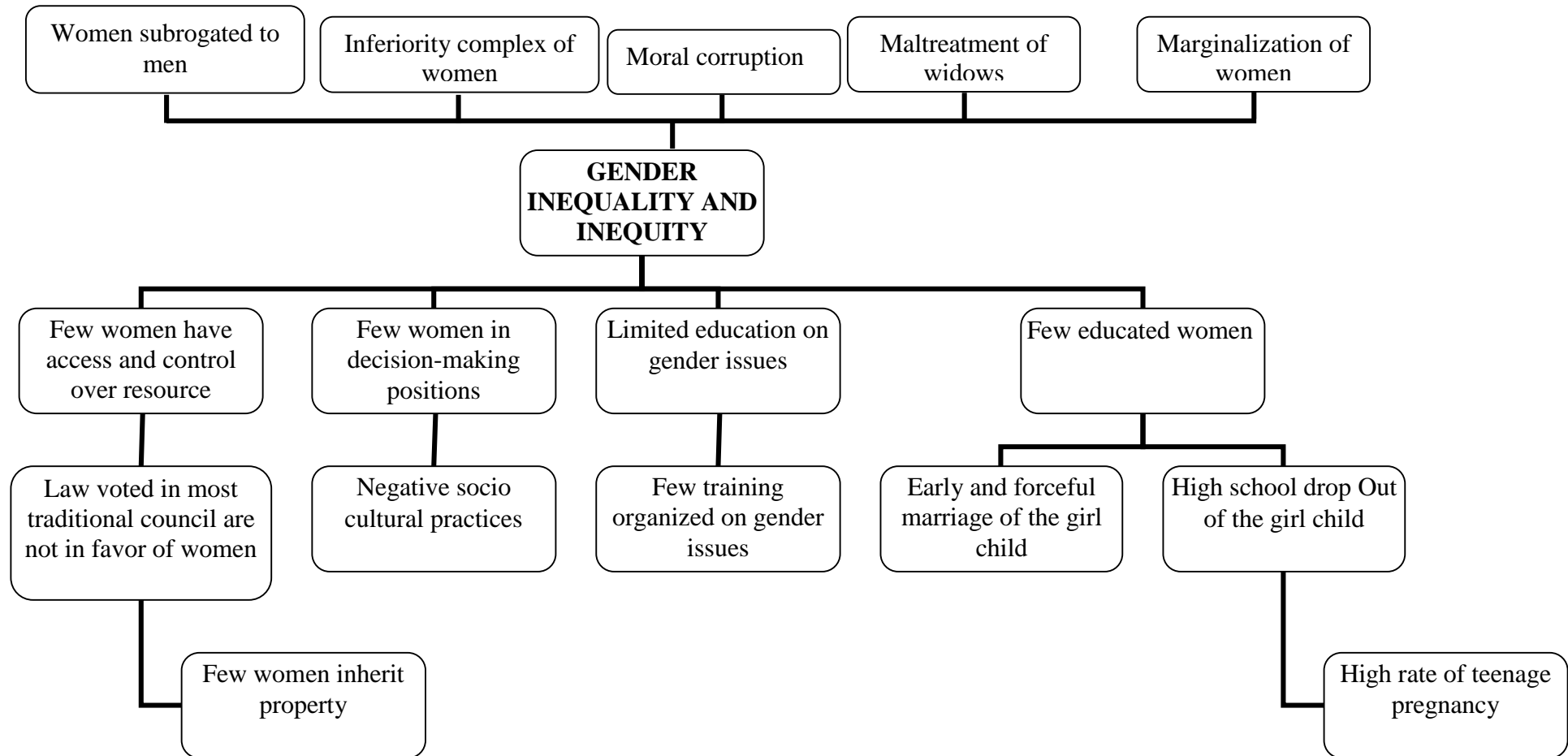
**PROBLEM ANALYSIS: POOR HEALTH STATUS**



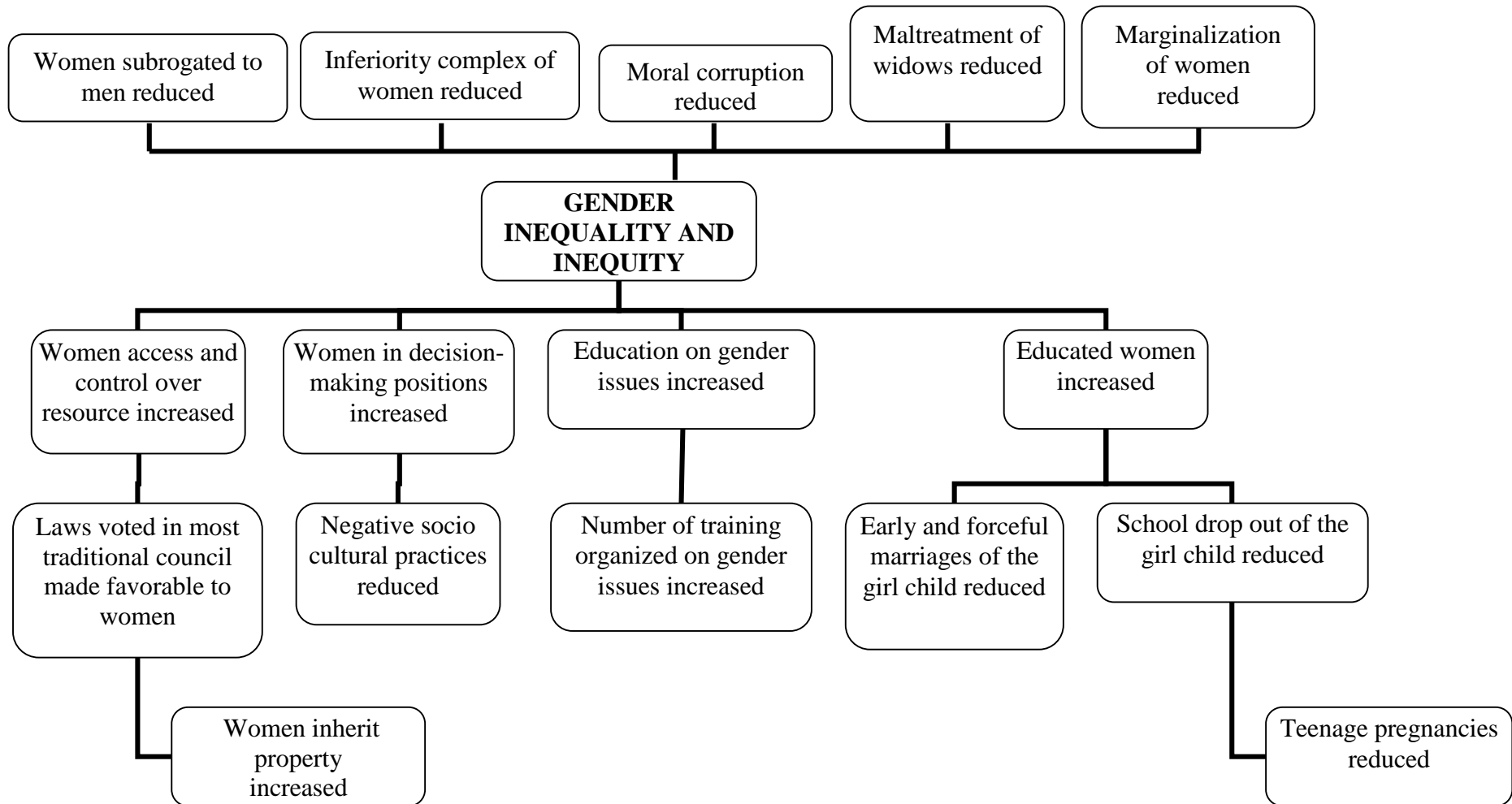
**OBJECTIVE ANALYSIS: HEALTH STATUS IMPROVED**



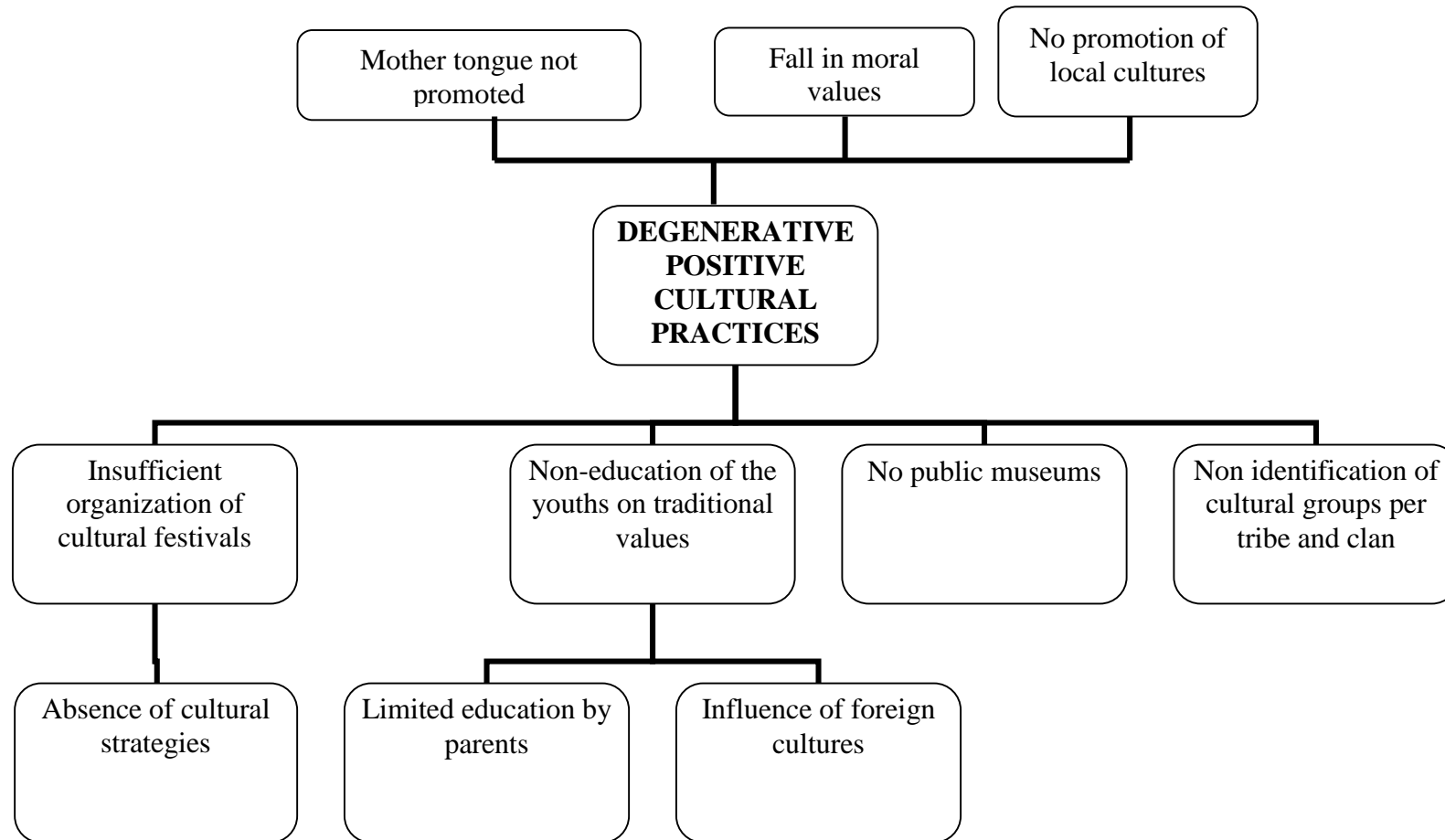
**PROBLEM ANALYSIS: GENDER INEQUALITY AND INEQUITY**



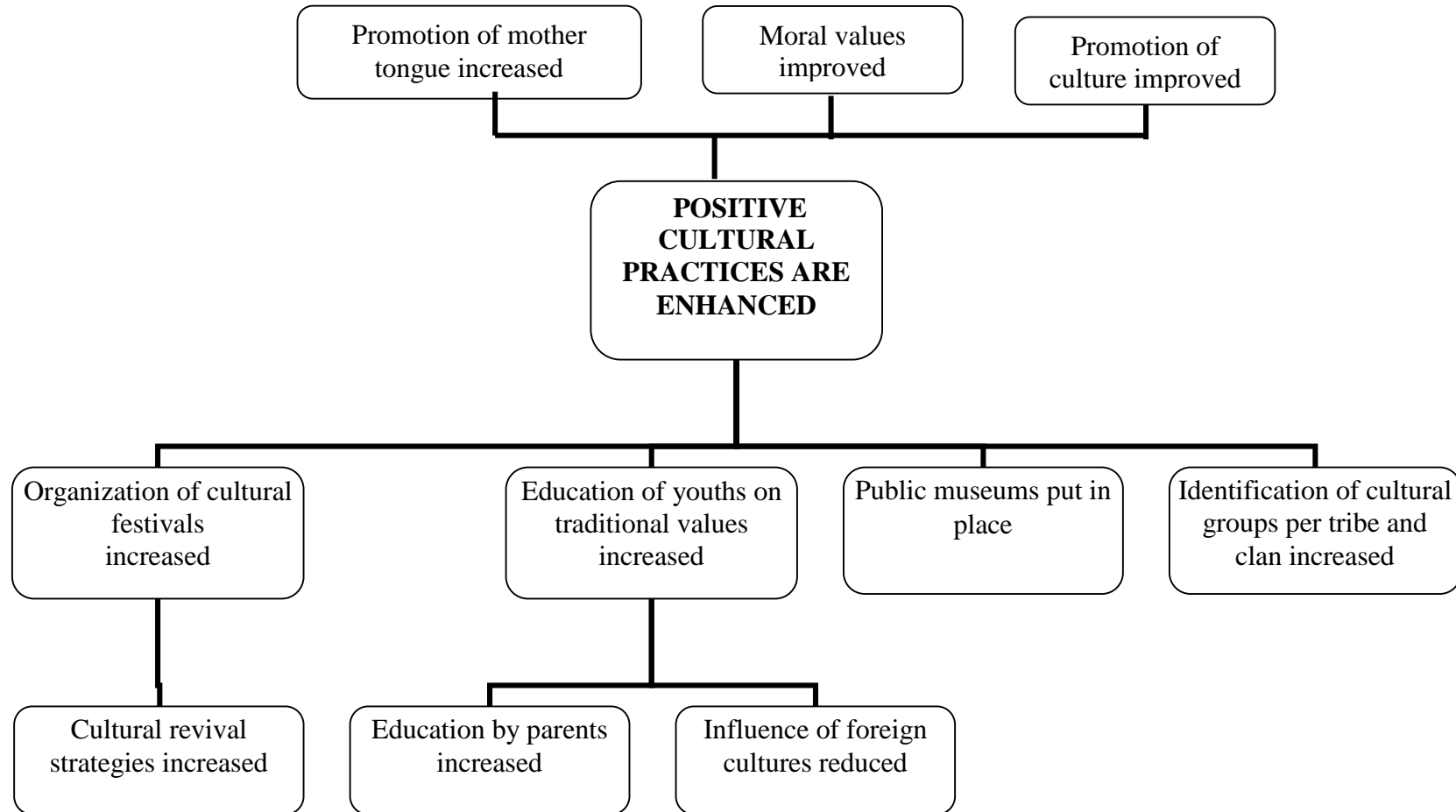
**OBJECTIVE ANALYSIS: GENDER INEQUALITY AND INEQUITY REDUCED**



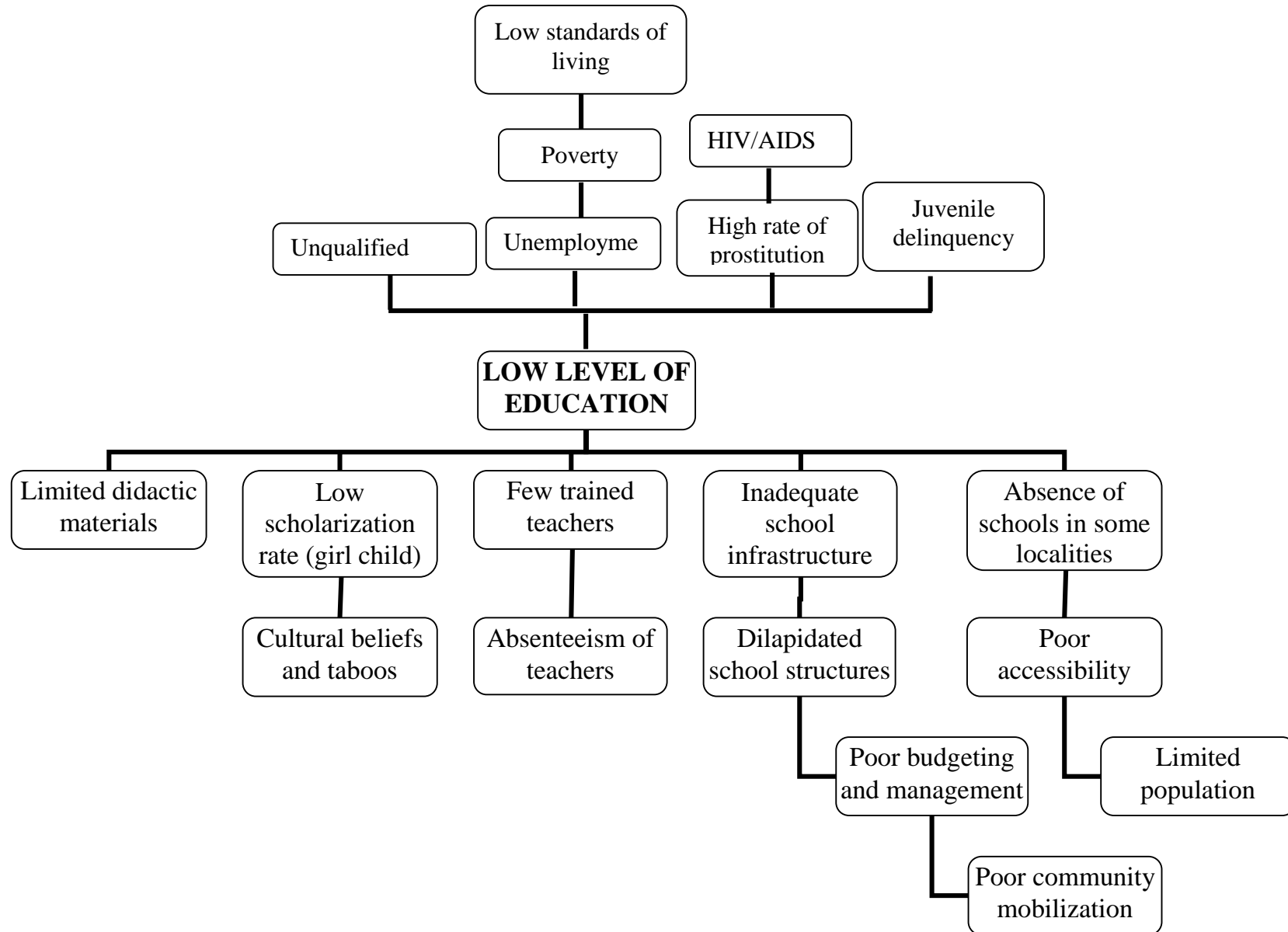
**PROBLEM ANALYSIS: DEGENERATING POSITIVE CULTURAL PRACTICES**



**OBJECTIVE ANALYSIS: POSITIVE CULTURAL PRACTICES ARE ENHANCED**

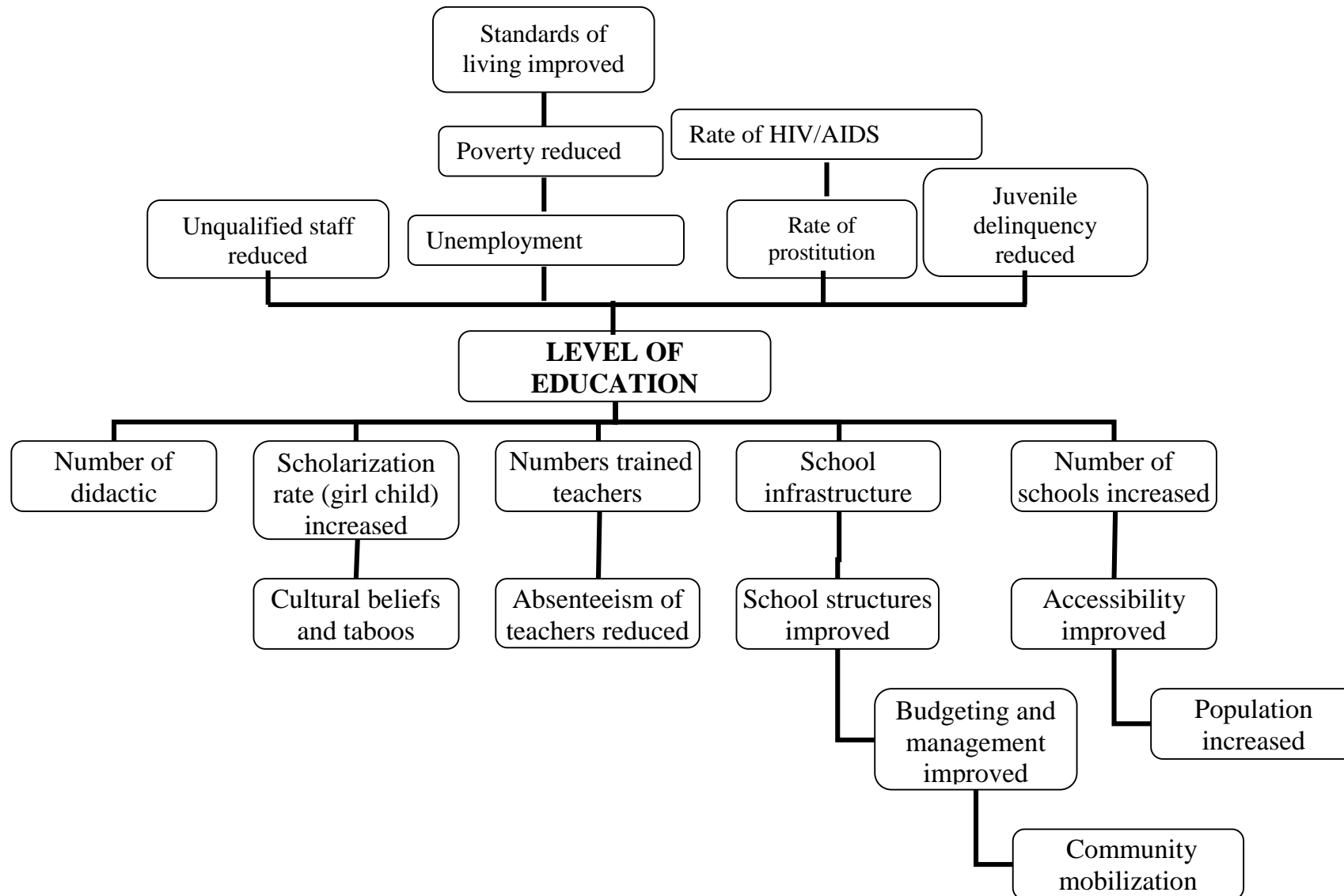


**PROBLEM ANALYSIS: LOW LEVEL OF EDUCATION**





**OBJECTIVE ANALYSIS: LEVEL OF EDUCATION IMPROVED**



**LOGICAL FRAMEWORK FOR STRATEGIC PROGRAMME 2**

<b>Objectives</b>	<b>Objective Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<b>2. Programme Objective</b> Social Services Improved			* Stable Political Environment * Cooperation of Stakeholders * Non Interference of Local Administrators * Collaborative Donor Community
<b>2.1 Specific objective</b> Health status improved	By Dec. 2014, health status improved in all 9 clans in the municipality and the population spend less on drugs	<ul style="list-style-type: none"> <li>• Health center &amp; hospital records</li> <li>• Interviews</li> </ul>	
<b>Results / Output</b>			
2.1.1 Access to health services improved	At least 80% of the Population in all 9 clans has access to health services by the end of 2013.	<ul style="list-style-type: none"> <li>• Health center &amp; hospital records</li> <li>• Interviews</li> </ul>	
2.1.2 Prevalence of HIV/AIDS reduced	Prevalence of HIV/AIDS reduced by at least 80% in the Municipality by Dec. 2013	<ul style="list-style-type: none"> <li>• Health centre &amp; hospital</li> <li>• Records</li> </ul>	
2.1.3 Disease outbreaks in the communities reduced	By June 2013, disease outbreaks reduced by 80% in the municipality.	<ul style="list-style-type: none"> <li>• Health centre &amp; hospital records</li> <li>• Interviews</li> <li>• Health bills</li> </ul>	
<b>2.2 Specific objective</b> Level of education increased	By Dec. 2014, the level of education increased by 80% and unemployment rate reduced in the municipality	<ul style="list-style-type: none"> <li>• School records</li> <li>• Divisional delegation of education records</li> <li>• Council employment figures</li> </ul>	
<b>Results / Output</b>			
2.2.1 Number of didactic materials increased	At least 80% of schools in the municipality receive and use didactic materials and score better results each year beginning Sept. 2013	<ul style="list-style-type: none"> <li>• School records</li> <li>• Divisional delegation of education</li> <li>• Council records</li> </ul>	
2.2.2 Scholarisation (girl child) rate increased	Scholarisation rate (girl child) increased in the Municipality by at least 75% annually beginning from Sept. 2011	<ul style="list-style-type: none"> <li>• School enrollment records</li> <li>• Divisional Delegation of Education Council records</li> </ul>	
2.2.3 Number of schools increased	By the end of 2011, 10 new schools are created in the municipality	<ul style="list-style-type: none"> <li>• School records, IBE</li> <li>• DD of Education</li> <li>• Council records</li> </ul>	

<b>Objectives</b>	<b>Objective Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
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	<ul style="list-style-type: none"> <li>• MIPLADAT</li> <li>• Council records</li> <li>• IBE</li> </ul>	
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	<ul style="list-style-type: none"> <li>• IBE</li> <li>• School records</li> <li>• DD and RD reports</li> </ul>	
<b>2.3 Specific objective</b> 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	<ul style="list-style-type: none"> <li>• MINPROFF Sub Delegation reports</li> <li>• Women Empowerment Centre reports</li> <li>• Council records</li> </ul>	
<b>Results / Outputs</b>			
2.3.1 Women control over resources increased	By June 2014, women control over resources increased by at least 50% in the municipality	<ul style="list-style-type: none"> <li>• MINPROFF Sub Delegation Reports</li> <li>• Women Empowerment Centre Reports</li> <li>• Council Reports</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Traditional Councils</li> <li>• Council Reports</li> <li>• Interviews</li> </ul>	
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%	<ul style="list-style-type: none"> <li>• MINPROFF Sub Delegation</li> <li>• Women Empowerment Centre</li> <li>• Council Reports</li> </ul>	
2.3.4 Education of women increased	By June 2014, educated women increased by at least 50% in the municipality	<ul style="list-style-type: none"> <li>• Women Empowerment Centre Reports</li> <li>• School Records</li> </ul>	

<b>Objectives</b>	<b>Objective Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
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	<ul style="list-style-type: none"> <li>• Training Reports</li> <li>• Interviews</li> <li>• Council Records</li> <li>• Women Empowerment Centre Reports</li> </ul>	
<b>2.4 Specific objective</b> Positive cultural practices enhanced	By Dec. 2013, all 9 clans agreed to enhance positive cultural practices involving men, women and youths.	<ul style="list-style-type: none"> <li>• Agreement Papers</li> <li>• Interviews</li> <li>• Council Reports</li> </ul>	
<b>Results / Outputs</b>			
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	<ul style="list-style-type: none"> <li>• Council reports</li> <li>• Festival reports</li> <li>• Pictures</li> <li>• Site visits</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Council reports</li> <li>• Cultural and festival reports</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Clan reports</li> <li>• Council records</li> </ul>	

**3.3 Strategic Programme 3: Local Economic Development (LED)**

**STAKEHOLDER ANALYSIS**

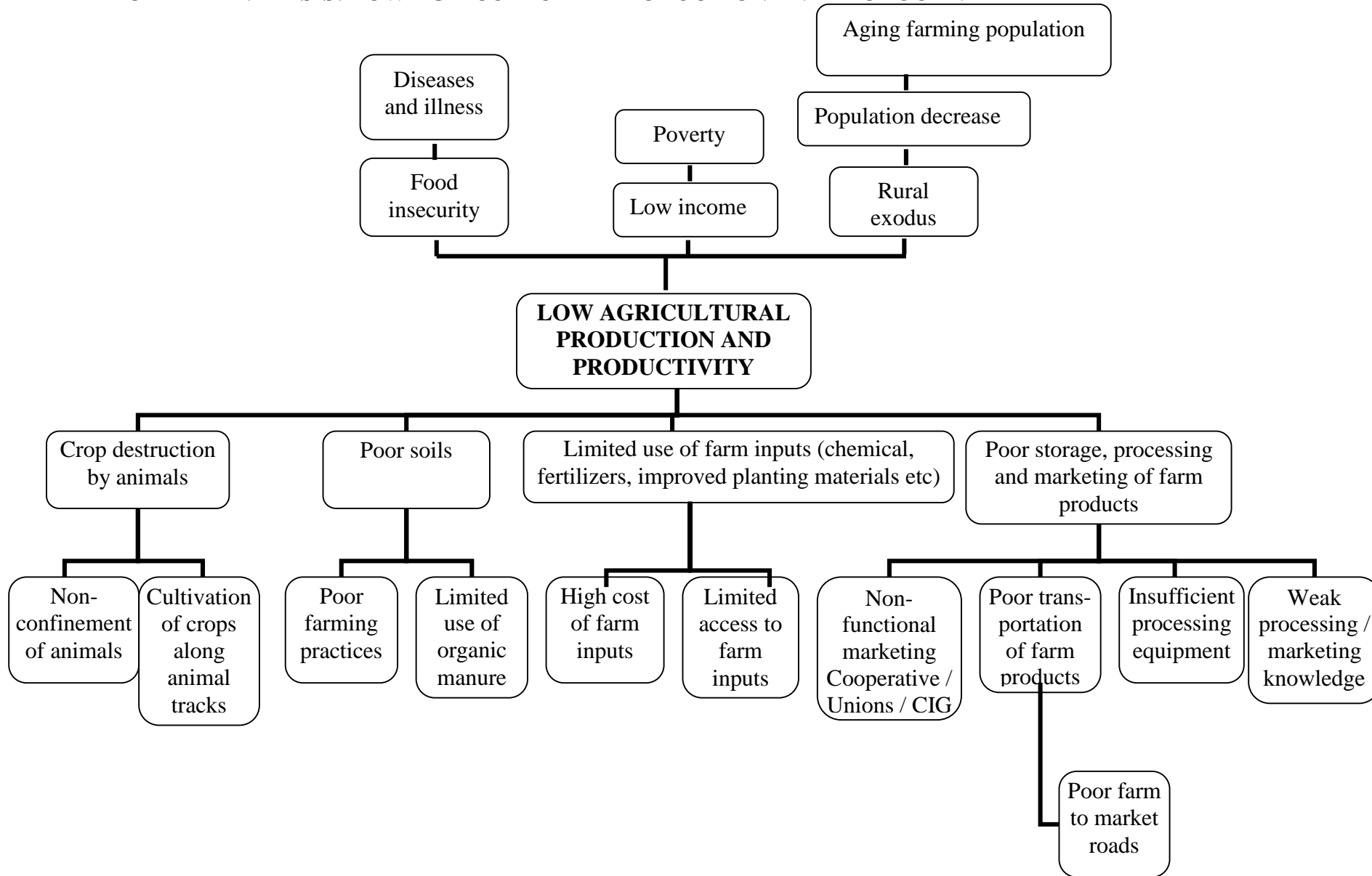
<b>Actors</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Interests / Expectations</b>	<b>Fears</b>	<b>Implications for Planning</b>
Farmers	<ul style="list-style-type: none"> <li>- Man power</li> <li>- Small farming groups</li> <li>- NANGI groups</li> </ul>	<ul style="list-style-type: none"> <li>- Financial handicap</li> <li>- Small scale farming</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in production</li> <li>- Improve living conditions</li> <li>- Increase in income</li> </ul>	<ul style="list-style-type: none"> <li>- Drop in prices</li> <li>- Crop failure</li> <li>- Animal destruction</li> <li>- Poor marketing</li> </ul>	<ul style="list-style-type: none"> <li>- Promotion of productive activities</li> <li>- Farmers constitute between 80% and 90% of the population</li> </ul>
Technical services	<ul style="list-style-type: none"> <li>- Provide technical knowhow</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient personnel</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in production</li> </ul>	<ul style="list-style-type: none"> <li>- Low level of education of farmers</li> </ul>	<ul style="list-style-type: none"> <li>- Realization of increased production</li> </ul>
Input suppliers	<ul style="list-style-type: none"> <li>- Provide chemicals and other inputs</li> </ul>	<ul style="list-style-type: none"> <li>- Exorbitant prices</li> </ul>	<ul style="list-style-type: none"> <li>- Profit making</li> </ul>	<ul style="list-style-type: none"> <li>- Farmers failure to repay</li> </ul>	<ul style="list-style-type: none"> <li>- Make agro-chemicals available to farmers</li> </ul>
Buy am & sell am	<ul style="list-style-type: none"> <li>- Have capital</li> <li>- Ability to run businesses</li> </ul>	<ul style="list-style-type: none"> <li>- Poor management</li> <li>- Exploitation</li> </ul>	<ul style="list-style-type: none"> <li>- Profit making</li> <li>- Improve standards of living</li> </ul>	<ul style="list-style-type: none"> <li>- Drop in prices</li> <li>- Unfavorable policies</li> </ul>	<ul style="list-style-type: none"> <li>- Make money available for circulation</li> </ul>
Provision store owners	<ul style="list-style-type: none"> <li>- Provide basic needs</li> </ul>	<ul style="list-style-type: none"> <li>- Sell basic needs at very high prices</li> </ul>	<ul style="list-style-type: none"> <li>- Profit making</li> </ul>	<ul style="list-style-type: none"> <li>- Unfavorable policies</li> <li>- High taxes</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance social life</li> </ul>
Produce buyers	<ul style="list-style-type: none"> <li>- Have capital</li> </ul>	<ul style="list-style-type: none"> <li>- Exploit farmers</li> </ul>	<ul style="list-style-type: none"> <li>- Profit making</li> </ul>	<ul style="list-style-type: none"> <li>- Low quality of produce</li> </ul>	<ul style="list-style-type: none"> <li>- Assist in produce marketing</li> </ul>

## **PROBLEM / OBJECTIVE ANALYSIS**

Local economic development in the municipality includes:

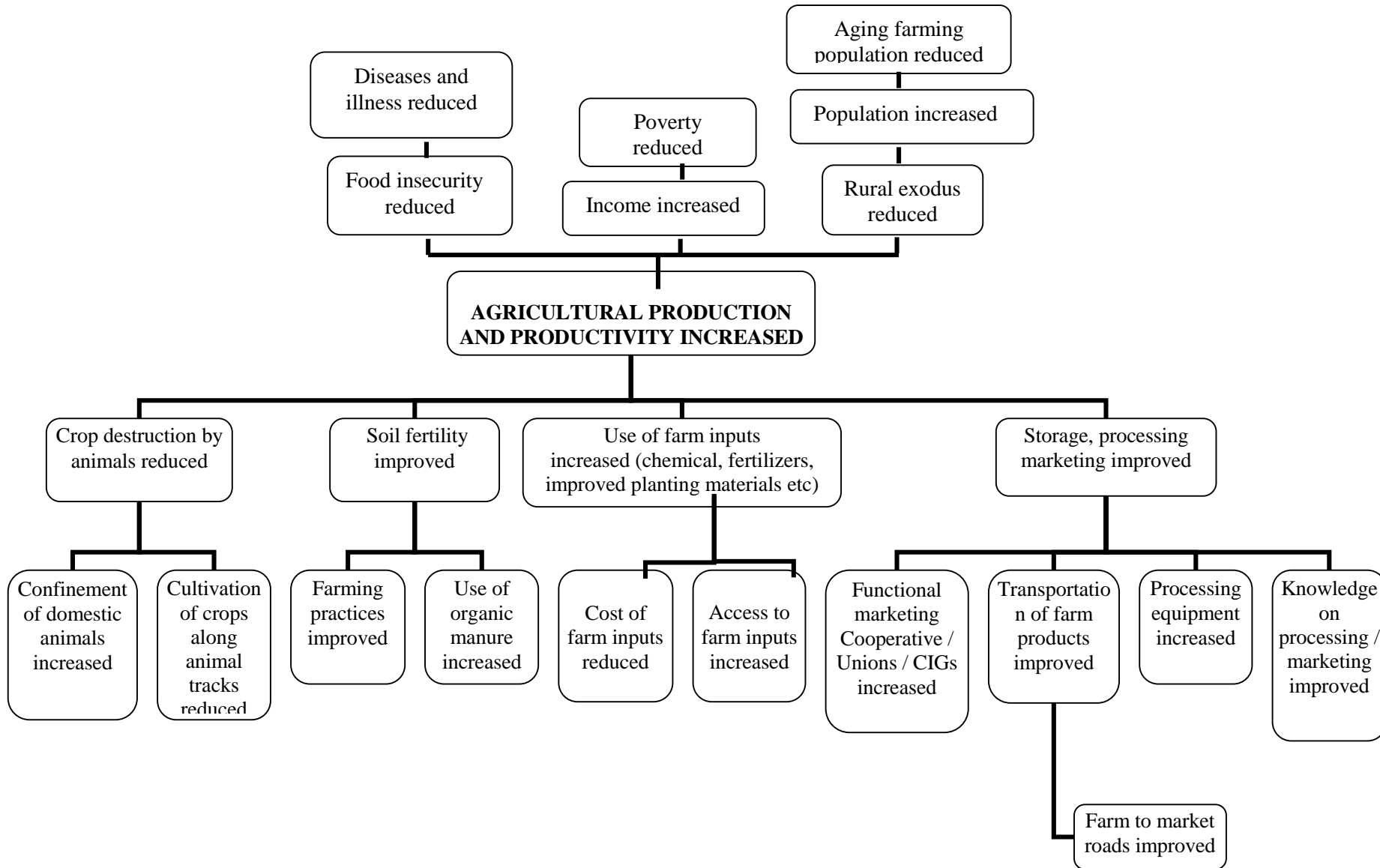
- Low agricultural production and productivity
- Under developed tourism sector
- Few business ventures
- Low livestock production and productivity

**PROBLEM ANALYSIS: LOW AGRICULTURAL PRODUCTION AND PRODUCTIVITY**

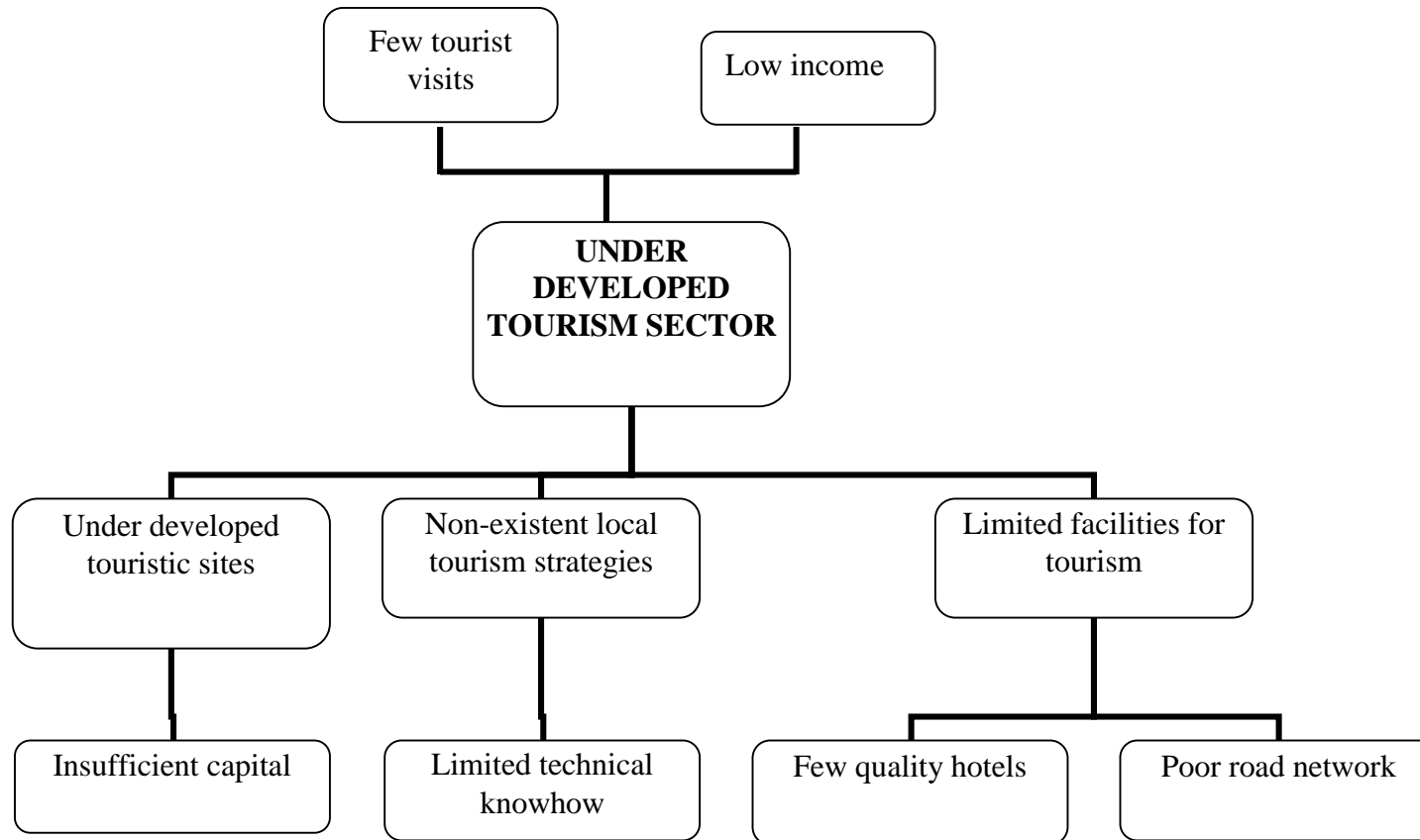




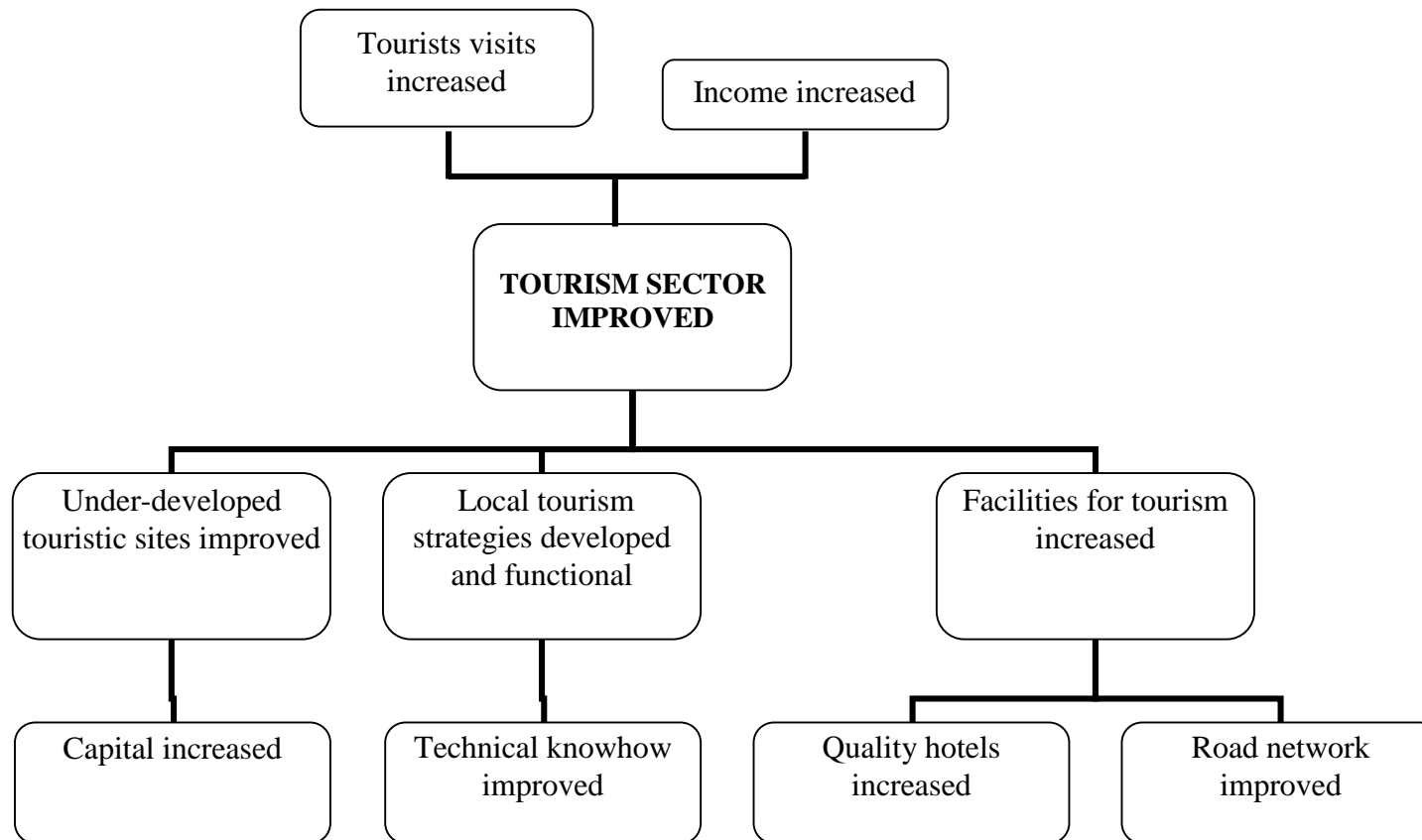
**OBJECTIVE ANALYSIS: LOW AGRICULTURAL PRODUCTION AND PRODUCTIVITY**



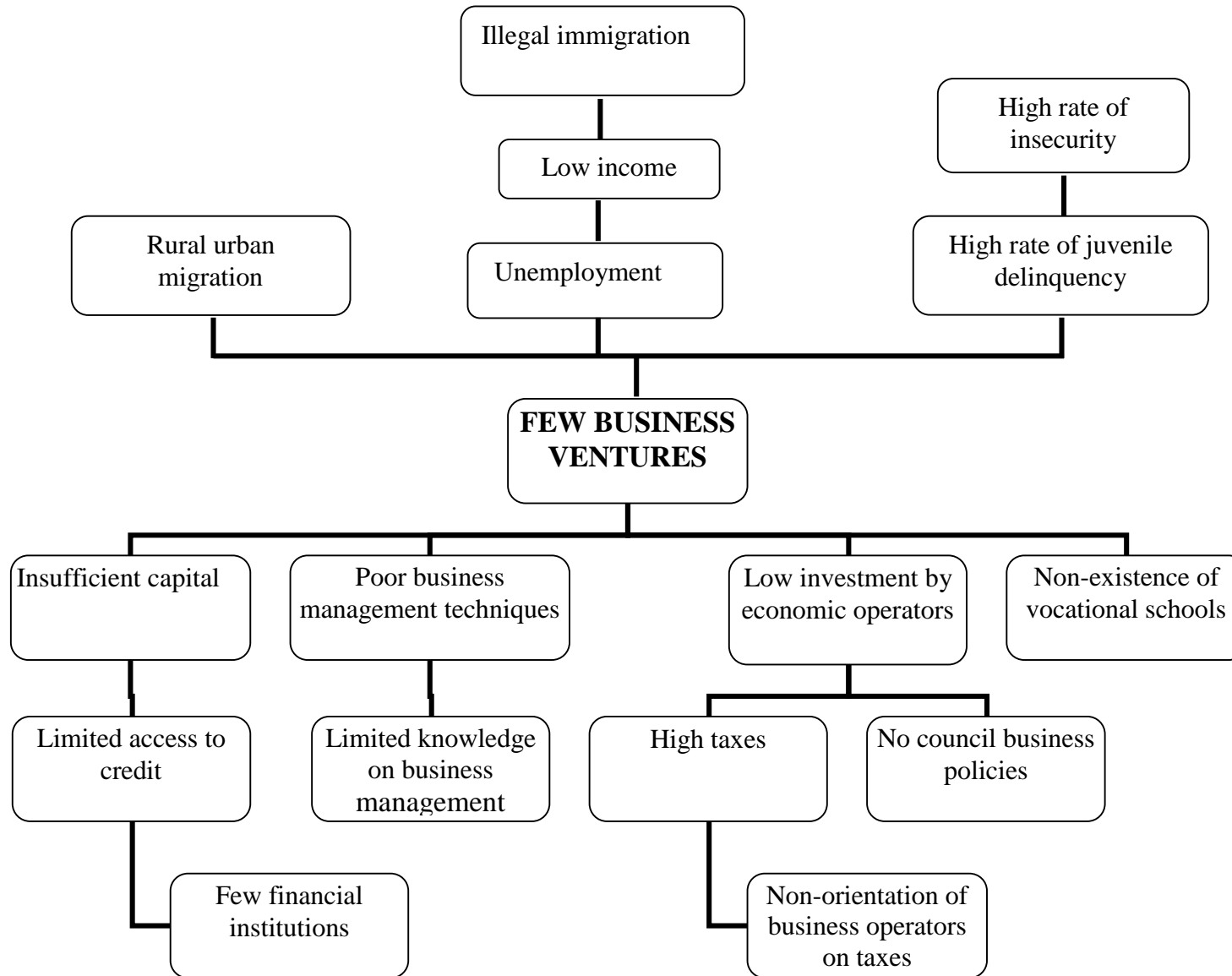
**PROBLEM ANALYSIS: UNDER DEVELOPED TOURISM SECTOR**



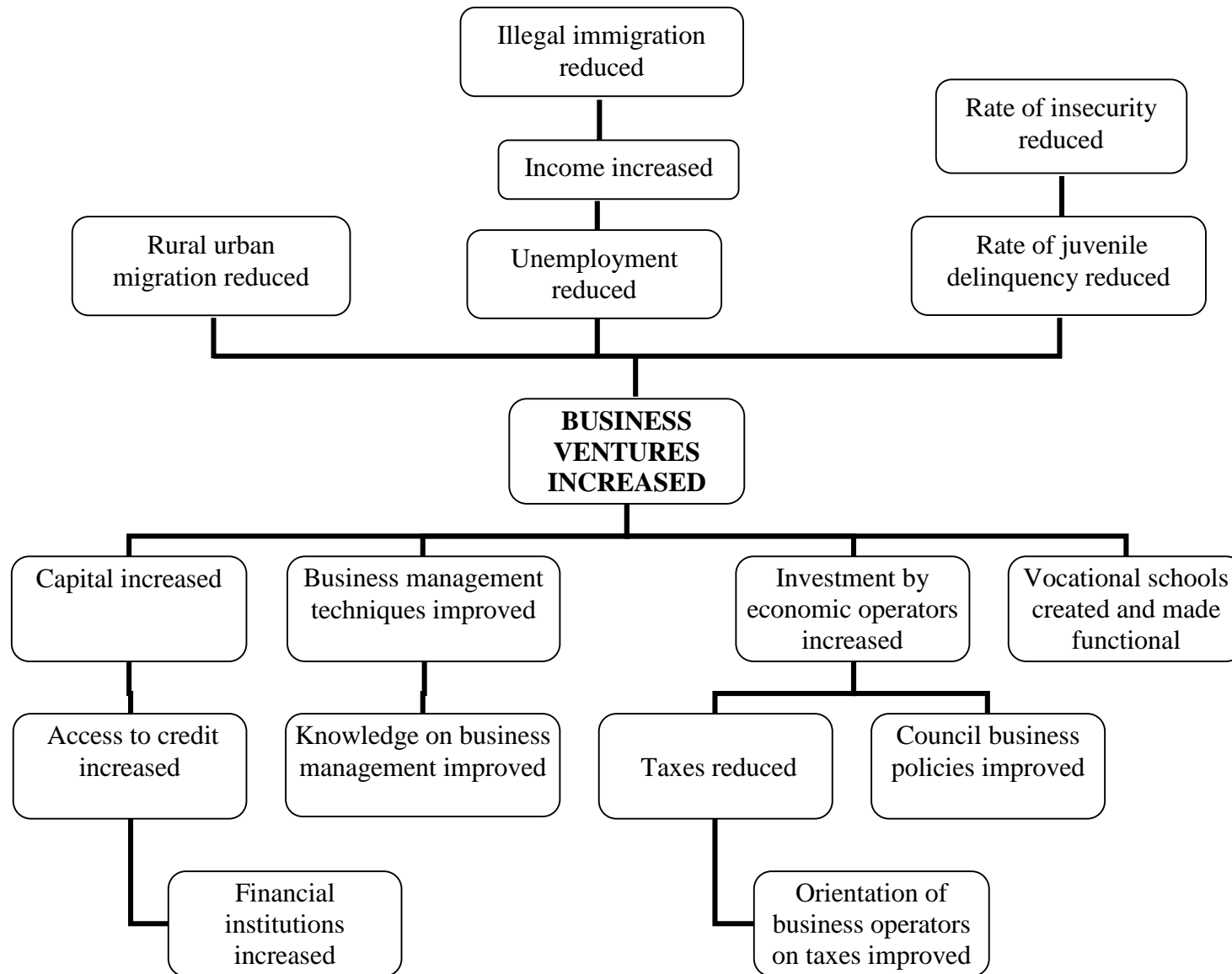
**OBJECTIVE ANALYSIS: UNDER DEVELOPED TOURISM SECTOR IMPROVED**



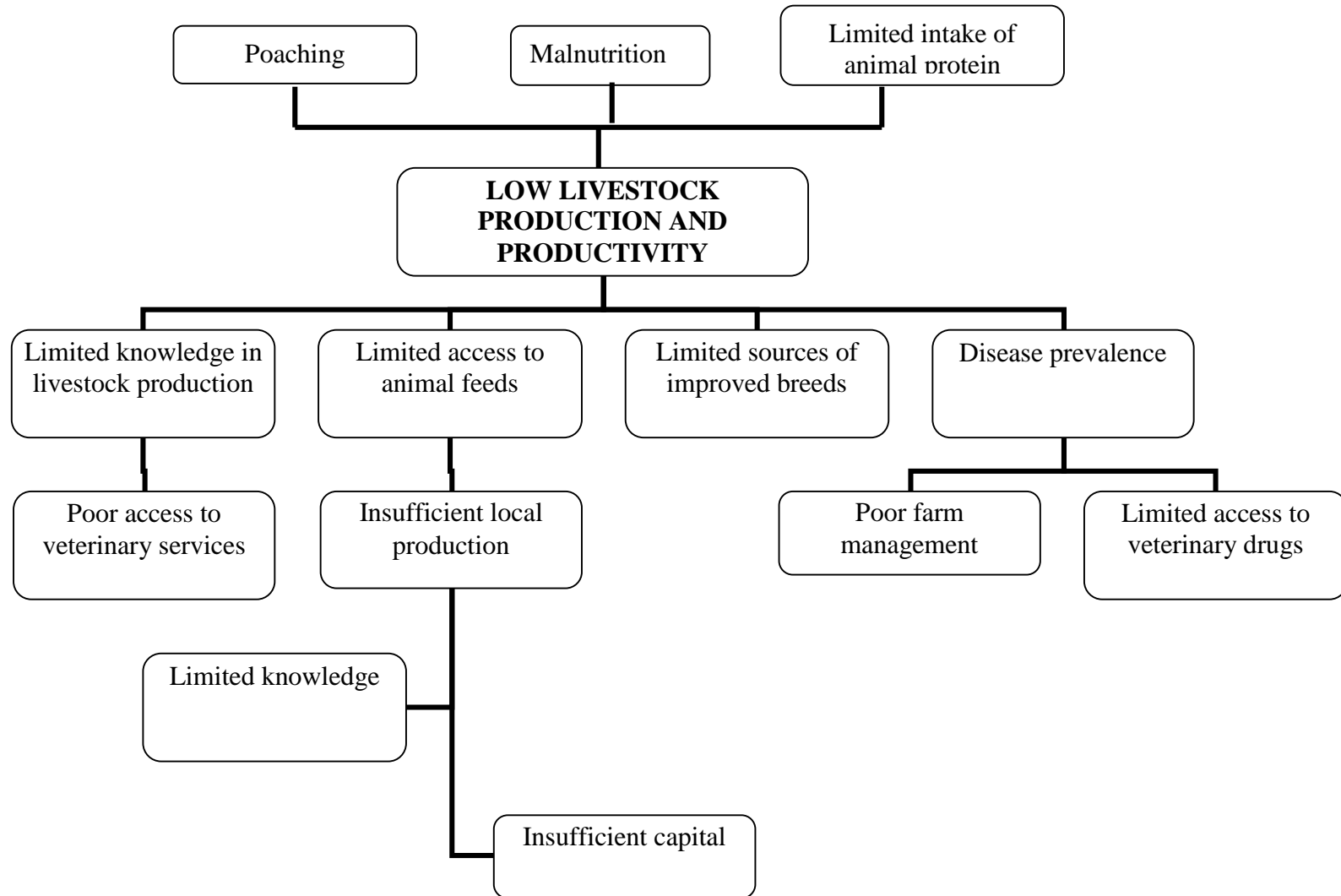
**PROBLEM ANALYSIS: FEW BUSINESS VENTURES**



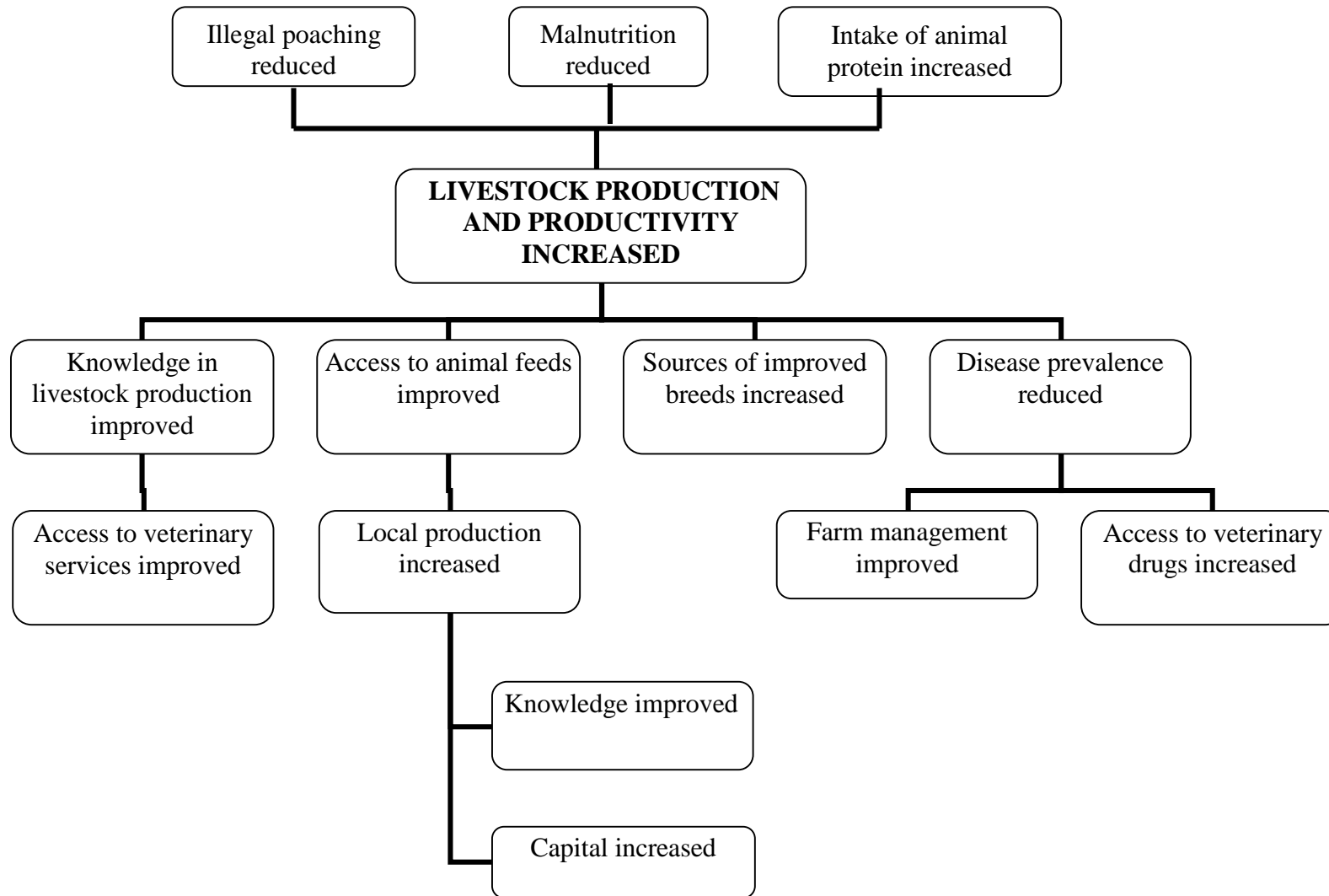
**OBJECTIVE ANALYSIS: BUSINESS VENTURES INCREASED**



**PROBLEM ANALYSIS: LOW LIVESTOCK PRODUCTION AND PRODUCTIVITY**



**OBJECTIVE ANALYSIS: LIVESTOCK PRODUCTION AND PRODUCTIVITY INCREASED**



**LOGICAL FRAMEWORK OF STRATEGIC PROGRAMME 3**

Objectives	Objective verifiable indicators	Means of verification	Assumption
<b>3. Programme objective</b>			* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
Local Economy Improved			
<b>3.1 Specific objective</b> Agricultural production and productivity increased	By Dec. 2014, agricultural production and productivity increased by at least 80%	<ul style="list-style-type: none"> <li>• Farm visits</li> <li>• Availability of produce in local markets</li> <li>• Records of Cooperative &amp; CIGs</li> <li>• Council reports</li> </ul>	
<b>Results / Outputs</b>			
3.1.1 Crop destruction by animals reduced	By Dec. 2011, crop destruction by animals reduced by at least 70%	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Interviews</li> <li>• Council records</li> </ul>	
3.1.2 Soil fertility improved	At least 70% of the population in the municipality practice farming using organic manure obtaining high yields by April 2012	<ul style="list-style-type: none"> <li>• Farm visits</li> <li>• Interviews</li> <li>• Crop yields</li> </ul>	
3.1.3 Use of farm input increased	By June 2013, at least 80% of farmers have access to farm inputs that facilitate improved yields	<ul style="list-style-type: none"> <li>• Farm visits</li> <li>• Interviews</li> <li>• Council reports</li> </ul>	
3.1.4 Storage, processing and marketing improved	By June 2014, at least 85% of farmers have access to storage, processing and marketing facilities ensuring availability of perishable foods in the municipality	<ul style="list-style-type: none"> <li>• Visit to processing and Storage sites</li> <li>• Interviews</li> <li>• Council records</li> </ul>	



Objectives	Objective verifiable indicators	Means of verification	Assumption
<b>3.2 Specific objective</b> 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	<ul style="list-style-type: none"> <li>• Visits to livestock production market</li> <li>• Council records</li> </ul>	* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>Results / Outputs</b>			
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%	<ul style="list-style-type: none"> <li>• Visit to livestock breeders</li> <li>• Interviews</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Reports from veterinary services</li> <li>• Council reports</li> </ul>	
3.2.3 Sources of improved breeds increased	At least 50% of livestock breeders have access to improved breeds by Dec. 2010	<ul style="list-style-type: none"> <li>• Reports from veterinary services</li> <li>• Council reports</li> </ul>	
3.2.4 Diseases prevalence reduce	Disease prevalence in the Municipality reduced by at least 50% by Dec. 2010	<ul style="list-style-type: none"> <li>• Reports from veterinary services</li> <li>• Council reports</li> </ul>	
<b>3.3 Specific objective</b> Business ventures increased	By June 2014, business ventures in the municipality increased by at least 70%, increasing the income levels of entrepreneurs	<ul style="list-style-type: none"> <li>• MINPLADAT reports</li> <li>• Council records</li> <li>• Interviews</li> </ul>	
<b>Results / Outputs</b>			
3.3.1 Capital increased	By Dec. 2012, at least 65 % business persons in the municipality have access to credit	<ul style="list-style-type: none"> <li>• Credit records</li> <li>• Council reports</li> <li>• Receipts</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Council records</li> </ul>	
3.3.3 Taxes reduced	At least 50% of new business startups benefit from Tax reduction in the municipality by Sept. 2013	<ul style="list-style-type: none"> <li>• Records from taxation office</li> <li>• Council records</li> </ul>	

<b>Objectives</b>	<b>Objective verifiable indicators</b>	<b>Means of verification</b>	<b>Assumption</b>
3.3.4 Investment by economic operators increased	By June 2012, investments by business operators increased by at least 50%	<ul style="list-style-type: none"> <li>• Reports business records</li> <li>• Council records</li> </ul>	
<b>3.4 Specific objective</b> Tourism sector improved	By June 2014, the tourist sector has a clearly defined policy and fetches at least 15% of Council internal revenue	<ul style="list-style-type: none"> <li>• Council records</li> <li>• Tourist facilities reports</li> </ul>	* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>Results / Outputs</b>			
3.4.1 Underdeveloped tourist sites improved	By December 2012, at least 4 tourist sites are developed and functional in the municipality	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Council reports</li> </ul>	
3.4.2 Local tourism strategies increased	By January 2011, a local tourism strategy is developed and implemented by the municipality	<ul style="list-style-type: none"> <li>• Council records</li> </ul>	
3.4.3 Facilities for tourists increased	At least 2 facilities for tourism identified and operational by December 2013	<ul style="list-style-type: none"> <li>• Site visits</li> <li>• Council records</li> <li>• Interviews</li> </ul>	

**3.4 Strategic Programme 4: Natural Resource Management**

**STAKEHOLDER ANALYSIS**

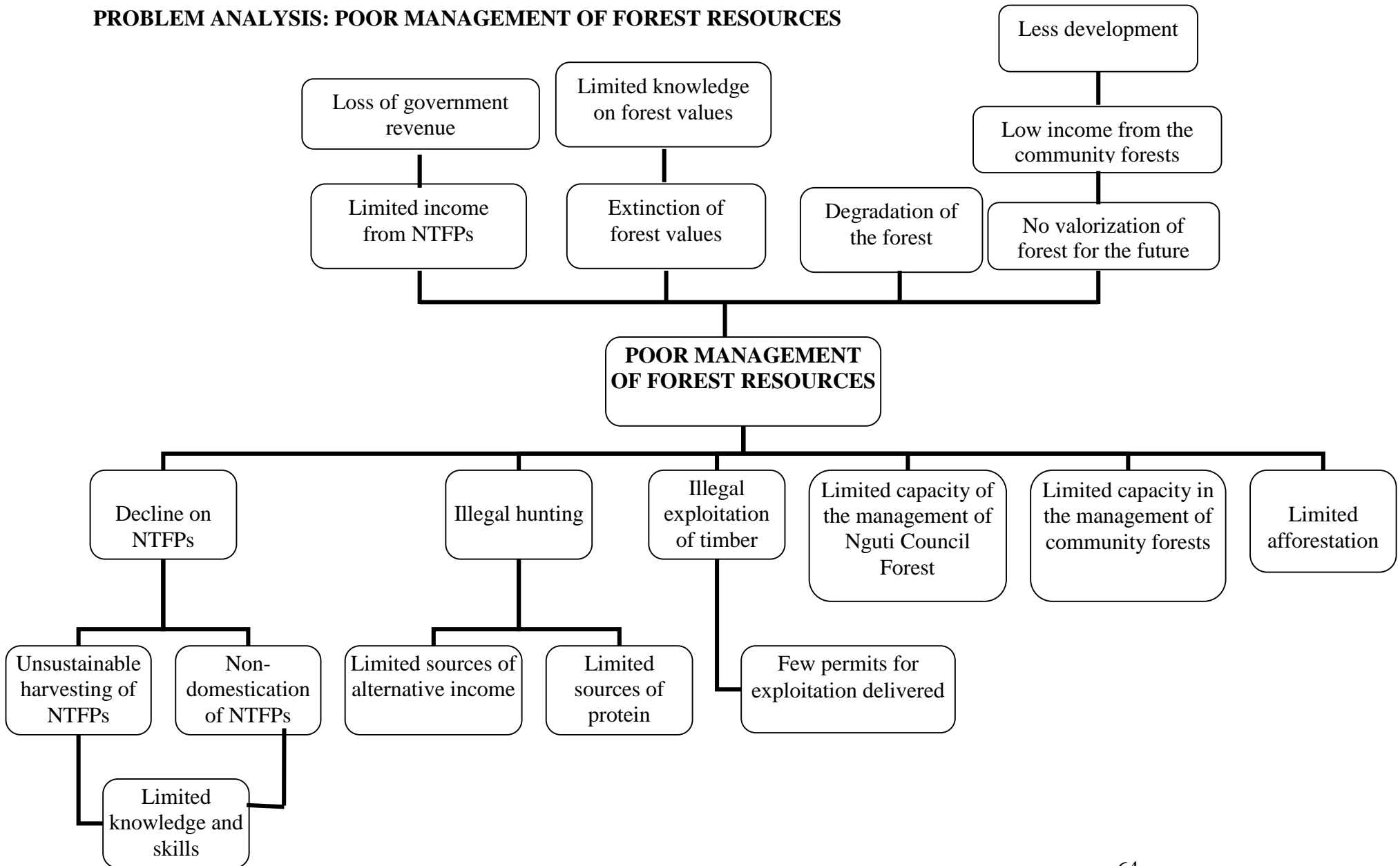
<b>Actors</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Interests / Expectations</b>	<b>Fears</b>	<b>Implications for Planning</b>
Nature Cameroon	<ul style="list-style-type: none"> <li>- Locally based</li> <li>- Lobby / fundraising</li> <li>- Environmental education</li> <li>- Proximity actions and follow up</li> </ul>	<ul style="list-style-type: none"> <li>- Limited staff</li> <li>- Inadequate accommodation</li> <li>- Weak financial base</li> </ul>	<ul style="list-style-type: none"> <li>- Improved livelihood</li> <li>- Sustainable use of resources</li> <li>- Sources of donor interests</li> </ul>	<ul style="list-style-type: none"> <li>- Limited fund raising</li> <li>- Embezzlement</li> </ul>	<ul style="list-style-type: none"> <li>- Major partner in assisting the Council in writing projects</li> <li>- Monitor ongoing projects</li> </ul>
MINFOF	<ul style="list-style-type: none"> <li>- Presence of local Chief of Post / Conservator</li> <li>- Training and support of personnel</li> <li>- Funding assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient personnel</li> <li>- Insufficient means of movement for monitoring</li> </ul>	<ul style="list-style-type: none"> <li>- Fight against illegal exploitation</li> <li>- Raise funds for the treasury</li> <li>- Ensure proper management of the forest</li> <li>- Honesty in execution of duties</li> </ul>	<ul style="list-style-type: none"> <li>- Limited staff</li> <li>- Strengthen corruption in the execution of duties</li> </ul>	<ul style="list-style-type: none"> <li>- They assist in better management of the forest</li> <li>- Secure forest resource for the Council</li> </ul>
Local logging companies	<ul style="list-style-type: none"> <li>- Locally based</li> <li>- Have a good knowledge of the forest</li> <li>- Supply local building materials</li> <li>- Finance</li> </ul>	<ul style="list-style-type: none"> <li>- Illegal exploitation</li> <li>- Loss of revenue by the Council</li> <li>- Destruction of protected species</li> </ul>	<ul style="list-style-type: none"> <li>- Maximize profits</li> <li>- Avoid payment of taxes</li> </ul>	<ul style="list-style-type: none"> <li>- Depilation of forest resources</li> </ul>	<ul style="list-style-type: none"> <li>- Need to organize the sector to benefit local trade</li> </ul>
PSMNR-SWR	<ul style="list-style-type: none"> <li>- Available funds to finance projects</li> <li>- Technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>- Short live span</li> <li>- Strict supervision</li> </ul>	<ul style="list-style-type: none"> <li>- Local development</li> <li>- Biodiversity conservation</li> </ul>	<ul style="list-style-type: none"> <li>- Activities may not continue in their absence</li> <li>- Poor community participation</li> </ul>	<ul style="list-style-type: none"> <li>- Train local actors and resource persons</li> </ul>

## **PROBLEM / OBJECTIVES ANALYSIS**

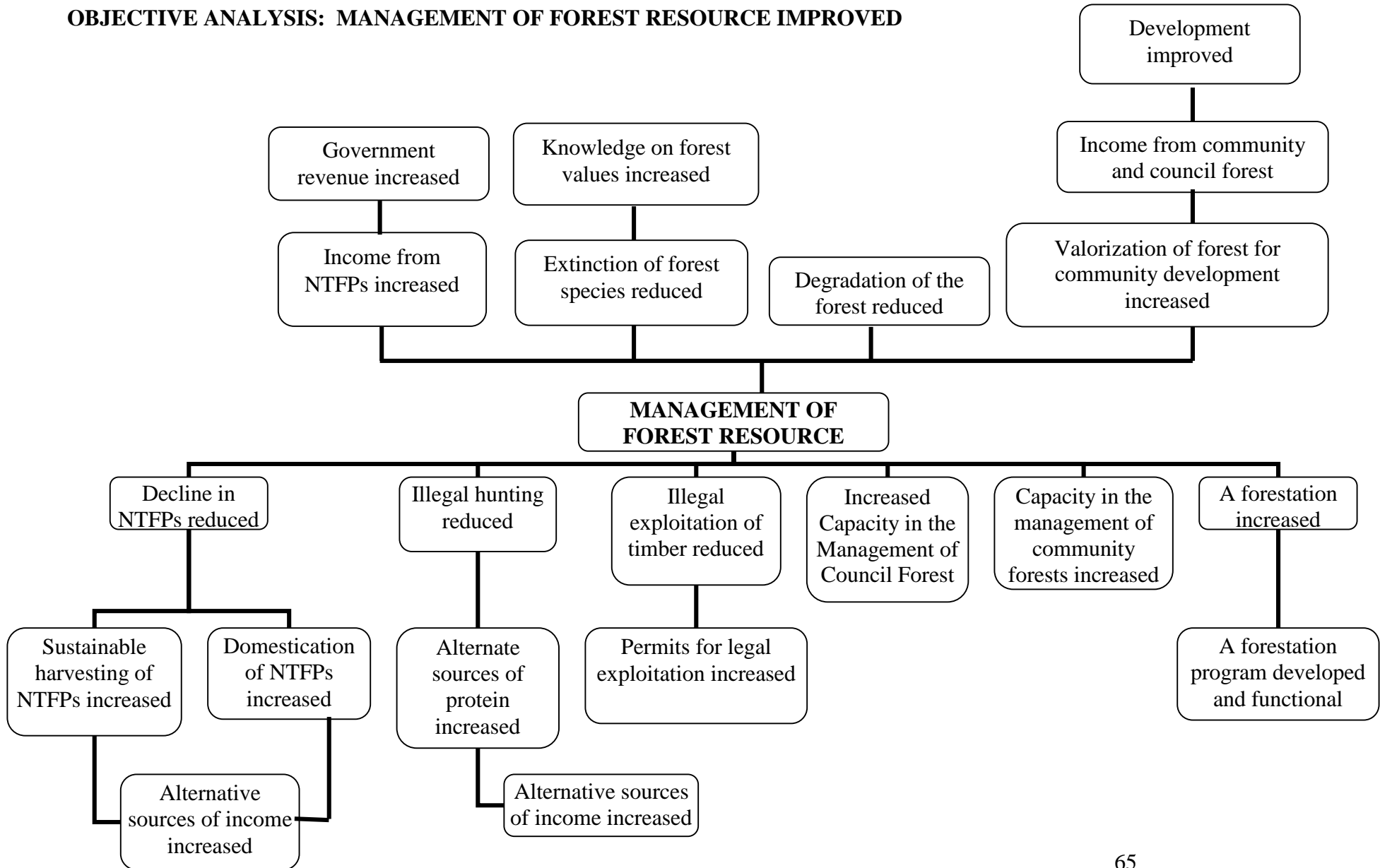
Natural Resource Management in the municipality includes:

- Poor management of forest resources
- Unsustainable fishing practices
- Poor Land use Planning

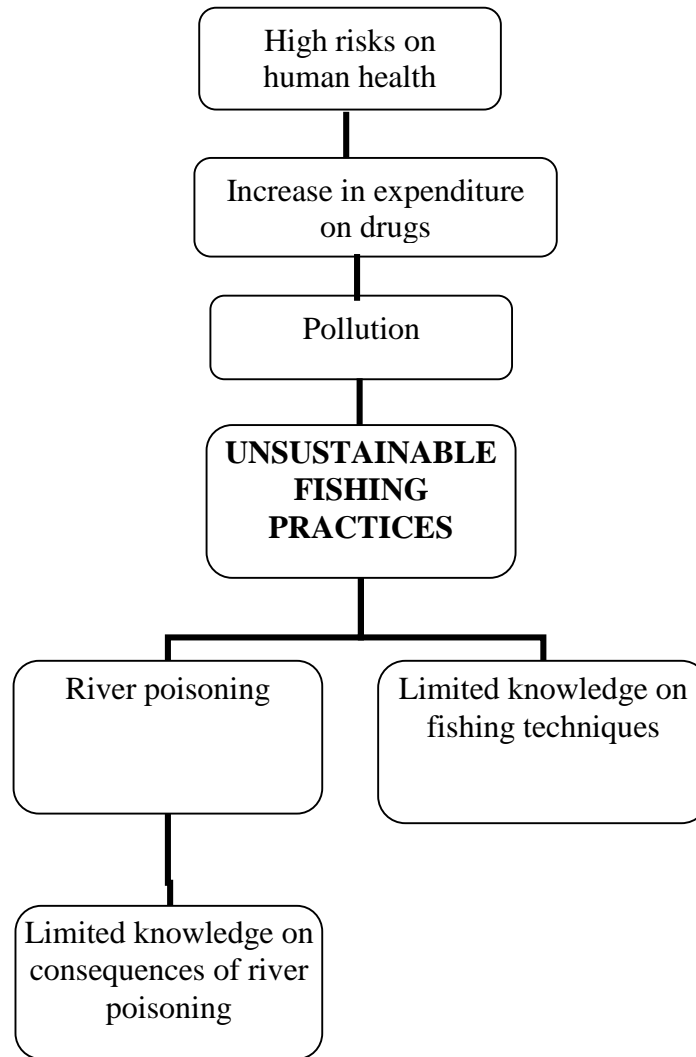
**PROBLEM ANALYSIS: POOR MANAGEMENT OF FOREST RESOURCES**



**OBJECTIVE ANALYSIS: MANAGEMENT OF FOREST RESOURCE IMPROVED**

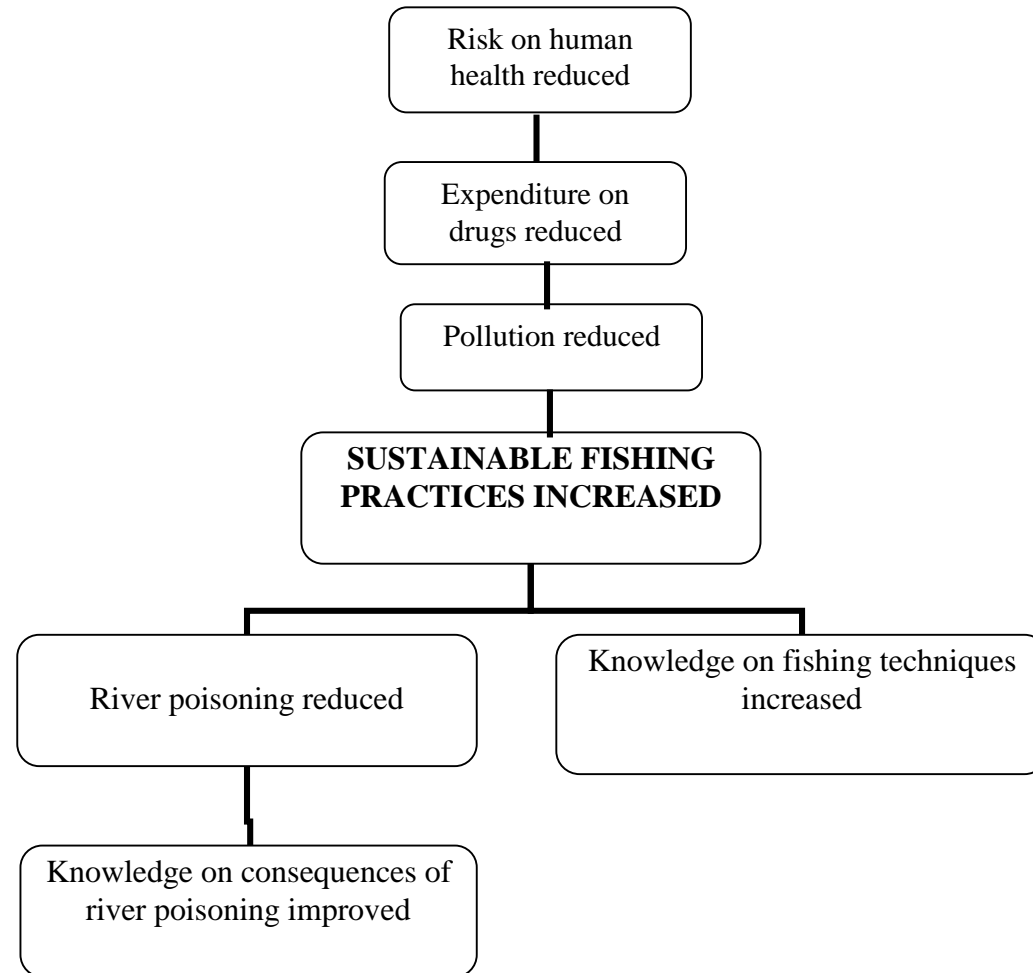


**PROBLEM ANALYSIS: UNSUSTAINABLE FISHING PRACTICES**

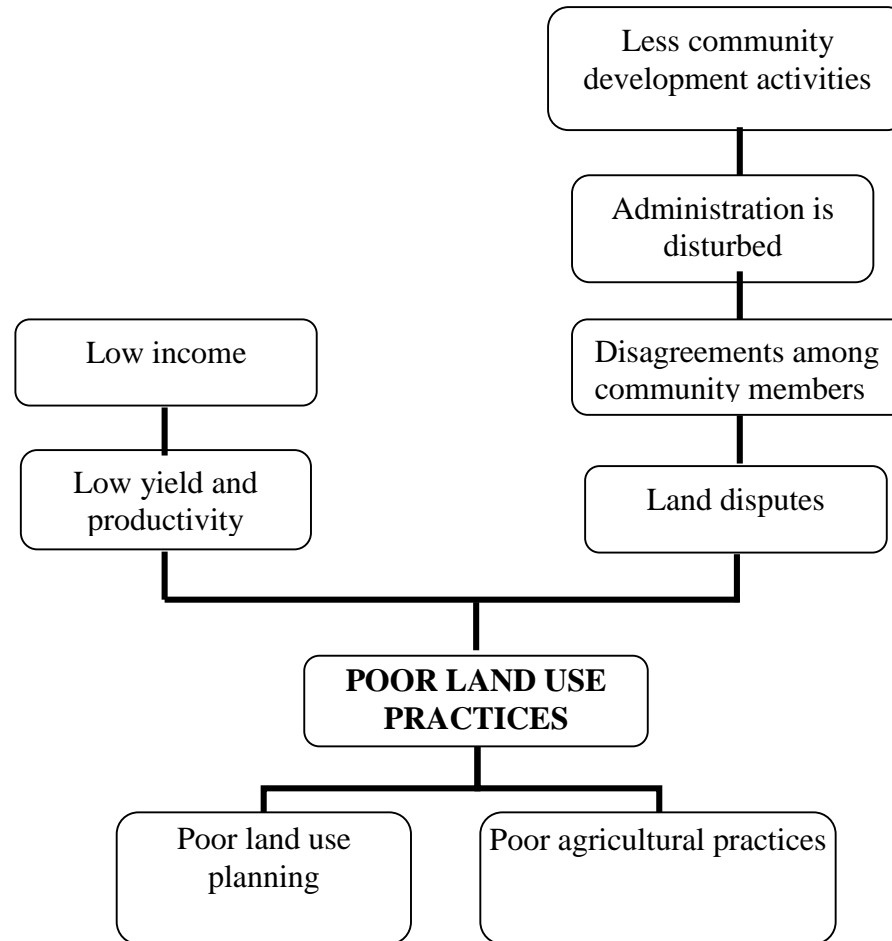




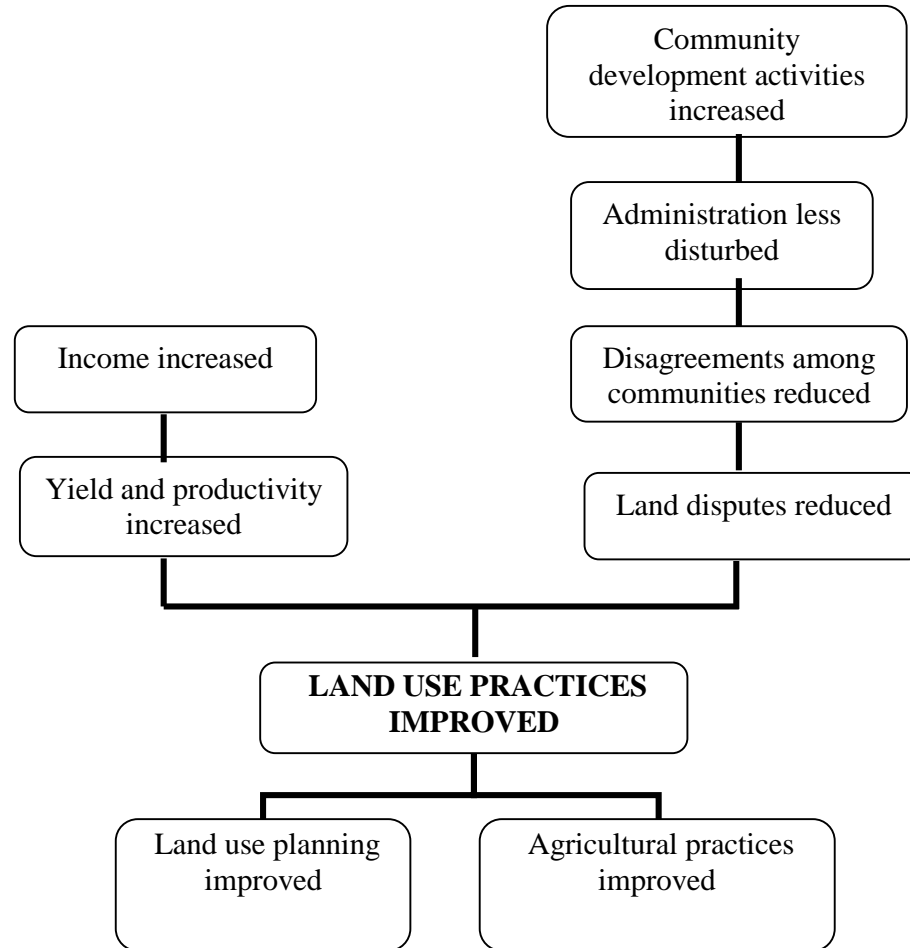
**OBJECTIVE ANALYSIS: STAINABLE FISHING PRACTICES INCREASED**



**PROBLEM ANALYSIS: POOR LAND USE PRACTICES**



**OBJECTIVE ANALYSIS: LAND USE PRACTICES IMPROVED**



**LOGICAL FRAMEWORK OF STRATEGIC PROGRAMME 4**

<b>Objectives</b>	<b>Objective verifiable indicators</b>	<b>Means of verification</b>	<b>Assumption</b>
<b>4. Programme objective</b> Natural Resource Management Improved			* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>4.1 Specific objective</b> Management of forest resources improved	By December 2014, revenue from the management of forest resources contribute at least 30% of the Council budget to facilitate development projects in communities	<ul style="list-style-type: none"> <li>• Council records</li> <li>• Interviews</li> </ul>	
<b>Results / Outputs</b>			
4.1.1 Decline in NTFPs reduced	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	<ul style="list-style-type: none"> <li>• Visit to the market</li> <li>• Interviews</li> <li>• Forestry office</li> <li>• Council records</li> </ul>	
4.1.2 Illegal hunting reduced	Reported cases of illegal hunting is reduced by at least 70% by the end of the year 2013	<ul style="list-style-type: none"> <li>• Reports from Forestry and Wildlife Service</li> <li>• Council Records</li> </ul>	
4.1.3 Illegal exploitation of timber reduced	Reported cases of illegal exploitation of timber reduced by at least 75% by the end of 2013	<ul style="list-style-type: none"> <li>• Report from Forestry and Wildlife Service</li> <li>• Council records</li> </ul>	
4.1.4 Afforestation increased	Tree planting programs in Nguti Municipality established and implemented and at least 20,000 trees planted by June 2014	<ul style="list-style-type: none"> <li>• Tree planting reports</li> <li>• Observations</li> <li>• Interviews</li> <li>• Council records</li> </ul>	
4.1.5 Capacity of the Management of Council Forest increased	Beginning June 2010, at least 30% of Council projects are financed by revenue from the Council Forest	<ul style="list-style-type: none"> <li>• Financial report of the Council</li> <li>• Visit to project sites</li> <li>• Interviews</li> <li>• Council records</li> </ul>	

Objectives	Objective verifiable indicators	Means of verification	Assumption
4.1.6 Management capacity of community forest increased	By December 2011, at least 20% of community projects are financed by revenue from the Community Forests	<ul style="list-style-type: none"> <li>Records of CIGs</li> <li>Visit to project sites</li> <li>Council records</li> </ul>	
<b>4.2 Specific Objective</b> Unsustainable fishing practices reduced	Sustainable fishing practices increased by at least 85% by the end of 2014	<ul style="list-style-type: none"> <li>Records from MINEPIA</li> <li>Site Visits</li> <li>Interviews</li> <li>Council Records</li> </ul>	* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>Results / Outputs</b>			
4.2.1 Knowledge on fishing techniques increased	At least 10 training sessions on fishing techniques organized by the year 2013 and knowledge and skills acquired are put into practices	<ul style="list-style-type: none"> <li>Reports from Council</li> <li>MINEPIA Documentation</li> </ul>	
4.2.2 River poisoning reduced	Reported cases of river poison reduce by at least 80 % by the end of 2013	<ul style="list-style-type: none"> <li>Report from MINEPIA</li> <li>Reports from Forestry Services</li> <li>Interviews</li> <li>Council Reports</li> </ul>	
<b>4.3 Specific objective</b> Land use practices improved	Land disputes reduced by at least 80% by 2012 and productivity of farm produce increased by 50%	<ul style="list-style-type: none"> <li>Interviews</li> <li>Reports from Agriculture</li> <li>Interviews with Farmers</li> <li>Council reports</li> </ul>	
<b>Results / Outputs</b>			
4.3.1 Land use planning improved	Land use plan for Nguti Municipality made available and functional by December 2012	<ul style="list-style-type: none"> <li>Records from town planning and Land Tenure</li> <li>Council reports</li> </ul>	
4.3.2 Agricultural practices improved	Productivity of agricultural products increased by 50% by December 2013	<ul style="list-style-type: none"> <li>Agriculture service reports</li> <li>Council reports</li> </ul>	

**3.5 Strategic Programme 5: ID/OS of Nguti Council**

## STAKEHOLDERS ANALYSIS

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

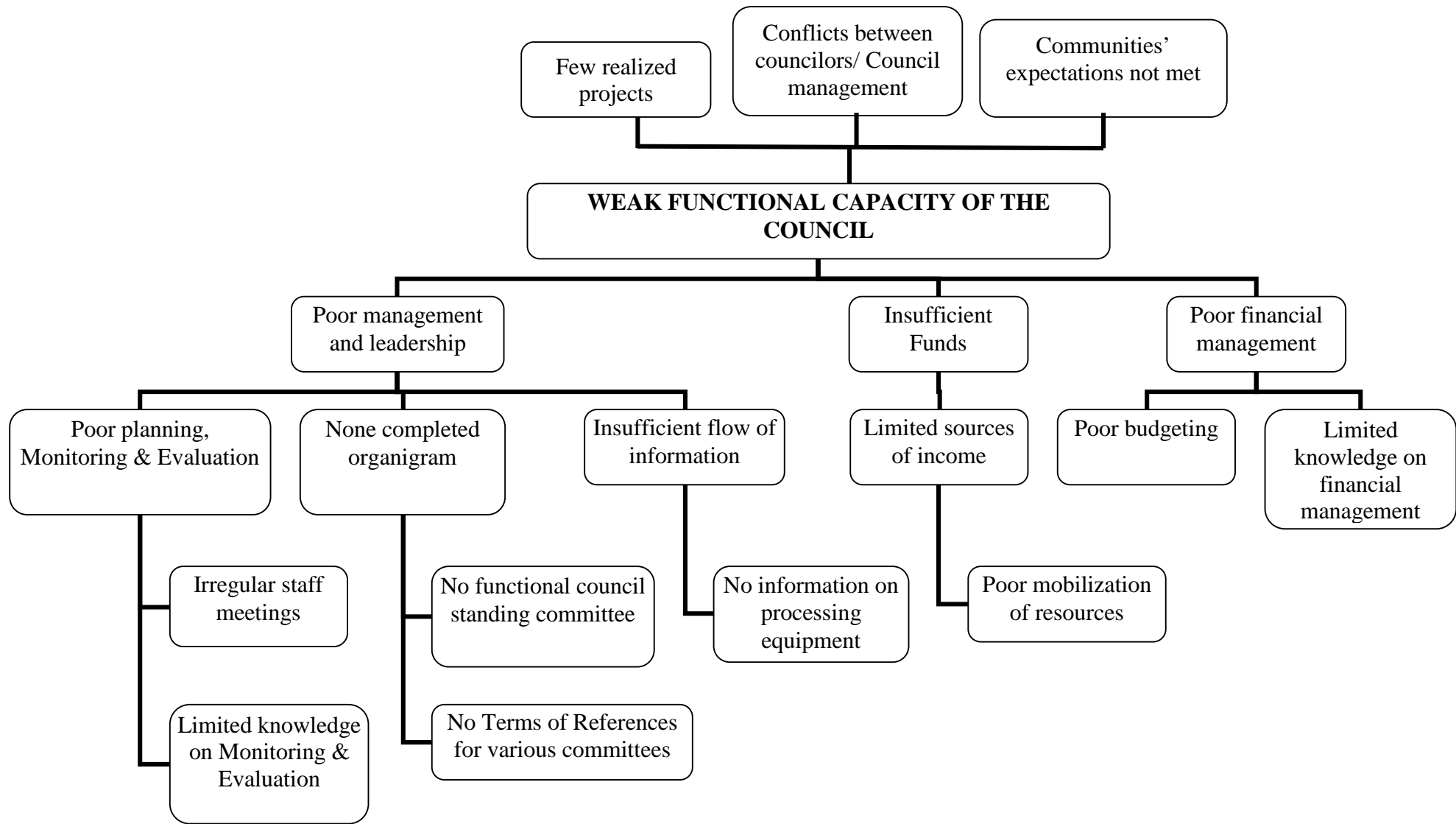
## **PROBLEM / OBJECTIVES ANALYSIS**

Nguti Council functional capacity includes:

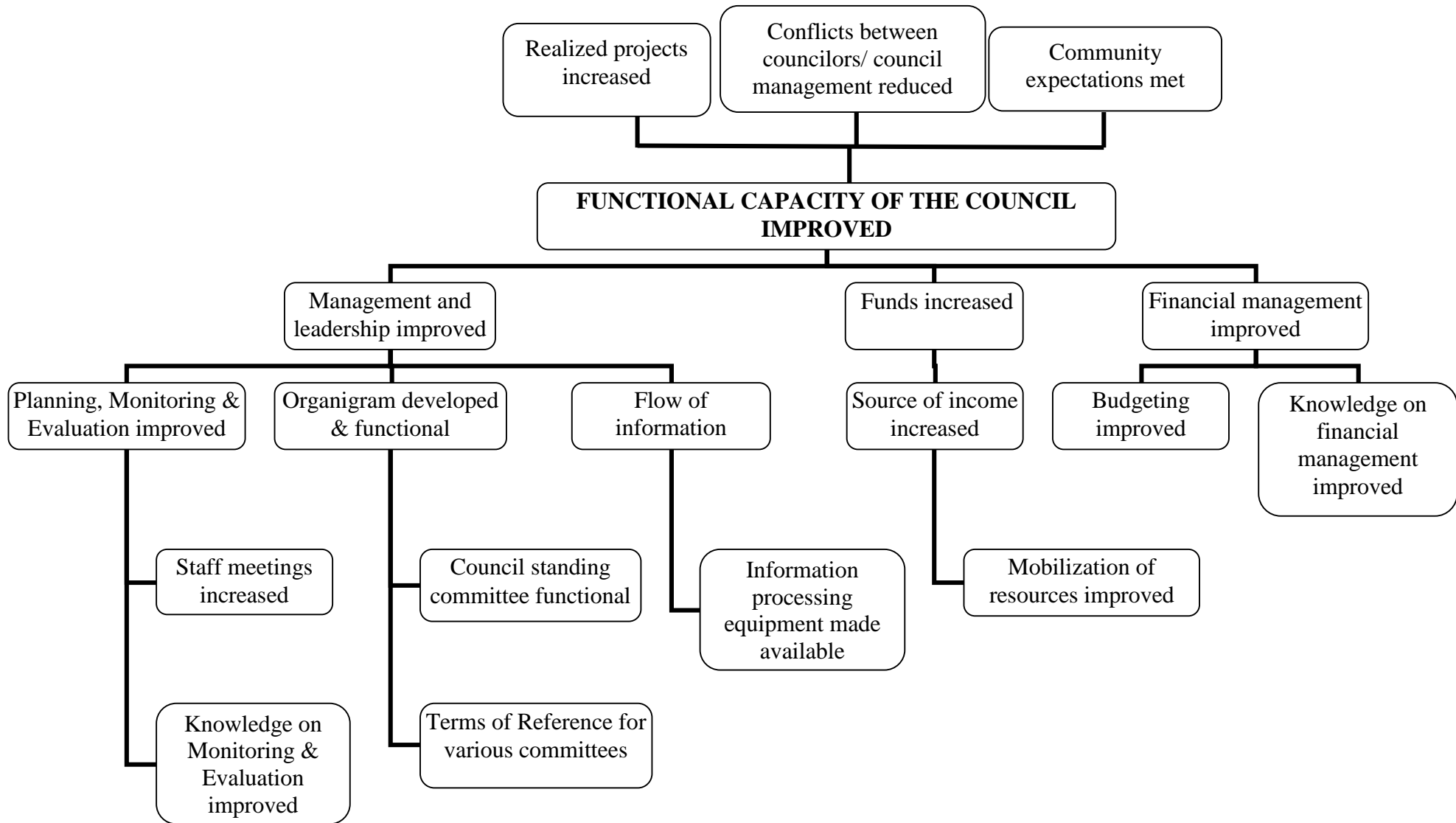
- Poor management and leadership
- Insufficient Funds
- Poor financial management
- Non conductive working environment
- Poor staff performance



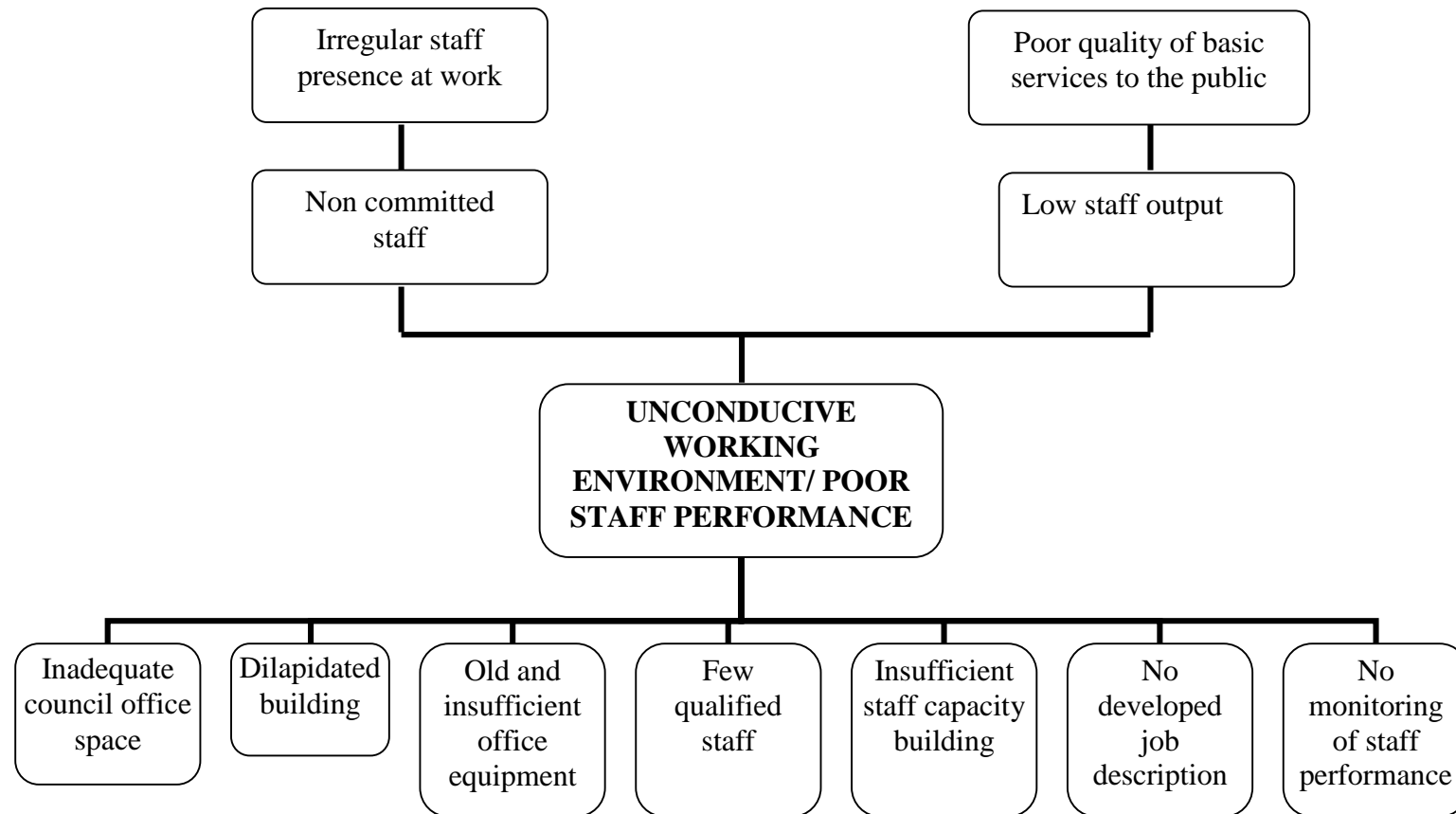
**PROBLEM ANALYSIS: WEAK FUNCTIONAL CAPACITY OF THE COUNCIL**



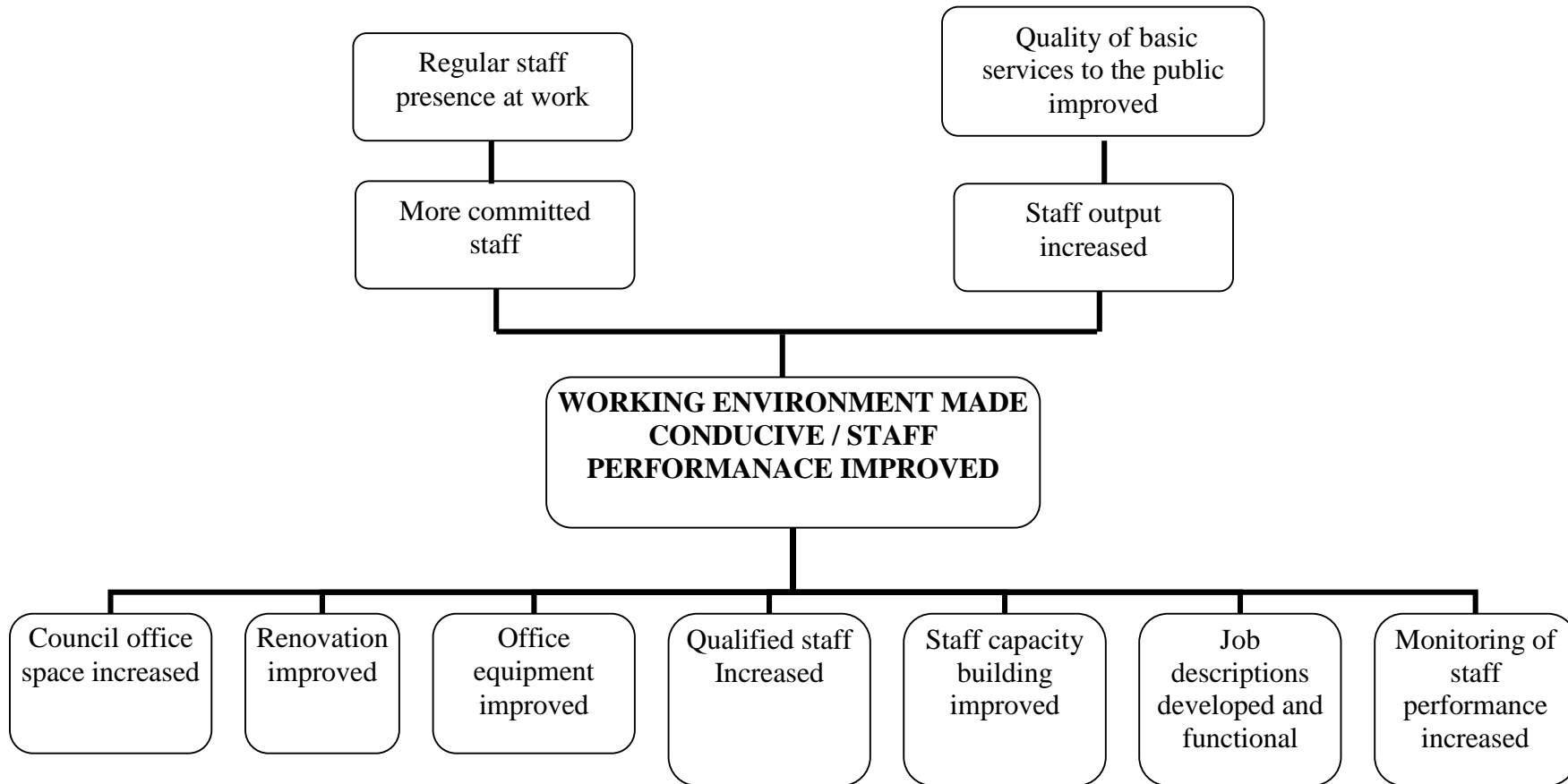
**OBJECTIVE ANALYSIS: FUNCTIONAL CAPACITY OF THE COUNCIL IMPROVED**



**PROBLEM ANALYSIS: UNCONDUCTIVE WORKING ENVIRONMENT / POOR STAFF PERFORMANCE**



**OBJECTIVE ANALYSIS: WORKING ENVIRONMENT CONDUCTIVE**



**LOGICAL FRAMEWORK FOR STRATEGIC PROGRAMME 5**

<b>Objectives</b>	<b>Objective verifiable indicators</b>	<b>Means of verification</b>	<b>Assumption</b>
<b>5. Programme objective</b> Functional capacity of the Council strengthened			* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>5.1 Specific objective</b> Management and leadership improved	By December 2011, effectiveness & efficiency of Council Management Increased by at least 50% and at least 50% of Planned Projects Realized	<ul style="list-style-type: none"> <li>• Council reports</li> <li>• Interviews</li> </ul>	
<b>Results / Outputs</b>			
5.1.1 Planning, Monitoring and Evaluation improved	A Functional Monitoring & Evaluation System put in place by June 2010	<ul style="list-style-type: none"> <li>• Council reports</li> <li>• Operational Plans</li> </ul>	
5.1.2 Organigram developed and functional	Organigram with clearly defined job attributions elaborated by April 2010	<ul style="list-style-type: none"> <li>• Organigram</li> </ul>	
5.1.3 Flow of information improved	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	<ul style="list-style-type: none"> <li>• Council reports</li> <li>• Newsletters</li> <li>• Interviews</li> </ul>	
<b>5.2 Specific objective</b> Funds increased	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	<ul style="list-style-type: none"> <li>• Administrative &amp; management accounts</li> </ul>	
<b>Results / Output</b>			
5.2.1 Sources of revenue increased	By December 2011, Council sources of revenue increased by at least 20%	<ul style="list-style-type: none"> <li>• Administrative &amp; management accounts</li> </ul>	
<b>5.3 Specific objective</b> Financial management improved	By December 2010, Council SOP and Internal Audit System elaborated and implemented	<ul style="list-style-type: none"> <li>• SOP</li> <li>• Audit system</li> </ul>	
<b>Results /Output</b>			
5.3.1 Knowledge on financial management improved	By December 2010, Council finance staff trained and produce monthly reports	<ul style="list-style-type: none"> <li>• Financial reports</li> </ul>	

<b>Objectives</b>	<b>Objective verifiable indicators</b>	<b>Means of verification</b>	<b>Assumption</b>
5.3.2 Budgeting improved	By the beginning of 2010, Council budget is participatory and realistic	<ul style="list-style-type: none"> <li>• Operational Plan 2010</li> <li>• Council session minutes</li> <li>• Interviews</li> </ul>	* Stable political environment * Cooperation of stakeholders * Non interference of local administrators * Collaborative donor community
<b>5.4 Specific objective</b> Working environment conducive	By June 2010, Council premises given a facelift with 80% of staff indicating happiness at work	<ul style="list-style-type: none"> <li>• Pictures</li> <li>• Interviews</li> </ul>	
<b>Results / Outputs</b>			
5.4.1 Council office space increased	By December 2011, 3 new rooms for office space are constructed	<ul style="list-style-type: none"> <li>• Receipts, site visits</li> <li>• Pictures</li> </ul>	
5.4.2 Building renovations increased	By March 2010, existing Council buildings are renovated	<ul style="list-style-type: none"> <li>• Records, site visits</li> <li>• Pictures</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Pictures</li> <li>• Receipts</li> <li>• Council records</li> </ul>	
<b>5.5 Specific objective</b> Staff performance improved	By December 2011, by at least 70% of Nguti Council staff performance improved	<ul style="list-style-type: none"> <li>• Reports</li> </ul>	
<b>Results / Outputs</b>			
5.5.1 Job descriptions developed	By June 2010, all staff have clearly defined job descriptions	<ul style="list-style-type: none"> <li>• SOP</li> </ul>	
5.5.2 Monitoring of staff performance improved	By April 2010, staff monitoring and evaluation system elaborated and put in place	<ul style="list-style-type: none"> <li>• M&amp;E procedure</li> <li>• SOP</li> </ul>	
5.5.3 Qualified staff increased	By December 2011, three qualified staff employed and two long serving staff are retired	<ul style="list-style-type: none"> <li>• SOP, Employment letters</li> <li>• Certificates of service</li> </ul>	
5.5.4 Staff capacity building improved	By December 2010, two training workshops for council staff organized	<ul style="list-style-type: none"> <li>• Reports</li> </ul>	

#### 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
<b>Total Internal .....</b>	<b>1,253,730,100</b>

Income (External):

A) International organizations based in Cameroon .....	100,000,000
B) Twinning Potentials .....	10,000,000
<b>Total External .....</b>	<b>110,000,000</b>
<b>Grand Total.....</b>	<b>1,363,730,100</b>

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**

- a. Nguti- Elumba-Njungo-Njunyui
- b. Nguti –Ntale-Babubock
- c. Nkwenfor –Badun-New Konye-Mungo Ndor-Ntale
- d. 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

**Nguti Council: Strategic Planning Workshop**  
**ATTENDANCE SHEET**

NO	Names	Village/Function	Signatures		
			21 <sup>st</sup> May	22 <sup>nd</sup> may	23 <sup>rd</sup> May
1	LORDON ADEK. A.	Council member			
2	TONG G. ENOHI	1 <sup>st</sup> Deputy Mayor			
3	EWANGE FLORENCE N.	2 <sup>nd</sup> Deputy Mayor			
4	Ngwa Esther	Nurse. Ayonghio			
5	Anne - marie manyi Ngwa	Nurse / HIV Counsellor (MAM)			
6	Tong Panje Christy	GHS Nguti, Clerk			
7	Ferbi Christine	Nguti - Farmer			
8	AKIME Grace	EKenge/H/M			
9	Akpenjo Stephen N	Nguti, teacher			
10	OKENYE MAMBO	G/E BUEA			
11	Epie felix Ekabe	Nature Cameroon			
12	ASSOLE	MINFOR NGUTI. SD			
13	Ngassa Hepsiba Nana	Student in PAIP - WA			
14	Amamuki Jacob	A.D. Nguti			
15	FOLKE FAELIS F.	Councillor			
16	Frank Stehmanns	PSMNR - SWR			
18	Ayung Benjamin	Farmer			
19	Abou. BWEH ESEMBESON	A.M.P.			
20	Becky Ayuk				

## Nguti Council: Strategic Planning Workshop ATTENDANCE SHEET

NO	Names	Village/Function	Signatures		
			21 <sup>st</sup> May	22 <sup>nd</sup> may	23 <sup>rd</sup> May
1	Ewunseh Galeb Aho	Babensi I			
2	Alung Gabriel Ekane	Babubok			
3	Epie Mborne Boniface	Babubok			
4	Beckly Ayuk Bisong	Magyemen			
5	Mrs. Epupu Cecilia	Nguti			
6	FREDRICK Arthur	Kumba (internship)			
7	Rev. Fr. PATRICK NSHAMORE	ST. JOHN OF GOD - NGUTI			
8	TABI Titus	Nguti Council			
9	BESONG Simon	MINTOP/SW			
10	Deschies Pascal	GPA/PSMNR			
11	KEBON Jean-Pierre	MINTOP/RCSP/SW			
12	Abolony Anthony G	Councillor			
13	Monge Julius N	Councillor			
14	CHIEF TABI Napoleon	BARO - Councillor			
15	DR KAGNE BESIDE	Nguti / AMO			
16	Epie AloBwede	Nguti / Agric Del			
18	TAVYI Ayompe G	Mayor			
19	ELTDSHA FOTABALL C	M.I. NGUTI COUNCIL			
20	ASH Mbanda	Member of Parliament			