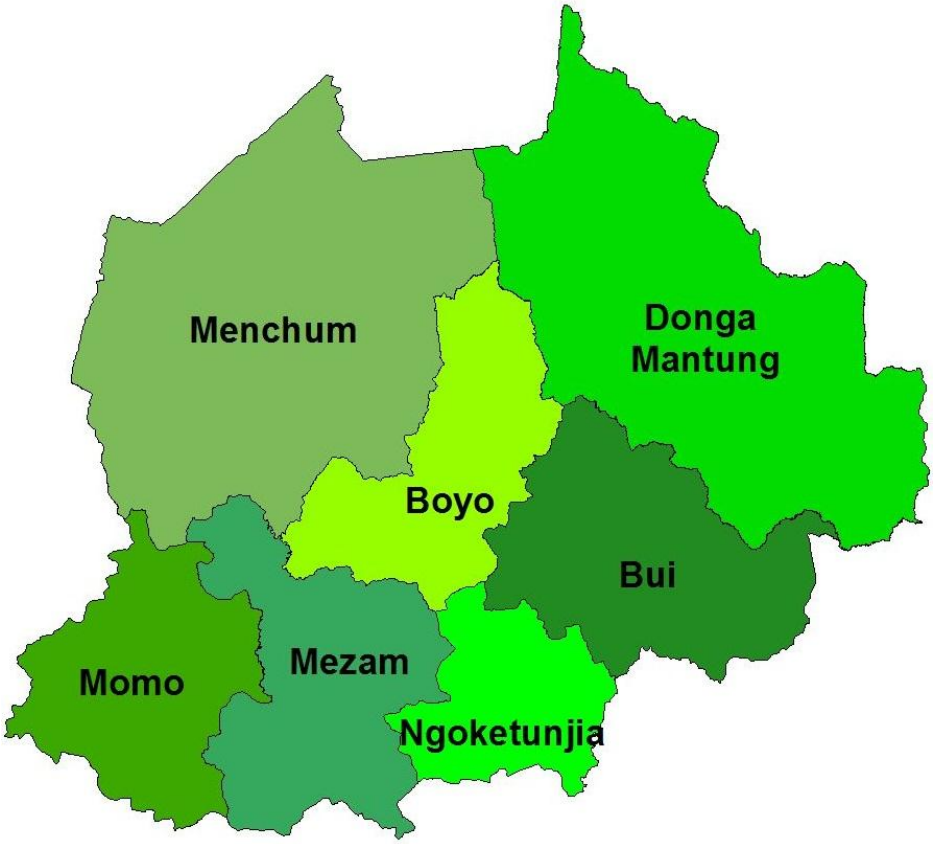
REPUBLIC OF CAMEROON

NORTH WEST REGIONAL ASSEMBLY

NORTH WEST REGIONAL DEVELOPMENT PLAN (NWRDP) 2023-2027



THEME: HARNESSING COMMUNITY EFFORT FOR SELF-RELIANT DEVELOPMENT AND PROSPERITY

TITLE:

NORTH WEST REGIONAL DEVELOPMENT PLAN

VISION:

Rebranding the North West through economic empowerment for a healthy, skilled, ambitious and responsible Recitizenery; as well as re-establishing traditional authority, cultural values, and heritages in an enabling environment by 2035

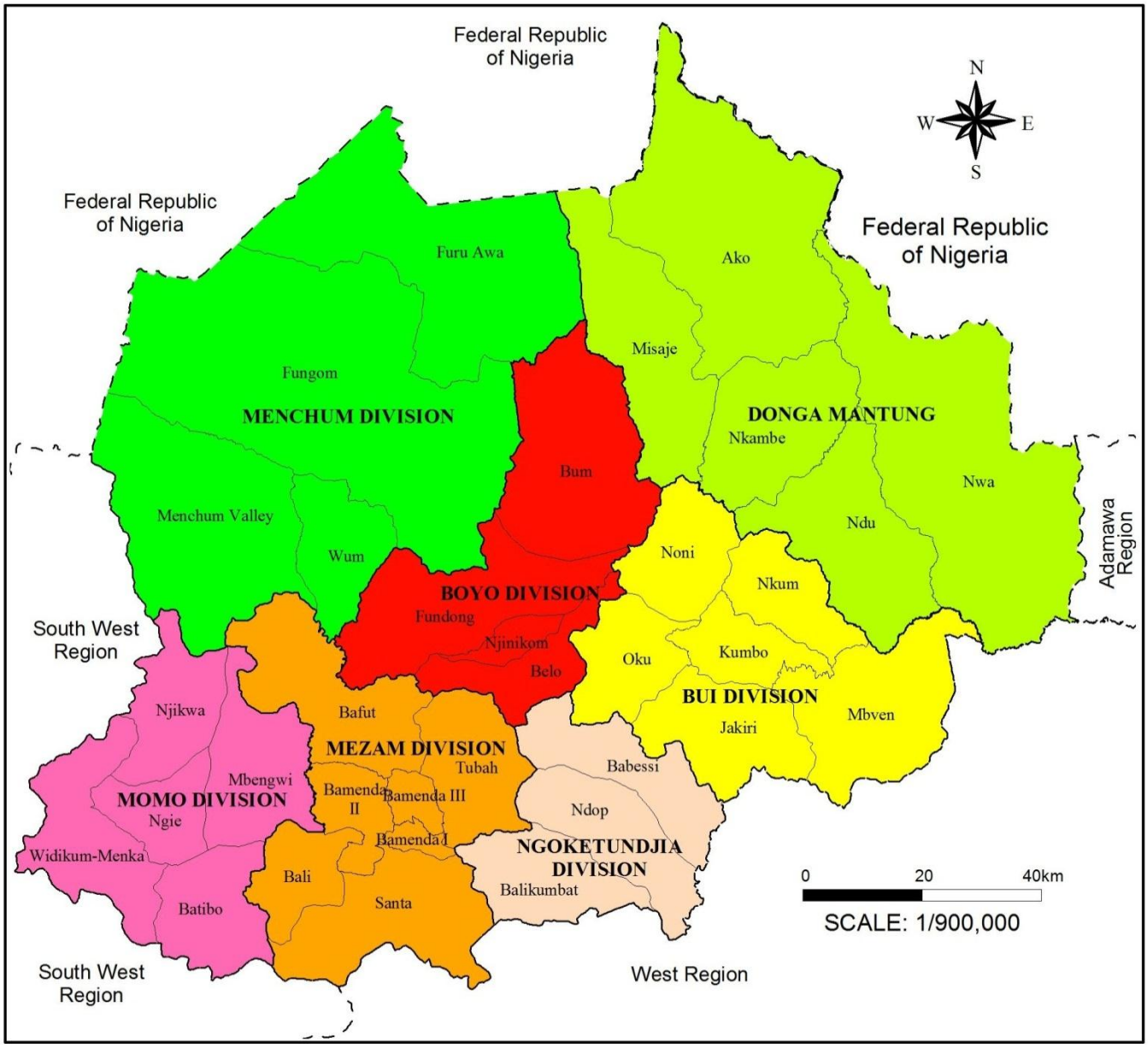
MISSION:

Providing high quality services through transformational leadership and ensuring prudent utilization of the Region's natural resources to foster the socio-economic development of the North West Region

CORE VALUES:

Inclusiveness and patriotism
Respect for the rule of law and our bi-cultural status
Professionalism and accountability
Human dignity and integrity
Decentralization and good governance
Unity in diversity

MAP OF THE NORTH WEST REGION



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ABBREVIATIONS AND ACRONYMS

Abbreviation	Full Meaning
ABM	Aurora Building and Material Company
ACCNNR	African Convention on the Conservation of Nature and Natural Resources
ACEFA	Program for the Improvement of the Competitiveness of Family Agro pastoral Farms
ACFTA	African Continental Free Trade Area
ACRWC	African Charter on the Rights and Welfare of the Child
AER	Rural Electrification Agency
AFD	Agence française de développement
AFOP	Support Program for the Renovation and Development of Professional Training Agriculture,
AIDS	Acquired Immune Deficiency Syndrome
ARMP	Public Contract Regulatory Agency
ASL	Above sea level
BCC	Bamenda City Council
BIC	Bamenda I Council
BIIC	Bamenda II Council
BIIIC	Bamenda III Council
BOPV	Bivalent Olio Polio Vaccine
CAMTEL	Cameroon Telecommunications
CAMWATER	Cameroon Water Utilities Corporation
CARD	Cameroon Association for Rural Development
CBC	Cameroon Baptist Convention
CBD	Convention on Biological Diversity
CCA	Climate Change Adaptation
CDC	Cameroon Development Corporation
CDE	Camerounaise des Eaux
CDM	Clean Development Mechanism
CDO	Council Development Officer
CDP	Council Development Plan
CEAC	Education and Community Action Centre
CEDENO	North West Livestock Development Fund
CEFAM	Local Government Training Centre
CEFEMAC	Centre for Environmental Management and Change
CFCs	Chlorofluorocarbons
CHS 4	Cameroon House Surveys 4
CIA	Central Intelligence Agency
CID	Council Institutional Diagnosis
CIG	Common Initiative Group
CMDRR	Community Managed Disaster Risk Reduction
CNJC	National Council for the Youths of Cameroon
CNPS	National Social Insurance Fund
COMINSUD	Community Initiative for Sustainable Development
CONAFE	National Trade Facilitation Committee
CONSUPE	Ministry in charge Supreme State Audit
COP	Conference of Parties
COSUP	School, University and Vocational Counseling Centers
CRC	Convention on the Rights of the Child
CRTV	Cameroon Radio Television
CS	Catholic School
CSESM	Chief of Service for Environmental and Social Management
CVC	Climate Variability and Change
DDMINSEC	Divisional Delegation of Secondary Education
DM	Disaster Management
DMO	District Medical Officer
DNA	Designated National Authority
DPC	Department of Civil Protection
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DTD	Director of Technical Department
EA	Executing Agency
ECAM	Cameroonian Household Survey
ECCAS	Economic Community for Central African States
ECOWAS	Economic Community for West African States

Abbreviation	Full Meaning
ECPC	Enterprise Creation Production Centre
EIRR	Economic Internal Rate of Return
EMCCA	Economic and Monetary Community of Central Africa
ENEO	The Energy of Cameroon
ENPV	Economic net present value
ESIA	Environmental and Social Impact Assessment
ESIS	Environmental Impact Statement
ESMP	Environmental and Social Management Plan
FAO	Food and Agricultural Organization
FCCC	Framework Convention on Climate Change
FEICOM	Special Council Support Fund for Mutual Assistance
FGDs	Focus Group Discussions
GCF	Green Climate Fund
GDP	Gross Domestic Product
GESP	Growth and Employment Document
GHGs	Greenhouse Gases
GHS	Government High School
GII	Global Innovation Index
GIS	Geographic Information System
GMOs	Genetically Modified Organism
GNP	Gross National Product
GNS	Government Nursery School
GP-DERUDEP	Grassfield Participatory and Decentralized Rural Development Project
GP-IRDP	Grassfield Participatory and Integrated Rural Development Project
GPS	Global Positioning System
GS	Government School
GSS	Government Secondary School
GTC	Government Technical College
GTHS	Government Technical High School
GWh	Giga Watts per hour
HA	Hectares
HIV	Human Immunodeficiency Virus
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HTTC	Higher Teacher Training Centre
ICE	Inter-Ministerial Committee on the Environment
IDDR	International Day for Disaster Reduction
IDMC	Internal Displacement Monitoring Centre
IFAD	International Fund for Agricultural Development
IGAs	Income Generating Activities
IMP	Cameroon's Industrialization Master Plan
INTS	National Institute of Social Affairs
IPCC	Intergovernmental Panel on Climate Change
IRAD	Institute of Agronomic Research and Development
ITN	Insecticide Treated Net
IUU	Illegal, unreported and unregulated
LDCs	Least Developed Countries
LDN	Land Degradation Neutrality
LID	Local Immunisation Drugs
LIFIDEP	Livestock and Fisheries Development Project
LMOs	Living Modified Organisms
MBOSCUDA	Mbororo Social and Cultural Development Association
MCHNAW	Mother and child Health and Nutrition Action Week
ME	Medium Enterprise
MIDENO	North West Development Authority
MINAC	Ministry of Arts and Culture
MINADER	Ministry of Agriculture and Rural Development
MINAS	Ministry of Social Affairs
MINAT	Ministry of Territorial Administration
MINATD	Ministry of Territorial Administration and Decentralization
MINCOM	Ministry of Communication
MINCOMMERCE	Ministry of Commerce
MINDCAF	Ministry of Lands, Surveys & State Property

Abbreviation	Full Meaning
MINDDEVEL	Ministry of Decentralization and Local Development
MINDEF	Ministry of Defense
MINEDUB	Ministry of Basic Education
MINEE	Ministry of Energy & Water Resources
MINEFOP	Ministry of Employment, Professional & Technical Training
MINEPAT	Ministry of Economy, Planning, & Regional Development
MINEPDED	Ministry of Environment, Protection of Nature and Sustainable Development
MINEPIA	Ministry of Livestock, Fisheries and Animal Husbandry
MINESEC	Ministry of Secondary Education
MINESUP	Ministry of Higher Education
MINFI	Ministry of Finance
MINFOF	Ministry of Forestry and Wildlife
MINHDU	Ministry of Housing and Urban Development
MINIMIDT	Ministry of Industry, Mines and Technological Development
MINJEC	Ministry of Youths & Civic Education
MINJUSTICE	Ministry of Justice
MINMAP	Ministry of Public Contracts
MINPMEESA	Ministry of Small and Medium sized Enterprises , Social Economy and Handicrafts
MINPOSTEL	Ministry of Post and Telecommunication
MIPROMALO	Mission for the Promotion of Local Materials
MINPROFF	Ministry of Women Empowerment and the Family
MINRESI	Ministry of Scientific Research and Innovations
MINSANTE	Ministry of Public Health
MINSEP	Ministry of Sports & Physical Education
MINT	Ministry of Transport
MINTOURL	Ministry of Tourism & Leisure
MINTP	Ministry of Public Works
MINTSS	Ministry of Labour & Social Security
MPH	Master's in Public Health
MTN	Mobile Telephone Network
MWh	Mega Watts per hour
NAP	New Agricultural Policy
NAPA	National Adaptation Plan of Action
NAPCC	National Adaptation Plan for Climate Change
NCPBM	National Commission for the Promotion of Bilingualism and Multiculturalism
NCP	National Contingency Plan
NRIS	National Research and Innovation System
NCRE	National Cereals Research and Extension
NEMAP	National Environnemental Management Plan
NERICA	New Rice for Africa
NESTCAM	Network of Environmental Stakeholders of Cameroon
NGO	Non-Governmental Organisation
NIS	National Institute of Statistics
NPK	Nitrogen Phosphorus and Potassium
NPV	Net Present Value
NRM	Natural Resource Management
NRs	Natural Resources
NTFPs	Non-Timber Forest Product
NW	North West
NWCA	North West Cooperative Association
NWR	North West Region
NWRHA	North West Regional House of Assembly
ONACC	National Observatory on Climate Change
ORSEC	Disaster Rescue Plan
OVC	Orphans and Vulnerable Children
PACC	Action Plan on Climate Change
PADEV-CAM	Partnership in Development of Cameroon
PADFA	Support Program for the Development of the Agricultural Food Chains
PAPMAV-Q	Support Project for the Production of Quality Plant Materials
PAJER-U	Project for the support of Rural and Urban Youths
PAO	Professional Agro-pastoral Organisation
PG	Producer Group

Abbreviation	Full Meaning
PIB	Public Investment Budget
PIDMA	Agricultural investment and market development project
PIFMAS	Project for the insertion of Youths through the manufacturing of sporting material
PLANOPAC	Plateforme nationale des organisations professionnelles agro sylvo pastorales et halieutique
PLWD	People living with disability
PM	Prime Minister
PMU	Project Management Unit
PNDP	National Community Driven Development Program
PNDCF	National Support project for the Development of fruit crops
PNDRC	National Platform for Disaster Risk Reduction
PNS	Presbyterian Nursery School
PRA	Participatory Rural Appraisal
ProCISA	Green Innovation Centers for the Agriculture and Food Sector
PRSP	Poverty Reduction Strategy Paper
PS	Presbyterian School
RADEC	Cameroon Economic Development Report
$REDD^+$	Reduction of Emissions due to Deforestation, Land Degradation and Disaster Management
RDP	Regional Development Plan
ProCISA	Green Innovation Centers for the Agriculture and Food Sector
RTSP	Roots and Tuber Support Project
RSDS	Rural Sector Development Strategy
RTSP	Roots and Tubers Sector Program
SD	Sustainable Development
SDGs	Sustainable Development Goals
SDO	Senior Divisional Officer
SE	Small Enterprise
SHUMAS	Strategic Humanitarian Services
SNV	Dutch Development Organisation
SODEPA	Society for the Development and Exploitation of Animal Products
SPM	Service of the Prime Minister
STI	Sexually Transmitted Infections
SWOT	Strength, Weakness, Opportunities, Threats
SYFA	Save Your Future Association
TFA	Trade Facilitation Agreement
TFP	Technical Finance Partners
TK	Traditional knowledge
TLU	Testing and Liaison Unit
TOPV	Trivalent Olio Polio Vaccine
TT	Tetanus Toxoid
TWh	Tons Watts per hour
UBa	University of Bamenda
UNCCD	United Nation Convention to Combat Desertification
UNCCNNR	United Nations Convention on the Conservation of Nature and Natural Resources
UNDHR	United Nations Declaration of Human Rights
UNDP	United Nations Development Program
UNEC	Union Earth Cameroon
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations International Children Emergency Fund
UNVDA	Upper Noun Valley Development Authority
VIT_A	Vitamin A
VSE	Very Small Enterprise
WB	World Bank
ZVC	Zeotechnical Vertinary Centre

GLOSSARY OF COMMON TERMS

A water catchment (commonly referred to as a "watershed") is an area of land where all water flows to a single stream, river, lake or even ocean. Or a watershed is an area of land from which water ultimately drains into a major river, which then dumps into the ocean or sea. Natural boundaries of water catchments can be very small for a single creek or stream or quite large. A watershed is today defined as all the land and water areas which contribute runoff to a common point. The benefits and services provided by healthy water catchments/sheds are numerous and include: reduced vulnerability to invasive species, climate change, and future land use changes.

Access Rate: For a given level of education, this indicator measures the population of non-repeaters in relation to the age for this level. The calculation is done by taking the number of non-repeaters of a given level in relation to all those of age for the level. As an indicator of the level of schooling, the Access Rate is preferable to the Gross Schooling Rate, giving that it takes into consideration the schooling loss

Activity branch: An activity branch groups together homogeneous production units, that is, units which manufacture products or produce services that belong to the same item in the economic activity considered.

Airport: Set of building and installations used for receiving and discharging air passengers and freight located on an aerodrome. The main building is generally the terminal for passengers or cargo transit from ground transportation to planes.

Annual Schooling Rate: For a given level of education, this indicator measures the schooling population of students in relation to the entire schooling population of a given age group. E.g. At the primary level, the rate is equal to the number of pupils multiplied by 100 and divided by the population of six to eleven years of age (in the Francophone system).

Average Repeating Rate: It is the relationship between the number of repeaters for a particular year and the total number of registered students of the previous year

Basic needs: Needs of a socio-economic nature, the non-satisfaction of which constitutes an attack on the dignity and/or compromises the participation of the individual in the development of society. They include, among others:

- The need for access to basic social services
- The need to participate in the life of the community
- The need for social stability
- The need for social security coverage
- The need for a guaranteed minimum income.

Biodiversity: Biodiversity is the variety of species, their genetic make-up, and the natural communities in which they occur [Ecosystems: forests, deserts, wetlands, mountains, lakes, rivers, and agricultural landscape]. Biodiversity is a measure of the health of an ecosystem. The biodiversity we see today is the fruit of billions of years of evolution formed through natural processes and increasingly by the influence of man.

Biological diversity or biodiversity is also defined as "the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems" (Art 2 Convention on Biological Diversity).

Building: Real estate construction carried out by human intervention and meant for being used as shelter, that is; protecting persons, goods and activities from bad weather, on the one hand, and to manifest their permanence as a social or cultural function, on the other hand.

Business sector: A sector includes manufacturing, commercial or service enterprises which have the same main business in respect to the classification of economic activities considered. The activity of a sector is not therefore homogeneous and includes secondary productions or services which would come under other items of the classification than that of the sector considered. Thus, the economy of a country is segmented into three (3) sectors, namely: (a) the primary sector includes all those activities the end purpose of which consists in exploiting natural resources: agriculture, fishing, livestock, sylviculture and forestry; (b) the secondary sector includes all those activities consisting in a more or less elaborate transformation of raw materials, such as extractive industries, manufacturing industries, construction while (c) the tertiary sector is made up of the market tertiary sector (trade services, transport, real estate, information communication, financial and insurance activities, services to businesses, services to individuals, accommodation and catering) and the non-market tertiary sector (public administration, education, health and social services).

Climate Change Adaptation is an approach that shows the relationship between disaster, climate change and development, offering amicable solutions. A disaster's severity depends on how much impact a hazard has on society and the environment. The scale of the impact in turn depends on the choices we make for our lives and for our environment. These choices relate to how we grow our food, where and how we build our homes, how we construct our

roads, who manages disasters when they do occur, how much financial means are set aside for such events, and what we teach in schools. Each decision and action makes us more vulnerable to disasters - or more resilient to them.

Climate variability: Climate variability is the state of the climate system with regards to individual weather elements. Together with corresponding patterns, climate elements summarize large fractions of spatio-temporal climate variability

Coefficient of Effectiveness: This is defined as the relationship between the number of years theoretically necessary to produce the number of students who accede to the final year (number of students in the final year at the time of observation and the length of the academic cycle) and the number of years students effectively consumed, among which are the additional years, due to repeating, and those wasted due to dropouts. In an ideal situation where there are neither repeaters nor dropouts.

Collective equipment: Spatial development or building meant for the practice of communualon activities

Continuity Rate: For an academic cycle, the Continuity Rate is equal to the percentage of students of an age group who start school the same year and who reach the final year together.

Decent work: A concept based on four pillars: employment, social protection, workers' rights and social dialogue. It is the possibility for every woman and man to have access to productive work in conditions of freedom, equity, security and dignity. It encompasses a number of elements: the opportunity to engage in productive and adequately remunerated work; security at work and social protection for workers and their families; improved prospects for personal development and social integration; the freedom of human beings to express their concerns, to organize and to participate in decisions that affect their lives; and equal opportunities and treatment for all women and men.

Deforestation: Deforestation refers to the loss or destruction of naturally occurring forests, primarily due to human activities such as logging, cutting trees for fuel, slash-and-burn agriculture, clearing land for livestock grazing, mining operations, oil extraction, dam building, and urban sprawl or other types of development and population expansion. Simply put, deforestation is the net loss of forests. A "net loss" of forests occurs when more forest cover is removed than is replaced, leaving the landscape substantially altered.

Disabled person: Any person unable to ensure by himself or herself all or part of the necessities of a normal individual or social life, due to a physical or mental deficiency, congenital or not.

Distribution network: Installations harnessed together to enable to supply energy or water.

Drinking/Portable water: Water that meets a certain number of characteristics rendering it fit for human consumption.

Energy: Capacity to produce heat, movement, light, change temperature or transform matter. It may be broken down into fossil energy (natural gas, coal, oil), hydro-electric energy, wind energy, nuclear energy, solar energy, geo-thermal energy.

Environment Impact Assessment is a process of analysing the positive and negative effects of a proposed project, plan, or activity on the environment. This may include studies on the weather, flora and fauna, soil, human health including physical, social, biological, economic and cultural impacts. It is one of those measures taken to ensure that development is sustainable.

Equality: The absence of discrimination, which means treating all people equally.

Equity: A situation of distributing the benefits of social or community activity, designing and implementing development initiatives in such a way as to improve the situation of disadvantaged social groups. Equity can thus be equated with positive discrimination, i.e. acting in such a way that the gap between social categories, if not disappearing, is reduced.

Estimate of the partition of teachers in schools: This represents the influence of factors other than the number of students in the partition of teachers in schools. It is estimated by (1-R2) where R2 is the coefficient of the decreasing number of teachers in schools as compared to the number of students

Family promotion: Elaboration and implementation of measures promoting the development of the family in its living environment.

Family protection: A set of institutional and social measures enabling the family to cope with hazards, to manage its internal dynamics and to adapt to its living environment.

Family: A social group of people united by blood, marriage or adoption, characterized by economic and social cooperation, social and demographic reproduction. By this, the family is the basic social unit, understood both as a basic unit of production, a unit of biological reproduction, but also and above all a unit of social and cultural reproduction, insofar as it is the first instance of socialization.

Fight against unemployment and job insecurity: Measures aimed at reducing the inadequacy of training/job match and ensuring transparency in the labor market, as well as access to employment for vulnerable groups such as women, young people, the disabled and marginalized groups, job stability and self-employment opportunities.

Fixed network: Classical telecommunications network (- Public Switched Telephone Network - PSTN) as well as various wireless access technology (WIFI, WIMAX).

Food products industry: Food products industry refers to the branches of manufacturing industry that supply and/or provide an outlet for agriculture, including livestock and fisheries.

Food security: Food security means having, at all times, both physical and economic access to sufficient food to meet dietary needs for a productive and healthy life

Gender: Gender is a social construction of femininity and masculinity which emphasizes the social character of discrimination and inequality based on sex, class, age, race and nationality. The constant updating of this construction throughout the life cycle of men and women, depend on the historical contexts and periods considered.

General Average Schooling Rate: Proportion of the population (of a given age group) in a school at the time of this investigation.

Governance: Introduction of new softer and ethical steering and regulatory modes based on an opened and informed partnership among various stakeholders and actors both at local, national and regional levels.

Industry: The concept of industry, according to the universal encyclopedia is defined as all human activities relating to the production of goods and services. Industry implies a certain division of labour, in contrast to crafts where the same person theoretically carries out all the processes such as: - design, manufacture, marketing, management1.

Infrastructure: Set of collective interconnected fixed structures and equipment meant for facilitating socio-economic exchanges and permanently supporting growth within a country. Transport or movement of persons or goods over a fairly long distance using special means. Road or Land developed to enable the circulation of wheeled vehicles carrying goods and persons.

Land degradation is a process in which the value of the biophysical environment is affected by one or more combination of human-induced processes acting upon the land. It is viewed as any change or disturbance to the land perceived to be deleterious or undesirable.

Land use changes: Anyway in which humans and some natural forces modify the natural landscape, some of the changes are permanent distruction such as urban expansion, while others are cropland abandonment and forest restoration may attempt to restore previous damage.

Land use: Land use is the use of land by humans either for survival or for functional economic activities. It involves both the manner in which the biophysical attributes of the land are manipulated and the intent underlying that manipulation – the purpose for which the land is used. In other words, it concerns the function or purpose for which the land is used by the local human population.

Manufacturing industry: The manufacturing industries are industries transforming goods that are, mainly manufacturing industries in their own right such industries are also, concerned with the repair and installation of industrial equipment and subcontracting operations to third parties.

Market services: Market services are those that are provided or sold in whole or in part at economically significant prices.

Merchant equipment: Spatial development or building meant for hosting meetings between vendors and potential buyers.

Mitigation is defined as measures envisaged in avoiding, reducing and if possible remedying significant adverse effects on the environment. It is also defined as not taking certain actions; limiting the proposed action and its implementation; repairing, rehabilitating or restoring the affected environment; presentation and maintenance of actions during the project life cycle; replacing or providing substitute resources or environments. Mitigation measures refers to actions which reduce, avoid or off set the potential adverse environmental consequences of a project for example, engineering works, technological developments, management ways and means of making better the effects to the environment and losses suffered by individuals including compensation where damage has been done and resettlement in case of population displacement.

Mobile network: Mobile telephone systems based on CDMA and GSM standards (GPRS, EDGE, UMTS, HSPA and LTE), used by telecommunication operators for commercial purposes.

Neighboring populations: Populations that are geographically and physically close to a project, and that may be directly or indirectly affected by it.

Net Schooling Rate: The relationship between the total number of students of schooling age within the school system and the total population of schooling age of the same age group.

Non-conventional livestock: Terrestrial or semi-terrestrial species today exploited and hunted intensively in the wild for the purpose of human consumption but which are also considered as good candidates for domestication and captive breeding, or for which recent captive breeding programs have been put in place.

Non-market services: Non-market services are those which are provided free or at prices which are not economically significant. They are also known as administered services. Non-market service activities generally include the fields of general administration, education, health, social work and social security.

Older person: This is considered by the United Nations to be the person who has reached the age of 60 years or older. This age generally corresponds to the age of retirement.

Planning: Planning means the assessment of future and making provisions for it. For ensuring sustainable development, it is necessary to monitor the ongoing changes in land use/ land cover pattern over a period of time.

Port: Installation built by man, located on the marine coastline, on a riverbank or river and meant for welcoming ships and vessels. A port may fulfill several functions, but it must first of all habour vessels, especially during loading and unloading operations. It also facilitates refueling and repair operations.

Poverty: Poverty has several dimensions. From a monetary point of view, an individual is considered poor when he or she lives in a household whose standard of living is below the poverty line. The poverty line can be defined in absolute or relative terms. However, there is a global consensus that poverty also has nonmonetary aspects that manifest themselves in the life of an individual or household through a set of deprivations. According to this conceptualization, the poor are not only those with low incomes, but also those who cannot meet their basic needs for food, shelter, clothing, health, education or communication and, as a result, suffer marginalization and exclusion. In addition, increased attention is also being paid to the dynamic dimensions of poverty, hence the notions of "poverty traps" and "intergenerational transmission of poverty". The issue of disparities and inequalities between the poor and the rich, between the excluded and the included, is given urgency in national development plans that seek to create conditions for social justice and to strengthen the social cohesion. It is therefore a complex and multidimensional problem that requires integrated multi sectoral solutions.

Production basins: The agro-sylvo-pastoral and fisheries production basin is a territorial development area, physically identifiable from a geographical location and defined agro-ecological characteristics. This area is recognised by the size of the production and/or potential, at a given time, of one or more agrosylvo-pastoral and fishery products and/or services, which may be specialised, diversified, integrated or complementary, with a view to satisfying the multifaceted needs of the nation and its populations.

Production equipment: Material that enables to facilitate energy or water production Storage structure Set of equipment that enables to store water or energy before distribution.

Production system: Set of networked installations having the capacity to produce a source of energy convertible into an energy type (fossil energy, hydro-electric energy, wind energy, nuclear energy, solar energy, geo-thermal energy).

Public building: Buildings and sub-sectors used by a segment of the population, such as commercial buildings, government and institutional buildings, cultural or sports structures, etc. Collective equipment: Spatial development or building meant for the common practice of activities.

Railway: Guided transport system used for the movement of persons and goods. It comprises a dedicated installation, rolling stock and operating procedures most often requiring the intervention of man.

Renewable energy: Energy resource considered inexhaustible because it derives from natural phenomena which reproduce themselves regularly.

Resilience: The capacity of individuals, households or communities to cope with a shock or a progressive deterioration in their living conditions and to be able to respond, adapt or even benefit from these changes. An example is the resilience (or lack of it) of communities against the impacts of repeated droughts. It should be noted that, resilience is the opposite of vulnerability. The more resilient a household is to a type of shock, the less likely it is affected by that shock. Social protection, through its protective or preventive functions, can make an important contribution to improving the resilience of people, and in particular that of the most vulnerable. Risk is broadly defined as an uncertain future event (of varying probability) which, when it occurs, is detrimental to the well-being and rights of individuals and manifests itself as a 'shock'. Risk can be 'idiosyncratic' when the probability of a shock occurring affects a single household or individual, independently of others (e.g. illness or loss of a job). It can also be 'covariant', affecting a whole community, region or country, such as economic, climate or political shocks.

Roadway: Set of stretches and junctions mainly serving for the circulation of goods and persons using the motorised transport mode (cars, trucks, public transport) or not (bicycles, trekking).

Rural Sector: The Rural Sector is defined as all activities that contribute to: (i) crop, livestock, fisheries and forestry production, (ii) the production of environmental and social services in rural areas and (iii) the sustainable management of the countryside, natural resources and the environment

Sanitation system: Set of networked installations to facilitate the collection, treatment and evacuation of rain water, liquid and solid waste as well as excreta.

Schooling profile: This indicates the proportion of the population that effectively has access to the first class in primary school, and how the schooling of the children is affected

Sector: The sector commonly refers to the set of complementary activities that contribute, from upstream to downstream (with various stages of production), to the production of one or more final products. In general, the sector includes several activity branches. Examples include the aluminium sector (from bauxite through alumina and aluminium to machined products), the electronics sector (from silicon through components to computers) and the automotive sector (from steel through equipment to vehicles).

Service activity: A service activity or service provision is essentially characterised by the provision of a technical or intellectual capacity or service. Unlike an industrial activity, a service activity cannot be described solely by the characteristics of a physical good acquired by a customer. Service activities are also referred to as tertiary activities, which include: (a) market services and (b) non-market services.

Social assistance: It is defined as a non-contributory transfer towards the poorest or most vulnerable categories and persons. Social assistance is a "shock absorber" designed to protect the economically or structurally vulnerable, such as the destitute, refugees, people living with disabilities, victims of the impact of economic crises, disasters, natural disasters, etc. Social action is implemented through programs initiated by the government, with the support of its development partners, or even spontaneously by the latter. Social action is developed through social transfers, the four main components of which are cash transfers, quasi-cash transfers, transfers in kind and the labor-based approach to public works.

Social education: Supporting and encouraging people in situations of exclusion, in order to improve their living conditions and their empowerment strategy.

Social housing: Houses built on public or private initiative that are meant for persons with modest income who may have difficulties getting accommodation on the private market.

Social prevention: All the measures taken to prevent the occurrence of social problems and the irreversibility of the after-effects that would result from them. This is achieved through programs to prevent juvenile delinquency, social maladjustment and drug abuse, and to inform the population. The actions undertaken range from raising parents' awareness to educational support for young people (home visits, education in centres and meeting places, forums for discussion, exchange, analysis and consultation between social workers and target groups), school mediation and recommendations to the authorities. Social prevention aims at preventing the emergence of social problems that make the Cameroonian population vulnerable, to detect them at their earliest stages and thus prevent their aggravation. The aim is to protect people against a number of social risks.

Social profitability: Dynamics for reinforcing the self-help capacities of the beneficiaries of social assistance, for transforming vulnerabilities into a productive force for development.

Social protection is thus seen as a set of measures that aim at alleviating poverty, manage individual risks, and promote equitable and sustainable growth through the prevention, promotion and protection of the most vulnerable. It is also defined as the set of mechanisms and interventions that enable individuals or households to cope with the consequences of social risks, whether or not they have a financial impact, i.e. situations that may lead to a reduction in resources, an increase in expenditure or stigmatization. In addition, it aims at reducing vulnerability and the socio-economic and environmental risks associated with poverty and deprivation in order to support individuals and communities to cope with shocks while reinforcing social inclusion and cohesion.

Social protection: A set of public and private policies, in the form of laws, programs, measures and services, aimed at:

- Reducing vulnerability
- Managing risk and contain external shocks
- Reducing extreme poverty in relation to vulnerability
- Developing human capital
- Socially reintegrating the marginalized and excluded

Social services (welfare): The range of measures taken by governments and development partners to assist the structurally vulnerable due to the life cycle (e.g. people with disabilities, the elderly, OVC, etc.) or due to natural capacity deficiencies (minorities, indigenous populations and disaster-prone populations, etc.).

Social: All the relations/relationships between individuals in society.

Socially vulnerable persons: Persons whose physical, social, mental, cultural and/or economic condition is such as to render them unable to support themselves or meet the demands of society. These are people whose capacity for self-reliance, social integration or reintegration has been totally or partially, permanently or temporarily impaired.

Soil fertility: The ability of the soil to supply enough nutrients and water to allow the crop to make the most of the site.

Stakeholders refer to those who are affected or likely to be affected by the outcome of a proposed project, whether positively or negatively.

Success Rate: This is the proportion of an age group which accedes to the final year,

Supply: Technique or method that enables to provide a good or service to a third party. Supply may be considered here as a physical flow (distinct administrative flow). Sanitation Approach aimed at improving the overall sanitary situation of the environment in various sub-sectors. It comprises the collection, treatment and evacuation of liquid and solid waste as well as faeces.

Sustainable Development: Development that takes care of the needs of present generations without jeopardizing or putting at risk the needs of the future generations. In order words it's a balance development for both present and future generations.

Telecommunication: Any transmission, emission or reception of signs and signals, be it writings, images, sounds or information of all sorts, by wire, optics, radio-electric or any other electro-magnetic system.

The base of Social protection: Set of essential transfers, facilities and basic services to which all citizens should have access in every country.

The Environment is the sum total of the physical, biological, cultural, economic and social aspects (factors) in a given area. The environment includes: ecosystems and their constituent parts, including people and communities; all natural and physical resources; the qualities and characteristics of locations, places and areas, however large or small, that contribute to their biological diversity and integrity, intrinsic or attributed scientific value or interest, amenity, harmony and sense of community; and the social, economic, aesthetic and cultural conditions that affect it. In its simplest form the environment refers to all the things that surround man and affect his life in one way or the other. These things are either living (animate) or non-living (inanimate). The environment as such refers not only to what man sees as the "green" environment (the biophysical components such as land, water, air, soil, plants and animals) but also to the social, economic, cultural, political and historical components.

Training Rate: For a primary institution, this is the relationship between the number of pupils and the number of teachers. It can be calculated for a group of schools or for all schools within a given administrative circumscription.

Transhumance: The action or practice of moving livestock from one grazing ground to another in a seasonal cycle, typically to lowlands

Transition Rate: This is the proportion of students that succeeds to move from one level of education to another.

Transport network: Set of installations that enable the transmission of energy from one point to another.

Urban development: Set of concerted actions aimed at orderly providing houses, activities, buildings, equipment and communication means along all or part of the city.

Urban equipment: Spatial development or building meant for improving the population's living conditions in a given city (urban centre).

Urban planning and development is a continuous process and involves planners, administrators, developers, investors and of course, the residents. In order to achieve sustainable urban planning and to check haphazard development, it is necessary that authorities associated with the urban development generate such planning models so that every bit of the available land is used in most rational and optimal way. This requires the present and past land use/ land cover information of the area and pattern of changes with respect to urban settlements and other local resources.

Vulnerability: The inability of a community/household/individual to absorb the effects of a given change in its environment. The term is most often used to describe a state in which the conditions of physical and mental well-being, required for a normal productive life, are not met or are under constant threat,

Vulnerable indigenous populations: Human groups who, because of their way of life, their way of thinking, their history, their civilization, their cultures and aspirations, reflecting their social reference values, live on the margins of the developmental circuits of their environment and generally in conditions of precariousness and social exclusion. These are populations which, because of their way of life, their socio-cultural values based on their ancestral traditions and because of their break with the socio-cultural identity of the majority of their fellow citizens, are considered vulnerable,

Wetlands: A wetland is an area that is inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. A wetland is also an area of land that is wet for all or part of the year (e.g. swamps, marsh).

FOREWARD

While seeking for an opportunity to serve the distinguished people of our great North West Region, I pledged to proactively work towards the delivery of a vibrant and transformed North West Region. This aspiration, I sought to deliver, through this well elaborated Regional Development Plan. The Regional Executive Council, House of Chiefs and myself are committed to the implementation and attainment of the Vision and Mission assigned to the Regional Assembly through the competencies devolved to this body. The challenges we face include the following: restoration of good governance, public safety and security; enhancement of access to decent and affordable housing; improvement of access to quality education and a¬ffordable healthcare; improvement of urban transport; promotion of an enabling environment for job creation, business growth and wealth creation; promotion of environment, water, sanitation and garbage management; empowerment of youth, women, people living with disabilities; and social protection. This first ever Regional Development Plan for the period 2023-2027 comes at the onset of the decentralization process as stipulated in the law No. 2019/024 of 24th of December 2019 bearing on a bill to institute the general code of regional and local authorities.

The timing of this important blueprint provides us with a unique opportunity to re-brand the North West Region through closer collaboration and cooperation with the competent ministerial, departments and agencies. We have carefully assessed our priority needs through elaborate multi-stakeholder consultative forums to arrive at a consensus on priority areas on which we shall focus public investment on in the next five years.

All the residents of the Seven (07) Divisions and the thirty four (34) Councils have highlighted specific project interventions that will guide our resource allocation and implementation model and process. This Regional Development Plan charts a clear roadmap for the delivery of the North West Region we want. For each of the sectorial ministries which are the key implementing agencies of the Regional Development Plan, actions, and baselines have been established, intervention strategies mapped out, resource requirements assessed and a framework for measuring success developed. At the same time, it is not lost on us that we need partners of goodwill and in particular the private sector in order to accelerate the pace of implementation of this Development Plan. We recognize the important role played by improved and expanded physical infrastructures which include roads, water and sanitation, healthcare, education and markets, in enhancing the region's global competitiveness and thus positioning it as the preferred destination for both domestic and foreign investment. Consequently, this RDP targets increased investment in infrastructure and the social sectors to spur employment creation for youths, women and people with disabilities, while guaranteeing the enjoyment of a high quality of life in a clean and secure environment in line with the Vision 2035. I am pleased to invite all North Westerners, elected leaders, development partners and employees of the government to work together towards timely realization of the targets we have set for ourselves in this Development Plan.

SIGNED: PRESIDENT OF THE NORTH WEST REGIONAL ASSEMBLY

ACKNOWLEDGEMENT

I wish to acknowledge the Minister of Decentralization and Local Development *MR. GEORGES ELANGA OBAM* for financial means to elaborate this Regional Development Plan. We equally acknowledge the stewardship of the Head of Local Development Planning Division in MINDDEVEL Mr. NGWA Edille J. K Jackson) for the unwavering support throughout the journey through zoom meetings and validation of the methodological stepsin the process of elaborating the RDP. We are equally indebted to all the Regional Executive Council.

We acknowledge the special role played by the Secretary General of the North West Regional Assembly (Coordinator of the Focal Point Committee) for his level headed coordination during the elaboration process. We are equally indebted to the following Focal Point Persons *(HRH DOMINIC Yenai Asaah-Project Engineer 1/RDMINEPAT, Mr. MBAH-MBOLE Pius Ntumbo-Project Engineer 2/RDMINDDEVEL, Mr. NGUOKO Rene Bertrand RC/PNDP-NW, Mr. FOTUE NJOMOU Sébastien RCA NIS, Mr. GHEJUNG Awunti CED, Mr. WAINDIM Jude Nsom-Questor,* for proof reading the reports and providing their respective sector inputs.

We acknowledge the support of all Regional heads of departments for their cooperation and support. Our special gratitude goes out to our partners who supported the process of public consultations and gave technical support in one way or another. In particular, we appreciate the support of the Coordinator of PNDP for the North West Region *Mr. RENE Bertrand Nguoko* for providing the consultant with valuable information on all the Council Development Plans (CDPs) of the 34 Councils of the North West Region. We are most grateful to *Mr Pascal Kolo* for proof reading and providing inputs into all the RDP intermediary and final reports.

I am pleased to single out the team of economists that guided the formulation process. *Infrastructural Development Consultants (IDC)* and its team of experts headed by *TANSI LABAN BAMBO* the Chief of Missions, *NGEH William Samba (Project Coordinator).*

Signed: Coordinator of the Project/Secretary General North West Regional Assembly

EXECUTIVE SUMMARY

The North West Regional Development Plan RDP 2023-2027 is the principal public investment blueprint prepared pursuant to the law on decentralization N°. 2019/024 of 24th of December 2019 bearing on a bill to institute the general code of regional and local authorities.

The RDP integrates the Bamenda Master and Land Use Plans elaborated within the Region, the Cameroon NDS30 targets, the Sustainable Development Goals (SDGs) and other international development commitments such as African Union (AU) Agenda 2063 and UN-Habitat.

The Plan as approved by the North West Regional Assembly shall remain binding to the Regional, Divisional and Subdivisional Services with all its entities and decentralised units. Implementation of the Plan will be steered by the Central government, Regional Assembly and the Regeional Delegation of the Ministry of Decentralization and Local Development.

The implementation framework recognises the important role played by the private sector as the engine for growth, development and partners in supplementing government initiatives. It also recognises other non-state actors in creating adequate civil vigilance to put duty bearers in check. It is anticipated that each stakeholder will exercise their role proactively to enhance timely realisation of the goals set out in this Plan.

The document is organised into six chapters. Chapter one basically provides background information about the Region, its people and key socio-economic statistics. Chapter Two provides a review of the implementation of government policies within the Region through state services, programmes and projects during the past decade. It equally assesses the baseline situation of key outcome areas, documents lessons learnt and identifies outstanding development challenges that require further interventions.

Chapter three provides the linkage between the RDP and other development plans and legislations such as the Cameroon National Development Strategy 2020-2030, the Sustainable Development Goals (SDGs), the African Agenda 2063 among others.

Chapter four outlines the Regional Development Priorities and Strategies that are envisaged to be implemented over a period of five years 2023-2027.

Chapter five gives an overview on the implementation, monitoring and evaluation framework of the RDP. It provides details, in a matrix format, of the implementation plans, measurable performance indicators and monitoring and evaluation strategies. The chapter also discusses the framework which includes institutions responsible for the actualization of the plan, resource requirements and how they will be mobilized, as well as strategy and layout of communication plan. It ends with risk analysis and assumptions with regards to agricultural projects, energy, and infrastructure. It equally examines climate disruption and the global pandemic.

Chapter six which concludes the report outlines the difficulties encountered in the preparation of the RDP and proposes recommendations with respect to future studies, sources of funding, implementation of projects, and capacity building of stakeholders.

It is envisaged that the success of the Plan will largely depend on the commitment of all actors, capacity of the Region's human capital, resource mobilisation, regular reviews and reporting for action. Respective sectors are particularly required to identify policy and legislative gaps with a view to filling them for a seamless implementation process.

SIGNED: PRESIDENT OF THE NORTH WEST REGIONAL ASSEMBLY

CHAPTER I: GENERAL INFORMATION ON THE REGION

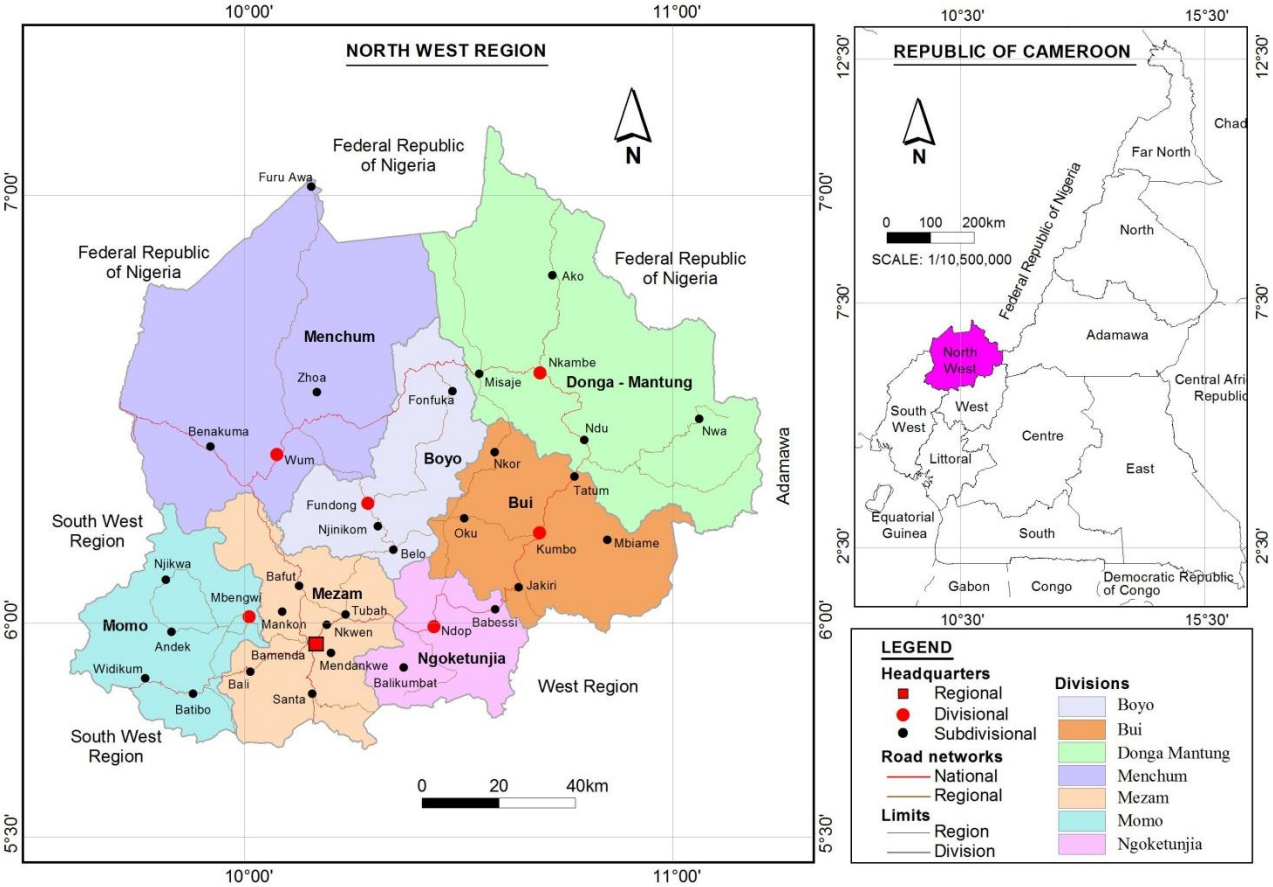
1.1 Introduction

This chapter provides the background information on the socio-economic and infrastructure context of development in the North West Region. It paints a vivid picture of the Region in terms of the location, size, physical and natural conditions, socio-demographic characteristics, as well as the administrative and political structures. Further, the chapter contains additional information on infrastructure and access to land, land use, community/ and civil society organizations. It also documents crop, livestock and fish production, forestry, environment and climate change, mining, tourism, employment and other sources of income, water and sanitation, access to healthcare and nutrition, social protection, and social security, culture and recreational arts, education, skills, literacy, sports, trade, energy, housing, transport and communication.

1.2 Location and Size

The North West Region is found within the western highlands of Cameroon. It lies between latitude 5°42.0' and 7°08.07' to the North of the equator and longitude 09°45 and 11°38' to the East of the Greenwich Meridian. It is bordered to the East by the West Region, to the North West by the Federal Republic of Nigeria, and to the South by the South West and Adamawa Regions. The Region has a total land surface area of ***17,426km²*** see Map 1.1 below.

Map 1.1: Location of North West Region



1.3 Physical and natural characteristics

1.3.1 Climate

Generally, the Region is characterized by a tropical savanna climate with a short dry season of about four months (Nov-Feb) and wet season of about eight months (March-Oct) with the months of August and February being the coldest and hottest months respectively. The temperature ranges from 14°C to 34°C. High temperatures are common particularly in depressions between hills such as the Ndop Plain, Mbaw Plain, and Menchum Valley etc., and in the lowland forest zone like Ako. Annual average rainfall is around 2500mm but is unequally distributed over seven months of the year. Figure 1.1 and Table 1.1 below summarises rainfall and temperature data for a period of ten (10) years. The main rain bearing winds, which

originate from the south are interrupted by the highlands causing very wet south west slopes on the mountains that results in rain shadows on the north east sides. During the day, warm air rises and ascends leading to clouds and misty conditions along escarpments. The intensity of the Harmattan, a dry northeasterly wind heavily laden with dust is also influential in determining weather conditions in the North West Region.

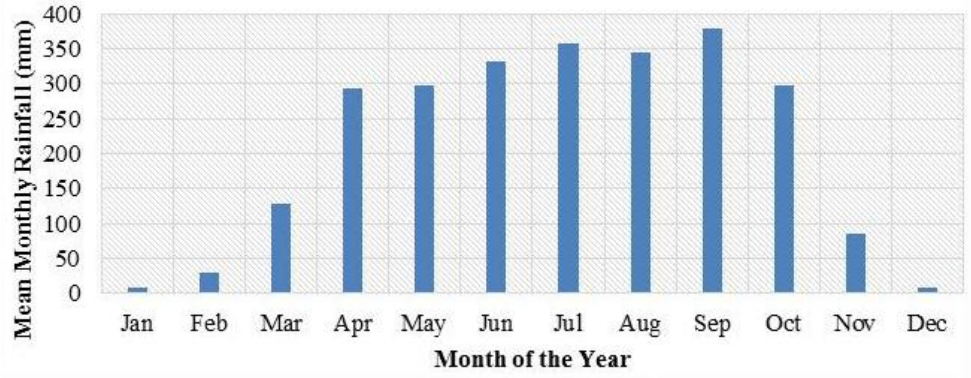


Figure 1.1: Rainfall Profile in the North West Region

Table 1.1: Mean Monthly Temperatures in the NWR

Months	Days in Month	Temperature (^oC)		Mean Monthly Temperatures
		Min	Max	
January	31	15.6	28.7	22.15
February	28	16	29.4	22.70
March	31	17.5	28.5	23.00
April	30	17.5	27.7	22.60
May	31	17	26.7	21.85
June	30	16.5	25.3	20.90
July	31	16.2	24.1	20.15
August	31	16.1	24.2	20.15
September	30	15.8	25.2	20.50
October	31	15.9	25.8	20.85
November	30	16.3	26.8	21.55
December	31	15.7	27.8	21.75

Source: North West Region 2021 Statistical Yearbook

The combination of altitude, temperature inversion, slope orientation, Harmattan, mist and clouds lead to the development of different micro-climatic zones in the North West Region. (Cheek et al., 2000).

The climate of the North West Region is characterized by the strong influence of seasonality. From the beginning of the wet season, it increases gradually to the peak of the season in August. From August, it falls sharply to the beginning of the dry season in November. Like other areas of the tropical savannahs, the lowest mean monthly rainfall is observed in the months of December to March, that is, the dry season. From the available data, the least amount of rainfall is observed in December (9.4mm), January (11.39mm) and February (41.07mm). The general pattern of variability shows that all the stations have CV values of less than 20%. This means therefore that low variability matches with high reliability. The North West Region is a highland region, averaging about 2,500masl. Highland areas (in the tropics) tend to have more reliable rainfall than in areas of high CVs. Rainfall on this high plateau increases gradually from the beginning of the wet season to the peak of the season in August where it falls sharply towards the beginning of the dry season. Despite of the reliable rainfall, other elements of climate for which data is available demonstrate considerable variation over time.

Table 1.2: Indicators and signs of CVC

Indicators and signs of CVC	Climate Variability and Change drivers
- Too long dry season; - Reduction in the volume of water in springs, streams and rivers; - Forced migrations of people and species; - Declining soil fertility; - Late start of the rainy season; - Poor and declining crop yields; - Increasing temperatures and heat stress in animals and birds; - Forced migrations to wetlands and where there are fertile farmlands; - Prevalence of pests and diseases; - Loss of livelihood; - Increasing cost of production; - Loss of shelter; - Biodiversity loss; - Water scarcity; - Species extinctions; - Increase mortality; - Increasing intensity and frequency of extreme weather events and disasters such as floods, landslides, strong winds, thunderstorms and drought; - Scarcity of fuel wood; - Land degradation/desertification; - Famine and hunger; - Social conflicts (cropper/herder and inter village conflicts); and - Disappearance of springs and streams.	- Deforestation; - Improper waste management; - Biodiversity loss; - Urbanization; - Greenhouse gas emissions; - Reclamation of wetlands; - Bush fires; - Increasing population growth and needs; - Pollution; - Ozone layer depletion; - High consumption of non-renewable energy sources; - Quarrying and mining activities; - High fuelwood consumption; - Planting of eucalyptus trees in water catchments/sheds; - Extreme weather events and disasters such as floods, landslides, strong winds, thunderstorms and drought; - Land degradation as a result of compact by animals, deforestation for agriculture and fuel wood, poor agricultural practices, etc.; and - Poor and environmentally unfriendly road constructions.

Source: IDC 2021 Survey

1.3.2 Topography

The terrain of the Region is hilly with slopes ranging from 05% to 40% and sometimes exceeding 50% (IRA/NCRE/TLU, 1989), thus making the area susceptible to various forms of land degradation. Hills constitute 61% of the total surface area in the Region leaving only a bare 39% of arable land and water. Topographical parameters like altitude, slope and aspect are important terrain characters from land utilization point of view. Among the three, slope is of vital importance for irrigation and land capability assessment. It represents the general gradient of the terrain. Generally, slope is either represented in degrees or in terms of percentage. For example, as indicated above, a 10% slope means a variation of 10m in height for a distance of 100m.

1.3.3 Geology and Soil Types

Soil types mainly depend on the geologic substrata or soil parent material. The North West Region has mainly five types of parent material: -

- Organic materials: Raw peat in sedge and grass swamps. Mucks and peat mucks with highly decomposed vegetative matter occur in crater bottoms on the high plateau;
- Alluvial deposits: are found on the floor plains and meander belts. These have varying texture depending on the sedimentary facies of deposition;
- Alluvio-Colluvial Deposits: Occur on broad plains and narrow valley bottom, on river terraces, and on alluvial fans stretching out at the foot of steep escarpments. Textures vary with the type of source rock from which these deposits are derived. Volcanic rock gives a fine, clayey texture; basement rock gives amore sandy, gritty texture;
- Colluvial deposits: form long concave foot-slopes and broad foot plains along escarpments and valleys, textures are mostly fine; volcanic ash and Scoria: these are the recent (quaternary) pyroclastic formations ejected from various eruption centers. The cones consist of coarse scoria and cinders. Coarse sandy, finely layered volcanic ash blankets following the pre-existing topography and charged with scoria and pumice fragments are present in the valleys; and

- Basalt: has a basalto-andesitic composition; fine grained with phenocrysts of olivine and augite in a matrix of microlites, olivine, ore and volcanic glass. It is dark grey or black in color.

Associated to these parent materials as cited above are the following soils (Table 3.3 below) as distributed in the various Divisions.

1.3.4 Vegetation

The Region falls within the sudano-savannah zone. It is a wooded savannah type covered with shrub-savannah with *Terminalia glaucescens*, which shed off their leaves in the dry season in order to withstand the bush fires and dry conditions. It is this savannah that gave rise to the term 'grassfields' applied to the North-West and West Regions alike.

The vegetation is predominantly grass and sub-montane forest landscape situated in Bui (Oku and parts of Mbiame) and in certain parts of Mezam Division. This vegetation has undergone a lot of degradation, mostly modified by rainfall, altitude and human activities such as cropping, grazing and deforestation (economic, demographic and socio-cultural factors). In the North around Ako and Katsina areas, a combination of degraded Sudan–Guinean savannah with *Daniellia* and *Lophira*, wood savannah and medio sudanian open dry forest can be found. Extensive semi-deciduous forests with *sterculiacae umaceae* and shrub-savannah with *Terminalia glaucescens* (Congo-Guinean type) occupy parts of Menchum, Bui and Donga Mantung Divisions, which are very rich in rare endemic flora and fauna species that should be conserved.

The North West Region is a transitional zone between the forested south of Cameroon and the purely grassland of the northern part of Cameroon. It is dominated by grassland with patches of woody savanna, gallery forests, montane forests and humid forests. These can be conveniently grouped into lowland and highland vegetation. Human activities such as agriculture and constant bush fires by both croppers and herders have been a serious threat to the vegetation on a yearly basis, thus making it impossible for the climatic climax vegetation (forest) in natural succession to establish itself. This habitat destruction has also resulted in disappearance of some wildlife species.

Vegetation is the result of the local climate, altitude, soil conditions, and human activities on the natural resources. In the lower transitional zone and low land, we have the savanna covered with wood, mostly along the rivers (Donga peneplain), shrubs and lower mountain forest (Batibo, Bambui, Mount Oku).

In the high land zone, we have grassland vegetation that derived from mountainous forests (Nkambe-Banso plateau, Santa and Oshie highlands). In the mountain/escarpments prevails a variable ecological condition with the savannah like vegetation in the escarpments (Donga escarpment, Jakiri and Njnikom) and the grassland vegetation on the mountains (Mount Oku, Mount Lefo).

1.3.5 Hydrology and drainage basins

- **Hydrology**

  Water is life and access to clean and safe drinking water and other uses is one of the main issues in alleviating poverty. In the Region, increasing population density and demand for land has led to widespread clearing of forested areas. The resulting farm bush landscape is poorly capable of retaining water, resulting in quick water runoff, soil degradation and water shortages. Although the NWR is supplied with an average rainfall of 2500mm per year, water shortages in the dry season are now very common. Protection of water catchments as well as the areas that drain into the water sources are very crucial in retaining water and ensuring sufficient water supply throughout the year. The NWR appears to be the country's second water catchment after the Adamawa Region (see Map 1.3: Hydrography and drainage basins below). These water catchments flow eastward and westward. On the East side, rivers Bui and Noun are tributaries of river Sanaga. On the West side, rivers Donga, Katsina Ala, and Menchum flow to join the river Benue in Nigeria, while river Momo flows into Cross river in Mamfe (Manyu Division). Virtually, all rivers originate from the Region, substantiating its water catchment potential. However, although there is no quantitative data on the volume of water in the Region, field realities show that there has been a significant drop in the volume of water in most of these rivers and streams. Most of the watersheds and catchments are being encroached by croppers and herders.

Existing lakes are mostly craters and include Nyos (Picture 1.1) below, Oku, Bambuluwe (Awing), Bambili, Wum and Befang. The Bamenjin dam is the only artificial lake that provides water reserves for electricity production and which is being exploited as a fishing spot. Environmentally, natural hazards are associated with volcanic activities occasioning periodic releases of poisonous gases as was the case following the Lake Nyos gas disaster of August 1986, and also landslides, which are frequent due to the numerous steep hill slopes. These crater lakes and mountainous landscapes offer beautiful touristic sceneries coupled with the montane rainforests, which hosts rare and endemic plant and animal species. There is also the Menchum and Katsina Ala Falls, whose potentials as electricity supplies are still not yet exploited although there are plans to harvest this potential see (Map 1.2) below.

Picture 1.1: Lake Nyos

- **Wetlands**

A wetland is an area that is inundated or saturated by surface or ground water at a frequency and duration sufficient to support, the prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. A wetland is also an area of land that is wet for all or part of the year (e.g. swamps, marsh).

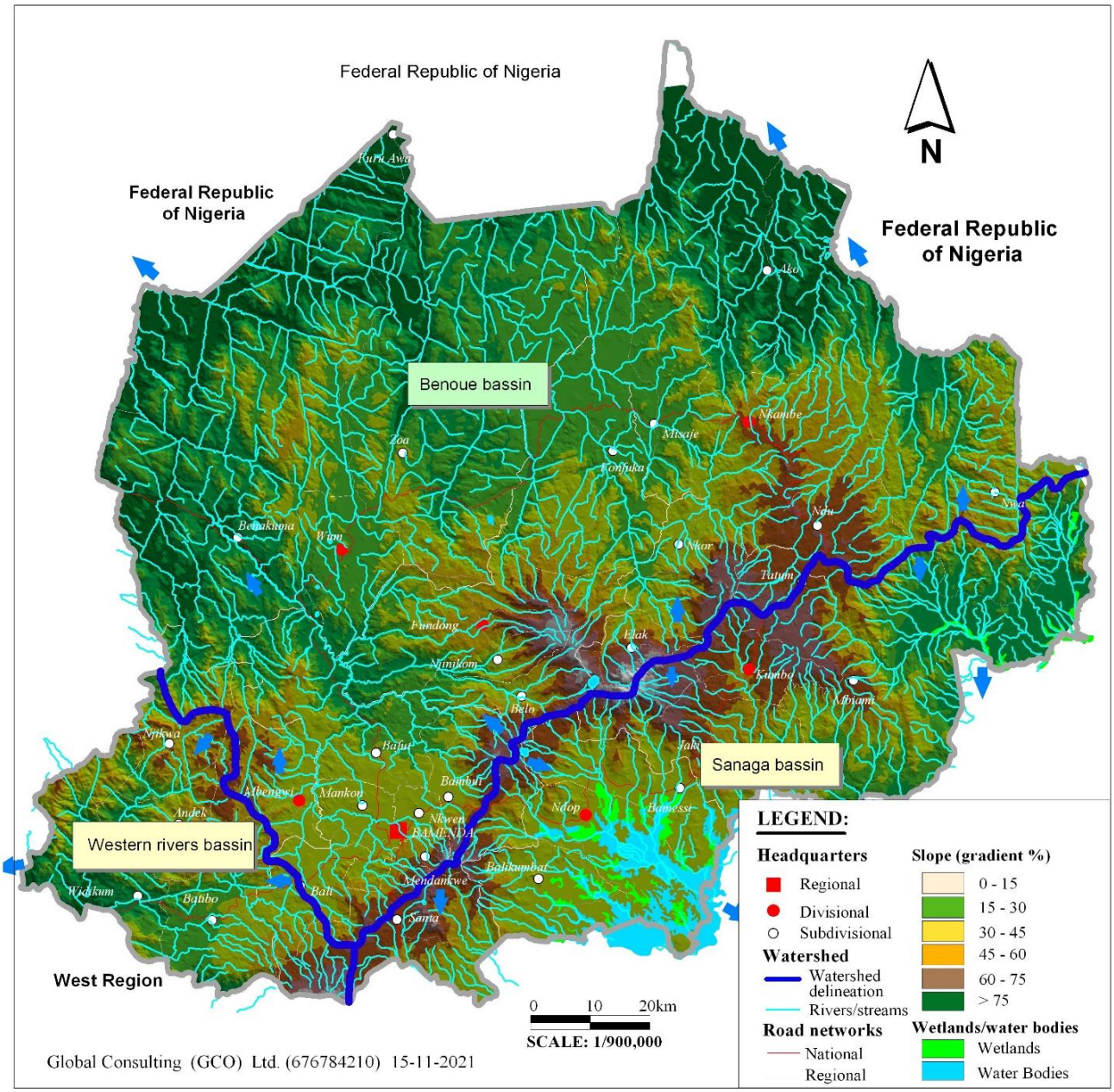
The Tingoh-Obang valley, Ndop plain, and Mbaw plain, constitute the wetlands of the NWR. Wetlands are biodiversity hotspots and are of importance to the inhabitants of the Region as they provide means of livelihood to many who have migrated to these wetlands to carryout fishing and commercial agriculture, thereby placing these resources under severe threat from the various activities carried out.

These threats include: -

- Digging and draining of the wetlands;
- Damming for fishing and rice production;
- Poisoning with chemicals
- Clearing, burning of bush, grass and soil; and
- Free ranch grazing;

Some of the banks of the major rivers of the Region constitute wetlands of both biological and agricultural significance. Off-season vegetable gardening, off season maize production, rice production and sand exploitation are practiced in these wetlands and constitute a threat to land degradation in these areas.

Map 1.2: Hydrology and drainage basins



1.4 Socio-demographic characteristics

1.4.1 Historical Background

Cameroon became a German protectorate when Gustave Nachtigal signed a treaty with King Akwa of Douala on the 14th July 1884. Following the defeat of Germany in the First World War, Cameroon was then partitioned between France and Great Britain. The portion of the territory acquired by the British comprised two entities: the northern territories (Dikwa and Yola) presently Taraba and Adamawa in the Federal Republic of Nigeria, and the Southern (presently the North-West and South-West Regions). The British administered this portion of Cameroon from Lagos. In 1945, the British amended the status of British controlled Cameroon and appended it first to the Southern Province and latter to the Eastern Province of Nigeria. As time went on, this trusteeship territory was divided into two administrative units, the North with its headquarters in Bamenda and the South with the headquarters in Buea. In 1954, the London constitutional conference conferred semi-autonomous status on the Southern Cameroons with an Assembly of 25 members, a Cabinet , and a House of Chiefs.

During the era of independence of African States in the early 1960(s), it became necessary for Southern Cameroons to decide whether to join English speaking Nigeria or the French speaking Cameroon. On the

11th February 1961, the UNO organised a plebiscite in the Southern Cameroons. It was during this plebiscite, that the present North-West and South-West Regions decided to join the French speaking Cameroon. The Northern segment (presently Taraba and part of Adamawa States) decided to join the Federal Republic of Nigeria which gained independence in 1960.

A complex system of administration was put in place after the reunification in 1961 comprising four Assemblies one each for East and West Cameroon, one National and a West Cameroon House of Chiefs. This administration continued until 20th May 1972 when a referendum was conducted that dissolved the federal constitution and brought about a unitary state in Cameroon.

1.4.1.1 Ethnic Groups

The population of the North West Region is a conglomerate of many ethnic groups, comprising the native populations and a significant proportion of migrants from other regions and from foreign countries, particularly Nigeria, with whom the region shares boundaries in the North and North West. The native population comprises a variety of ethno-linguistic groups. However, the main ethnic groups are: Tikari, Widikum, and Fulani.

a) Tikari Ethnic Group

Most of the villages in the North-West Region belong to the Tikari ethnic group. This group migrated into the region from Adamawa Region. Villages belonging to this ethnic group are dispersed into the different divisions of the Region. Some divisions like Boyo, Donga Mantung and Bui are completely inhabited by people of this group. It is worth noting that the Tikari ethnic group constitutes the majority of the abovementioned ethnic groups.

b) Widikum Ethnic Group

This group claimed to have migrated from Mamfe in the South West Region. The group is found in the Divisions of Mezam, Momo and Menchum. Some villages belonging to this group are Bujong, Mundum, Akum, Awing, Pinyin, Mambu, Bugiri, Mankaa, Mbekum, Beba-Befang, Modelle, Badji, Mukum and Okoromanjang.

c) Chambas Ethnic Group

Another group is the Chambas. This ethnic group is said to have migrated into the Region from Northern Nigeria, with stop-overs in Adamawa and West Regions. They arrived in the North-West Region in seven fractions, three of which settled in Ngoketunja Division; (Bali-Kumbat, Bali-Gangsin and Bali-Gashu), one in Santa, subdivision (Bali-Gham) two in Bali-subdivision (Bali-Nyonga and Bali Kontan), and one (Bali-Muti) having returned to Nigeria and currently located in the Tabara State. It should be noted that Bali-Nyonga and Bali Kontan later mergd into one entity.

d) Minority groups

As researched by Jabirou (2017), the movement of the Mbororo Pastoralist into the North-West Region can be traced to Kano state and the Jos plateau in Northern Nigeria in the mid and late 1880s. Informed about the practicability of rearing cattle in the Bamenda Grassfields they arrived and settled there. Their settlement was peaceful but for several decades now, it has been conflictual due to farmer-grazier problems. They were then considered as ‘aliens’ or ‘strangers’ living in a land that was not theirs.

The Mbororo’s practice of extensive grazing and seasonal transhumance collided with the Grassfielders’ system of shifting cultivation often resulting in crop damage which is a recurrent problem.

Despite difficulties with the local farming population, many Mbororo benefited from the favourable ecological environment of the Region’s highlands and prospered over time. The adoption of a more sedentary lifestyle altered the pastoralists’ economic strategies. In order to safeguard their pastoral resources, many Mbororo started to combine their herding activities with limited subsistence agriculture.

1.4.1.2 Religion

- **Christian and Islamic Religion**

Besides traditional religious practices, Christianity and Islam are quite dominant in the Region. Christianity: (Baptist, Presbyterian, Catholics, etc.) accounts for approximately 80% of the religious population, while Muslims take less than 20%. A small percentage goes to traditional religion.

From the abovementioned religious groups, only Christianity discourages polygamy. From 3rd GPHC 2005 census household data, 6.0% accounted for monogamous marriages while polygamy accounted for 8.5% being the highest nationally. Moreover, Christian and Islamic religions carry out development through employment and creation of schools and health institutions. The most difficult and remote areas of the Region have educational and health institutions thanks to these religious groups. Some of the best medical facilities in the region are owned and managed by religious groups.

- **Traditional Religion**

Traditional religion with ancestral worship is very common in most of the ethnic groups of the Region. One of the eight days of the traditional week is set aside by each village for the performance of the traditional rites and worship. This is usually the day the previous Fon or Chief died. In some cases, annual sacrifices are offered to ancestors, usually by mandated sacred societies, to request their blessings in soil fertility, abundant rain, high crop yield etc.

1.4.2 Demography

1.4.2.1 Population figures and age structure

The projected population of the Region in 2022 is 2,338,843 inhabitants (see Table 1.6 below), with a density of (13.42persons/km^2). By divisions, Mezam has the highest with 709,014 inhabitants, followed by Bui with 435,544 inhabitants, then Donga Mantung with 365,150 inhabitants. The growth rates in the urban areas are greater than rural. The urban area is a pull centre for various classes of people ranging from students, apprentices and workers of different institutions.

- **Age structure of the population**

Since 2010, the population structure with respect to age of the North-West has been marked by a high percentage of youths. As seen in Table 1.5 below, a little more than half of the population is found within the less than 20 years age range (56.8% in 2011, 2012, 2013, 2014, and 56.4%, 52.3% and 51.7% in the years 2015, 2016 and 2017 respectively). This proportion is estimated to be 49.5% in 2025. The demographic weight of children aged less than 15 years was 40.95% in 2017. Old persons (65+) years and above) represented 3.48% of the total population of the Region in 2015 (Table 1.4 and figure 1.2) below.

Table 1.4: Population projections for special age groups

Age group	2016	2017	2026	2030	% Population distribution by Groups
	Total Population	Total Population	Total Population	Total Population	
Under 5 years	329,617	330,558	347,316	373,246	13.52
Primary School (5-14) years	550,369	562,365	642,741	690,725	25.02
Secondary school (15-19) years	238,632	234,245	281,296	302,296	10.95
Youth population (15-35) years	814,586	825,668	938,679	1,008,757	36.54
Reproductive female population (15-49) years	1,065,939	1,086,221	1,324,529	1,423,413	51.56
Labour force (15-64) years	1,194,896	1,216,455	1,489,453	1,600,649	57.98
Age population (65+) years	70,852	70,931	89,398	96,072	3.48
North West	**2,145,734**	**2,180,309**	**2,568,909**	**2,760,692**	**100**

Source: Statistical Yearbook of the North West Region 2021 (interpolation IDC 2022)

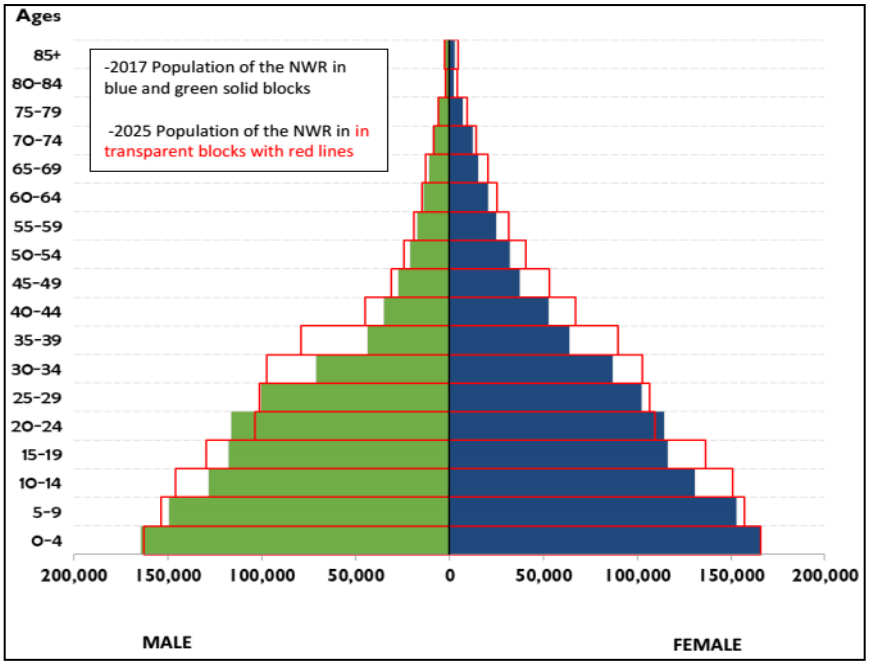


Figure 1.2: Age-sex population pyramid of the North-West Region in 2016 and in 2025

Source: Statistical Year Book of the North West Region (2021)

The asymmetrical nature of the pyramid (Figure 1.8) presents the disparity in the population of males and females for a particular age group. From the diagram, it can be observed that in 2018, the number of females in the age group (40-44) far outnumbred the male.

Analysis on special age groups

Under 5 years (0-4): The population for this age group was 329,617 in 2016 and was projected to reach 347,316 by 2025 and 373,246 by 2030. This age group constitutes 13.53% of the total population (NIS 2021 Year Book NWR). The expected increase will require the Region to put up additional resources to improve the quality of service delivery notably through the training of more teachers and the provision of more learning and teaching materials, as well as the construction of additional educational and health facilities.

Primary School Age (5-14) years: The population for this age group was 550,369 in 2016 and was projected to reach 642,741 in 2026 and 690,725 by 2030. This age group constitutes 25.02% of the total population. The expected rise will require the Region to increase the number of primary schools and improve the quality of service delivery through the training of more teachers and the provision of more learning and teaching materials, as well as the construction of additional educational facilities.

Secondary School Age (15-19) years: The population in this age group was 238,632 persons in 2016. This population is expected to grow to 281,296 in 2026 which is 10.35% of the total population and projected to 302,296 by 2030. The rise in this population group will necessitate the Regional authorities to increase the number of secondary and high schools to accommodate the increasing numbers. The Region will also need to scale-up campaigns and sensitization activities on drug abuse and HIV/AIDS.

Youth Population (15-35) years: The population in this age group was 814,586 in 2016. It was projected to increase to 938,679 in 2026 representing 36.54% of the Region's total population and is projected to be 1,008,757 by 2030. Since this group is more than one-third (1/3) of the population, the Region therefore needs to initiate programs and projects that address youth issues, put up more vocational training centres to absorb the increasing youth population and institute policies that will promote both private and public investments to facilitate job creation opportunities for those graduating from various learning institutions in the Region.

Reproductive Female Population age (15-49) years: The reproductive female population aged 15-49 years was 564,816 persons in 2016. The population is expected to increase to 666,086 by 2025 constituting

27.43% of the total female population of the Region and is expected to be about 1,423,413 by 2030 (See Table 1.5, and Figure 1.8 above). This means that the successive increases in the number of women in the reproductive age will have a notable effect on the population growth rate and subsequently the maternal and child health care systems in the Region. Consequently, the region needs to invest in construction of more health facilities and improvement of the existing ones to address this increase.

Labour Force Age (15-64) years: The labour force age 15-64 years was 1,194,896 persons in 2016. This population was projected to increase to 1,324,529 in 2026 constituting 58.01% of the Region's total population. It is expected to be 1,600,649 by 2030 (See Table 1.5, and Figure 1.8 above). The proportion of the male population within the Region's labour force constitutes 45.75 % this is due mainly to the high number of male migrants in pursuit of wage employment. The high labour force implies higher demand for job opportunities. This will require that more efforts be made to create jobs through capacity building in vocational training, initiation of policies that will promote investments and creation of more job opportunities in the region.

Aged population (65+) years: The population in this age group was 70,852 in 2016, and is projected to be 89,398 in 2026 (See Table 1.5, and Figure 1.8 above). There is need for the Region to continue to work with CNPS and implement a social security plan for this age group, and put in place other social amenities to cater for the needs of this age group. There is also the need to upscale the transfer of cash to the needy segments of the elderly.

1.4.2.2 Population Distribution

A number of factors may be considered to have influenced the present population distribution such as:

- Climatic and topographical factors which determine the vegetation type, soil type, fertility and the availability of surface and underground water;
- Natural population increase; Historical factors related to the origin, early migratory movements and outcome of the tribal encounters; and lastly
- Socio-cultural factors which determined the degree of adaptation to or transformation by various populations to diverse physical milieus as well as their openness to the outside world i.e. possibility of migrating elsewhere or of receiving immigrants. (See Table 1.5 and Map 1.3) below.

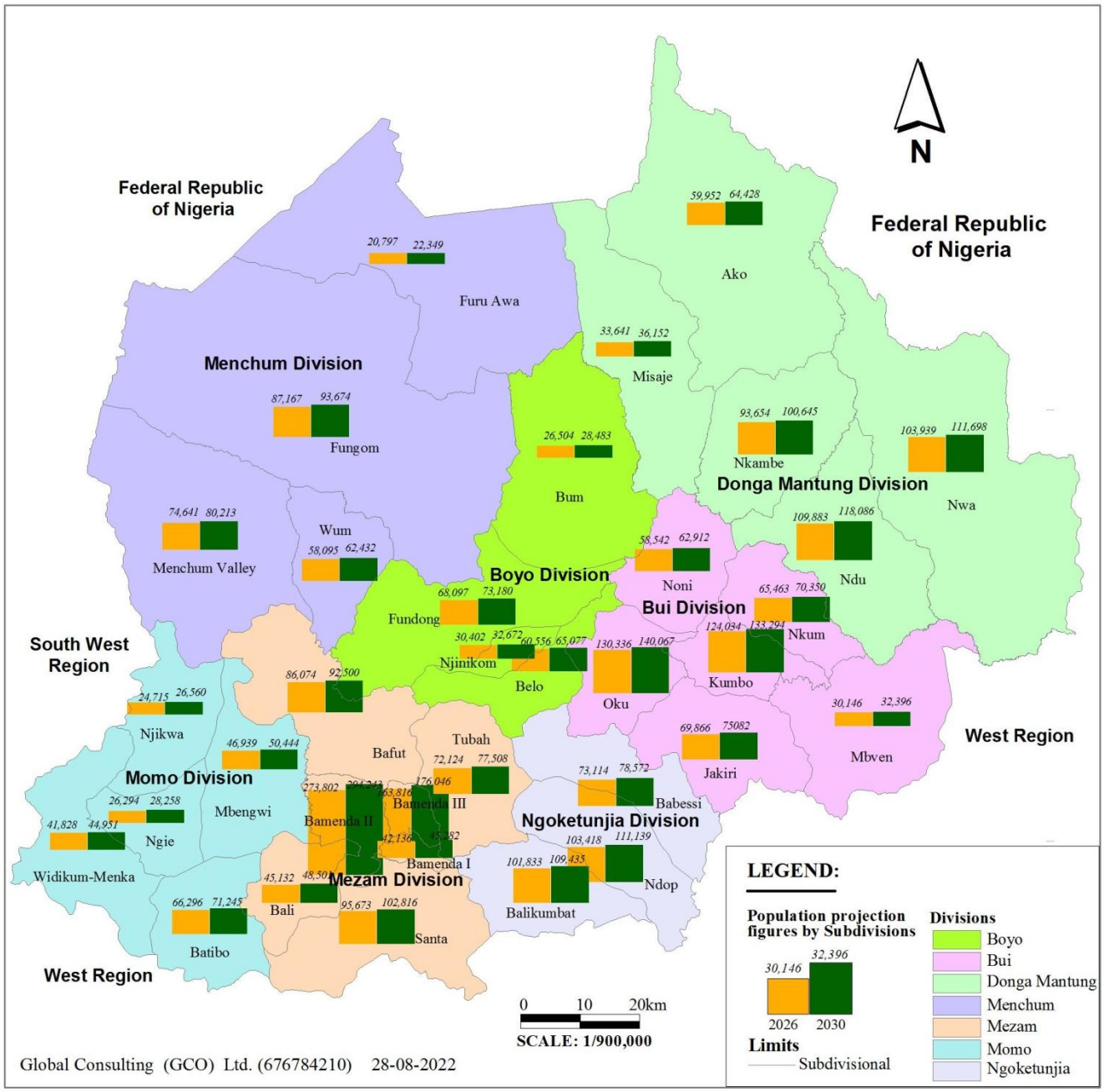
Table 1.5: Projected Population by Subdivision North West Region

Division	Subdivision	2016	2022	2023	2024	2025	2026	2030
Boyo	Belo	50,581	55,133	55,845	56,539	57,238	60,556	65,077
	Bum	22,138	24,130	24,442	24,745	25,052	26,504	28,483
	Fundong	56,879	61,998	62,799	63,580	64,367	68,097	73,180
	Njinikom	25,394	27,679	28,036	28,385	28,736	30,402	32,672
	Boyo	**154,992**	**168,940**	**171,122**	**173,249**	**175,393**	**185,559**	**199,412**
Bui	Jakiri	58,357	63,609	64,431	65,231	66,039	69,866	75,082
	Kumbo	103,602	112,926	114,385	115,806	117,239	124,034	133,294
	Mbven	25,180	27,446	27,801	28,146	28,494	30,146	32,396
	Nkum	54,679	59,600	60,370	61,120	61,877	65,463	70,350
	Noni	48,898	53,299	53,987	54,658	55,334	58,542	62,912
	Oku	108,866	118,664	120,197	121,690	123,196	130,336	140,067
	Bui	**399,582**	**435,544**	**441,171**	**446,651**	**452,179**	**478,387**	**514,101**
Donga Mantung	Ako	50,076	54,583	55,288	55,974	56,667	59,952	64,428
	Misaje	28,099	30,628	31,024	31,409	31,798	33,641	36,152
	Ndu	91,782	100,043	101,335	102,594	103,864	109,883	118,086
	Nkambe	78,226	85,266	86,368	87,441	88,523	93,654	100,645
	Nwa	86,817	94,630	95,852	97,043	98,244	103,939	111,698

Division	Subdivision	2016	2022	2023	2024	2025	2026	2030
	Donga Mantung	**335,000**	**365,150**	**369,867**	**374,461**	**379,096**	**401,068**	**431,010**
Menchum	Fungom	72,808	79,360	80,386	81,384	82,392	87,167	93,674
	Furu-Awa	17,371	18,934	19,179	19,417	19,657	20,797	22,349
	Menchum Valley	62,345	67,956	68,834	69,689	70,552	74,641	80,213
	Wum	48,525	52,892	53,575	54,241	54,912	58,095	62,432
	Menchum	**201,049**	**219,142**	**221,974**	**224,731**	**227,513**	**240,699**	**258,669**
Mezam	Bafut	71,895	78,365	79,378	80,363	81,358	86,074	92,500
	Bali	37,697	41,090	41,621	42,138	42,659	45,132	48,501
	Bamenda 1	35,195	38,363	38,858	39,341	39,828	42,136	45,282
	Bamenda 2	228,699	249,281	252,501	255,638	258,802	273,802	294,243
	Bamenda 3	136,831	149,145	151,072	152,948	154,841	163,816	176,046
	Santa	79,913	87,105	88,230	89,326	90,432	95,673	102,816
	Tubah	60,243	65,665	66,513	67,340	68,173	72,124	77,508
	Mezam	**650,473**	709,014	718,173	727,094	736,093	**778,758**	**836,896**
Momo	Batibo	55,375	60,359	61,138	61,898	62,664	66,296	71,245
	Mbengwi	39,207	42,735	43,287	43,825	44,367	46,939	50,444
	Ngie	21,963	23,939	24,249	24,550	24,854	26,294	28,258
	Njikwa	20,644	22,502	22,793	23,076	23,362	24,715	26,560
	Widikum-Menka	34,938	38,083	38,575	39,054	39,537	41,828	44,951
	Momo	**172,127**	**187,618**	**190,042**	**192,403**	**194,784**	**206,073**	**221,458**
Ngoketundjia	Babessi	61,070	66,566	67,426	68,264	69,108	73,114	78,572
	Balikumbat	85,058	92,713	93,911	95,078	96,255	101,833	109,435
	Ndop	86,382	94,156	95,372	96,557	97,752	103,418	111,139
	Ngoketundjia	**232,510**	**253,435**	**256,709**	**259,899**	**263,115**	**278,365**	**299,146**
	North West	**2,145,733**	**2,338,843**	**2,369,058**	**2,398,488**	**2,428,173**	**2,568,909**	**2,760,692**

Source: IDC Projection 2022

Map 1.3: Population projection by Subdivisions of the North West Region



1.5 Administrative and political organisation

Following its creation in 1972, the North West Region was divided into five administrative units called Divisions, namely Bui, Donga-Mantung, Menchum, Mezam and Momo. There were also sub-administrative units called subdivisions and districts. Subsequent administrative partitioning resulted in the creation of two additional divisions (Boyo and Ngoketunjia) and sixteen subdivisions. Map 1.4 (Administrative Units) shows the spatial locations of these administrative areas.

Map 1.4: Administrative Units of the North West Region

1.5.1 Special Status for the North West Region

The special Status confers on the North West Region a specific organizational and operational regime, based on the historical, social and cultural values of the Region, with due respect for the primacy of the State, national unity and solidarity.

In addition to the powers devolved to the Regions and by it Special Status, may exercise some powers amongst which are:

- Participating in the formulation of national public policies relating to the English sub-system of education in Cameroon,
- Setting up and managing regional development authorities and participating in defining the status of traditional chiefdoms.
- Also, the North West Region may be consulted on issues relating to the formulation of justice, public policies in the common Law sub-system and may be involved in the management of public services established in the Region.

1.5.1.1 The North West Regional Assembly

Article 62(2), of the Constitution of Cameroon, states that the law may take into consideration the specificities of certain regions with regard to their organization and functioning. It was in this regard, that during Major National Dialogue (MND), that took place between September 30th and October 4th 2019, that the notion of a Special Status for the North West and South West Regions was invoked. This led to the

promulgation of Law No. 2019/024 of 24th December 2019 to Institute the General Code of Regional and Local Authorities.

- **Structure of the Regional Assembly**
  The Regional Assembly has three principal structures that is; the General Assembly, The House of Chiefs and the Executive Council. The General Assembly which is the umbrella structure has 90 members being a combination of the 70 Divisional representatives and the 20 members of the House of Chiefs.

1.5.1.2 House of Chiefs

The Southern Cameroon House of Chiefs has its roots in the colonial policies of indirect rule and native authorities. It emerged from the need to accommodate and balance pre-colonial indigenous authority structures with the administrative organization of the nascent State of Southern Cameroons. The institution lasted twelve years from 1960 to 1972.

The House of Chiefs is composed of 20 (twenty) members from amongst traditional rulers elected by their peers in accordance with the legislation in force. The house of chiefs is chaired by the Regional Executive Council Vice President.assisted by the Regional Executive Council Secretary.

Classified Chiefdoms of the North West Region

The North West Region has a total of five hundred and fifty-five (555) classified chiefdoms, (05) first class, (117) second class and 433 third class chiefdoms. Details on their distribution are as seen in Table 1.6 below.

Table 1.6: Firs Classification of Traditional Chiefdoms in the North West Region

Division	Number of First Class Chiefdoms	Number of Second Class Chiefdoms	Number of Third Class Chiefdoms
Boyo	1	9	26
Bui	1	11	62
Donga Mantung	0	30	114
Mezam	3	22	37
Menchum	0	19	76
Momo	0	15	110
Ngoketudjia	0	11	8
Total Regional	**5**	**117**	**433**

Source : MINAT 2015-Nomenclature Nationale des chefferies traditionnelles, & analysis IDC 2022

1.5.1.3 The Office of the Public Independent Conciliator (PIC)

A. Legal framework

- The 1996 Constitution of Cameroon (Law No.96/06 of 18 January 1996 to amend the Constitution of 2/06/1972, amended and supplemented by Law No. 2008/001 of 14th April 2008);
- Law no.2019/024 of 24th dec 2019, creating the office of the Public Independent Conciliator (OPIC), i.e. Section 367 (3) paragraph 1-4 on the Status and Duties of the PIC;
- Decree No. 2020/773 of 24th December 2020 laying down conditions for the discharge of the duties of the PIC.

B. The Duties of Public Independent Conciliator (PIC)

The Public Independent Conciliator (PIC) is responsible, inter alia,

- For amicably settling disputes between users and regional and council administration,
- Defending and protecting rights and freedoms with regard to the relationship between citizens and the region or the councils therefor,
- Fighting discrimination against users of regional and council services;
- Monitoring the functioning of regional and council public services and conducting any investigation into reported issues of abuse, violations and mal-administration;
- Preparing a report on the functioning of Regional and Local councils.

C. The Power of Public Independent Conciliator (PIC)

The Public Independent Conciliator (PIC) has the following power:

- Settle disputes submitted to the PIC or to prevent violations and abuses from reoccurring;
- Make recommendations with a view to ensuring respect for the rights and freedoms of aggrieved parties;
- To order the Regional Council administration, Council public institutions or groups of councils, to take the necessary measures/steps within a specified period of time, where certain recommendations are to be implemented;
- Make special reports which shall be communicated to the accused and to the representative of the State in the regional or local authority concerned in case of failure to comply with the orders of the PIC;
- Publish reports and the responses of accused parties who refuse to comply with the orders of the PIC;
- Seek the collaboration of State services in the discharge of the duties assigned to him;
- Design and implement measures to prevent and combat any direct or indirect discrimination against users of Regional or Council services;
- Supervise and ensure that persons serving in the Regional or Council administration fulfil their ethnical obligations;
- Conducting investigations on the request of parliamentarians and Regional Councilors, as well as within its complaince handling and dispute resolution roles. Implicitly, the powers to invite parties to a dispute to a conciliatory process; power to compel the attendance in front of the investigator at such time and place to answer questions relevant to the purposes of the investigation;
- Requisition or order officials of the accused Regional and Council public administrations and institutions to make available to the public independent Conciliator at his request, all the information or documents necessary for his investigations.

1.6 Infrastructure and access to land

Infrastructure is the underlying foundation for the North West region's development. This section describes the various infrastructural facilities and their access in the Region. They include: roads, airports, airstrips, as well as inter-urban travel agencies. Other infrastructure include information and communication technology (ICT) which incorporates post offices, mobile telephony, landlines, fibre optic cables, radio and television. This section also includes energy access and housing types.

1.6.1 Road networks

Roads account for the entire transport infrastructure in the North West Region. Among the important reforms carried out during the period under review (2018), was government's adoption of a road nomenclature compatible with accelerating the desired decentralization process. Thus, decree 2017/144 of 20/04/2017 classifies all the roads within the national territory into four (4) categories as follows:

1. Auto routes represented by the letter "A",
2. National roads represented by letter "N",
3. Regional roads represented by letter "R", and
4. Communal roads represented by letter "C".

The responsibilities for the maintenance and construction of the above roads are within the following competencies:

- Auto roads: State (Central administration),
- National roads: State (Central administration),
- Regional roads: Regional delegations,
- Communal roads: Councils

1.6.1.1 State of roads within the Region

As envisaged in the Vision 2035m the current road network in the North West Region is inadequate in terms of coverage to meet current and future demands. There is traffic congestion on most of the roads within Bamenda city especially during the morning and evening peak hours. The current poor state of the road network is a great impediment to socio-economic growth leading to high production costs and low productivity. The completion of Trans-Africa (The Bamenda-Enugu Corridor is part of the Trans-African Highway) Highway, by-pass will help reduce traffic congestion but a lot more needs to be done.
The states of the three categories of roads are:

a) **National roads**
The total length of national roads in the Region is 553.92 km with 242.07 km tarred representing 43.70%, and 311.85 km of earth (untared) representing 56.3%.

b) **Regional roads**
Regional roads cover a total of 793.14 km. (94 km) is tarred representing (11.88%), and the remaining 699.14 km are untarred representing 88.12%. (100%) of the tarred Regional roads are in a very bad state.

c) **Communal roads**
The Region host approximately 2,349.5km of communal roads with barely 3.9km having been tarred, representing (0.165%), meaning 2,345.6km are earth roads representing 99.84%.

1.6.1.2 Accessibility within the Region

The Bamenda-Enugu Corridor is part of the Trans-African Highway; it is very important for trade between Nigeria, the North West Region, and Cameroon in general. National Road (N6) connects the North West to the West and South West Regions.

The Bamenda Ring-road (N11) was identified as a priority development project since 1983. N11 connects five (05) Divisions: Mezam, Ngoketunjia, Bui, Donga-Mantung and Menchum out of seven (7) in the Region, making a loop of divisional capitals (Bamenda - Wum - Nkambe - Kumbo - Ndop - Bamenda). Because of budgetary constraints, only (107.4km) of the 358km representing (30%) are tarred roads and in good state. Once this project is completed, this road network will promote tourism; facilitate the development of the Region by significantly promoting trade with Nigeria, the opening up of production basins, in short agricultural development notably the transportation of foodstuff to other parts of the Region as well as the South-West, Littoral and West Regions. See Figures 1.2 below.

Picture 1.2: (Left) R0504 Kakar-Sabongari tarred road, (Right) Ntaba-Mbawnso Communal road (2021)

Picture 1.3: Eroded urban road Upper Bayelle Nkwen

1.6.2 Air Transport

There were four functional airports in the Region in the 1970s namely Bamenda, Bali, Wowo and Weh. The Bamenda Airport situated at more than 10 km off the town center, doesn't have the level of equipment that allows it to receive jet planes and large cargo carrier plane. It received only light planes or the planes of type "C-130" whose short take-off permits its short distance runway of (2.5km), meanwhile the Bali, Wowo and Weh airstrips were used only for special purposes. Between 1990s and 2020, air transportation in and out the Region completely collapsed, and the airports went into disrepair. Only the Bamenda airport received refurbishment of recent, and mainly used by the military planes with one civilian flights (Camair-Co) programmed periodically.

1.6.3 Inter-urban Travel Agencies

The North West Region and Bamenda in particular have significant number of transport agencies conveying people within and out of the region. Express buses in the region are operated by travelling agencies and are used primarily for inter-urban and regional transport. Some of the travel agencies offer service of high quality.

1.7 Land and Land use

Land uses can be further divided into rural and urban land uses. Land use in urban and rural settlements varies, in nature, form, scope, and functions. The different land-use types range from primary undisturbed forest to farmland with only annual food crops, bare degraded lands to rivers and streams. Table 1.7 shows the distribution of land by level-1 class and by divisions of the North West Region.

Table 1.7: Classification of Land Use According to Divisional Administrative Areas

Level - I Class	Boyo	Bui	Momo	Donga Mantung	Menchum	Mezam	Ngoketunji a	Total	Percent (%)
	(km^2)	(km^2)	(km^2)	(km^2)	(km^2)	(km^2)	(km^2)	(km^2)	
Built Up Land	32.86	57.14	21.84	56.28	16.52	100.74	37.16	322.53	**1.85%**
Agriculture Land	460.52	739.62	143.18	992.24	173.39	588.39	464.05	3,561.37	**20.40%**
Forest	421.15	358.29	1,205.99	1,262.04	2,435.70	556.19	86.77	6,326.12	**36.24%**
Grass Land	401.30	526.41	339.87	1,067.18	1,374.77	315.76	105.50	4,130.79	**23.66%**
Others	321.88	524.45	79.18	941.95	520.52	288.41	312.44	2,988.82	**17.12%**
Water body	9.60	7.38	4.11	25.54	21.03	4.64	56.17	128.47	**0.74%**
Total	**1,647.32**	**2,213.29**	**1,794.16**	**4,345.22**	**4,541.92**	**1,854.12**	**1,062.07**	**17,458.10**	

Source: Rural Land Occupancy Plan report for the North West Region Cameroon, (2008)

1.7.1 Rural Land Use

The different land-use types within the Region provide services such as drinking water for the local population, cultural values, medicinal values, carbon reduction, nutrition and household income, agricultural land as well as income to the State. Within the last two and a half decades, local communities have experienced different land-use changes particularly from the conservation sector, which sometimes leads to conflicts.

The ever-increasing demand for agricultural land, especially for oil palm and tea production, has also attracted village elites and other settlers from other parts of the country to the Region particularly to the Mbaw plains of in Donga Mantung Division, Ndop plains in the Ngoketunjia Division and Tingoh-Mbakong plains in lower Bafut area. This influx has extended to inaccessible areas where land is considerably cheaper, land tenure systems are simple, and acquisition and ownership processes are not very complex, unlike in other more exposed or relatively developed areas.

1.7.2 Urban Land Use

Urban land uses in the Region is made up of the following: -

- **Built up land**

These are human habitation areas - urban and rural. The total percentage of land occupancy in both urban and rural areas is about 2% of the total land area in the North West Region.

- **Town**
  Total land occupancy of towns in North West region is 0.54%. The urban areas are experiencing spontaneous growth and very few urban areas have land use plans. The towns that have land use plans are Bamenda, Kumbo and Nkambe amongst which Bamenda is the most urbanized and Nkambe least urbanized. Other towns of the region fall between the two categoroes mentioned above. Also the headquarters of council areas are urbanized while other parts of the council are rural in nature.
- **Villages**
  Total land occupancy of villages in the North West Region is 1.30%. Most of the villages had emerged as spontaneous growth settlements and still experiencing spontaneous growth, with little or no planning.

1.7.3 Settlement Patterns

There are two types of settlements in the Region; clustered and scattered. Clustered settlement patterns are mainly found around towns. Scattered settlement patterns are mainly found in the rural areas. Apart from the major towns the Region has witnessed a ribbon type of development along the major highways which posses a challenge in service delivery especially in waste management as the centres are poorly planned. Such urban centres include all the divisional and subdivisional headquarters.

1.8 Community and Civil Society Organizations (CSO)

Community organisations and civil society organisations play a critical role in supplementing development activities by the Government. Within these organisations, there are many variations in terms of size and organizational structure. Examples of these include; cooperative societies, non-governmental organisations (NGOs), self-help, women & youth groups.

1.8.1 Cooperatives and common Initiative groups

The figures in Table 1.7 below indicates that there are many organized grouping of farmers and actors in the rural world that are collectively working together to attain better agricultural output. Development programs both public and private therefore need to use these organized structures to rapidly reach many farmers and save cost rather that attempting to work with individuals. These cooperatives and Common initiative groups are classified under: agriculture; livestock and fisheries; savings and loan; health and others. As seen in Table 1.1.7 below, (172) CIGs and 80 cooperatives were registered in 2020.

Table 1.7: Cooperatives and common Initiative groups in the North West Region

Year	CIGs Registered	Cooperatives Matriculated
2018	180	124
2019	156	67
2020	172	80

Source: Registry of Cooperatives and Common Initiative Groups, MINADER-NWR 2020

1.8.2 Religious organizations

The Church can be considered as an administrative system of a religious body, meant to show case God's kingdom and as such, called to convey integrity and fairness in the society. The church seeks to hold forth human and spiritual values to underpin social, political, and economic development. As detailed below, religious organisations have been involved in providing education, health and employement opportunities:

a) Education and health

- Churches intervene in the moral and mental education of the population in the North West Region. The churches teach the people not to be involved in embezzlement, bribery and corruption, nepotism and tribalism,
- Churches run educational establishments from primary to university levels. This greatly contributes to the improvement of the literacy rate of the population in the Region. Education helps empower the community with the necessary knowledge and skills to adapt to the global changes.

- Religious bodies such as the Baptist, Presbyterian and Catholic Churches provide healthcare services to the population. Examples include the Mbingo Baptist Hospital, the Banso Baptist Hospital, the Acha Tugi eye care, the Shishong Catholic Hospital and St. Mary Hospital Mankon.

b) Employment, wellbeing and social cohesion

- Religious organisations carry out psycho-social services and counseling.
- They contribute to the employment of the population of the Region by recruiting teachers to teach in mission schools and workers to serve in hospitals thereby alleviating poverty.
- Churches promote solidarity among the people of the North West Region through church groups. People interacting in congregation or groups can detect each other's problems whether economical or spiritual in nature and development activities which materialize from the interaction,
- Churches offer impressive passionate images that can recognize and tie people together even when there is a lot of resistance,
- Churches do intervene in conflict resolution between chiefdoms or fondoms.

1.8.3 Non-governmental organisations

There are a number of NGOs registered in the Region. Majority of these organisations intervene in the social sector mainly in the informal settlements. These NGOs also contribute considerably towards community empowerment, raising awareness about human rights, protecting the vulnerable from injustices and civic education.

1.8.4 Self-help, women and youth groups

Self-help, women and youth groups are an important requirement for accessing both government support from various devolved funds, Youth Fund and Small and Medium Size Enterprise Funds for starting group business ventures.

1.9 State of Agriculture in the North West Region

Agriculture is the backbone of the economy of the North West Region. It is estimated that more than 80 % of the active population is involved in agricultural production and this constitutes their main source of livelihood. The farming population of the Region is estimated at 1.2 million and distributed in an estimated 200,000 farm families. Crop production is dominated by smallholder farmers who cultivate between 0.4 and 1.5 hectares of farms annually. There is however a slow growing number of medium and large scale farm enterprises that are agri-business oriented.

The economic activities of the population are embedded in the value chain activities of these crops principally in: production, input supply, marketing and processing. The summary production data of the principal economic crops for the Region for 2015 and 2020 is presented in Tables 1.33 and 1.34 below.principal economic crops for two periods (2015 and 2020), is as seen in Tables 1.33 and 1.34 below.

Analysis of the information in Table 1.34 below reveals that there was drastic reduction in the area cultivated across the Region. Cereals witness a reduction of 24,932 hectares of land representing 19.28% as compared to that of 2015. Pulses witnessed a reduction (16,110ha), root and tubers (4,938ha), vegetable (804ha), fruits (923ha), tree crops (2,253ha), and others (oil crop) (1,056ha). The reduction in the cultivated areas as cited above had corresponding minimum Regional average reduction of (19.20%) tonnage per group.

Specifically, there are eight (8) food crops produced which equally acts as staple foods in the North West. The reduction in production during the past five years (2015-2020) is due to the socio-political crises. The cnsequence is the high prices of both the locally produced or imported brands. As seen in Table 1.8, the following food crops witnessed an average regional reduction in tonnage production: (maize 19.28%, rice 19.292%, beans 19.279%, colocassia 39.454%, macabo 19.278%, cassava 19.279%, banana/plantains 19.279% and oil palm 19.402%).These figures further vary across the 7-Divisions of the Region.

Table 1.8: Regional Summaries of production data per crop group for 2015 & 2020 NWR

Principal economic crops groups	Area Cultivated (Ha) 2015	Area Cultivated (Ha) 2020	Reduction in Cultivated Area (Hectares)	Production (tons) 2015	Production (tons) 2020	Reduction in Production (tons)
Cereals	129,309	104,377	24,932	221,713	178,965	42,748
Pulses	83,565	67,455	16,110	59,094	47,701	11,393
Root and tubers	25607	20669	4938	238,150	189,870	48,280
Vegetables	4164	3360	804	59,068	47,679	11,389
Fruit	4789	3866	923	71,833	57,984	13,849
Stimulants	11647	9394	2253	75,437	60,888	14,549
Oil crops	5478	4422	1,056	2742	2210	532

Source: RD-MINADER (production data) 20021, IDC Ltd Analysis RDP 2021

The diverse agro ecological zones ranging from low to mid and high altitudes found in the North West Region permits the wide range of crops found on this table. These are considered major crops however, there is a host of minor crops (not reported) that are also cultivated which equally contribute to food security, nutritional balance and income generation. An estimated 19 % drop in production was registered from the period 2015 to 2020 principally caused by the socio political crisis prevailing in the region which push some farmers out of their lands and others to reduce the scale of their farming activities. Table 1.9 below gives the summary of production between 2015 and 2021.

Table 1.9: Summary production of principal economic crops in the North West Region (2015 and 2020)

Group	Principal economic crops	Production (tons) 2015	Area Cultivated (Ha) 2020	Production (tons) 2020	Reduction in Cultivated Area (Hectares)	Reduction in Production (tons)
Cereals	Maize	209,122	99,296	168,803	23,717	40,319
	Rice	12,591	5,081	10,162	1,215	2,429
	Sub-total	**221,713**	**104,377**	**178,965**	**24,932**	**42,748**
Pulses	Beans	56,269	64,885	45,421	15,498	10,848
	Soya Beans	138	158	110	38	28
	Groundnuts	2687	2412	2170	574	517
	Sub-total	**59,094**	**67,455**	**47,701**	**16,110**	**11,393**
Root and tubers	Solanum	88184	7909	71182	1889	17002
	Yellow Yam	84416	7571	68140	1809	16276
	Colocassia	11720	1183	7096	282	4,624
	Xathosoma Macabo	11474	1157	9262	277	2212
	Cassava	42,356	2849	34,190	681	8,166
	Sub-total	**238,150**	**20669**	**189,870**	**4938**	**48,280**
Vegetables	Tomato	23,006	1238	18,570	297	4,436
	Huckleberry	22,539	1516	18,193	362	4,346
	Cabbages	13523	606	10916	145	2,607
	Sub-total	**59,068**	**3360**	**47,679**	**804**	**11,389**
Fruit	**Banana/plantains**	71,833	3866	57,984	923	13,849
	Sub-total	**71,833**	**3866**	**57,984**	**923**	**13,849**
Stimulants	Coffee	2554	4115	2057	993	497
	Cocoa	1050	1413	847	337	203
	Sub-total	**75,437**	**9394**	**60,888**	**2253**	**14,549**
Tree crops	Oil palm	2742	4422	2210	1,056	532
	Sub-total	**2742**	**4422**	**2210**	**1,056**	**532**

Source: RD-MINADER (production data) 20021, IDC Ltd Analysis RDP 2021

Agricultural production systems practiced in the Region are: **(i) Subsistence agriculture** characterized by slash and burn agriculture and shifting cultivation where farmers use very little external inputs and rely on the use of the hand hoe, cutlass and other rudimentary tools. Farm sizes are small (< 0.25 Ha) and crop yields under this system are very low. A huge number of rural farmers (about 30 %) are involved in this system of production. **(ii) Semi intensive system** characterized by: use of improved seeds, use of small quantities of external inputs (fertilizers and pesticides) and high use of hand hoe and cutlass with limited use of power tillers and tractors. Farm sizes are bigger (between 0.25 and 1 Ha) and crop yields are improved compared to the subsistence system. Majority of crop production including petit market gardening and peri-urban agriculture fall in this system. About 60 % of farmers in the Region fall in this system. **(iii) Intensive production system** characterized by: the use of improved seeds, high levels of external inputs (fertilizers and pesticides), high use of tractors and developed production infrastructure and equipment. Farm sizes are much larger (above 2 Ha) and crop yields are much higher and production is purely market oriented. Specialized food crop, cash crops and market gardening farmers who make up about 10 % of farmers in the Region are involved in this production system.

The Region topographically can be classified into 3 main agro-ecological zones namely: -

- Low Altitude Zone: Constitutes areas below 800 masl,
- Mid Altitude Zone: It ranges from 800-1400 masl,
- High Altitude Zone: It ranges from (1500-3011) masl.

Cropping systems vary from farmer to farmer and from one location to another and include:

- Mixed crop for annual food crops by small scale farmers;
- Sole cropping for market garden crops, some food crops cultivated by some small and medium scale farmers;
- Multi-storey cropping where food crops are grown under tree crops.

1.9.1 Agriculture and Rural Development

Agriculture in effect is the backbone of the economy of the North West Region. It is estimated that about 80 % of the active population is involved in agricultural production and this constitutes their main source of livelihood. The farming population of the Region is estimated at 1.2 million and distributed in an estimated 200.000 farm families. Crop production is dominated by smallholder farmers who cultivate between 0.4 and 1.5 hectare of farms annually. There is however a slow growing number of medium and large scale farm enterprises that are agri-business oriented.

The economic activities of the population are embedded in the value chain activities of these crops principally in: production, input supply, marketing and processing. The summary production data of the principal economic crops for the Region for 2015 and 2020 is shown in Table 1.9 above.

Diagnosis revealed that there was drastic reduction in the area cultivated across the Region. Cereals witness a reduction of 24,932 hectares of land representing 19.28% as compared to that of 2015. Pulses witnessed a reduction (16,110ha), root and tubers (4,938ha), vegetable (804ha), fruits (923ha), tree crops (2,253ha), and others (oil crop) (1,056ha). The reduction in the cultivated areas as noted above had corresponding minimum Regional average reduction of (19.20%) tonnage per group.

- **Agro ecological zones**
  The diverse agro ecological zones ranging from low to mid and high altitudes found in the North West Region permits the wide range of crops found on this table. These are considered the major crops and there is a host of minor crops not reported that are also cultivated that equally contribute to food security, nutritional balance and income generation. An estimated 19 % drop in production has been registered from the period 2015 to 2020 principally caused by the socio political crisis prevailing in the region that push some farmers out of their farm and others to reduce the scale of their farming activities.

1.9.2 Food Security Outlook of the North West Region

A. Production data of cereals

- **Maize Crop**

Maize production covers the entire region, and it is the most important food security crops of the Region. Maize is a staple for many communities in the region; a substantial quantity is used for the feeding of small livestock (poultry and pigs). It requires frequent renewal of seeds at the level of farmers to maintain production. Maize production between 2015 and 2020 witnessed a general reduction of 23,717 hectares over the entire region, and reduction in production by 40,319 tons, all representing a minimm of 19.28%.

- **Rice Crop**

Key production Divisions of rice are Ngoketunjia, Mechum, Mezam and Donga Mantung Divisions. The focus is on swamp rice needing periodic seed renewal and the development/ opening of irrigation canals. Ngoketundjia Division registered a reduction of 1,536 tons, followed by Donga Mantung Division with 296 tons. Large scale rice irrigation farming is carried out in Ngoketundjia Division (Bamenjeng Lake) and the Tikar plains in Mbaw in Ndu and Nwa Subdivisions of Donga Mantung Division.

B. Production data of Pulses

- **Beans Crops**

Beans are the main source of vegetable proteins in the diet of the population of the Region. It is principally cultivated in the mid and high altitude areas of the region with Bui and Donga Mantung Divisions being the leading producing areas. Beans are marketed to other regions of the country. The Region registered a reduction in production by 10,848 tons, mainly in Bui and Donga Mantung Division with 3,619 tons and 2,181 tons respectively.

- **Groundnuts**

Groundnut cultivation is not so intense in the region. Menchum, Ngoketunjia and Donga Mantung Divisions have a number of specialized production basins. Cultivation is found mostly in the low and mid altitude areas of the region. The entire region registered a reduction in the production of groundnuts by 517 tons spread principaly across the Divisions with the greatest production.

C. Production data of Root and tubers

- **Solanum potato**

Potato is an important income generating crop for many farmers in the region. Principal production areas are Bui, Mezam, Donga Mantung and Boyo Divisions. This crop requires yearly seed renewal at the level of farmers to improve and maintain production. The crop is cultivated in the high altitude areas of the Region. Produce is marketed to other Regions and neighbouring countries.

- **Cassava**

Cassava cultivation is done in all the Divisions of the Region with Mezam Division leading in production. Cassava is one of the crops that is processed locally into gari, cassava flour and water fufu. Gari is marketed to other Regions of the country and to neighbouring countries. The production in tonnage dropped by 2,545 tons in Mezam Division, followed by Momo, Donga Mantung and Bui Divisions with 1,092, 958 and 937 tons respectively.

D. Production data of Fruits

- **Banana/plantains**

Majority of rural households have Banana/plantain as a backyard crop. It is therefore an important food security crop with the added advantage of its perennial growth once established. Many farmers are opening plantain farms and require good quality suckers to plant. The three divisions with the highest production are Mezam, Momo and Boyo Divisions. The production data show that these divisions witnessed a reduction in the production of banana/plantains (Table 1.34) above. The highest reduction was registered in Mezam Division with 4,974 tons, closely followed by Momo Division with 4,445 tons.

E. Production data of Stimulants

- **Coffee**

Coffee is one the export crop of Cameroon. Presently, the North West Region is the leading producer of Arabica coffee. Many coffee farms were abandoned when there was a huge drop in world market prices some years back. Prices have improved and farmers are maintaining their farms and establishing new farms. Robusta coffee is equally produced in many localities of the Region. The coffee production Divisions are Bui, Boyo, Momo and Menchum. These divisions registered minimal reduction in production as follows Bui (141 tons), Momo (128 tons), Boyo (104 tons), and Menchum (93 tons).

- **Cocoa**

Cocoa is also one of the main export crops of Cameroon. The cultivation of cocoa is gradually gaining grounds in the North West Region. Donga Mantung, Momo and Menchum Divisions are the leading Divisions. Unfortunately, between 2015 and 2020, cocoa production witnessed a drop in production in all the divisions, with Donga Mantung registering the highest with (88 tons) i.e. 19.21%. The information from the Council Development Plans (CDPs), showed that, the border Subdivisions to Nigeria in the leading production areas (Ako, Benakuma, Widikum) witness a drop, probably due to illegal exportation of this principal crop to Nigeria. Other causes for reduction could possibly include the socio-political crises and climate change and variability.

- **Tea**

There are two (02) tea estates in the North West Region (Ndu and Ndawara). These agro-estates employed hundreds of workers. Tea cultivation by individual farmers is presently being promoted around the Ndu areas. Harvest from individual tea farms are however sold to the Ndu Tea plantation for processing and marketing, while other smaller processing scheme exist. Ndawara Tea estate which occupies 5000 hectares is located in Belo Subdivision see (Photo 1.4) below.

Picture 1.4: Left Ndu Tea Estate, and right milling of palm oil Ako

F. Production data of Oil crops

- **Oil Palm**

Oil palm is another export crop currently gaining grounds in the region. Its cultivation in the North West Region is growing significantly. Improved seed varieties that produce more oil are being planted to replace the old less productive varieties. There are two main oil crop producing divisions (Momo and Donga Mantung). Momo Division witnessed 292 tons' reduction in oil production, and Donga Mantung 92 tons, all within the same period 2015 and 2020. The potentials to expand oil palm production in the Region are enormous and should be exploited.

- **Conclusion on the analysis of crop production indicators**

The data indicates that; the agricultural production of the Region has dropped by an estimated 20 % over the crisis period. This has serious economic and social repercussions on the wellbeing of the population of the Region. Many farmers who abandoned their farm enterprises due to the crisis are gradually returning to their farms. Many have lost their seed stocks, production infrastructure and equipment and even production capital. The effects due to reduction in production are the high prices of some of the staple foods. In fact, crops including rice, plantains etc. have to be imported or brought in from other regions to meet the shortfall. The Regional Development Plan 2022 – 2027 should target the production and supply of good quality seeds, support farmers with production inputs (fertilizers and pesticides), production and marketing infrastructures and equipment as well as added value for many crop types. This will improve and stabilize the lost wealth, boost economic growth and significantly improve the living conditions of the population of the Region.

1.9.3 Post-harvest Operations

The main post-harvest operations are:

- Bagging and marketing of tubers

- Drying, threshing, hulling and storage for cereals (maize and rice)
- Drying, threshing and storage for grain legumes (beans, Soya bean and groundnuts)
- Cleaning and storage of tuber in barns (Colocassia, Yams, potatoes)
- Artisanal processing of some food crops, vegetables and spices
- Artisanal processing of palm oil from nuts
- Industrial processing of tea and coffee

Standardized processed products in the Region are essentially: Tea, Coffee and Rice. Many of the artisanal processed products are not standardized. The artisanal processed products found in the market include: Powder and liquid pepper, dried vegetables, powder spices, garri, starch, fruit juices etc.

1.9.4 Marketing (Trade)

Marketing of agricultural produce (food crops) is done in the rural markets and divisional markets:- of Bamenda and other main cities of the country, as well as sub-regional markets in the ECCAS and ECOWAS.

Coffee and cocoa are marketed via the North West Cooperative Association (NWCA) while processed Tea produced by Cameroon Tea Estate and Ndawara Tea Estates are marketed throughout the country and exported to other neighbouring countries.

There are two patterns of marketing channels for food crops:

- The pattern of consumption within the North West Region,
- The pattern for consumption out of the Region.

The patterns indicate of the flow produce from the producers to the consumers through market agents who are: the assembler, the wholesaler and the retailer.

The overall aim of the Regional Development plan in the area of agriculture is to contribute to the modernization of the production systems, improve food security, develop agro-industry and substantially improve the incomes of the farmers.

1.10 Livestock, Fisheries and Animal Husbandry

The North West Region is one of the main livestock-breeding region of Cameroon, this is due mainly to the fact that almost all the species are located within the region thereby giving it great potential for livestock production. Despite the presence of many companies, the keeping of livestock by the majority of producers is still at the subsistence level. This situation leads to low production and productivity. The major problems encountered are use of low quality seeds, lack of technical know-how, high cost of inputs, degradation of pastures and the low level of transformation of livestock products prior to commercialization.

1.10.1 Livestock production systems

The general traditional system of animal husbandry is gradually giving way to the adoption of modern production techniques. Non-conventional livestock production is also on the increase in the Region, which diversifies livestock production and increases animal protein availability.

The livestock systems in the region are divided into three main categories:

- Transhumance pastoralists who own large herds of cattle. They practice the extensive system of breeding, moving animals from one area to another depending on the availability of pasture. During dry periods, all the animals, except the youngest, are moved to the transhumance zones. A lot of the extensive livestock production is practiced in Donga Mantung, Menchum, Bui, Boyo, Momo and Mezam Divisions. The Ndop plain serves as an important transhumance zone for the cattle population from neighbouring Divisions and the West Region;
- Sedentary farmers, who have animal husbandry as a secondary activity to agriculture. This group in most cases rear pigs, goats, sheep and poultry in their backyards as an alternative source of income. Some in this group practice the intensive system while others let the animals stray.
- Semi-sedentary agro-pastoralists who fall between categories I and II.

a) Cattle production

The North West Region presents a lot of potentials for cattle breeding. The climatic conditions are favourable to the growing of nearly all species of pasture. Despite the potentials cattle generaly suffer feeding problems because pasture improvement is still at its initial stages. The pasture is generaly of bad quality either because it is overgrazed or invaded by noxious plants or the pasture improvement do not follow. The graziers are increasingly gaining interest in improving their pastures but the terrain is very difficult. The common grass species used is the Bracharia species interspersed with Stylosanthes (leguminous plant). Guatemala spp is also very commonly grown and fed to dairy cattle on zero grazing. The main grazing areas are found in Bui, Donga-Mantung, Menchum and Ngoketunjia Divisions.

b) Production of Small ruminants

The breeding of small ruminants are widely spread in the region and are practiced mostly by graziers who graze them along with their cattle. The other farmers who keep them in relatively small number often tether the animals in the day and house them at night. Nearly every household especially of the Muslim community keep small ruminants. The common breed found is the West African dwarf. The main production areas are Donga Mantung, Bui and Mezam Divisions for goats and Donga Mantung and Bui Divisions for sheep production.

c) Pig production

The production of pigs is more balanced among the divisions of the North West Region. The division with the highest production is Momo with 25% of the total pig production, followed by Bui (18%), Mezam (15%), Ngoketunjia (15%), Menchum (11%), Donga Mantung (11%) and Boyo (6%). This is explained by the fact that pigs are monogastric animal and thus depends mostly on formulated feed. It is noticed that the population advantage of Mezam Division is not fully exploited. This has been influenced by the population instability due to the socio-political crises. With a good feed conversion index and short production cycle, pigs can be used for fast protein production (food security) and job opportunities for the unemployed population (Table 1.30 below).

d) Poultry production

The avian population is also distributed across the region, Mezam being the main production basin (broilers 48%, layers 57%, ducks 64% and turkey 63%) see (Table 1.30). This situation can be explained by the population advantage (potentially more producers and consumers) and the fact that they are monogastric and can depend solely on formulated feed. Their size and production method, make them more affordable to families and as such they contribute greatly in the protein intake of the population. For the improvement of the food security of the population, their production should be encouraged. The dominat extensive production (local fowls) is found mostly in Donga Mantung (32%) followed by Bui division (22%) because it is produced at subsistence level. With the relatively low capital to invest at the beginning, the majority low-income population can invest in this sector that can rapidly reduce their poverty situation.

It should be noted that these production figures have dropped drastically over the recent years because of the sociopolitical situation of the region as many producers have been displaced and some production structures destroyed.

e) Fish production

The NWR is drained with fast flowing rivers and streams with many falls and rapids. Main rivers are: Bui, Donga Mantung, Menchum, Momo, Nanfia and Upper Noun. The highest fishing ground with partially organized fishing is at the Bamendjin Dam near Bambalang in Ndop Sub Division of Ngoketunjia Division. The surface area of the lake is about 25,000 to 35,000 ha with an annual production of between 40 to 60 kg/ha/year. Inland fishing is practiced by occasional fishermen in rivers Awing, Bui, Donga Mantung, Mezam and Momo (around Widikum). There are about 1,000 fishermen at Bambalang and neighboring islands villages as well as 200 women smokers.

The Region has three fish farming aquaculture stations, namely, Bamessing, Ku-Bome and Bambui/Nkwen stations, which were constructed long time ago and produce fingerlings. All the three

stations are not functional to full capacity at present having problems related to infrastructure breakdowns and lack of feed. See (Table 1.10) below.

Table 1.10: Livestock statistics

Division	Cattle	Ovine	Goat	Pigs	Broilers	Layers	Local Fowls	Ducks	Turkey
Boyo	80 025	17 075	56 237	26 924	69 933	3 399	100 738	0	0
Bui	63 476	58 293	79 403	77 284	4 670	9 383	198 720	0	0
Donga Mantung	130 590	81 903	157 722	49 117	5 990	968	297 391	1 871	5 000
Menchum	69 681	14 979	52 292	50 323	1 001	4 343	80 392	1 120	605
Mezam	31 851	12 094	66 351	64 502	122 403	58 518	139 063	6 532	1 068
Momo	16 644	17 406	30 558	109 178	20 513	11 307	69 808	242	964
Ngoketunjia	10 040	9 322	17 969	61 591	30 806	14 686	30 806	390	259
Sub-total	**402 307**	**211 072**	**460 532**	**438 919**	**255 316**	**102 604**	**916 918**	**10 155**	**7 896**

Source: RD MINEPIA NW, 2020

f) Apiculture Sector

Apiculture products such as honey, wax, and propolis are all non-timber forest products (NTFPs) of animal origin. During the year 2021, a total of 787 633 liters of honey was produced from 75,510 hives making the NWR one of the biggest honey producers in the country. A total of 382 producers and 45 organizations (CIG and cooperatives) are involved in honey production. A total of 3 250 kg of wax was produced mainly from Boyo, Bui and Donga Mantung, the main honey producing divisions of the region. The major production areas (Divisions) in the Region are Bui, Donga Mantung, Boyo, Menchum and Ngoketundjia Divisions.

1.10.1.2 Transport, trade and commerce of Livestock products in the NWR

Other than cattle, the commercialisation of animal species is not organised in the North West region. The commercialisation of cattle is generally done in organised cattle markets distributed across the region. The insufficiency of small livestock markets poses problems though in some local markets, there are sections reserved for the buying and selling of small ruminants and pigs. The buying of small ruminants is mostly done by traders moving from door to door.

1.10.2 Transformation of livestock and fisheries products in the North West Region

Despite great potentials, the transformation of livestock and fishery products in the North West region is still at its embryonic stage. It is limited mostly to the processing of milk into sub products by some organisations in the sector. The other products such as meat, eggs, and fish and livestock sub-products are consumed or exported as such to other regions and neighbouring countries. The hides and skins could be transformed to leather but it is only consumed as food.

The main transformation unit is Tadu Dairy Cooperative Society although its activities have been greatly reduced due to the security situation prevailing in the region..

1.10.3 Contribution of groups to livestock production

- **Women in livestock production**
  Livestock farming in the North West Region of Cameroon was primarily a male dominated activity while women played mainly supporting roles however, there has been momentous changes in the recent decades to fully involve women. The reasons for their progressive involvement in the livestock activities are habitually for money-making reasons to increase the family income and also to address other socio-economic needs.
- **Youth in livestock production**
  With the constant increase in the population and the growing demand, many youths are gradually gaining interest in livestock production as a temporary or permanent activity. This situation is favoured by the rise in the number of unemployed youths in the Region.
- **Minorities groups in livestock production**

The Mbororo are a minority group in the region and are highly involved in livestock production, notably cattle and small ruminants. It is a pastoralist community that relies on livestock herding as a primary livelihood activity. Their contribution to the livestock development is very high. They own the majority of herds.

- **Elite farming to the development of livestock**
  Although the scale of production for most producers in general is relatively low, some elites or organisations have invested enormously in the livestock sector. Majority have medium and large scale farms that can go up to 18,000 heads for cattle, 20,000 for poultry, and 1,000 bee hives for honey production.

1.11 Environment and climate change

The NWR Region solely depends on agriculture as the only industry for its development owing to the lack of industries in the other sectors of the economy. Since agriculture demands much land, land use changes are at the root of its declining biological diversity. Land use changes resulting from industrial agriculture have been witnessed in the Region in places such as in Ndu tea Estate, Ndawara tea estate, Dumbu cattle ranch in Misaje, Mbaw oil palm plantations etc.

- **Natural Resources Management**
  The North West Region is an ecologically fragile zone that continues to suffer from increasing environmental and biodiversity degradation. Amongst the threats to protected areas and wetlands the following stand out in the Region: deforestation, forest clearing and irrigation for farming and other development projects; poor agricultural practices, - reductions in water levels.

- **Mineral resources**
  In the North West Region, there are indices of minerals such as gold and iron-ore. Useful geo-materials like clay, sand quarry stone and natural springs for mineral water can be found in abundance. A detailed geological mapping of the region would facilitate exploration for ground water, hard minerals and hydrocarbons.

- **Promoting local construction materials**
  The Region is endowed with various construction materials such as laterite, sand, stone and quarry. Sand pits are located in Ntamru in Ndu Sub Division, Ndop, Wum road, Bafut, Mbatu, Mbemgwi, sand pits, Mankon, Babanki, Sabga, Azane, Mbengwi road, while stone pits and quarry sites are in Mbatu, Mankon, Befang, Ngarbu-Ntumbaw, Nseh, Ntaba etc. Majority of the household dwellings in the region are built with non-durable materials.

- **Climate variability and Change (CVC)**
  The climate of the Region has changed, is changing and will continue to change. The earliest signs of CVC in the North West Region can be traced back to the period before 1990 when sharp variations in climatic conditions started affecting activities directly and indirectly in almost every sector of the economy, including agriculture. During this period, rainfall had decreased. The irregular rainfall patterns caused a drop in the quality of yields in both food and cash crop production. Because agricultural activities are exclusively rain fed in the Region, the distorted rainfall patterns have caused considerable loss to agricultural production.

  In the Region, confirmed irregularities and physical phenomenon that have been attributed to global warming include, loss of biodiversity (deforestation, loss of wetlands), erosions, floods and landslides, have greatly disrupted fauna, flora and ecosystems.

  From available information gathered and field data analysis during the elaboration of the Regional Plan, the following findings stand out clearly: -
  - Past and on-going efforts and projects in the Region in the domain of agriculture, livestock, environment and forestry, water and energy have been sector specific neglecting the environmental component. A neglect of the environment which serves as the base for all these projects has led to the unsustainable nature of some of these projects and the unset of land degradation processes precipitating climate variability and change;

- NGOs, village development associations and common initiative groups have contributed enormously to the protection of the environment in the Region thereby regulating processes that contribute to environmental degradation, desertification and climate variability and change;
- Even though the NWR is supplied with an average rainfall of 2500 mm per year, and appears to be the country's second water catchment after Adamawa Region, water shortages in the dry season are now very common resulting in water rationing in many localities such as Bui (Kumbo town), Donga Mantung (Ndu and Nkambe towns) and Mezam (Bamenda town) divisions;
- There has been a steady warming in the various agro-ecological zones of the Region, with low altitude areas becoming relatively hotter than medium and high altitudes. Temperatures as well as total rainfalls tend to increase, but with shifting patterns. Hence, variation in rain patterns and not the total rains received seems to be the problem, which farmers might have to cope with. This also depicts the fragile nature of the prevailing ecosystems;
- The Region's natural resources are constantly threatened by both anthropological and natural causes. Poverty, fight for survival, and poor management of available natural resources constitute the most striking elements of land degradation. The effects of CVC are visible through the reduction of soil fertility, poor pastures (invasion of pasture lands by bracken ferns) due to soil acidification, reduction in the volume of flow in streams, disappearance of springs, drastic reduction in vegetation cover, flora and fauna species (biodiversity loss) through predation and unsustainable land uses. Natural causes such as landslides, floods, and occasionally volcanic gases, contribute to provide unbearable climatic conditions;
- Conflicts in the use of natural resources such as cropper/herder conflicts, village-village conflict over farmland are abound in the Region resulting in some cases to inter-village and tribal clashes/wars;
- Bush fires both accidental and deliberate constitute a serious threat to biodiversity, land degradation and natural resources in the Region;
- Fuelwood is the main source of energy for cooking and heating in the Region. Increase consumption patterns have led to the disappearance of vast areas of forest in the Region. The gallery forests that occupy the bottom of valleys is ample proof that the Region once had a significant forest cover;
- The Region experienced a drastic population increase during the past three decades. Consequently, sustained pressure on limited natural resources has exacerbated migration and encroachments on the Natural Resources (NRs) leading to land degradation and loss of productivity, overgrazing and shrinking of pasture lands, invasion of wetlands and even social conflicts;
- Environmentally unfriendly road constructions have been the underlying causes of landslides and erosion in most parts of the Region such as the Bamenda up station road, Bamenda-Wum road, Bafut Mundum road, Bambui-Fundong road, Ntumbaw-Ntabah road, Santa- Awing road. Santa-Pinyin just to mention a few;
- Wetlands play a number of roles in the environment such as water purification, major source of ground water supply, fishing grounds and flood/erosion control. These wetlands which are considered as biodiversity hotspots have been aggressively invaded by farmers for gardening, rice production and reclaimed in towns for construction of houses with the resultant changes in the micro-climate of these wetlands leading to adverse weather conditions;
- Although farming practices are being modified by a few from shifting cultivation to intensive cropping with the resulting reduction in the fallow period, particularly in highly dense populated areas, and the introduction of permanent farming techniques such as agro-forestry, improved fallow, composting, integration of crop and livestock productions, and alley cropping, poor farming methods practiced by the majority are exacerbating the problem of CVC through the production of greenhouse gases. Deforestation (which accounts for 20% of GHGs emissions), bush fires and soil burning are practices that aggravate the situation;
- Poor waste disposal methods have contributed greatly to the emission of greenhouse gases such as carbon dioxide and methane which are GHGs responsible for the depletion of the ozone layer resulting in global warming and CVC. Improper waste disposal has also resulted in the blockage of drainage systems and causing floods in urban areas such as Bamenda town;
- There is some form of consciousness on the effects of CVC impact as evident by many stakeholders who are talking about the phenomenon and getting involved in adaptation and mitigation measures to ensure food security and improved livelihoods.

In order to guard against environmental degradation and the undesirable effects of climate variability and change (CVC), all programs and projects to be executed within the ambit of the Regional Development

Plan will be subject to Environmental Impact Assessments. Three categories will be employed depending on the scope and magnitude of the programs and projects to be realized. This will range from a detailed ESIA, summary ESIA to and Environmental Impact Notice (EIN)

1.12 Forestry

As far back as the 1930s, Colonial Governments devised the strategy of creating reserves as a means of protecting nature and its vast range of natural resources. As it stands, they created State Forest Reserves covering a total surface area of 125,550 ha, sixteen (16) Council Forests covering a total area of 7583 ha, and thirteen (13) Community Forests covering a total area of 855.7 ha, in the North West Region. However, most of these forest reserves have been suffering from extermination and wanton destructions despite admonitions from the Powers that be.

1.13 Mines, Industries and Technological Development

1.13.1 Mining and quarry

The Ministry of Mines, Industries and Technological Development (MINMITD) is responsible for the issuance of mineral exploration and exploitation licenses, authorisations and permits. The Institute for Geological and Mining research (IRGM) under MINMITD, is the agency responsible for all geologic and mining activities (including conducting geologic exploration programs, mechanized drilling operations, overseeing the mining of mineral deposits, and preventing unauthorized exploitation of mines and quarries) in the country. Reconnaissance permits give a company the non-exclusive right to explore an area of up to 10,000 km2. Then a prospecting license, which is exclusive, is awarded for a block of up to 1,000 km^2, for an initial term of three years, renewable for 4-two year periods. An operating permit is delivered by the president on recommendation from the minister incharge of mines, for a total of not more than 25 years. The company signs a mining agreement with the State which lays out the company's obligations in terms of social development in the region where it will operate (including local employment commitments), environmental considerations, tax agreements if applicable, and any share in the operation that accrues to the State. The license may be renewed if the company meets all its obligations in terms of the agreement.

Generally, mining and quarry activities have a negative image because it is potentially highly polluting. Its costs often externalized on local communities that host its operations. Recently, there have been complaints of pollution from some neighborhoods where quarries exist in Bamenda. Although the industry has many drawbacks, it can potentially confer many benefits, especially for the local community, by providing employment, and some socio-economic improvements. Although the overall economic growth achieved by the nation particularly during the current decade, has been impressive, employment growth and sustainable development has not kept pace. The mining sector usually is a great contributing factor on the GDP of a nation. However, for the North-West Region of Cameroon, the mining sector has been relatively slow. This has significantly limited the regional economic growth, sustainable development and widespread distribution of the benefits of the national economic growth and unemployment. At a time, when Cameroon is aiming to be an emerging nation, investing in, and boosting the region's mining sector would imply-industrial growth which would assume crucial importance and impacting the rate of poverty reduction in the country and Region in particular.

1.14.2 Mining Potential of the North West Region

The mining industry in the North-West is still in its infancy, with activities being predominantly artisan in nature. However, the Region has significant potential, and large proportions of its landmass are yet to be explored. As the state of infrastructure improves, it can be expected that mining in this fast emerging Region will prosper. The region has considerable potential for mining with great prospects of bauxite, iron ore, sapphire, ruby, diamond, tin, gold, titanium, rutile, kyanite, basalt, sand, pyroclastic materials and others. Of the region's 17,300 km^2 surface area, less than 25% has been explored for mineral by five different exploration projects. In 2017, a total of 67,936 m^2 of land was occupied by industrial quarry activities. A vast geography endowed with diverse topography has made the NorthWest Region the repository of abundant resources which provides a base for investment. The region is quite rich in natural resources. The region has considerable potential for Gold in Misaje, Lum Ndu, Mbengwi, Diamond in Misaje, Donga Mantung, Iron in Mayor-Binka, Coal in Tabeken, Saphire in Mayo-Kilah, Mbiame, donga Mantung, Zircon in Fonfuka and

Coal, Kaolin in Mbengwi. Pyroclastic materials in Befang, Clay on the lower slopes of the Sabga hill and the upper limits of the Ndop plain and Bamessing (Table 1.11) below.

Table 1.11: Evolution of the number of enterprises in crafts mining

Division	2015	2016	2017	2018	2019
Boyo	3	5	4	3	3
Bui	57	53	53	43	17
Donga-Mantung	21	7	6	5	5
Menchum	3	18	22	21	16
Mezam	49	45	45	47	41
Momo	76	54	51	42	22
Ngoketunjia	22	15	15	13	9
Total	**231**	**197**	**196**	**174**	**113**

Source: Regional Delegation of MINMIDT (NIS 2021 Statistical Year Book)

In the North-West Region, there is no existing permit for mineral exploration. But, there are five exploration permits (all expired) issued for mineral exploration in Wum, Ako, Binka Babungo and Nkambe. Though there hasn't been any mining permit for the Region, three (03) non-industrial and one artisanal operator card has been issued to individuals for Kaoling in Mbengwi, Gold, diamond, Sapphire and associated minerals in Donga Mantung. However activities on these sites are on a stand still. The region is still virgin as concerns the exploitation of mineral water. The artisanal mining domain is quite busy in the region. Three non-industrial operator cards have been issued for Kaolin in Mbengwi and for Gold, Diamond, sapphire and associated minerals to individuals in Donga Mantung Division. Presently the North-West Region has six industrial quarries that exploit Basalt and about 157 non industrial quarries for sand, Kaolin limestone, laterite or Basalt distributed over the Seven Divisions covering a total surface area of 88,300 m^2.

The Region lacks behind in industries. Apart from a few agro-industries such as the Tea Estate in Ndu and Mbaw plain, UNVDA, and private quarries for crushed stone aggregates, the Region is void of industries. In order to boost this sector in the Region, the following gaps have to be met: -

- Energy deficit in the Region through the construction of hydropower dams in Menchum, Katsina Ala, and Adere;
- Dis-enclavement of the production basins in the Region;
- Processing of agricultural produce;
- Reduction in post-harvest losses through appropriate storage facilities and structures;
- Transformation of the subsistence agriculture to a money making business (Agricultural revolution);
- Development of extractive industries;
- Promotion and upgrading of SMEs/SMIs; and
- Development of frontier road networks and markets

1.15 Tourism and Leisure

North West Region has diverse touristic attractions. The nodal location of Bamenda as the gateway into and out of the Region makes it an anchor centre for tourism.

The territorial planning and sustainable development of the North West Region must enhance people, planet and profit (3 P-approach). Strategies, plans and projects should be socially acceptable, environmentally sustainable and economically feasible. The huge touristic potential of the Region is lying fallow and needs urgent intervention to reap the benefits of this sector which is promising. To bridge these gaps, the following actions should be taken: -

- Development of the geologically and geomorphological interesting, high (-3,011m) volcanic mountains, with its pleasant climate and stunning scenery;
- Development of the rich cultural diversity with interesting museums (Mankon, Babungo and Akum), palaces (Nkwen, Bali, Kumbo, Bafut; the latter designated as a World Heritage site of international

importance), cultural festivals (Bali, Bafut, Aghem and Kumbo and the Fulani horse race at Tobin/Kumbo);

- Sustainable management of the nine protected nature reserves with rare species like the Cross River Gorilla (Momo Division) (Figure 1.5), the Nigerian Cameroonian Chimpanzee (Mezam and Boyo Division) and lots of endangered, red list bird species of which six are completely endemic to the region;

Picture 1.5: Gorilla-Kagwene Sanctuary (Source: WWF)

- Sustainable management of the Kimbi-Fungom National Park, soon to be nominated as a Category I National Park (IUCN), 150,000 ha, with various sites like the Python Gayama cave, the waterfall on the Katsina river, and the old German cable bridge at Nkang Kwep Akum over the Katsina, passing through a narrow and spectacular gorge;
- Construction of waterfalls (like Menchum, Abbi, Itiako and Chimney falls), a hot spring (Itiako) and as much as 35 volcanic crater lakes (like Mbi, Awing, Wum, Nyos, Atoe, Ashion, Ilum, Kuk and Benakuma) spread across the different divisions;
- Maintenance of the (artificial) huge Bamendjing lake at the borders of Ngoketunija Division and the West Region;
- Rehabilitation of the Bamenda airport that can be reached daily with modern airplanes, with good service by Camair-CO or any private airline company for relatively low prices, from the two international airports in Douala and Yaoundé.
- Rehabilitation and construction of roads to touristic sites (Some parts of Bamenda-Bafut-Wum) as well as the road stretches Bambui-Njinikom-Belo Fundong, Babungo-Oku, Bamenda-Bali-Batibo and Bamenda-Mankon-Mbengwi, Bamenda-Kumbo- Nkambe stretch of the Ring Road).
- Construction of modern hotels in all Divisional headquarters and improvement of service delivery.

1.16 Employment and sources of income

1.16.1 Economic employment and income indices

This sub-section describes the North-West Region's assets in terms of its economic, employment and socio-demographic situation.

- **Economic situation**

  According to the second General Census of Enterprises (GCEs 2 in 2016), the North-West Region as a whole, was home to 13,270 enterprises, representing 6.3% of all enterprises nationwide. These enterprises or establishments are distributed as follows: (11) in the primary sector, (2,764) in the secondary sector and (10,495) in the tertiary sector, and employ (30,539) permanent workers.

  With respect to the area of residence, six (6) persons out of ten (10) in urban areas work in the tertiary sector, (23.8%) in trade and 40.9% in services. In the rural areas, nearly (08) employed workers out of (10) are in the primary sector. With regard to the other sectors, the secondary sector employs (7.1%) and the tertiary sector 7.1% of the workforce (3.3%) for trade and (12.0%) for services. An analysis of the sector of activity according to sex, reveals that, compared to their male counterparts, women are more represented in the primary sector and less present in services as seen Table 1.14 below.

Table 1.14: Distribution of employed workers by sector of employment and activity

Area of residence	Milieu (%)		Sex (%)		Total (%)
	Urban	Rural	Male	Female	
Institutional sector					
Public	13.3	4.0	6.0	4.7	5.3
Formal private	6.9	1.6	3.1	1.7	2.3
Informal non-agricultural	58.6	16.3	31.7	14.3	22.1
Informal agricultural	21.2	78.1	59.2	79.3	70.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Sector activity					
Primary	19.3	77.5	57.6	78.7	69.2
Industry	16.0	7.1	13.0	4.7	8.4
Trade	23.8	3.3	7.8	5.0	6.3
Services	40.9	12.0	21.7	11.6	16.1
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Source: NIS, CDHS 3, 2004; CDHS 4, MICS 5, 2014

1.16.2 Employment

- **Employment among persons**

  To monitor employment, periodic surveys are recommended (annual employment surveys, short-term surveys, etc.). However, the CHS 4 of 2014 and CS-CHS 4 of 2016 (Table 1.15), although not specific employment surveys, provided indirect estimates for some indicators such as employment rates, share of self-employment and unemployment rate in the economy.

  Table 1.15: Some Indicators on employment by Division 2016

Division	Employment 15-64 years	Employment rate 5-14 years	Unemployment Rate ILO 15-64	Extended unemployment rate 15-64 years	Proportion of non-solarized workers, 15-64 years
Boyo	64.4	1.0	0.6	3.6	77.0
Bui	77.9	13.5	1.2	3.3	82.3
Donga Mantung	80.3	16.6	1.3	2.2	93.9
Menchum	77.3	18.1	0.4	1.5	94.7
Mezam	63.1	13.8	3.4	9.8	78.7
Momo	71.3	12.2	0.1	0.4	77.4
Ngoketundjia	67.3	5.0	0.3	1.2	93.5
North West	71.66	11.46	1.04	3.14	85.36

Source: CS-CHS 4 of 2016

- **Employment among persons aged 15 to 64 years**

  In the North-West Region in 2016, the percentage of the age group 15-64 years employed at the level of some of the Divisions were as follows: Mezam (63.1%), Boyo (64.4%), and Ngoketunjia (67.3%) and Donga-Mantung (80.8%).

  Analyzing the rate of employment at the Council levels, the lowest employment rates for persons aged 15-64 years were observed in a number of councils: Bamenda III (42.8%), Bamenda I (60.7%), Bamenda II (60.8%) in Mezam Division, and Ako (53.5%) in Donga-Mantung Division. The highest levels are recorded in Tubah (84.0%) in Mezam and Nkor (86.8%) in Bui).

- **Employment among children aged 5 to 14 years**

  The employment rate of aged 5 to 14 years was 11.46% in the North-West Region (CS-CHS 4) as of 2016. This indicator varied significantly, from a minimum of 1.0% in Boyo Division to a maximum of 18.1% in Menchum Division (Table 1.2 above). The phenomenon of early child labour equally varies significantly depending on the council. In most Council, the employment rate for children aged 5-14 years is lower than the national level (13.3%). In the Region, the highest levels are recorded in Njikwa (36.3%) and Nkor (32.3%). Early child labour is almost non-existent in the Balikumbat, Jakiri and Njinikom Councils (CS-CHS 4).

1.16.3 Non-salaried employment in the employed labour force

Non-salaried employment is a job for which one can gets paid without receiving a salary in any form. It includes employers, self-employed persons, and members of production cooperatives, apprentices and unpaid family workers. In 2016, in the North-West Region, (79.9%) of the employed labour force were unpaid. This reflects the lack of formal job opportunities, often faced by job seekers since most workers are generally employed in the informal sector, where incomes are often low and precarious.

1.16.4 Unemployment rate among persons aged 15 to 64 years

Unemployment is a situation that reflects the lack of jobs for persons of working age, with skills to work and available to do so. The unemployment rate according to the ILO is the share of unemployed persons in the labour force. It is calculated by dividing the number of unemployed persons, i.e. persons actively seeking for a job, and who are available to enter the labour force aged 15 to 64 years.

In 2016, the average unemployment rate in the North West Region was 2.6%. Disparities are observed depending on the division. The highest rate was recorded in the Mezam (3.4%), while the lowest levels were in Ngoketunjia (0.3%) and Momo (0.1%) where there is almost full employment.

1.17 Health access and nutrition

1.17.1 Health Access

Health access is the ability of a person to receive and pay for health care services, which is a function of availability of personnel and supplies as well as the ability to pay for the services. This section portrays the health access situation, morbidity rates, nutrition status, immunization coverage and access to family planning services in the North West Region.

According to the North-West Regional Fund for Health Promotion Strategic Plan (2015 – 2017), the North-West Region in the health domain is divided into 20 Health Districts and 235 Health Areas. The Region has one Regional Hospital in Bamenda, 17 District Hospitals, 26 Sub-divisional Hospitals, 181 public Integrated Health Centres (IHC), 82 private health centres and 17 private pharmacies.

Some ratios of population calculated with respect to health facilities are as follows:

- The hospital bed ratio is about 1 to 1,000
- Public Integrated Health Centre ratio is 11,931,
- Subdivisional hospitals ratio is 98,157,
- District Hospital ratio is 134,967 and
- District Health Service ratio is 119,970.

1.17.1.1 Geographic distribution

In absolute terms, the number of health facilities at the regional level is satisfactory, but their geographical distribution in the Region is inequitable. There is an infrastructural imbalance between the different divisions and even between health districts, where there are still populations living more than 20 km from a health facility.

From the diagnosis report, majority of the councils (47.4%) have a public integrated health centres. Hospitals/Subdivisional hospitals are closest to about (22.4%) of households in the councils of the Region. The availability of health facilities in the North West Region in 2018 was estimated at 2.48 per 10,000 inhabitants.

When looking at the proximity a very high proportion of households in Jakiri (65.4%) and Batibo (73.5%) councils are closer to public integrated health centres. In the Ndu, Elak Oku and Belo councils, more households declared to be closer to private health centres with proportions 45%, 49.2% and 55.8% respectively. Even though the proportion of households in the targeted councils appear to be relatively low, more than 40% of households in some councils (Balikumbat, Santa and Wum) declared to be closer to hospitals or Subdivisional Hospitals.

1.17.2 Disease burden

1.17.2.1 Morbidity

In 2017, the six leading causes of ill health, based on out-patient attendance records were HIV/AIDS, malaria, lower respiratory tract infections, neonatal diseases, diarrhoeal diseases, cerebrovascular accident.

Respiratory diseases including pneumonia, accounted for over 60% of out-patient visits. Diarrheal diseases, normally correlated with hygiene and sanitation levels, accounted for 16% of the visits. These same causes are reflected for those above five years though in a slightly different configuration, with urinary tract infections ranking fourth see (Table 1.16) below.

Table 1.16: The six contributions of diseases to mortality and invalidity in Cameroon in 2017

Rank	Diseases or groups of diseases	Age-Standardized rate per 100 000 (DALYs)	Contribution to mortality and invalidity (%)
1	HIV/AIDS	5,391	19.80%
2	Malaria	4,811	17.70%
3	Lower Respiratory Tract Infections	3,320	12.20%
4	Neonatal diseases	3,085	11.40%
5	Diarrhoeal diseases	2,914	10.70%
6	Cerebrovascular accident	1,895	7.00%

Source: HSS 2020-2030

1.17.2.2 Mortality

Among the under-fives, the three leading causes of death are pneumonia, prematurity and diseases of the respiratory system. The three leading causes of death among those over 5 years of age are general respiratory diseases, tuberculosis as a specific cause of death and accidents see (Table 1.17) below

Table 1.17: Top six causes of mortality

S/N	Under five years	Over five Years
1	Pneumonia	Respiratory disease
2	Prematurity	Tuberculosis
3	Respiratory disease	Other accidents
4	Malaria	Heart Disease
5	Asphyxia	Pneumonia
6	Sepsis	Cancer

Source: RD MINSANTE North West/URLP 2016

1.17.3 Nutritional Status

Levels of acute malnutrition remain a serious public health concern in the North West Region. According to the (CDHS 2018), 34.0%, 6.5% and 28% of children under five in the North West Region were considered malnourished in terms height for age (stunting), weight for height (wasting) and weight for age (underweight) respectively in the year 2018. These figures are also higher than the national figures and there is need for the Region to put in place measures to improve nutrition in women and children.

1.17.4 Immunization coverage

Full immunization refers to children below 23 months who have received one dose of BCG, three doses each of oral polio vaccine (OPV), pentavalent and pneumococcal vaccines, one dose of the yellow fever vaccine, one dose of IPV, 2 doses of the Rota vaccine and two doses of measles vaccine. According to the 2020 immunization coverage, 56% of children have been immunized against various immunizable diseases in the Region. Lack of enough health facilities, personnel, cold chains inaccessibility of some health facilities and health zones due to the poor terrain, insecurity and distances explains why it has not

been possible to hit the target of 100% immunization. However, efforts are being put in place to raise the number of deliveries attended to by trained personnel as well as community awareness to ensure that even those who are assisted by Traditional Birth Attendants (TBAs) get access to immunization.

1.17.4.1 Basic Vaccination Coverage

Just over half (51.40%) of children age 12-23 months have received all basic vaccinations-one dose each of BCG and measles and three doses each of DPT - containing vaccine and polio (RD-MINSANTE and RADEC 2020) in the North West Region (Table 1.18) below.

Children in urban areas are more likely to have received all of the basic vaccinations (73.1%) in Bamenda than children living in rural areas, e.g. Ako Council as a whole registered an average of (18.3%) coverage.

Table 1.18: Percentage coverage of various vaccinations by Health Districts in the North West Region in 2020

Health Districts	EPI-BCG Coverage (%)	EPI-DPT HepB - Hib1	EPI-DPT HepB-Hib3	EPI-MR1 Coverage (%)	EPI-MR2 Coverage (%)	EPI-RV2 Coverage (%)	EPI-Tetanus Coverage (%)	EPI-IPV Coverage (%)	EPI-Yellow Coverage (%)
Ako	18.3	25.9	20.9	19	-	23.8	30.1	19.9	18.9
Bafut	25.3	30.2	32.6	30.4	5.7	31.9	20.3	32.4	29.9
Bali	31.5	38.2	37.1	32.3	0.6	39.5	38.2	36.4	31.1
Bamenda	73.1	75.6	77	89.6	12.5	76.3	61.6	74.2	84.2
Babito	52.9	92.2	81.7	80.8	3.5	77.5	84.2	79.8	83.2
Benakuma	60.2	81.3	47.3	54.2	7	50.9	64	42.3	54.7
Fundong	62.3	72.9	68.2	63.8	29.2	71.7	52	69.6	63.5
Kumbo East	47.5	49.4	45.7	46.6	13	48.6	53.4	44.1	47.3
Kumbo West	48.9	48.5	49.1	50.7	4.1	49.9	34.1	45.4	51.2
Mbengwi	36.6	55.6	57.2	55	7.2	54.3	44	54.7	55
Ndop	46.7	56.8	56.1	49	10.7	55.4	64	55.9	48.8
Ndu	40.5	40.2	40.7	38.8	10.2	38.5	36.4	40	38.7
Njikwa	90.8	99.2	103.9	98.9	14.8	95.3	83.1	102.6	93.1
Nkambe	49.5	49.4	48	46.8	1.7	46.4	49.4	41.6	48.5
Nwa	39.5	41.7	35.5	24.9	1	36.6	27.8	35.5	24.9
Oku	40.4	46	46.5	46.2	1.3	45.7	23.5	46.3	45.6
Santa	51.6	72.1	66.6	59.8	3.3	71.2	34.2	62.9	60.4
Tubah	43.9	53.2	52	48.9	2.9	54.5	46.4	49.9	48.5
Wum	39.4	46	45.1	41.4	3.5	39.6	41.5	43	41.1
North West	**51.4**	**59.1**	**56.8**	**56.9**	**8.8**	**56.7**	**50.2**	**54.9**	**56**

Source: RD/MINSANTE/NW2020

1.17.5 Maternal Health Care

The infant mortality rate in the Region was 42% in 2014, while the under-five mortality rate was 57% as compared to national rate which was 48%. The percentage of pregnant mothers who attended Ante-Natal Clinic (ANC) in the Region was 62.3 % in 2018, while the proportion of mothers who delivered in health facilities was 95.6% in 2014.

1.17.6 Access to family planning services/contraceptive prevalence

The average distance to a health facility is (20km), and due to the fact that there are inadequate health facilities in the Region, access to family planning is a big challenge. The percentage of married women aged 15-49 currently using a modern method for Family Planning in the Region in 2018 was 22% compared to the national average which was 15%. Contraceptive prevalence among women in the reproductive age group in the North West Region was 58% compared to 53% nationally in 2018. The unmet need for family planning

amongst the urban poor remains a big challenge due to the question of commodity accessibility and affordability.

1.17.7 HIV/STDs infection and Prevalence rate

The percentage of women and men aged 15 to 49 who are HIV positive in the North West Region were 8.7%, 6.3% and 4.4% corresponding to the periods of 2004, 2011 and 2018 respectively. From the figures above, it showed a gradual decrease rate, but far higher than the national figures during the same periods which were 5.5%, 4.3% and 2.7% respectively (DHS 2011 DHS 2018 Key results).

- **Percentage of people living with HIV who know their status**
  Estimates of the number of people living with HIV who know their status in the North West Region in 2018 goes thus; (Not on ARV was 3.3%, and on ARV was 66.8%), (MoH/University of Columbia, CAMPHIA 2018).

- **Prevention of mother-to-child transmission**
  The prevention of Mother to Child Transmission (PMTCT) Progress Report #13 indicated that, in 2018 in the North West Region in 2018, the programmatic ART coverage rates for HIV+ pregnant women was 81%. At the national level, this rate dropped from 85.67% in 2017 to 72.8% in 2018.

- **Prevalence of HIV/AIDS in the North-West Region**
  The situation of HIV/AIDS, in the North-West Region is quite preoccupying eventhough the disease is on a net regression. . The prevalence rate in the population of 15-49 years, reduced from 8.7% to 6.3% between 2004 and 2011. However, compared to the indicator at the national level (4.3% in 2011), there is an observed gap of 2 points. According to the Ministry of Public health and its partners, , this gap is expected to drop to 1 point by 2025 and the indicator at the regional level will be at 3.2%.

Table 1.19: Prevalence of HIV/AIDS in the North-West region

Region	Year	Woman		Man		Total	
		Prevalence	Number	Prevalence	Number	Prevalence	Number
North West	2011	7,2	695	5	513	6,3	1 208
	2018	5,8	406	1,6	307	4,0	713
Cameroon	2011	5,6	7 221	2,9	6282	4,3	13 503
	2018	3,6	6 416	1,9	5 830	2,7	12 246

Source: NIS-NWR 2022

- **HIV Testing**
  During a survey conducted in (2014) almost 90% of women and men age 15-49 knew where to get an HIV test, meanwhile (70%) of women and 55% of men were tested for HIV and received the results. However, 29% of women and 43% of men have never been tested for HIV.

1.17.8 Malaria

The reduction in malaria-related deaths has resulted in a decrease in malaria-related mortality per 100,000 population. The number of malaria related deaths per 100,000 population in the North West Region in 2018 was (6%) (MoH, 2014-2018). This rate varied from one council area to another. In Nwa, Ako, Fonfuka, and Furu Awa, where fewer health facilities are available, the rates could be higher.

From 2011 to 2014, the use of ITNs nationwide increased from 14.8% in 2011 (DHSMICS 2011) to 47.5% in 2014 (MICS 5, 2014), and children under five who slept under an insecticide-treated bed net rose from 21% to 54.8% and pregnant women from 19.8% to 52.3%. Despite these efforts, the incidence rates of malaria still remain high in the region compared to national average figures.

- **Malaria parasite prevalence among children aged 6-59 months**
  The prevalence of malaria nationwide decreased, from 30% in 2011 to 24% in 2018. It is higher in rural areas (32%) compared to urban areas (14%).
- **Malaria incidence rate and use of ITNs**

Malaria is endemic throughout the North West Region. Almost 73% of households have at least one insecticide-treated net (ITN). Ownership of an ITN has increased since 2011 when only 36% of households had at least one ITN. The percentage of children under 5 who slept under an ITN in 2014 and 2018 were 40.4% and 59.8% respectively.

1.17.9 COVID-19 in the North West Region

The Region through the Regional Delegation of Public Health in collaboration with its partners have been sensitizing as well as coordinating activities that enabled the population to live with the pandemic. The RD-MINSANTE and Administration of the Regional Hospital planned and continue to program activities to assist in the fight against COVID 19. Due to the fact that the effects are not very visible here as seen in other countries with numerous deaths, the population is still very skeptical about the existence of the disease. It thus needs more sensitization and engagement to make the population believe in its existence as well as prevent its spread.

Statistics for COVID-19 registered cases according to World Health Organization (WHO Bulletin 2021) for the North West Region is as seen in Figure 1.3 below.

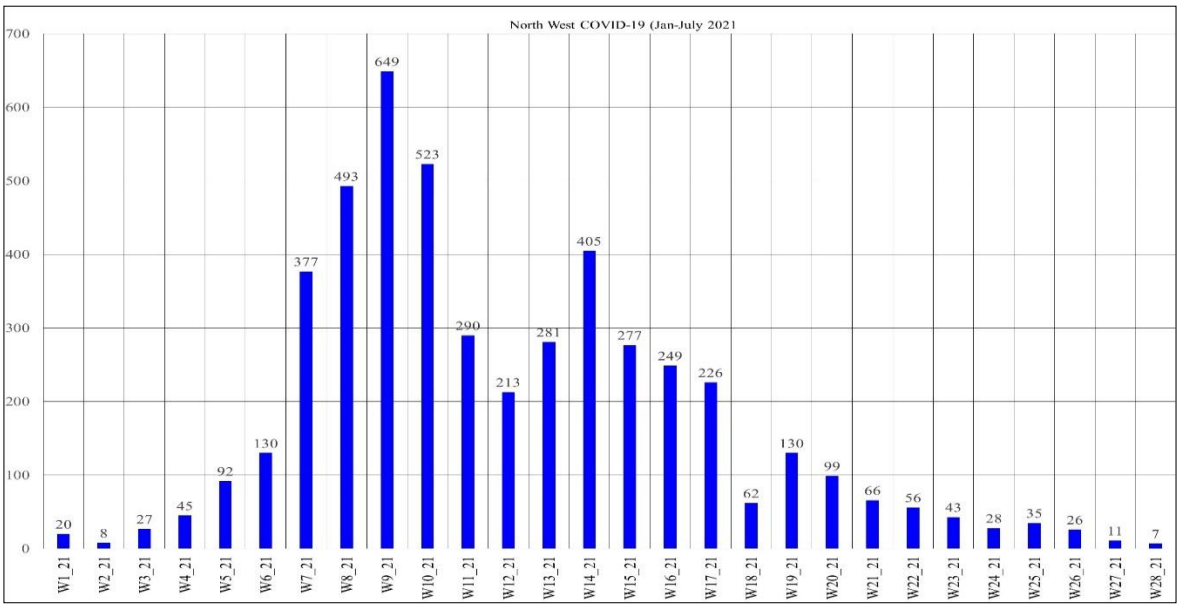


Figure 1.3: COVID-19 positive cases between January 2021-July 2021

Source: WHO Bulletern 2021

1.18 Social protection, security

The social protection system in Cameroon in general and the North West Region in particular , is still embryonic. Despite the existence of a dedicated legal and institutional framework, interventions are sparse in the areas of social security, social transfers, social action, gender promotion, and communication for social development. A wide gap thus exists in the domain.

Children in the North West Region face many protection challenges including abuse, exploitation, violence and neglect. Child labour, child neglect, violence against children including female genital mutilation, child marriage and children in street situations are protection concerns impacting children in the Region. Children's right to name and nationality is also curtailed as the birth registration is low in some council areas particularly for the children of pastoralist who were not born in health facilities. There is need to decentralize birth registration services to some distant rural communities so that children in rural areas can access birth registration services.

Children and their families are significantly affected by the on-going socio-political crisis which has severely impavted their livelihoods. This leaves most of the caregivers with no defined or meaningful source of income. Besides the crisis plegung the North West Region, other causes of vulnerability include; inadequate human capacity, human activities such as cutting down of indigenous trees around water catchment areas,

overgrazing, and increase in population, climate change and unreliable rainfall. Generally, there is limited resilience within communities, which negatively affects the protection of children. There is the need for the development of emergency child protection preparedness and response plans and the establishment of protection centres for women and children in disaster-prone areas as part of the community-based child protection mechanism.

The Anglophone crisis, floods and conflcits significantly affect the capacity of care-givers to provide for their children. This hinders the realisation of the children's wellbeing in terms of protection, health, education and participation in development. Repeated disasters such as drought, floods and conflicts can have serious impacts on the protection and well-being of children.

Another rights issue for children in the Region are children who are out of school for a number of reasons including; lack of school fees/school levies, lack or inadequate food at home, and family migration with livestock to areas without schools, inter-tribal conflicts, high levels of indiscipline, peer pressure, child pregnancies, child marriages and female genital mutilation. This vulnerability affects the attainment of children's right to education and wellbeing where the most vulnerable children never realise their dreams and cannot fulfil their potentials. This is carried over from one generation to another and hinders the Region's human capital development.

1.18.1 Orphans and Vulnerable Children (OVC)

The children that belongs to this groups or category in the Region can be listed as follows; child headed households, children living in extreme poverty, children living with grandparents, orphaned children, children at risk of female genital mutilation, child marriage, children living with or affected by disability, child pregnancy, children living with HIV or at risk of infection, children living with HIV positive caregivers, children living with aged/elderly caregivers, children that have dropped out of school and children of single parent's. The current statistics of vulnerable children per category cannot be established and a survey needs to be conducted to ascertain the number in the Region.

1.18.2 Cases of Street Children

The number of children in the streets particularly in Bamenda is steadily increasing and they are mostly found in the Bamenda Central Town, Nkwen and Bamendankwe. The situation of Street Children is not yet a problem in the divisional and subdivisional headquarters of the Region.

1.18.3 Child care facilities and Institutions

The North West Region has a number of organisations/Institutions that contribute to the well-being of children. These include children homes supported by; Faith based (religious) institutions e.g. SEEPD-CBC program, and civil society organisations (NGOs). There is need to establish government owned child protection and rescue centres to support children in need of care and protection including child survivors of violence, girls running away from child beating & female genital mutilation, child Marriage, trafficked children, children in street situations and children who have dropped out of school due to various reasons.

1.18.4 Persons with Disabilities

There are (89) Organisation of Persons with Disabilities/Association of Persons with Disabilities (OPD/APWD) groups identified throughout the Region. 22 of these group representing (25%) are headed by women, while the rest 66 (75%) are led by men. However, it is only in 3 of the abovementioned associations/groupings where there is no woman in the leadership/Executive. Significantly, in the other 85 associations, if a woman is not the president, they occupy positions such as vice presidents, secretaries, treasurers, finance secretaries and advisers.

In Kumbo subdivision, there are more females (51%) than males (49%) in OPDs. On the age analysis, more elderly people above 46years belong to Organisation of Persons with Disabilities (OPDs); with a relatively larger number of them from the age brackets (19-45years). The dominant disability type amongst OPDs in Kumbo is Physical disability and mobility impairment. There is also a significant number of persons living with epilepsy which is quite prevalent in this subdivision.

In Jakiri subdivision, slightly more women than men are registering in OPDs, with a majority of them from the ages of (19-45). Physical disability is quite prevalent amongst OPD members in this subdivision,

nevertheless, a significant number of people are receiving psychosocial support for epilepsy in the sub-division.

Ndu subdivision has the highest number (262) of PWDs in OPDs, with a slight majority (52%) being men and 48% being women. The majority (80%) of the PWDs in these OPDs have physical disability.

In the entire Ngoketunjia Division, more men than women are registered in OPDs, with majority of them being youths between the ages 19-45 and a relatively higher number of them aged above 46years. The prevalent disability in OPDs in this division is mobility impairment and also a good number of visual, as well as speech/hearing impairments.

In the entire OPD landscape of the Boyo division, there are more women than men registered in associations of PWDs, with a majority of them aged above 46years.

In Momo and Menchum divisions, more men are registered in OPDs than women, majority of them being elderly. The dominant disability type amongst PWDs here is physical disability. In Mezam Division, Bamenda II subdivision has more women in associations of PWDs than men, while APWDs in Bafut, Bali and Santa, show more men than women present in OPDs. The majority of members in these OPDs are aged above 46, with a relative majority being youths aged between 19 and 45.

1.18.4.1`Access to rehabilitation and assistive devices amongst people with disabilities

The services that most people in this category are aware of were traditional healers (83%) and general health services (73%). Awareness of core rehabilitative services including medical rehabilitation (8%) and assistive devices (24%) was very low. Reported need for services was consequently also very low, but the majority of individuals who reported needing a particular service also reported that they had previously received it.

Table 1.20: Access to awareness of rehabilitative services amongst people with disabilities

Rehabilitative Services	Have heard of services (%)	Have needed Services (%)	Have Received Services (%)
Medical Rehabilitation	8	4	3
Assistive Device Services	24	10	5
Specialized Educational Services	6	3	1
Vocational Training	16	9	5
Counseling for person with a disability	11	7	4
Counseling for parents/family	11	6	4
Welfare Services	12	6	2
Health Services	73	70	65
Health Information	30	25	21
Traditional or Faith Healers	83	63	59
Legal Advice	11	2	1
Specialized Health Services	9	5	3

Source: Islay Mactaggart and **cbm** Report 2021

Access to assistive devices was also low. (8%) of people with disabilities reported using glasses, whilst a further 17% reported needing, but not using them. Similarly, 4% reported using a hearing aid whilst a further 12% reported needing one. 36% of cases used a walking stick, and 3% used a wheelchair.

1.18.5 Social Net Programmes

The North West Region has running programs through the Ministry of social Affairs, and Women Empowernment that provide support to most vulnerable children and the girl child. The social safety /net programmes are run by the national government (cash transfer programmes for OVC), people with disability and elderly people 70+).

As regards information and statististics on unemployment, it was non-existent for the North West Region. However, several actions are being implemented to combat unemployment and underemployment and to enable the population to obtain a minimum income through specific employment programmes for

disadvantaged groups such as young people, women, vulnerable groups and people with disabilities. These initiatives include:

- The National Action Plan for Youth Employment (PANEJ),
- The Support Project for Informal Sector Actors (PIAASI),
- The Rural and Urban Youth Support Programme (PAJER-U),
- The project for the socio-economic integration of young people through the manufacture of sports equipment, and
- Labour-intensive projects.

1.19 Women's Empowerment and the Family

1.19.1 Gender Situation

According to the "National Gender Policy Document 2011-2020" gender situations in Cameroon vary by Regions, ethnic groups or religions, there is a persistent value of gender division of labour in which men take the productive and public roles and women take reproductive and domestic roles. Traditionally, women's life is mainly in the domestic sphere and they are not very present in the public sphere. Women marry early: about 50% of women get married by the age of 17 or 18. Bearing children is considered as the most important role of women, and it leads to the high fertility rate. Women in the rural areas and those with only basic education tend to keep traditional values.

Women and men are on more equal terms in the towns than in rural areas, but the perception of gender division of labour, in which a man is the main breadwinner and the woman takes domestic responsibilities is still very prevalent. In the towns, kindergartens are not common facilities for families with modest incomes and children are taken care of by the family, especially parents of the mother while she works.

The rate of women participation in the labour force is high and they contribute to household income. However, women's work tends to be undervalued as it is perceived as supplementing income of the husband, regardless of actual content of the task or income.

1.19.2 Gender parity

In the North West Region, this index is 1.02, reflecting a fair choice of parents regarding the boys and girls school enrolment. Depending on the division, this indicator varies very little, reflecting a generalized attitude towards equity in educational choices for girls and boys. This trend towards equity is generally observed at the level of councils.

Inequalities in secondary school enrolment between girls and boys are virtually non-existent in the North-West Region (1.03). This trend towards equity was observed in all divisions and subdivisions. However, it should be noted that some councils stood out with low parity index values such as Bum (0.78), Ako (0.66), and Furu Awa (0.71). Higher values are observed in Ndu (1.42) and Nkambe (1.35) councils.

The enrolment rate increased following the government's decision that made primary education free of charge. However, the quality of education is still low as the number of teachers is insufficient compared to the number of pupils and adequate learning materials are not available. The government took several measures to improve the situation such as construction of classrooms to reduce the number of pupils per class, increase in the salary of teachers to motivate them, increase in the number of new teachers, and distribution of basic teaching materials to schools.

1.19.3 Women and key health issues

a) Reproductive, maternal, newborn, child and adolescent

- **Current Use/exposure of Family Planning**

  About (19%) of married women age 15-49 use varying methods of family planning, i.e. 15% use a modern method, and 4% use traditional method. Male condoms, injectable contraceptives, and implants are the most commonly used methods among married women in the Region. The use of modern methods of family planning is much higher among sexually active non-married women

(43%). However, the use of traditional methods has declined since 2004 from 13% to 4% in 2018. The percentage of married women age 15-49 whose demand for family planning is met by using modern methods in the North West Region was 44% in 2018.

- **Antenatal care coverage**

  There was an increase in ANC4 coverage between 2011 (62.2%) and 2018 (64.9%) with significant regional disparities. Percentage of women (15-49 years) in ANC4 is greater than 82.3% in the NWR.

b) Nutrition

- **Incidence of low birth weight among newborns**

  Low birth weight is a major cause of early childhood mortality and morbidity. Between 2011 and 2014, the incidence of low birth rate declined in the North West Region from 4.8% to 6.5%. WHO works on percentage of live births that weigh less than 2500 g.

c) HIV/AIDS-knowledge, attitudes and prevalence

The percentage of women and men aged 15 to 49 who are HIV positive in the North West Region was 4.4% in 2018. The government aims to change behaviour through education, promoting HIV testing, diffuse contraceptives, prevent mother-to-child transmission of HIV and sexually-transmitted diseases, improve access to treatment, support people living with HIV/AIDS psychologically and financially, and eradicate discrimination.

1.19.4 Women and the Region's agricultural milieu

There is a gender division of labour in agriculture: women mainly grow crops for self-consumption such as maize, cassava, rice, plantain and groundnuts, and men mainly grow cash crops such as coffee and cacao. Legally men and women are equally entitled to land ownership, but the general custom is that men, and not women, inherit land. Land, seeds, fertilizers, equipment and funding are required to grow cash crops, but it is difficult for women to access them as they do not have land or property for collateral. There is gender division of labour also in livestock breeding: women breed small animals such as chicken, sheep and goat, and men breed cattle.

In many villages in the Region, men and young people leave for town or seek jobs; women and old people remain as the main workers in agriculture. It is reported that women's share in agricultural production is more than 70%, but their presence and value of work are underrated as the crops they grow are mainly for self-consumption, breed smaller livestock, and carryout tasks which need dexterity and patience or assistant works.

The forestry sector is traditionally masculine, and almost only men are visible in the field. Women also work in the sector, but they are invisible as they are considered as merely supporting men. MINFOF implemented a gender mainstreaming project in 2008 which included awareness-raising about gender, training and research. MINFOF has a checklist for gender mainstreaming, but it is underutilized.

1.20 Culture and recreational arts

For several centuries, the people of the North West Region have accumulated a rich cultural heritage. They remain today closely attached to their culture whose traits like food, dress, songs and dance, tradition, arts and craft are all showcased openly during joyful and sad, ceremonies such as births and deaths, village gatherings, village festivals, public events like national day, religious events for enculturation like ordinations, etc. These activities are promoted by village cultural and development associations under the supervision of the custodian of tradition, the Fons.

a) Music/Traditional dances

The North-West Region has a rich musical heritage specific to the region which has had international recognition. The diverse ethnic background in the North West Region explains the diversity of brands of music. Foreign music from the west and other countries like Nigeria has greatly influenced the originality of the North-West music. The most popular music brands in the North West Region are the "*Mbaghalum, the Samba and the Njang".*

b) Cultural festivals

Several cultural festivals now take place regularly in the North-West Region. During these festivals, the people and their guests celebrate various aspects of their culture, including traditional dances and a display of artistic cultural treasures. The traditional regalia is worn by all and together they dance to the songs produced by various groups using local instruments. It is on such events that one can actually capture the cultural elegance of the Region.

c) Arts and craft works

Regarding the arts and craft works, several areas and institutions stand out as major production centres. Ngoketunjia division is an important arts and craft production zone in the North West Region. Babungo and Bamessing villages are important arts and craft artistic centers and contribute significantly to the production of cultural heritage in the form of arts and craft works. The sculptor kings of Babungo have for centuries produced original pieces of arts works that are stored in the Babungo museum that was developed by the Italian Embassy in Yaounde. The presence of smiths producing iron, craftsmen capable of making efficient tools, many patrons of the arts and talented artists amongst the sculptor kings, the abundance of high quality wood and its excellent geographical position at the confluence of centuries-old trade routes all help to explain why the kingdom of Babungo has been and is still one of the main centers for traditional arts and crafts in the North West Region.

The Presbyterian Handicraft Centre (Prescraft) in Bamessing produces a variety of crafts including musical instruments like calabash rattles, drums, hand and foot rattles, xylophones, etc that are sold within Cameroon as well as exported to Europe and North America: Prescraft also produces traditional stools, plaques depicting every day scenes, religious plaques, games, etc. A rich variety of baskets are produced in Bali, Bafut, Bamessing and Njah-Etu areas. High quality castings, using the lost wax technique are produced for export and for the local markets.

Despite a very rich cultural heritage, facilities to accompany its development have not been put in place. To bridge these gaps the following actions have to be taken: -

- Support for the creation of libraries at community levels to promote the reading culture;
- Creation of museums in all Divisional headquarters;
- Rehabilitate palaces;
- Create cinema halls at the Regional headquarter in Bamenda;
- Reclassify chiefs and chiefdoms;
- Support yearly cultural festivals organized at tribal level;
- Promote and support traditional dances;
- Promotion and support of arts and crafts works;
- Creation of cemeteries at Divisional and Sub divisional levels; and
- Creation of gardens and parks,
- Construction of a Regional Archive centre
- Construction of cultural centers in the various divisions
- Rehabilitation of cultural heritage sites (palaces and their museums)
- Completion of the Regional Delegations building to serve artists.

1.21 Education, skills, literacy

Literacy is the ability to read for knowledge, write coherently and think critically about the written word. It involves the ability to use and communicate in a diverse range of technologies at all levels. Education is very critical for economic development. This section provides information on educational facilities and enrolment, teacher to pupil to student ratios, nursery, and primary, secondary higher education institutions.

1.21.1 Organization of the educational system

The Cameroonian educational system, born out of a double Anglo-French heritage is varied and multifaceted. In addition to its linguistic duality and modalities (English in the North West and South West Regions and French in the other eight Regions), is the diversity of the teaching orders. Thus, on the one hand there is the public teaching order and on the other hand the private teaching order which comprises the

secular private, the catholic private confessional, the protestant private confessional and the Islamic private confessional.

In spite of this diversity, the supervision of the Cameroonian educational system is done by the State. Through legislation and or regulation, the state among others;

- Defines the system of education;
- Decides on the programme contents and textbooks used;
- Fixes the creation, opening, functioning and financing modalities of both schools and private training institutions;
- Decides on the systems and evaluation modalities of pupils and students, organizes all national official examinations, and draws up the academic calendar for the entire country;
- Controls private training schools and institutions.

In short, the state is the main organizing institution of the Cameroonian educational system. Through its orientation and decisions, it influences educational demands and supplies more than any other agent or institution.

1.21.1.1 Nursery Education

In the 2014/2015 academic year, there were a total of 966 nursery schools operating in the region. This number dropped to 532 in 2019/2020 school year. During the same periods 44,307 and 4,120 pupils were enrolled in schools within the same period respectively. This drop in registration corresponded to 40,187 pupils. The greatest drops were noticeable in Boyo, Bui, Momo, Menchum and Ngoketundjia Divisions. Only Donga Mantung and Mezam Divisions successfully enrolled a significant number of pupils in nursery schools.

The nursery schools within the periods cited above 2014/2015 school year had 461 administrative and 382 teaching staff. These figures equally dropped in 2019/2020 school year to 432 and 351 respectively. The drop in both enrolment and personnel (administrative and teaching staff) could be attributed to the ongoing Anglophone socio-political crises.

1.21.1.2 Primary Education

In the 2014/2015 academic year, there were a total of 1,979 primary schools operating in the region. This number dropped to 308 in 2019/2020 school year. During the same period 373,726 and 5,276 pupils were enrolled in schools. This drop in registration corresponded to 358,450 pupils. The greatest drops were noticeable in Boyo, Bui, Momo, Menchum and Ngoketundjia Divisions. Only Donga Mantung and Mezam Divisions successfully enrolled a significant number of pupils in primary schools in 2019/2020 year, i.e. 1,065 and 3803 pupils respectively.

The primary schools in 2017/2018 school year had 1,020 administrative and 2212 teaching staff. These figures witnessed an increase in the 2019/2020 school year to 1022 and 2,254 pupils respectively. The major problems in the primary school sector are inadequate facilities and infrastructure in both the public and private institutions. Picture 4.1 below shows some of the deplorable condition in which primary school pupils study in some council areas of the Region.

1.21.1.3 Secondary Education

In the 2015/2016 academic year, there were a total of 518 secondary schools operating in the region. This number increased to 558 in 2019/2020 school year. During the same period 207,270 students were enrolled. In the 2019/2020 school year, enrolment dropped to 31,102. The greatest drops were noticeable in the same divisions as those in the nursery and primary institutions i.e. (Boyo, Bui, Momo, Menchum and Ngoketundjia Divisions). Only Donga Mantung and Mezam Divisions successfully enrolled a significant number of students in the school year 2019/2020, i.e. 4,332 and 24,678 students respectively.

The secondary schools in the 2018/2019 school year had 2,048 administrative and 6,727 teaching staff. These figures equally dropped by the 2019/2020 school year to 741 and 2,999 pupils respectively. The drop

in both enrolment and personnel (administrative and teaching staff) could equally be attributed to the ongoing Anglophone socio-political crises.

With regards to technical schools, 46,672 students were registered during the 2017/2018 school year. This number dropped to 31,102 students during the 2019/2020 school year. As concerned personnel, there were 2,048 personnel in the general and 6,727 in the technical. These numbers dropped to 741 and 2,999 during the 2019/2020 academic year.

The major problems in both the secondary and technical schools are inadequate facilities and infrastructure in both the public and private institutions.

1.21.1.4 Tertiary Education

Before 2010 the North-West Region had no State University. The Bambili annex of the Higher Teachers Training College was under the supervisory authority of the University of Yaoundé I and had just the first cycle. It was raised to a complete cycle and the Higher Technical Teachers Training College created in 2010. The two institutions were later transformed into the University of Bamenda on the 8th of March 2011. Presently the institutions that provide higher education in the North West Region include the State, confessional groups and private individuals. The confessional groups like the Catholic Church and the Presbyterian Church and private individuals had been providing higher education in the North-West Region for several years before the creation of the University of Bamenda. The University of Bamenda is presently the lead institution of higher learning in the North West Region. Created in 2010 with just four out of its eleven schools operating, it now functions in full capacity, operating all of its eleven schools. It is located in Bambili, Tubah subdivision. Before the creation of the State owned University of Bamenda, several private and confessional universities have been operating in the region.

Prominent amongst them are:

- The Bamenda University of Science and Technology, BUST in Bamenda III subdivision, Mezam division;
- The National Polytechnic Institute in Bamenda III subdivision, Mezam division;
- The Catholic University of Cameroon, CATUC, in Bamenda II subdivision, Mezam division
- The Cameroon Christian University in Bali subdivision, Mezam division
- The Saint Louis Higher Institute of Nursing and Biomedical Sciences in Bamenda III subdivision, Mezam division;
- The Veterinary Higher Education, Jakiri subdivision, Bui division;
- Nursing School in St-Elisabeth Hospital, Shisong, Kumbo subdivision, Bui Division

The privately owned and confessional universities train students in diverse disciplines and for various levels. Many students graduate every year with the Higher National Diploma in several professional disciplines. The student's body is made up of nationals from several regions and from other countries like Gabon and Equatorial Guinea. The growth of these private universities was encouraged by the creation of the University of Bamenda in 2011 which now vets their programme and training.

Generally, there was a 2.65% increase in enrolment from academic year 2018/2019 to 2019/2020 for the University of Bamenda and a 37.5% decrease in enrolment for Harvard University. As for the Protestant University, analysis of the enrolment situation for the two academic years could not be done because of incomplete data.

1.21.1.5 Managerial conditions

At every level of education, the quality of services offered suffer from a number of problems, which at certain levels is manifested with more acuteness in the public sector. Among these are:

- The shortage in teaching staff in general and in particular that of certain specialized subjects;
- The shortage of infrastructure;
- The shortage of basic facilities,

a) At the nursery school cycle

At the nursery school level in 2016/2017, the ratio of pupil/teacher was 35, whereas that of the number of pupils per class is 100. Of the 1,133 nursery schools documented all over the North West Region, only 296 were locatedin Boyo, Donga Mantung and Menchum Divisions respectively. . All these schools do not have access to electricity. Virtually all the nursery schools located in Ako, Nwa, Misaje, Zhoa, Menchum Valley and Furu Awa subdivisions use ordinary pit toilets/latrines. The nursery schools located in the abovementioned subdivisions are not fenced. Only few nursery schools found within the urban areas such as Bamenda and Kumbo are fenced. Further, most of the schools cited above, located in the rural areas neither have libraries nor textbooks. The temporary materials used for classrooms (Figure 1.6) below, do not offer a good and condusive learning environment.

Picture 1.6: Classrooms-left GS Mbiribua Ako Council, and right GS Subum Fonfuka Council

b) The Primary Level

At the primary level, in the 2015/2016 school year, the ratio of pupil/teacher was 58.8 and 48.9 pupils per class. There is shortage in teaching staff, and with regards to infrastructural facilities the estimated need is 9,410 teachers and 1,724 classrooms. Regarding basic facilities, (1) private school out of (3) has access to electricity, particularly those located in the urban areas such as Bamenda, Kumbo, Ndop and Nkambe. This is as opposed to 1/10 for public schools in the rural areas. The absence of electrify supply networks in these subdivisions is the main reason for lack of electricity in schools. All the (2,077) primary schools have either Ventiliated Improved Pit Toilets (VIP) toilets or pit latrines. However, out of 10 public or private schools (2) have a library, (3) have a medicine chest and all have PTAs. Four (4) public primary schools out of (10) in the urban areas, as against 3/10 for the private, have a dispensary.

c) The General Secondary/technical Level

At the General Secondary/technical education level in 2016/2017, there were (49) students per class in public schools and only (32) per class in the private. If we look at the ratio of students per desk in specialised courses (science laboratories, computer sciences, and language classes) it is 1/100 for public schools and 8/100 for private. It should be noted that there is an acute shortage of teachers for French and English languages at the first cycle of the general secondary level. The consequences for the few abailable personnel is an increase in the work schedule far above the required (22) hours per week.

In all, the secondary education sector is plagued by a shortfall in infrastructure, facilities and teaching personnel for French, English, Mathematics and ICT. The situation is far worse in technical colleges, as there are technical colleges without workshops and special classes (science laboratories, computer sciences, and language classes).

d) The Tertiary Education Level

ForTertiary education, the teacher/student ratio reveals differences between Universities (for example 1:20 in the University of Bamenda). These are more noticeable differences within the same institution, particularly between faculties and specialised institutions. For example, the (HTTTC) in 2016 had (196) lecturers, with only (31) being permanent staff (UBa-Academic Affairs 2016). Thus, it is difficult to evaluate the pedagogic quality of higher education in the faculties with such low ratios and a massive

presence of part-time personnel whose management is difficult to ensure, given the present conditions. The overcharged work schedule of lecturers at the UBa leads them to compress their schedules leaving out practicals or tutorials because of the lack of adequate space, equipment and personnel. In such a climate it is not surprising that the pedagogic atmosphere will be tensed with the student's major pre-occupation being survival by every possible means to obtain his/her certificate. It should be noted that the government recently lunched the recruitment of university lecturers to accommodate the acute staff shortages in state universities in general and the University of Bamenda in particular.

1.21.1.6 Availability of textbooks and pedagogic material

Given Textbooks and other pedagogic material are often out of the reach of students and teachers, this is due mainly to the high prices on the one hand and unavailability on the other. The decision by the state to implement free primary education in Cameroon has had mixed results particularly because the minimum package often arrives late, and the quantity is mostly insufficient. Generally, the rate of buying textbooks by students is low with the only exception being textbooks for the French language and Mathematics. For textbooks other than those mentioned above, most students go in for second hand textbooks. Analysis of the disparity between the divisions of the North West Region reveals that, the level of ownership of language textbooks is often higher in the urban areas.

If there are available textbooks for the general secondary, this is not the case with technical and vocational education where textbooks are not only adapted but scarce and very expensive. At the tertiary level, the generally low levels of household income means that majority of studnts cannot afford text books, leaving them to rely entirely on the notes given by lecturers. This is compounded by the fact that the lone state University in the Region UBa, and other institutions of higher learning do not have up to standard libraries. This therefore deprives students of autonomy and of every possibility of elaborating a personal working methodology.

1.21.1.7 Working conditions of teachers

Teachers are demotivated and feel disaffected with a profession that no longer guarantees an image-enhancing social status. The drastic drop in academic standards is also as a result of the severe cut in the salaries of teachers, which weakened their purchasing power. It is true that the austerity measures were imposed on all workers, but the situation of teachers has not been improved upon, as it is the case with other corps of the public service. Since 1994, the standards of teachers have generally dropped by half of their nominal value, whereas prices have doubled. This caused a drop of 75% in the purchasing power.

Administrative staffs, who are also affected by the same evolution, general suffer from poor working conditions – inadequate/no offices, secretariat material, libraries, and no documentation. These mediocre conditions discourage young talented persons from postulating for teaching careers (particularly in technical and higher education).

1.21.2 Professional Training

Technical education is carried out in the State owned technical colleges but professional training is carried out in the State owned specialized schools known as Rural Artisan Training Centres, (SAR/SM) located in all the divisions of the North-West Region. Momo division leads in enrolment and personnel. According to the NIS Yearbook of 2015, there are 25 of such training centres in the North West Region, which for several decades considered technical training as the sector for the unintelligent.

Vocational training is carried out mostly in private and confessional institutions. Vocational training is carried out in diverse domains such as dress designing and production, carpentry, mechanics, pastoral activities, catering and decoration, nursing, business management, etc. There are 46 institutions providing vocational training in these varied domains. There are 492 teachers who are experts in their fields responsible for training and drilling the students in various skills. The student number was about 1,400. Grade I and II teachers for primary schools are trained in the Teachers Training Colleges managed by the Ministry of Basic Education. There are a total of 3,379 students, taught by 435 teachers in 97 classrooms. Momo Division has the highest number of students while Mezam Division has the highest number of teachers and classrooms.

There are (18) Teacher Training Colleges in the North West Region amongst which are private and confessional institutions.

Prominent amongst these colleges are:

- Government Teacher Training College, Bamenda;
- Baptist Teacher Training College, Ndu;
- Catholic Teacher Training College, Tatum;
- Presbyterian Teacher Training College, Mbengwi; and
- Full Gospel Teacher Training College, Mbengwi.

After training, the teachers are expected to wait for recruitment by the state, the private sector or the confessional institutions. Many of the trained teachers teach in the numerous private and confessional schools found in the urban and rural areas of the region. The student per teacher ratio is generally low while the highest student per classroom ratio exists in Boyo Division with 70 and Momo Division with 68.

1.21.3 Literacy

Literacy is considered as the ability to read and write. Two indicators were calculated on literacy:

(a) Children aged 15-24 years, and
(b) Persons aged 15-64 years.

a) Literacy among Youths aged 15 to 24 years
In the North-West Region, the literacy rate among youths aged 15 to 24 years was 89.1%, with the lowest levels recorded in Donga Mantung (81.2%), and Ngoketunjia (81.4%) divisions, while the highest level was in Mezam Division (93.5%). Regarding Council areas, this indicator reaches its lowest level (73.7%) in the Njikwa Council in Momo Division (CS-CHS 4 2016) (Table 1.21).

Table 1.21: Literacy rate in percentage of children attending pre-school or primary by Division 2016

Division	Male	Female	Urban Overall	Male	Female	Rural Overall	Male	Female	Divisional Overall
Boyo	83.9	67.5	74.1	91.0	93.2	92.2	62.2	73.0	68.2
Bui	87.2	77.7	81.7	92.9	91.0	91.9	75.2	79.5	77.2
Donga Mantung	72.2	53.2	61.1	85.5	77.8	81.2	67.4	67.9	67.7
Menchum	79.4	61.7	69.7	88.1	85.8	87.0	63.9	49.9	57.6
Mezam	87.1	81.6	84.1	91.1	95.6	93.5	66.1	74.5	70.3
Momo	83.3	71.2	76.7	89.0	89.2	89.1	42.9	50.4	46.5
Ngoketundjia	72.3	53.4	62.1	82.6	80.0	81.4	50.7	46.6	48.7

Source: (CS-CHS 4 2020)

b) Literacy among person aged 15 to 64 years
In the Region, literacy rate among persons 15 to 64 years was 75.0%. The lowest level was Donga Mantung Division (61.1%), while the highest levels were observed in Mezam (84.1%) and Bui (81.7%). At the Council level, there are wide variations, with the lowest level recorded in Furu Awa (38.8%) in Menchum Division and the highest level in Bamenda III (95.6%) in Mezam Division (CS-CHS 4).

1.22 Sports

1.22.1 The organisation of Sport in Cameroon

Sport is an important aspect of national policy and is considered a physical and moral imperative within Cameroon. The central government's first formal involvement in sport came with the emergence of the Ministry of Youth and Sports in 1992, which prioritized youth sport for a number of years.

Elite sport in Cameroon is held in high esteem by the central government. The National Olympic Committee (NOC) of Cameroon was formed in 1963 and formally recognised by the IOC in 1994 (National Olympic Committee, 2015)

Cameroon became a member of the Commonwealth in 1995 and has competed in every Commonwealth Games since, achieving seven medals in Glasgow, 2014, in judo, weightlifting and wrestling (Commonwealth Games Federation 2014). Success in these traditional Cameroonian sports has steadily given way to new sports such as football and more recently cycling as a sport event.

The NOC of Cameroon promotes the need for a commitment to sport, which is organised through various Sports Federations, the largest being the Cameroon Football Federation (FECAFOOT). A score of other federations exist, including the Cameroon Cricket Federation (FECACRICKET), Cameroon Handball Federation (FECA-HAND) and the Cameroon Boxing Federation (FECABOXE), that have as their main responsibilities the organisation of sports competitions and the stimulation of the growth of the disciplines within their sports. Funding for sport federations comes from taxpayers into the Ministry of Sports and Physical Education, which distributes it to sports federations and the NOC.

a) State-led promotion of sport

The promotion of sport in Cameroon is largely led by the central government. In 1996, the President signed a law fixing the charter of sports and physical activities in Cameroon. The charter regulates the practice of sports and physical education and does so by defining the role of the key stakeholders in the development of elite and grass-roots sports promotion. The International Monetary Fund (2010, p.76) developed a poverty reduction strategy paper for Cameroon, which summarises the three main aims of the sports charter, which are:

1) Consolidation of governance in sports. This rest on improvement of the sporting milieu, introduction of good management rules, introduction of an effective policy on the maintenance of existing and future infrastructure, and introduction of various incentives to enable the private sector to bring in durable and multifaceted investments in sports;
2) Supervision of sports associations. By providing qualitative and quantitative training for supervisors (educators and trainers), strengthening sports research and excellence centres, promoting the organisation of all types of competition, improving social safety nets for sportsmen and professionals, facilitating the functioning of federations
3) Development of sports infrastructure for elite and collective community sport. In terms of elite sport, quality and multipurpose stadia will be built nationwide, thereby enabling the organisation of international competitions. Concerning sports in schools and promotion of sports practice by the masses, the government, in conjunction with local and regional authorities will encourage the construction of sports facilities for collective sports.

Despite the ambitious statements made in the sports charter, that seeks better governance and management of sports associations and the development of more effective elite sport structures, it appears that there is still some way to go until these ambitions become a reality.

Cameroon has delivered some ad-hoc national and international successes in sporting competitions; however, in the main, disappointing performances from a wide range of sports institutions and organisations had become a concern for the public authorities.

According to a report by the Ministry of Sports and Physical Education (2010), concern was raised at many political levels, resulting in the organisation of a national conference on sports and physical education in 2010. The ultimate goal of the conference was to boost the national sports movement and foster social cohesion through physical and sports activities. According to the Ministry's report (2010), the conference was split into six subsections, which provided an indication of the governmental priorities at thetime. The sub-themes were: (1) physical education, (2) Olympic and Paralympic sports disciplines, (3) non-Olympic sports disciplines, (4) football, (5) financing and partnership and (6) training. The report suggested that the conference was prioritised by the government and by interested individuals, resulting in 7,000 participants drawn from the divisional, regional or national levels. A balanced assessment of the conference themes indicates that they are the priority areas of political sporting interest, particularly football.

1.22.2 Sports and Physical Education in the North West Region

The North West Region has several sporting and recreational infrastructures and has hosted several sports events like the FENASCO "A" and "B" games and the university games of 2017. The Bamenda Municipal Stadium has for several decades been the only sports complex used for every competition notably the Elite

One, Two and Three, the Top Cup competition, the FENASCO games as well as other events like outdoor religious assemblies by Pentecostal churches, trade fairs, etc.

In 2016 the foundation stone was laid for the construction of a 2,500 seats capacity stadium. Bamenda was amongst the major cities of the country that was selected for equipment with a modern stadium under a national development program. The Bamenda Olympic Stadium will be the first ever modern sporting infrastructure of any kind to be constructed in the city and the North West Region as a whole. The 2,500 seated and covered stadium with floodlights covering all four corners of the paly ground and a synthetic pitch, will also have locker rooms for players and match officials, modern toilet facilities, reporting booths, press room, offices, an athletic track and two handball, one basketball and volleyball courts, a gymnasium and restaurant. The construction works that was expected to last for six months costing 780 million FCFA and solely financed by the Cameroon Football Federation (FECAFOOT) is still ongoing two years after.

There is also a fitness ground (PARCOUR VITA) at Ntamulung quarters, Bamenda II Subdivision, controlled by the Ministry of Sports and Physical Education and the Presidency of the Republic. In addition to these, other sporting and recreational facilities do exist in the private and public schools.

There are three annual national sports competitions: FENASCO A, FENASCO B and FENASU games for the Ministry of Basic education, Ministry of Secondary Education and the Ministry of Higher Education respectively, organised with the Ministry of Sports. For primary schools, secondary schools and Universities to perform well during these annual sports competition, they must have sports infrastructure for training.
Playgrounds for some sporting disciplines like football, handball, basketball, lawn tennis exist in towns across the region operated by schools and colleges (both public and private) or by a sports academy. The second football stadium in the region is located at the Young Sports Football Academy, precisely in Ntenefor quarter, Nkwen Village of Bamenda III Sub-division, and presently host all Elite one, two and three football matches.

Handball has almost half of the total number of stadia in the region, which is 352 facilities representing 44.7%. This is simply because it is simple to construct and occupies a reduced space. Football stadia occupy over one third 37.7% of the total number of stadia.

Football remains the most cherished sports discipline. The other disciplines do have insignificant number of stadia. The most important observation is the simple fact that most stadia in the North West Region are not of any acceptable standards. To host the 2017 university games, the University of Bamenda constructed several small stadia of high standards, most of which have fallen into disrepair due to lack of proper maintainence.

Several clubs in various disciplines such as football, volleyball, handball, basketball and athletics exist in the Region. However, majority of them are male football clubs.

- **Sports clubs**

  Football clubs make up more than half (53.3%) of the total number of clubs affiliated in the entire Region. Addidas FC, Cammark FC, PWD FC, Kumbo Strikers, Freeboys FC, Bang Bullet, National Polytechnic FC, Young Sports Academy are some of the popular football teams which are active in the MTN one and two elite football championships. Despite playing in a very bad stadium; Kumbo Strikers and Young Sports Academy, and recently PWD have won the Cup of Cameroon. More than half of the affiliated clubs are found in Mezam Division (58.3%). The athletics clubs in Menchum and Donga Mantung Divisions are very active in the national scene as they are always amongst the top winners of the Mount Cameroon race of hope.

- **Sports infrastructure in the Region**

  Sports infrastructure in the North West Region which can be used for national sports events like the National Primary School Games, the FENASCO “B”, the National Secondary School Games, the FENASCO “A”, the National Federation of University Sports Games, the FENASU, the MTN Elite One and Two football championship, the Cameroon cup competition amongst other sports events can only take place in Bamenda in Mezam Division. Mezam Division has several sports infrastructures, the highest number of affiliated clubs and recognised coaches and referees. Sports infrastructure out of Mezam Division is very depleted.

- **Non-state-led sports in the Region**

Whilst sport is predominantly led by the government, a small number of private economic enterprises also contribute towards the promotion of national, regional and village sports in the North West Region. One of such institution is the Yong Sports Academy, which has a football team that has been promoted to the Premier League.

Without doubt, football dominates the headlines, popularity and associated funding, which is to the detriment of the development of other sports. There is a small yet emerging sport-for-development sector, which combines sport with other social messages, including health awareness, equality and empowerment.

- **The Dominance of football**

The most popular sport by far is football. Football dominates policy and politics at both the recreational level and the national level and is governed by the Cameroon Football Federation (FECAFOOT). The growth and popularity of football in Cameroon is largely attributed to the success of the national team the Lions, who have qualified seven times for the FIFA World Cup, more than any other African team. The popularity of football extends from spectating to participation, with virtually every village having its own football pitch and large numbers of spectators watching games between rival villages. Yet, despite its popularity at every level, Cameroon faces many problems in terms of lack of infrastructural development, as the sporting facilities are below the required standard. Through promotion, sponsorship and support, a variety of actors complement the fulfillment of sport policy objectives.

- **School and university physical education and sport**

Physical education is a core curriculum subject in Cameroonian schools. The state has outlined national standards for physical education in Cameroonian schools. The standards show a level of determination by the government that physical education is seen as a precursor to better living, through active participation.

- **Public policy perception, priorities and issues**

It should be noted that football, in particular in the Region, is a complex sport through which various powerful political individuals achieve their personal aims. As a result, football transcends scoring goals, as it intertwines with politics and government policy. Football offers an opportunity to unify both Anglophone and Francophone societies through a common interest; however, it also offers a potential trigger to cause conflict among the people. As the scope of sport becomes wider, it is accepted that politics cannot be disengaged from sport. Globally, sport is promoted as a useful tool which can contribute to broad national and regional development aims such as education, equality and social cohesion. In Cameroon, annual end-of-the-year football competitions are organised for both the junior and senior players with the aim of fostering social relations.

1.23 Trade and Commerce

In the Region, the goods produced are disposed off by way of trading. The Region has a Central Market known as the Regional market in (Bamenda) which holds daily and attracts business people from all over the region. Equally, at the level of the Divisions, and somewhat in the subdivisions there are main markets that are well organised according to the various food and animal chains. The Councils have constructed sheds and hangers in these markets.

1.23.1 Economic Base of the Region

The economic base of the region can be traced back to 1902 when Bamenda played host to colonial administrators, given its position as the administrative headquarters of the German and British colonial presence in the area. Since then, money started flowing into the region and this trend has continued up till today.

Bamenda has also evolved into the commercial capital of the North West Region and this has brought along a lot of commercial activities including the commercialization of agricultural and animal products. This has

boosted the degree of agricultural practice. The rapid growth of the city has encouraged the development of sand, stone and gravel quarries but the industrial sector is quite underdeveloped.

- **Primary sector economic activities**

The primary sector involves the production of natural or base material that can be used for further production such as farming, tree planting and forestry exploitation, rearing of small livestock, stone, gravel quarries, sand and laterite exploitation.

- **Secondary activities**

The secondary sector is concerned with activities such as the transformation of raw materials into finished or semi-finished products.

- **Tertiary activities**

The tertiary sector has a greater impact on the local economy than any other sector. This is because as the administrative headquarters of the Region, Division and the sub-divisions, the amount of salaries paid in this sector is significant. Bamenda as the regional headquarters is a typically commercial town with lots of trading companies, traders and tradesmen. The fast growing population attracts tourism services, catering, ICT services, entertainment services and lots of other activities.

- **Quaternary activities**

The quaternary sector is still quite young and growth is slowed down by the fact that activities in this sector could be time consuming, delicate, and often characterized by high costs and use of high technology. In this sector private Consultancies are picking up but research is still limited to government run research institutions, often backed by international assistance.

- **Formal Activities**

The percentage of activities in the formal sector is increasing. This is thanks to the rapid growth in the number of civil servants and professionals like lawyers, health providers and private education providers, and well organized wholesale and retail shops. Activities in this Sector facilitate the internal circulation of cash within the economy and equally serve as the main route through which cash flows into the economy and flows out to other parts of the country and the world.

- **Credit Union Networks**

Cameroon has seven (07) credit union networks. Credit unions in Cameroon are affiliated to a network and all of these affiliated credit unions are classified as category one. Three of these networks operate in the North West Region including the Cameroon Cooperative Credit Union League (CamCCUL), Union of Renaissance Cooperative Credit Unions in Cameroon (RECCUCAM), and Network of North West Farmers Organisations Credit House (NOWEFOCH).

Informal Activities: a) Small Businesses - Small business activities do not require qualified training. They occupy a position between the producer and consumers. It is within this area that we find "*Buyam Selam*" where they sell fruits and other imported cosmetics. The diversity of the products offers the strength of their businesses; b) B. Small Scale Professional- Small scale professional works require some minimal qualification background or apprenticeship level.

1.24 Water and sanitation

1.24.1 Water supply

Up until early 2018, the drinking water sub-sector was managed mainly by CAMWATER and "La Camerounaise des Eaux". Today, this sub-sector is managed exclusively by CAMWATER on behalf of the State. Some decentralised territorial authorities, NGOs or private sector, VDAs also intervene in the sub-sector.

For example, the town of Kumbo in the Bui Division is supplied by the Kumbo Water Authority (KWA); Tubah's drinking water supply network is divided into two sub-sectors, Bambui and Bambili, which are

managed by two management committees linked hierarchically to Tubah Town Hall (Bambui Water Authority and Bambili Water Authority). In Bali, the drinking water management is done by "Bali Water Committee" under the auspices of the development association known as BANDECA, Bamenda III Council manages Nkwen Water scheme. Of recent, Nkambe Council with the support of UNDP provided water to the the Nkambe urban municipality.

Studies conducted by (PNDP-SCORECARD 2018) in the North West that targeted households in (14) councils' areas that, observed that about (83.5%) acknowledged the use of public water supply as their main water supply scheme. The exception was in Tubah Council where only about 38% of households declared they made use of a public water scheme as their main source of water. It could be observed from the table (1.24) that (51.9%) of these households declared the use of public pipe-borne water as their main water source. (37.1%) mentioned springs/rivers, while the remaining 11% made mention of public wells or boreholes.

1.24.1.1 Main issues of drinking water supply and sanitation

- Partial involvement of municipalities or village communities in the construction and management of drinking water equipment and distribution.
- The lack of energy or power outages do not allow a quantitative and qualitative supply of drinking water to the population;
- Monopoly of production and distribution by CDE / CAMWATER in some cities;
- Obsolescence and inadequate maintenance of drinking water supply equipment due to lack of human and material means;
- Lack of structure in charge of the management and maintenance of water schemes and boreholes in rural areas;
- Absence of decentralisation.

Table 1.24 below shows the indicators for drinking water and the use of modern sanitation facilities by division in the North West Region in 2016.

Table 1.24: Some Indicators on Sanitation and Access to Basic Services by Division

Division	Percentage of population with access to an improved water source for drinking water	Percentage of population using unshared modern sanitation facilities
Boyo	65.9	24.6
Bui	85.9	28.5
Donga Mantung	41.2	6.6
Menchum	30.0	15.9
Mezam	83.9	43.3
Momo	68.5	21.3
Ngoketunjia	63.1	15.8

Source: NIS 2020

1.24.2 Sanitation

In the North West Region, (25.7%) of the population on the average; use modern sanitation facilities that are not shared with other households (CHS 4, 2014). Mezam Division, despite having the best indicator value in the Region, has only 43.4% of its population with access to modern sanitation facilities. The situation was much more worrisome in Donga-Mantung, where over 9 persons out of 10 do not have access to modern sanitation facilities. The proportion of the population with unshared modern sanitation facilities was the same in Ngoketunjia and Menchum Divisions (15.8%) each.

In the council areas, the proportion of the population with modern unshared sanitation facilities varied from 1.6% (Ako) to 60.8% (Bamenda III Council). There are 9 councils in which up to 9 persons out 10 do not have access to modern sanitation facilities. These are, in ascending order, Ako, Nwa, Widikum-Boffe, Zhoa, Misaje, Elak-Oku, Ndu, Mbengwi, and Fundong Councils. A few councils stood out positively compared to the others, where there are over 50% of individuals with access to modern sanitation facilities. These councils are: Bamenda I (51.4%), Bali (56.2%), and Bamenda III Council (60.8%) (CS-CHS4).

1.24.2.1 Storm Water

Poor drainage system in Bamenda town has resulted to disastrous flooding during the rainy season. In recent times constant flooding has had devastating impacts on the health and livelihoods of the population. Storm floods often mix with sewage from overflowing latrines and sewers, causing pollution and a wide range of problems associated with the increased risk of waterborne diseases. In rural areas storm flood are mainly along Rivers which drains into swamp except for isolated cases of high seasonal flooding that affect pockets of settlements.

1.24.2.2 Sewerage

The provision of sanitation facilities in urban areas of the Region is inadequate especially sewer systems. With the absent of sewer system, on-site sanitation facilities are provided through the use of septic tanks and pit latrines. In rural areas pit latrines dominate households and septic tanks serve institutions.

1.25 Energy

The main sources of energy in the North West Region are electricity, solar, liquefied petroleum gas (LPG), biogas, paraffin, charcoal and firewood. Lack of access to clean sources of energy is a major impediment to development often leading to health related complications such as increased respiratory infections and air pollution. The type of cooking fuel used by households is related to their socio-economic status.

There are two types of networks: the transmission network that can carry energy from sources of generation to HVH/HTA transformers, also called source stations, and the distribution network that carries the power of the HVH/HTA transformer to the end customer. For the North-West Region, there is only one 36 MVA power distribution station for the transmission of energy from the West Region Interconnection Substation with a power of 90 KV to the various transformation sites (transformer stations) of the Region. The high, medium and low voltage transport in the Region is carried out using pylons and Almelec 148 mm² conductor material, wooden poles and Almelec 93mm² conductor materials respectively. As for the distribution network, it is essentially provided by transformer substations installed in several localities in this Region..

However, two key actors are involved in the distribution of energy in the North-West Region: the Ministry of Water and Energy, which is responsible for distribution in rural areas through the Electrification Rural Agency and ENEO SA which deals with distribution in urban and peri-urban areas.

According to information gathered from MINEE and field experts, 280 out of the 776 villages in the Region have access to electricity. Although the energy sector was liberalised in 1998 in Cameroon, the marketing of energy is still a preserve of ENEO in the North-West Region.

1.25.1 Main issues of energy distribution in the Region

Although Cameroon has considerable hydropower resources, that are important in renewable and modest in hydrocarbon resources, it still remains below its energy potential. If fully developed, its electricity potential could be the second in sub-Saharan Africa, estimated at about 20 GW, or more than 115 billion kWh. This potential therefore means that the country could produce more than enough electricity each year if these resources were developed. Meanwhile, current domestic production is estimated at 2.3 GW.

The North West Region is also interconnected to the Southern Interconnected Grid; it suffers the same consequences as the other regions related to under-production. The fact that the Region is fed by a centralised network which is produced in the Centre and Littoral regions and transported over cables to consumers in far flung areas over long distances makes the price of KW high for consumers. Decentralising energy production by the construction of a hydroelectric plant in the Region will go a long way in reducing energy losses during transportion and will decrease the cost of transport and by extension that of a KW.

Apart from under-production, the Region is still one of the most under-supplied energy areas in the country, with just 36.08% of villages electrified in 2017.

The absence of high voltage is also a major obstacle to economic development because an industry requiring a voltage higher than 90 kV cannot be installed in the Region. The hydroelectric plant currently being built in the Katsina waterfall on the Menchum with a capacity of 485 MW will definitely solve short-term energy

deficit problems, particularly if SONATREL and AER are also responsible for the transport and transmission of electricity throughout the area.

In short, the potential of the electricity sector would be optimised if the management of this was entrusted to decentralised communities, which will have the choice to develop an energy policy that would suit them. Thus, the sector can truly be liberalised and the monopoly of a single player will disappear with the added bonus of the price of energy discounted.

1.25.2 Population using Electricity

In the North-West Region, 44.6% of the population mainly uses electricity for lighting. Mezam Division was registered with the highest rate of usage of electricity for lighting (78.1%). There is a significant gap between Mezam (78.1%) and Bui (44.1%) which is ranked second. Menchum Division has the lowest percentage (14.9%).

Analysis of electricity use at the Council level shows striking difference between councils, while in Bamenda II, almost the entire population mainly uses electricity (97.4%), other councils are virtually in total darkness. These include: Furu Awa (0%), Misaje (0.1%), Njikwa (0.1%), Fonfuka (0.2%), and Nwa (0.9%) (NIS 2020). Out of the 34 Councils in the North-West, there are only 10 in which over 50% of the population uses electricity as their main source of lighting (NIS 2016).

1.25.3 Population using solid fuels

(CS-CHS 4) results show that globally in 2016, 88.9% of the population in the North-West Region used solid fuels such as wood, coal and saw-dust/chips for cooking. Thus, only 10.1% of this population uses clean fuels for cooking.

The use of solid fuels is a widespread practice in all the divisions of the North-West. The rate of use of solid fuels is very high in all the divisions, in both urban and rural areas. With the exception of Mezam Division where this rate is 73.6%, all the other divisions have values above 90%.

1.25.4 Petroleum depot

As concern petroleum depots, a total of 60 petroleum product sale stations were constructed in the Region in 2020, and about 194,485 gas cylinder bottles (12.5kg) were sold. Less than 25% of the filling stations are functional as of 2021 due to the Anglophone socio-political crises.

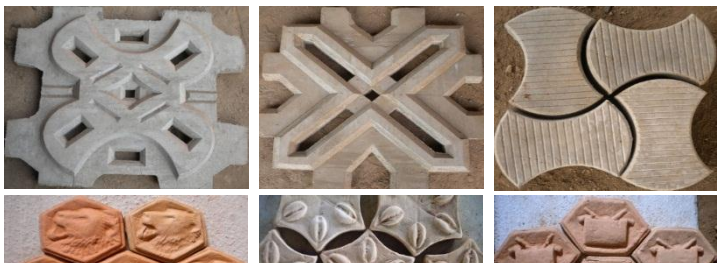
1.26 Housing

Concept of Housing: Housing means more than a physical unit of walls enclosing a space and having a roof to keep out the rain, cold or other undesirable elements. It is that unit, the services that go with it and a whole extent of thier relationships. It is always seen as part of a larger ensemble or settlement: a block, sub-quarter, quarter, a village, a town, or even a city, and the built environment. Considered as an object, a house is always in relationship with other elements:- houses and buildings, the surrounding spaces and the landscape. Housing in the Region should be seen in this context.

1.26.1 Housing types

The main types of houses in the North West Region are permanent or semi-permanent which are individual, and government-owned. The cost of construction is very prohibitive leading to the presence of informal settlements among the low income earners. There is need to sensitize the public and investors on alternative and cheap building materials to address the challenges of housing in the Region.

Materials used in the construction of dwelling units are an indicator of housing conditions and the extent to which they protect occupants from the elements and other environmental hazards. Availability of materials, cost, weather and cultural conditions have a major influence on the type of materials used in different localities within the Region. Local enterpreneurs e.g. Aurora Building and Material Company (ABM) and others have made available very solid local building materials (Figure 1.13) below.



Picture 1.7: Local Material production at ABM Atuakom-Mankon Bamenda

a) Housing status

The analysis according to housing status (ECAM 4) revealed that in the North West Region, households are relatively more owners (58.7%) than tenants (32.3%) or freely housed (7.9%). Generally, 87.1% of poor households own the house in which they live in the Region. However, renting is the most common type of housing status among non-poor households.

b) Housing standard

On average, 38.8% of households have improved, non-shared toilet facilities (toilets with flush latrines or modern toilet facilities within Bamenda as a whole). There is a significant gap between urban (49.4%) and the rural area (26.7%) and between the poor (23.8%) and the non-poor (41.5%).

c) Regarding the walls

(80.3%) of dwellings have walls constructed with solid materials (concrete blocks, burnt bricks or cut stone, clay brick). Eight out of ten households (81.8%) built their houses with solid roof material (cement, metal or tile). This proportion is 54.0% for poor households and 91.9% for non-poor households. Considering the place of residence, a significant difference was recorded: 99.1% in the urban area and 67.9% in the rural area.

d) With regards to floors

(60.3%) of households have the floors of their houses covered with cement or tiles. A significant difference is observed between urban (91.0%) and the rural area (35.8%) and between poor households (20.3%) and non-poor households (74.9%). Globally, within the urban areas, 83.8% of households have access to an improved water sources (tap in the house or within the compound, public tap or standpipe, well or borehole, protected well/boreholes, rainwater and mineral water).

1.26.2 Location of houses

Living near an undeveloped river/stream site, a high electrical voltage line, a gas station, oil or gas warehouse, or airport is risky, particularly for household members. These are prohibited zones at proximity of houses in accordance with the regulations in force.

Generally, just over one out of three households live in a dwelling (houses) located near an undeveloped stream, wetlands (see Figure 1.14 below), and even escarpments site. Regarding the vicinity of high voltage, less than one in three (33.0%) is located in an unsecured zone around a high voltage line. Although the proportion of households at risk as a result of their proximity to a filling station is (3.4%), it should be noted that this proportion is higher (13.1%) in the urban areas especially for poor households (ECAM 4).

Picture 1.8: Precarious living in urban areas (*left* Flood below Foncha, *right* disaster at Sisia)

Within the Bamenda City, the Bamenda Up-station escarpment is witnessing an un-presented housing development. These are zones prone to landslides. Meanwhile Down-Town Bamenda, wetlands in Mulang, Musang, Mukwebu, and Ntaturu has been encroached into either for the construction of houses or farmlands.

- **Access to potable water in the urban areas**
  Furthermore, 64.7% of households have access to potable water (water distributed by CAMWATER, well water and mineral water) within the urban areas. Poor households (41.3%) have a relatively low access to potable water supply than non-poor (73.2%). The Donga Mantung, Menchum and Momo divisions are areas where households have the least access to potable water, with proportions of less than 50%.
- **Electricity and cooking gas**
  In terms of access to electricity and cooking gas, nearly two out of three households (62.1%) have access to electricity as a source of energy within the divisional headquarters, while one household out of four uses domestic gas (less than 25.1%).
- **Nuisance suffered by households**
  The well-being of population is very important especially if the household environment is not well cleaned up. The presence of rats in the dwelling, mice and other pests, and sewage-flow around the dwelling unit reflects the degree of insalubrity of the household's immediate environment. The results show that in general; the immediate household environment is not sufficiently cleaned; neither in the urban nor in the rural areas, among the poor and even less among non-poor. Indeed, the immediate household environment is characterized by a strong presence of mosquitoes (81.0%), mice, rats (77.1%) and cockroaches (62.9%). Moreover, sizable proportions (42.4%) of households suffer from noise (ECAM 4).

CHAPTER II: ALIGNING THE REGIONAL DEVELOPMENT PLAN TO NATIONAL AND REGIONAL PLANNING INSTRUMENTS

2.1 Introduction

This chapter discusses the alignment of the Regional Development Plan (RDP) to the National Development Strategy (NDS30), it also integrates the Sustainable Development Goals (SDGs) into the RDP document, and provides an analysis of the progress made towards attainment of the SDGs, and interventions to be undertaken to fast track the attainment of the SDGs. The chapter equally links the RDP to the African Union's Agenda 2063, a plan for the structural transformation of Africa which was approved by the Heads of State and Government of the African Union (AU) in January 2015.

2.2 Alignment of the RDP to the 2035 Vision and the NDS30

Cameroon's Vision 2035 and National Development Strategy 2020-2030 are the national public policy blueprints that entrenches the Vision 2030 as the long term development strategy. The NDS30 aims to transform Cameroon into a modern, globally competitive, middle income country providing a high quality of life to all its citizens. NDS30 is the product of a highly participatory, consultative and inclusive stakeholders' process conducted throughout the country and in all sectors of the economy.

The Vision is anchored on three key pillars: economic; social; and political. The economic pillar aims to achieve an average Gross Domestic Product (GDP) growth rate of 5.5% percent per annum and sustain the same till 2030 in order to generate more resources to meet its envisaged goals and aspirations.

The key sectors of the Vision economic pillar include: ***energy, agri-business, digital technology, forest-wood, textile-clothing-leather, mining-metallurgy, hydrocarbons-refining, chemistry-pharmaceuticals and construction-services and professional scientific technical.*** The Vision's social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The main sectors under this pillar include education and training, health, water and irrigation, environment, housing and urbanization, gender, sports, youth and culture. The political pillar aims at realizing a democratic political system founded on issue based politics that respect the rule of law, and protects the fundamental rights and freedoms of every individual in the Cameroon society.

The three pillars are anchored on a number of foundations, which serve as enablers that create an environment that is geared towards the realization of Vision 2030. These include: macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; science, technology and innovation; land reforms; human resource development; security and public sector reforms. An additional element; national values and ethics, has been included following the law on the General Code of Regional and local Authorities enacted after the Major National Dialogue held in Yaoundé from 30th September to 4th October 2019.

The Cameroon Vision 2035 is being implemented through successive ten-year Plans. The first covered 2010-2020 and the second plan covers the period 2020-2030. It will prioritize policies, programmes and projects which generate broad based inclusive economic growth, as well as faster job creation, reduction of poverty and inequality, take into account climate change impacts, and meeting the 17 Sustainable Development Goals (SDGs) and the goals of African Union Agenda 2063.

The plan will build on gains made so far in key sectors of the economy including completing projects initiated during the first phase (2010-2020). It will not only increasingly target the level of investment but also enhancing the productivity of investment, as well as raising productivity in all sectors of the economy.

The key broad priority areas which will be the focus of the second phase include: employment creation; development of human resource through expansion and improvement in quality education, health, nutrition and other social services; reducing the dependence of the economy on rain fed agriculture through expansion of irrigation; higher investment in alternative and green sources of energy; improving the economy's competitiveness through increased investment and modernization of infrastructure; increasing the ratio of saving, investment and exports to GDP; improving national security; promoting national values and ethics; and continued implementation of the Constitutional provisions notably devolution.

In order to support the abovementioned objectives and targets of the NDS30 and synchronize development at the national and regional levels, the North West Regional Development Plan (RDP) will embrace the Cameroon NDS30 by supporting local level implementation of its flagship projects. The North West Region 2023-2027 (RDP) accords priority to specific projects and programmes for implementation over the medium term period that are geared towards achievement of the NDS30.

2.3 Alignment of the RDP to National sector strategies and plans

The Regional Development Plan (RDP) priorities the objectives for the territorial development in Cameroon and to build upon its cornerstones to attain sustainable development. Details on the priority sectors are elaborated upon below:

2.3.1 Education Sector

Development Objectives/Goals: Improve access, equity, quality and quantity of Basic and Secondary Education, as well as the professionalisation of higher education institutions in the North West Region.

SDG N^{O}. 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Specific Objectives	Present Value (Indicators) NDS30	Regional Value (Indicators)	Actions to be taken
To bring down the pupil/classroom ratio to 40 by 2026	Pupil/classroom ratio at primary level 70.5 (2017)	42.1 (2016-2017)	Construction of more classrooms in primary schools
Improve on the pupil/teacher ratio in primary school to 65 by 2026	Primary pupil/teacher ratio 50.2 (2017-2018)	66.3 (2016-2017)	Recruitment of more teachers in primary schools
Improve on student/classroom ratio to 40 by 2026	Ratio of students/classroom to secondary school 52.5 (2014)	43.13 (2016-2017)	Construction of more classrooms
Improvye on girl child enrollment in primar school to 65% by 2026	Gross primary school enrolment rate for girls 119.1 (2016)	50.1 (23,264) (2016-2017)	Sensitization campaigns for the enrollment of the girl child in primary schools
Improve on boy child enrollment in primary school to 70% by 2016	Gross primary school enrolment rate for boys 129.1 (2016)	49.8 (23,089) (2016-2017)	Sensitization campaigns for the enrollment of the boy child in primary schools
Improve on the school completion rate for the girl child to 65% by 2026	Primary school completion rate for girls (%) 66.4 (2017)	54.9 (2016-2017)	Incentives for girls entering secondary schools in the form of scholarships
	Ratio of girls to boys in primary school 0.89 (2017-2018)	0.95 (2016-2017)	
	Ratio of girls to boys in secondary school 0.85 (2015-2016)		
	Ratio of girls to boys to higher education 0.84 (2016-2017)		
Increase primary completion rate to 70% by 2026	Primary completion rate (%) 72.1 (2017)	50.92 (2016-2017)	Incentives for children entering secondary school in the form of scholarships for the girl child
Increase share of education budget to 25% of the state budget by 2026	Share of the education budget in the overall State budget (in %). 14.9 (2018)		Source funding for the education sector

Source: Compilation IDC/RDP 2022

2.3.2 Sector: Health

Development Objectives/Goals: Improve access to quality health care delivery in the Region
SDG NO3: Ensure healthy lives and promote well-being for all at all ages

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
Improve access to quality health care delivery in the Region	Prevalence of moderate to severe under weight in children under 5 years of age (%) Moderate: 11.0 Severe: 3.1 (2018)		Children's Nutritional status, children stunted, wasted, or underweight
Increase post natal care to 25 % by 2026 (Postnatal care helps prevent complications after Childbirth)	% new borns who received postnatal care within 48 hours of delivery 20% (NIS 2021 NWR Statistic Year	11% (NIS 2021 NWR Statistic Year Book)	Sensitization of pregnant women on the neccissty of clinical attendance during

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
	Book)		gestation period of pregnancy received a postnatal checkup within two days of delivery, while 38% received no postnatal checkup within 41 days of delivery. Similarly 60% of newborns received a postnatal checkup within two days of birth and 37% received no postnatal checkup within 41 days of birth.
Improve on vaccination coverage to 75% by 2026	Vaccination coverage rate (% of children aged 12-23 months) 52 % (2018 CDHS)	68% (2018 23497CDHS)	Sensitization on the merits of vaccinations for good health and timely supply of vaccines
Reduce infant mortality rate to 205 by 2026 (Under-5 mortality decreases as mother's education and household wealth increase)	Infant mortality rate (per thousand live births) 48% (NIS 2021 NWR Statistic Year Book)	32 % (NIS 2021 NWR Statistic Year Book)	Ensure wide coverage of vaccinations through campaigns and timely supply of vaccines
Reduce incidence of measeles to 50% by 2026	Proportion of one-year-old children (12-23 months) immunized against measles (%) 65 (2018)		Ensure all children receive measeles vaccines
Reduce infant and child mortality (deaths to children before their frst birthday) to 40 by 2026	Infant and child mortality rate (per 1000 live births) 79 (2018)	57 CDHS (2018)	Sensitization campaigns on vaccination against childhood dieases and timely supply of vaccines
Reduce **maternal mortality** (number of women who die during pregnancy and childbirth) ratio to 300 (per 1000 births)	Maternal mortality ratio (per 100.000 live births) 464 (2018)		
Increase % of births attended by skilled personnel 85% by 2026	Percentage of births attended by skilled personnel (%) 69 (2018)	90% CDHS (2018)	Recruit health personnel in needy health facilities to meet acceptable personnel/patient rato
Increase use of contraceptive to 35% by 2026	Contraceptive use rate among women aged 15-49 (%) 19 (2018)	22 (2018 CDHS)	Family Planning: Intensify campaigns on use of modern methods FP the use of contraceptives
Reduce HIV/AIDS prevalence to 1.5% by 2026	HIV/AIDS prevalence rate 2.7 %((2018 CDHS)	4.0% (2018 CDHS)	Intensify campaigns on HIV/AIDS amongst health workers, youths and sex workers, with priority given to the most vulnerable groups,

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
Reduce malaria prevalence to less than 5% by 2026 (The reduction in malaria-related deaths has resulted in a decrease in malaria-related mortality per 100,000 population)	Malaria prevalence rate among children under 5 years of age 24% (2018 CDHS)	10 (2018 CDHS)	Intensify campaigns for the use of mosquito treated nets ITNs, environmental hygiene around households
	Medical density ratio (Personnel/population) per 1000 inhabitants 0.8 (2014)		
Increase share of health budget to 10% of the state budget by 2026	Share of the health budget in the national budget 4.31% Finance Law 2020	2.42% (HSS 2020-2030)	Source funding for the health sector

Source: Compilation IDC/RDP 2022

2.3.3 Sector: Industry and Service sector

Development Objectives/Goals: Ensuring industrialization through the processing and valorisation of local raw materials and promotion of exports in the Region

SDG No.2: End hunger, achieve food security, improved nutrition and promote sustainable agriculture
SDG No.8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG NO.9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
SDG NO.12. Ensure sustainable consumption and production patterns

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
Improve production of basic food, fishery, and forest export products in the Region	Share of agro-industry in GDP (in %) 7.85 (2016)NIS MINEPAT		Produce basic and certified seeds of various crop speculations, Process agricultural products (Value addition)
Improve upon textile-clothing and leather industries in the Region	Share of textile-clothing and leather industries in GDP (in %) 2.1 (2016) NIS MINEPAT		Open industry for the processing of hides and skin in the NW Region
Improve the forest cover through an aggressive afforestation programs	Share of wood industries in GDP (in %) 2.5 (2016) NIS MINEPAT		Open indigenous tree species plantations at Council and individual levels
Improve the delivery of hydrocarbons in the Region	Share of hydrocarbon and refining industries in GDP (in %) 1.53 (2016) NIS MINEPAT		Open a hydrocarbon depot in the NW Region, Open a gas bottling plant in the NW Region
Improve upon drugs and vaccines delivery	Share of chemical and pharmaceutical industries in GDP (in %) 0.95 (2016) NIS MINEPAT		Creation of chemical and pharmaceutical industries in the NW Region
Improve on the tourism sector in the Region	Share of tourism in GDP (in %) 4.28 (2016) NIS MINEPAT		Make touristic sites accessible, Build tourist infrastructures, Make the NW a tourist destination
Facilitate internal and external	Share of trade in GDP (in %)		Open border markets to

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
trade	15.26 (2016) NIS MINEPAT		facilitate internal and external trade, Construct border roads to ease internal and external trade
Improve upon the mobility of goods, services and persons within and out of the Region	Share of transport services in GDP (in %) 6.64 (2016) NIS MINEPAT		Rehabilitate and construct roads in the Region, Rehabilitate airports and strips in the Region
Improve on the professional and technical services offered in the Region	Share of professional and technical services in GDP (in %). 5.73 (2016) NIS MINEPAT		Open professional and technical institutions in the Region

Source: Compilation IDC/RDP 2022

2.3.4 Sector: Infrastructure sector

Development Objectives/Goals: Ensure a booming economy in the Region through investments in infrastructures and the production sectors

SDG NO.8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
Increase tarred National roads to 60% by 2026 Increase tarred Regional roads to 50% by 2026 Increase tarred communal roads to 10% by 2026	Linear of national tarred roads (km) 6 760 (2017) MINEPAT	**National roads:** The total length of national roads in the region is 553.92 km with 242.07 km tarred representing 43.70%, and 311.85 km of earth section. (66.93%) of the national roads are in a very bad state (RD-MINTP-NWR 2021 Report, IDC field Survey (GIS database) 2021) **Regional roads:** Regional roads cover a total of 793.14 km. (94 km) is tarred representing (11.88%), and the remaining 699.14 km are untarred. Out of the tarred Regional roads networks (100%) are in a very bad state. **Communal roads:** The Region host 2,349.5km of communal roads with barely 3.9km having been tarred, representing (0.165%), meaning 2,345.6km are earth roads.	Tarr remaining section of the Ring Road: Kumbo-Nkambe, Bamenda-Wum, Wum Nkambe Tarr 345 km of Regional roads Tarr, rehabilitate and maintain 1500 km of communal roads
Increase rate of urbanization to 40% by 2026	Rate of urbanization 52.3 (2015) NIS		Produce land use plans for all divisional and sub divisional headquarters and restrict urban sprawl.
Increase rate and percentage of households with improved sanitation facilities to 60% by 2026	Percentage of households with improved sanitation facilities 40.4% (2014) NIS	Percentage of urban households that benefit from the services of a municipal waste collection (38.5) (NIS 2021 NWR Statistical Yearbook) Percentage of urban households using the proper mode of garbage evacuation of household waste. (30.2) (NIS 2021 NWR Statistical Yearbook) Percentage of population using unshared improved sanitation facilities	Rehabilitate and construct water supply schemes Improve waste management Protect water catchments and sheds Promote proper sewage management in households, Promote water harvesting technics, Construct boreholes, Preserve wetlands

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
		Boyo = 24.6 Bui = 28.5 D/Mantung = 6.6 Menchum = 15.9 Mezam = 43.3 Momo = 21.3 Ngoketunjia = 15.8	
Improve electrification in households and communities		Percentage of the population using electricity Boyo = 31.2 Bui = 44.1 D/Mantung = 15.4 Menchum = 14.9 Mezam = 78.1 Momo = 1.6 Ngoketunjia = 37.6	Rehabilitate electric lines, Construct and supply electricity to 528 communities, Develop hydro and renewable energy potentials of the Region
Improve the tarred road networks in the Region	Percentage of tarred network 12% (2010) MINEPAT	43.70% (RD-MINTP-NWR 2021 Report, IDC field Survey (GIS database) 2021)	Tar National, Regional and Communal roads in the Regiom

Source: Compilation IDC/RDP 2022

2.3.5 Sector: Social Service sector

Development Objectives/Goals: 1: Improve access to social services in the Region
2: Improve the status of Women in the North West Region
SDG No1: End poverty in all its forms everywhere
SDG No3. Ensure healthy lives and promote well-being for all at all ages
SDG No4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
SDG No.5: Achieve gender equality and empower all women and girls

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
Improve on decent and durable housing	Proportion of the population with access to housing with permanent materials 49.8 (2014)		Build houses with permanent and durable materials
Improve potable water supply to communities in the Region	Percentage of households with access to an improved water source (tap. hydrant. borehole. etc.) 72,9% (MICS 5)	66.8% (CS-CH 4, 2020) 347 Communities without water in the Region	Rehabilitate existing water supply schemes, Construct new water supply schemes, Drill boreholes powered by solar energy Protect water catchments/sheds,
Improve the electrification of communities in the Region		528 Communities not electrified out of 1025 Communities	Rehabilitate existing lines, Extend electric lines to new communities, Construct hydro electric power stations, Develop renewable energy options (solar, wind and thermal energy sources)
Improve household ownership of mobile phones	Percentage of households with a mobile phone 79.7 (2014)	Percentage of persons aged 15 years or more with a phone Boyo = 41.7 Bui = 42.9 D/Mantung = 30.0 Menchum = 18.1	Reduce price of mobile phones and accessories

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
		Mezam = 55.8 Momo = 28.5 Ngoketunjia =31.0	
Improve household television ownership	Percentage of households with a television set 49.2 (2014)		Reduce prices of flat screen television sets and accessories
Reduce consumption of wood as solid fuel by promoting the development of alternative (environmentally friendly) energy sources	% of households using solid fuel, (wood, charcoal, saw dust straw and grass) for cooking 80,4% (MICS 5)	89.4% (CS-CH 4, 2020) Boyo = 96.9 Bui = 96.2 D/Mantung =99.2 Menchum = 94.0 Mezam = 73.6 Momo = 96.0 Ngoketunjia = 96.6	Develop and use alternative energy sources (solar, biogas), hydro power electrical energy for cooking in households
-	Percentage of households using household gas as cooking energy. 48.8 (2014	Boyo =3.1 Bui =3.8 D/Mantung = 0.8 Menchum = 6 Mezam = 26.4 Momo =4.0 Ngoketunjia =3.4	-
-	Percentage of households with a mobile phone 79.7 (2014)	Percentage of persons aged 15 years or more with a phone Boyo = 41.7 Bui = 42.9 D/Mantung = 30.0 Menchum = 18.1 Mezam = 55.8 Momo = 28.5 Ngoketunjia =31.0	-

Source: Compilation IDC/RDP 2022

2.3.6 Rural Sector Sector

Development Objectives/Goals:

1. To modernize the Production Systems, improve Food Security, develop Agro-industry and substantially improve the incomes of the farmers.
2. Promote and protect animals/fishery biodiversity, contribute to the national economy and put proteins on the tables of every household in the Region,
3. To Ensure Sustainable Development through Conservation and Rational Management of Natural Resources and the Environment

SDG No.1: End poverty in all its forms everywhere
SDG No.2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
SDG No.8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG No.9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
SDG No.12: Ensure sustainable consumption and production patterns

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
Improve the agricultural mechanization rate in the Region by 2026	Agricultural mechanization rate < 3 tractors/100km2 of arable land (2012)	Total Agricultural land 3,485.2 km^2	Create agricultural equipment pools at Council and Regional Assembly levels (35 equipment pools)
Improve the	Area of agricultural land	Total of 174268 km^2 of	Support youths and women to

Specific Objectives	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Actions to be taken
development of agricultural land to 50% by 2026	developed 20 % (2016)	arable land developed (Reduction in % and tonnage production: Cereals: 19.3%, 42,748 tons; Pulses: 19.3%, 11,393 tons; Root and tubers: 20.3%, 48,280 tons; Vegetables: 19.3%, 11,389 tons; Friuts: 19.3% 13,849 tons; Stimulants: 19.3%, 14,549 tons; Tree crops: 19.4%, 532 tons (RD-MINADER (production data) 20021, IDC Ltd Analysis RDP 2021	develop agricultural enterprises with seed and loans Develop marketing channels for produce
Improve fish production in the Region by 2026	Production of fishery products between 450 and 500 thousand tons of fish (2019)		Support women and youths with fingerlings, feed and fish drying stoves
Improve the forest cover to 42% of the total surface area of the Region	Proportion of protected areas in relation to the total area of Cameroon 20.21 (2016)	State Forest Reserves cover a total surface area of 125,550 ha, sixteen (16) Council Forests covering a total area of 7583 ha, and thirteen (13) Community Forests covering a total area of 855.7 ha, in the Region. Forest cover is 36% (Rural land occupancy plan for the NWR [POER]	Create council forests and fuel plantations to improve on forest cover statistics Support women and youths to create tree nurseries Operation of one birth three trees per councils in the Region
Improve agricultural irrigation	Agricultural areas harvested / (irrigated/drained) 33.000 ha (2011)	-	Support farmers in the Mbaw and Ndop plains to produce irrigated rice, vegetables production in Santa and other locations.
Improve meat production in the Region	Quantity of meat offered per year 344 000t (2016)	-	Support farmers with feed and improved breeds of cattle, pigs, goats, sheep, cane rat, rabbits and poultry
Improve fish production in the Region	Quantity of fish produced per year 292 675t (2018)	-	Support fish farmers with feed Rehabilitate fish production stations, Support the creation of fish ponds and fish famers, Support fish famers with improved fingerlings Support women and youths with fingerlings, feed and fish drying stoves
Improve milk production in the Region	Quantity of milk produced per year 172 000 t (2016)	-	Support Tardu diary and Fulani women cooperatives to produce milk and derivative products
Improve agricultural credit financing	Volume of agricultural credits granted to producers 343 billion CFA Francs/year (2012)	-	Source funding and develop a credit financing scheme (NOWEDIF)

Source: Compilation IDC/RDP 2022

2.4 Alignment of RDP with the National Development Strategy 2020-2030 and Medium Term Plans

The National Development Strategy 2020-2030 is the National Public Policy Blueprint that entrenches Cameroon's Vision 2030 as the long term development strategy. The NDS30 aims to transform Cameroon into a modern, globally competitive, middle income country that provides a high quality of life to all its citizens. This in line with the Region's vision which is to: "Rebranding the North West through economic empowerment for a healthy, skilled, ambitious and responsible citizenery; as well as re-establishing traditional authority, cultural values, and heritages in an enabling environment by 2035" is anchored on four key pillars: social, economic, culture and political as detailed below:

1. The Social Pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The main sectors under this pillar include education and training, health, water and irrigation, environment, housing and urbanization, gender, sports, youth and culture.
2. The Economic Pillar aims to achieve an average Gross Domestic Product (GDP) growth rate of 5.5% per annum and sustain the same until 2030 in order to generate more resources to reinvigorate the economy to meet its envisaged goals and aspirations. The key sectors in this pillar include: tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Processes Outsourcing and financial services, all of which are instrumental in stimulating growth.
3. The third pillar is culture and support to youths' this pillar is vital as it unveils the aspect of culture, support to youths and development of the artistic arts.
4. Governance: This Pillar aims at realizing a democratic political system founded on issue based politics that respect the rule of law, and protects the fundamental rights and freedoms of every North Westerner.

The four pillars are anchored on a number of foundations, which serve as enablers that create an environment that is geared towards the realization of Vision 2030. These include: macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; Science, Technology and Innovation; Land Reforms; Human Resource Development; Security and Public Sector Reforms.

The GESP 2035 is being implemented in ten year succession. The first plan covered the period 2010-2020 and the second NDS30 covers the period 2020-2030. This RDP focuses on the period 2020-2026, which is covered by the second Term Plan.

The RDP shall build on the foundations and achievements of the First Term 2010-2030. It endeavors to move the economy towards a high growth trajectory to achieve 5.5% economic growth by the end of the two phases. It prioritizes policies, programmes and projects which generate broad-based inclusive economic growth as well as faster job creation and reduction of poverty and inequality. The Plan builds on the gains made so far in implementing the previous plan, including completing projects initiated during the first phase. It not only aims at increasing the level of investment, but also enhancing the productivity of investment as well as raising productivity in all sectors of the economy.

The RDP has integrated and will implement the 17 Sustainable Development Goals (SDGs) as outlined in the UN 2030 Agenda for Sustainable Development. The Plan's Implementation is also aligned with the Goals of the African Union Agenda 2063 which constitutes the strategic framework for socio-economic transformation of the continent in the next 50 years.

2.5 Relations with neighboring Regions in the context of joint implementation of programs and projects

The North West Region is bordered by the Western, South West, and Adamawa Regions. The border towns include: Batibo, Njikwa, and Widikumin in Momo Division, Nwa and Ako in Donga Mantung Division, Fura Awa in Menchum Division, Mbaw- Nso, and Mbiame in Bui Divisions respectively. These border towns serve as market outlets to neighboring Regions and Nigeria. In the context of joint implementation of programs and projects the following shall be foreseeable as detailed below:

A. Agriculture

Tikar plain production basins: Rice and palms
The Tikar plain made up of Donga Mantung, Adamawa and West Region was once a veritable plain during the periods of 1990s and 2000 for the production rice. European Union once sponsored a programe (PPAP) with its headquarters in Magba. The said EU programme brought development to more than (30) villiages/communities located within the plain in the following areas (construction of schools, health centres, provision of potable water and other social aminities). A joint implementation of programmes/project by the North West Regional Assembly, Adamawa and West Regional Coucils can speed up development in the Tikar plain as it was in the case in the 1990s by providing irrigation infrastructure for rice farmers.

B. Fish production

The construction of two dams (Mape in the Tikar plain and Bamenjeng in Ndop plain) greatly increased fish production which served the North West, West and other regions of Cameroon. The main suppliers of fish in the Region are from these two dams. Programmes and projects could be tailored towards fish farming for communities living around the dams. This will go a long way in reducingpoverty, and providing employement for the rural youths.

C. Commercial

Regional joint implementation of projects could be through the construction of market infrastructure and processing plants such as:

- Babalang fish market/processing plant;
- Sabongari market;
- Matazen vegetable and potato markets/processing plant;
- Tikar plain markets (Fish and food stuffs)/processing plants

D. Public works (road networks)

There are a number of regional roads which link the North West, West and South West Regions. These roads constitute the bedrock for any development that could take place within the border communities on both sides of these Regions. There could be regional joint programmes/projects geared towards the construction of these roads.

The priority roads include:

- National road (N11A) from Befang-Benakuma-Akwaya South West Region,
- Regional road (R0502) from Jakiri towards the West Region.
- Regional road (R0506) from Kakar (Ndu) to Ntaba-Sabongari towards the Adamawa Region.
- Regional road (R0505) from Bamali-Ndop-Bambalang-Baligansi towards the West Region.
- Regional road (R0512) Santa Baligham-Baminyam towards the West Region.

There are other national trade routes in the Region which could generate income to the State of Cameroon. However, these roads which link Nigeria and Cameroon are in need of construction so as to facilitate trading activities. Both nations need to enter into bilitaral agreements for the construction of road infrastructure (bridges) over rivers separating these nations. These include:

- Regional road (R0507): bridge over River Donga at Abuenshie in Ako subdivision,
- Regional road (R0505): bridge over River Katsina at Bawuru in Menchum Valley subdivision,
- Regional road (N11A): bridge over River Gamana at Furu Awa in Furu Awa Valley subdivision,

E. Energy-Electrification projects

Join ventures by the Regional Assemblies of the North West, West or South West Regions could be put in place to produce and supply electricity to unelectrifiedcommunities residing along the borders. The projects could be electrification using solar, or mini-hydro schemes.

F. Water Supply

Similar to electricity, the Regional Assemblies as noted above could put in place water supply projects for communities residing along their common borders.

2.5 Incorporation of the Sustainable Development Goals (SDGs) into the RDP

The UNDP published the (Sustainable Development Goals (SDGs), also known as the Global Goals. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals (Figure 2.1) below are interconnected - often the key to success on one will involve tackling issues more commonly associated with another (UNDP, 2018).

The post-2015 development agenda is of unprecedented scope and significance since it was accepted by all countries and is applicable to all. The goals and targets are theresult of over two years of intensive public consultations and work carried out by the General Assembly Open Working Group on Sustainable Development Goals and the United Nations. It is envisaged that eventually there would be a world in which every country enjoys sustained, inclusive and sustainable economic growth and decent work for all. The SDGs are based on all the principles of the Rio Declaration on Environment and Development and came into force on 1st January, 2016. This agenda was incorporated into the North West Regional Development Plan in order to build upon commitments already made and contribute to the acceleration of the achievements of the SDGs targets that are directly or indirectly related to the daily work at both the national and regional levels.

The Region has taken into account the new development agenda and mainstreamed the SDGs in the 2023-2027 RDP. The SDGs are 17 and have 179 targets. The region will therefore integrate SDGs through development planning processes by cascading the implementation of programmes, projects, policies and laws that are geared towards fostering achievement of the SDG goals. This is going to be done by creating an enabling environment that will bring in a pool of resources to finance the SDGs at the regional level and also monitoring and evaluation of key SDGs indicators.

On the implementation of SDGs, the region will seek a universal partnership for sustainable development with the active engagement of government, as well as civil society, the private sector, and the United Nations system. It was based on these widely accepted universal goals that the criteria for the assessment of the situation in the North West Region were developed. Further, the aim was as much as possible to adapt the specificities of the SDG to situation in Cameroon in general and the North-West Region in particullar. Below is summary of implementation of SDGs at the Regiona level:

Goal 1: End poverty in all its forms everywhere.

The Region will play a critical role in identifying people living in poverty at the grassroots level and target resources and services to help them overcome deprivation and dehumanizing poverty. This could be done by building the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate related extreme events, as well as other economic, social and environmental shocks and disasters. Ensuring all men and women particularly the poor and the venerable have equal access to economic resources as well as access to basic services. More and well managed conservancies will lead to more jobs, improved livelihood and revenue. Promotion of tourism could expose local cultural artifacts, events and feastivities to national and foreign visitors thereby generating local income which could lead to improved livelihood for locals. Creating an enabling environment for trade could lead to numerous employment opportunities.

Goal 2: End hunger, achieve food security, improved nutrition and promote sustainable agriculture.

The Region will support agricultural production and local economic growth by strengthening extension services to farmers and by providing basic infrastructures and markets to promote good exchange in local food chain. This will go a long way in improving the income of small scale food producers, particularly women, indigenous peoples, family farmers and pastoralists. The region will use the healthcare system including community strategy and early childhood centers to identify and tackle child malnutrition and ensure access to safe, nutritious and sufficient food to poor people in vulnerable situations including infants. This involves targeting of stunting and wasting in children under five years of age and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons. The regionwill also foster sustainable food production systems and implement resilient agricultural practices that increases productivity and production, and help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters, while progressively improving land and soil quality

Goal 3: Ensure healthy lives and promote well-being for all at all ages

The Region has a huge responsibility of ensuring that local communities have access to good quality health care and live a healthy life. The region will implement programmes geared towards reducing maternal mortality, end preventable deaths of newborns and under-five children, end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases. The region will also combat communicable diseases, ensure universal access to sexual and reproductive health care services, including for family planning, information and education, and the integration of reproductive health into regional strategies and programmes.

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The Region will reach out to vulnerable and marginalized individuals and communities and ensure they all have access to education and training that meet their needs.

Goal 5: Achieve gender equality and empower all women and girls

The Region can act as a model for gender equality and the empowerment of women through non-discriminatory service provision to citizens and fair employment practices. These can be done through mainstreaming gender equality across all areas of their work in order to tackle the multiple barriers to women's empowerment and also eliminate all harmful practices, such as child pregnancies, early and forced marriage and female genital mutilation. Affirmative action loaning through organized PWDs, youth and women groups.

Goal 6: Ensure availability and sustainable management of water and sanitation for all

The Region is ideally placed to support participatory management of water and sanitation to communities. Over the five-year period the Region will aim at achieving access to adequate and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations not forgetting integration of water resources management at all levels. At the same time support and strengthen the participation of local communities for improving water and sanitation management.

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

The Region shall directly contribute to energy efficiency by investing in energy efficient buildings and green energy sources in public institutions and by introducing sustainability criterias into public procurement practices. This will ensure the North Westerners have access to green energy, eco-lodges and homestay for tourists.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The North West Region can generate growth and employment from the bottom up through local economic development strategies that harness the unique resources and local opportunities. Devise and implement policies to promote sustainable tourism which will create jobs, promote local culture and products.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

In its local economic development strategy, the North West Region will work towards the promotion of small-scale industries and start-ups taking into account local resources, needs and markets based on the local competitive advantage. The North West Region will develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all.

Goal 10: Reduce inequality within and among divisions

The North West Region will promote the participation of minority and traditionally under-represented groups in public consultation processes, and in standing for elected office. There should also be equity in allocation of development projects. Empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status; eliminating

bad policies and practices and adopting policies especially fiscal, wage, and social protection policies that progressively achieve greater equality.

Goal 11: Make Bamenda city and other human settlements, safe, resilient and sustainable
The North West Region will prepare urban development plans (POS, SP, SLUPs) designed to prevent anarchical growth/urban sprawl and to improve conditions in and provide basic services where slums already exist. The North West Region must regulate land and housing markets to guarantee the right to housing for their poorest residents.

Goal 12: Ensure sustainable consumption and production patterns
The North West Region can support short supply chains, thereby reducing transport and carbon emissions, through land management, infrastructure, urban planning, education and training, as well as public markets to ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyle in harmony with nature.

Goal 13: Take urgent action to combat climate change and its impacts
The North West Region will be on the frontline dealing with the effects of climate. The North West Region will integrate climate change adaptation and mitigation into local planning; increase resilience to environmental shocks by improving education, awareness raising human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning to strengthen resilience and adaptive capacity to climate related hazards and natural disasters.

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Although the North West Region is not exposed to large water bodies (ocean and seas), it nevertheless has small lakes and rivers where few persons carry out fishing as their main livelihood. Sustainable fishing practices calls for SDG14 goal.

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Deforestation and loss of natural habitats: Forests in the region have suffered major losses, particularly in the urbanized and in the border areas. In some Councils such as Bamenda I, Nkambe, Fungom, forests have been replaced by farmland or pastures. In all the divisions and even in towns wood represents the primary source of energy. This has negative impacts on health and accompanied by a massive loss of biodiversity. Most of wildlife is now confined to the protected areas and even there most are still severely threatened . Loss of forests in watersheds also disrupts the water cycle and increases the risks of landslides. Measures will have to be put in place to protect the regions natural resources and habitats.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
The Region will lead the way in experimenting new forms of participatory decision making, such as participatory budgeting and planning. The Region will expand these efforts and become even more responsive to community needs while ensuring transparent and accountable processes and making sure no group is excluded. The Region will develop effective, accountable and transparent institutions at all levels ensure responsive, inclusive, participatory and representative decision making at all levels as well as ensure public access to information.

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
The Region encourages and promotes effective public, public-private, NGOs, and civil society partnerships in order to realise key projects within its means. This will help in the mobilization of finance and in building on the experience and resourcing strategies of partnerships. Strengthen domestic resource mobilization, including through international support to improve the region's capacity for tax and other revenue collection.

2.6 The integration of the African Union's Agenda 63

Agenda 2063 is a plan for the structural transformation of Africa which was approved by the Heads of State and Government of the African Union (AU) in January 2015. The AU's Vision to "**build an integrated,**

prosperous and peaceful Africa, an Africa led and managed by its own citizens and representing a dynamic force on the international scene" was reaffirmed.

African Union (AU) has committed itself to attainment of the Africa We Want strategy, also known as the Agenda 2063. Cameroon being a member of the AU, seeks to pursue the (07) aspirations in all its development endevours. The North West Region being part of Cameroon shall equally address the AU's aspirations in the elaboration of its RDP.

Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development
The Region promotes entrepreneurship and value addition within the agriculture, livestock and fisheries sector. In addition, the Region will promote cooperatives and SMEs. There will also be development and diversification of sustainable tourism products.

Aspiration 2: An integrated continent politically united and based on the ideals of Pan Africanism and vision of Africa's Renaissance
The Region will promote cohesion and ensure inclusivity in decision making particularly through citizen participation in formulation, implementation and monitoring & evaluation of policies.

Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law
The Region is committed to fairness and justice. The leadership will ensure rule of law is upheld and draft appropriate bills that will foster good governance and democracy.

Aspiration 4: A peaceful and secure Africa
The Region has experienced insecurity in the recent past; the leadership is committed to resolving clan and tribal conflicts to foster peaceful co-existence.

Aspiration 5: Africa with a strong cultural identity, common heritage, values and ethics
The Region will preserve the cultural heritage and practices that define its values and ethics. Specifically, minerals and agriculture products will bear the Region's mark.

Aspiration 6: An Africa whose development is people driven, relying on the potential of the African People, particularly it's Women and Youth and caring for children
The North West Region will ensure the 2/3 gender rule is adhered to. Moreso, women, youth and children will have opportunities to participate in political and socio-economic development in the Region.

Aspiration 7: Africa as a strong, united, resilient and influential global partner and player.
North West Region prides itself as part of Africa and in all partnerships; the Region will propagate Africa as a key player in global arena.

Objectives of Agenda 2063

- High standard of living, quality of life and well-being for all driven by science, technology and innovation;
- Educated citizens and a skills revolution based on science, technology and innovation;
- Healthy and well-nourished citizens;
- A transformed economy and secure jobs;
- Modern agriculture for increased productivity and output;
- A blue/maritime economy for increased economic growth;
- Climate resilience and ecologically sustainable economies and communities;
- A united Africa (federation or confederation);
- Primary financial and monetary institutions established and operational;
- Africa with excellent infrastructure everywhere;
- Democratic values and practices, universal human rights, principles of justice and the rule of law entrenched;
- Capable institutions and transformed leadership are in place at all levels;
- Peace, security and stability preserved;
- A stable and peaceful Africa;

- A fully functional and operational African Peace and Security Architecture (APSA);
- A primordial African cultural renaissance ;
- Full equality between men and women in all spheres of life;
- Involved and empowered youth and children;
- Africa as a major partner in world affairs, and peaceful coexistence; and
- Africa that takes full responsibility for financing its development.

CHAPTER III:REVIEW OF POLICY IMPLEMENTATION IN THE REGION

3 Introduction

This chapter reviews public policies implemented in the North West Region for all sectors, including achievements and challenges. It equally reviews the missions, achievements and challenges of programs/projects operating in some specific sectors in the Region.

3.1 Context and orientation of the Growth and Employment Strategy Paper (GESP)

The GESP which covered the first ten years of the long-term development vision focused on accelerating growth, creating formal employment and reducing poverty, consequently, it aimed to (i) increase the average

annual growth rate to 5.5 per cent over the period 2010-2020 ; (ii) reduce the underemployment rate from 75.8 per cent to less than 50 per cent in 2020 with the creation of tens of thousands of formal positions per annum over the next ten years; (iii) reducing the income poverty rate from 39.9 per cent in 2007 to 28.7 per cent in 2020.

To achieve the above-mentioned goals, the Government planned to implement coherently and in an integrated manner: (i) a growth strategy, (ii) an employment strategy, (iii) a strategy to improve state governance and strategic management. A number of basic and interrelated elements was considered crucial and essential for effective implementation of the strategy : (i) progressive increase from 20 to 30 per cent (by 2020) of the share of public investment in overall state expenditure; (ii) massive allocation of resources to major projects, in order to put an end to the widespread insignificant public investment projects ; (iii) measures to considerably streamline contract awarding procedures; (iv) broaden economic policy options by activating the usual monetary policy possibilities.

The growth strategy was based on five main pillars:

1) Infrastructure development
2) Modernization of the production mechanism
3) Human development
4) Regional integration and diversification of trade
5) Financing the economy

The employment strategy was mainly focused on:

1) Increase in job supply;
2) Satisfaction of the demand for employment
3) Improvement of efficiency of the employment market

With respect to State governance and strategic management, the strategy emphasized on:

1) Governance and state of law
2) Strategic management of the State

The following functions under the budgetary nomenclature led to the choice of sectors:

- Infrastructure
- Education, training and research
- Health
- Social affairs
- Production and commerce
- Rural development
- Governance

3.1.1 Infrastructure

Made up particularly of the Ministries of Water and Energy, Public Works, Urban Development and Housing, Transport, Land Tenure and State Property, Posts and Telecommunications, the “infrastructure” sector is the core on which the development and competitiveness of the economy is built. It helps to cut the costs of production and transaction, facilitates the activity, increases the volume of production and spurs social progress.

To allow this sector play its role in the policy on growth and creation of decent jobs that the government hopes to put in place as part of the GESP, authorities have identified five (5) axes aimed at developing communication, energy and telecommunications infrastructure. This refers to: (i) maintenance of infrastructure, (ii) rehabilitation of the existing infrastructure framework, (iii) development of the national structure and (iv) institutional capacity building.

Through these axes, authorities intend, particularly to: (i) ensure the sustainability of the State infrastructure framework, (ii) extend the infrastructure framework and (iii) strengthen industry, the private sector, governance and human resources in the infrastructure sector.

These objectives were to be achieved through the implementation of the 42 programmes retained, derived from the axes above and centered on:

These objectives were to be achieved through the implementation of the 42 programmes retained, derived from the axes above and centered on:

- Maintenance, rehabilitation, extension/construction of the road network, railway, air transport, maritime transport infrastructure, posts and telecommunications infrastructure, road networks and urban housing and energy and hydraulic infrastructure;
- Enhancing the performance of the construction industry, governance of infrastructure, the road works planning and programming system;
- Ameliorating and facilitating access to telecoms/ ICT services and improving land and State property management.

3.1.2 Rural Sector

The rural development strategy, adopted in 2005, and whose implementation was to be intensified within 2012-2020 aims to "***Ensure food security, the sustainability of performance and achieve integration in exchanges"***. In this way, four programmes, subdivided into 18 sub-programmes were designed, and executed as part of the missions assigned to the Ministries of Agriculture and Rural Development, Livestock, Fisheries and Animal industries, Energy and Water, Forestry and Wildlife, the Environment and Nature Protection, Scientific Research, Mines, Industry and Technology and Innovation.

These four programmes were:

i. Development of plant, animal, fishery and sylvicultural productions: five (5) sub-
ii. programmes: (i) Vulgarisation and extension work, (ii) Development of agricultural input supply, (iii) Assistance in the establishment of youths, (iv) Development of sub-sectors, and (v) development and regeneration of permanent production forests and valorisation of forestry and wildlife resources;
iii. Improvement of the work setting: four (4) sub-programmes: (i) Development and maintenance of rural tracks, (ii) Amelioration of socio-economic infrastructure, (iii) Assistance to community development, (iv) Community management;
iv. Sustainable management of natural resources: four (4) sub-programmes: (i) management of wetlands, (ii) Reforestation, (iii) Environmental management of rural activities, (iv) Biodiversity management;
v. Amelioration of the institutional framework: five (5) sub-programmes: (i) Strengthening the information system, (ii) Reviewing the legislative and regulatory framework, (iii) Harmonising interventions, (iv) Capacity building, (v) Developing funding mechanisms.

3.1.3 Industry and service

The "industry and service" sector included the following ministries: Ministry of Mines and Technological Development; Ministry of Trade; Ministry of Tourism; Ministry of Small and Medium-Sized Enterprises, Social Economy and Handicraft; Ministry of Scientific Research and Innovation.

Authorities considered this sector as an effective catalyst for medium term growth and the creation of decent jobs, inasmuch as the development of the sector has significant spillover effects on agriculture, investment and high value added exports.

On concluding the implementation of their growth and employment strategy in 2020, authorities hoped to develop this sector for the purpose of ensuring industrialisation by processing and valorising local raw materials and stimulating exports. This objective will be reached through the following programmes: (i) densification of the national fabric of enterprises, (ii) development and assistance to manufacturing production, (iii) development and promotion of market access, (iv) densification of development research and innovation, (v) development of norms and quality and (vi) development and promotion of tourism.

Particularly, these programmes aimed at helping to: (i) raise production in industry and services, (ii) augment manufacturing added value, (iii) ensure the competitiveness of Cameroonian products on markets, (iv) improve research in the industry and service sector, (v) ameliorate, promote and valorise the label "Made in

Cameroon" and (vi) develop Cameroonian tourist products to render Cameroon an attractive tourist destination.

To reach these objectives, the programmes mentioned above were considered under 22 sub-programmes centered mostly on:

- Facilitating and streamlining procedures for the creation of enterprises;
- Rehabilitating the existing enterprise fabric;
- Ameliorating the business climate;
- Valorising local raw materials;
- Developing and promoting access to domestic and foreign markets;
- Intensifying research in agriculture, geology, mining and human and social science;
- Stimulating activities towards the elaboration of standards and compliance certification;
- Promoting tourism at home and abroad

3.1.4 Governance

Enhancing governance constitutes one of the core challenges that Government was seeking to meet by 2020 to place Cameroon among emerging countries where citizens' rights are known and respected; a country that provides economic operators not only with an enabling but also attractive environment for building their businesses.

As part of GESP, this vision was translated by a series of measures/actions that Government intends to execute within the period ranging from 2012 to 2020. These measures/actions which aim ultimately to: ***« Bridge the gaps between the rich and poor by improving the distribution of economic growth dividends»*** by advocating the Rule of Law and State strategy management will be executed under six programmes broken down into eighteen (18) sub-programmes involving, in addition to the Presidency of the Republic and the Prime Minister's Office, the Ministry in charge of the Economy, Planning and Regional Development, the Ministry of Finance, the Ministry of Territorial Administration and Decentralisation, the Ministry of Public Service and, the Ministry of Justice.

These programmes included:

- Building planning capacities: five (5) sub-programmes;
- Building financial management and control capacities: three (3) sub-programmes;
- Enhancing the participation of citizens and civil society in public management and local development: six (6) sub-programmes;
- Modernising State institutions (Public Service, National Assembly, Justice): three (3) sub-programmes;
- Improving the business climate and boosting private-public partnership;
- Fighting against corruption.

3.1.5 Education

The Government planned to lay emphasis on the creation of ***a solid human capital, capable of sustaining economic growth***, notably through (i) a quality elementary education covering the primary and junior secondary level; (ii) a quality senior secondary education resting on a growing balance between grammar education and technical education, and laying the groundwork for higher studies in fields that are of priority to development; (iii) vocational training based on a modernized and considerably enhanced mechanism so as to be able to impart learners leaving elementary and secondary education with a wide range of knowledge oriented towards skills required on the employment market and empowering the beneficiaries to create employment, (iv) a university education with a professional focus ; (v) expanded continuing training supplemented with a system for evaluating achievements through experience ; and (vi) effective mastery of numbers relevant to guaranteeing the quality of education, thus presupposing designing a transparent and credible influx regulatory system, enhancing the school guidance mechanism and improving the salary scale for technical positions.

The following measures were seeking to develop education and vocational training: (i) improving access to basic education, (ii) improving the quality of teachers and their working conditions, (iii) choosing

appropriate syllabuses, and (iv) increasing and maintaining school infrastructure. As in the health domain, the State will rationally and efficiently ensure that schools are opened in developed areas that have other services (water, energy, health facilities, telephone), while also making sure that there are schools in the rural areas, so teachers can work in acceptable conditions.

These measures which were expected to be implemented by the ministries of: Basic Education, Secondary Education, Higher Education, Employment and Vocational Training, centered on eighteen (18) programmes of equal importance, broken down as follows:

- Basic Education, Secondary Education, and Employment and Vocational Training: twelve (12) programmes broken down into four (4) components: "Access and Equity", Effectiveness and Quality"; "Partnership", and "Management and Governance";
- Higher Education: six (6) programmes: - "Professionalism and Entrepreneurship", "University Map and Higher Education Training", "Research and Innovation", "Development of ICTs", "Assistance to students"; "Managerial Governance".

3.1.6 Social sector

The social sector comprises government services in charge of supervising specific social groups like women, youths, the disabled, elderly persons, the marginal population, exceptional children. This includes the following services: the Ministry of Social Affairs, the Ministry of Women's Empowerment and the Family, the Ministry of Youth Affairs, the Ministry of Employment and Vocational Training, the Ministry of Labour and Social Security. Other ministries like the Ministry of Urban Development and Housing, the Ministry of Sports and Physical Education, the Ministry of Agriculture and Rural Development, and the Ministry of Small and Medium-sized Enterprises and Social Economy feature alongside these Ministries.

As part of preparation of the Growth and Employment Strategy Paper, these Ministries identified five programmes aimed to "***enabling the population to satisfy their basic needs, to enjoy their fundamental rights and to assume their duties".***

These five programmes are:

- Prevention and Social Safety;
- National Solidarity and Social Justice;
- Social and Family Education;
- Employment and Vocational Training;
- Building the Legal Institutional Framework and Capacities.

There are broken down into sixteen sub-programmes including five (5) for the first programme, three (3) for the second, two (2) for the third, three (3) for the fourth and three (3) for the fifth.

The ultimate execution of the projects/actions planned in the matrices should enable Cameroon to resolutely embark on the path of emerging countries with a human face.

3.1.7 Health sector

Improving the health conditions of the population was a goal pursued both in social development and economic growth. The Government plans to achieve this goal by implementing the updated health sector strategy, in keeping with the MDGs. The strategy basically sought to provide quality health services and care to all by improving supply and financing demand. The goal was to reduce morbidity by a third among the poor and most underprivileged segments of the population; mortality by two thirds among children aged below five years, maternal mortality by three quarters, HIV/AIDS prevalence by 50 per cent, and the death rate due to malaria to less than 10 per cent by the time of full implementation of the strategy.

The strategy was to affect four areas of intervention, namely: (i) health of the mother, the adolescent, and the child, (ii) fighting disease, (iii) promoting healthcare, and (iv) making health districts more viable. The interventions based on supply will be supplemented with strong demand-stimulating actions such as sharing health risks by encouraging the creation of health insurance associations and coverage of at least 40 per cent of the population through a health risk sharing system. It included four (4) programmes notably: (i) Maternal health, infant health and adult health, (ii) disease control, (iii) promoting health and (iv) development.

To achieve the objectives, the programmes were subdivided into 21 sub-programmes based mainly on:

- Mother, child and adult health;
- Fighting against transmissible and non-transmissible, and neglected tropical diseases;
- Primary prevention of malnutrition and non-transmissible diseases;
- Access to medications, reagents and health devices and service provision and health care.

3.2 Review of the Public investment budget (PIB) 2018-2022 in the North West Region

In this section, the main public policy instrument is assessed in the Region. Firstly, a focus is made on the investment resources allocation in the region, secondly, the execution performance is depicted and finally, gaps of implementation of the PIB are estimated.

3.2.1 PIB allocation in the North West Region

Table 3.1: Global dynamic of PIB in the North West Region (percentage (%) distribution)

Vote holder	2018	2019	2020	2021	2022	Total
Credits PIB (FCFA)	34.03%	33.55%	33.54%	33.59%	33.40%	33.54%
Délégation Automatique	34.03%	33.55%	33.54%	33.59%	33.40%	33.54%
Délégation Ponctuelle	0	0	0	0	0	0
Gestion Centrale	20.46%	26.05%	26.90%	26.79%	28.63%	26.76%
Transfered resources	11.49%	6.85%	6.01%	6.04%	4.58%	6.15%
Total	**53,879,323,000**	**130,190,471,500**	**140,959,117,020**	**144,556,937,521**	**217,176,746,022**	**686,762,595,063**

Source: RD-MINEPAT NWR

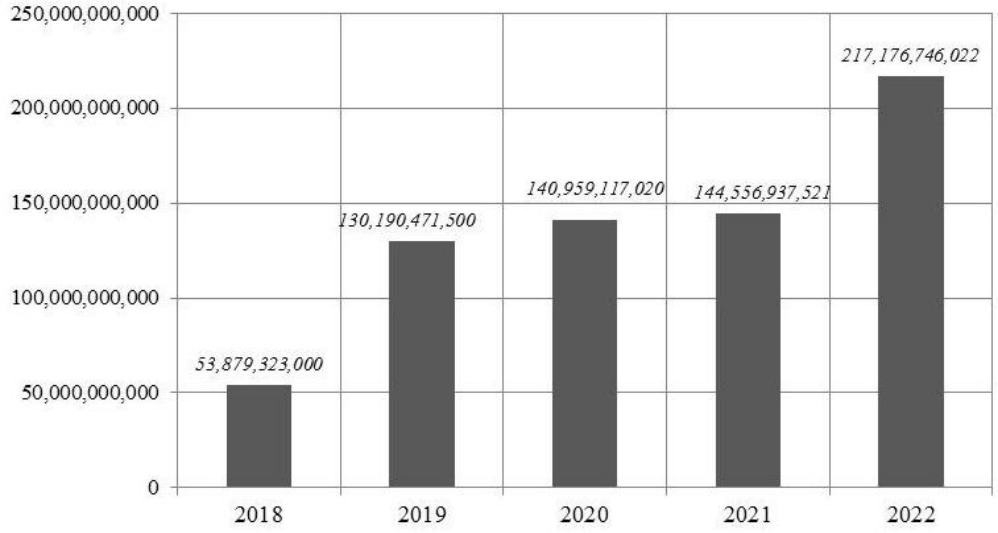


Figure 3.1: Distribution of PIB appropriations in the North West Region

Table 3.2: Distribution of PIB appropriations in the North West Region by Division

Division/Region & CA	Year of distribution of PIB appropriations					
	2018	2019	2020	2021	2022	Average (%) period 2018-2022
Boyo	7.95	10.59	1.65	2.07	1.43	4.74
Bui	13.93	16.59	3.20	3.32	1.93	7.79
Donga-Mantung	10.08	13.82	3.07	2.74	2.12	6.37

Menchum	7.77	10.34	2.16	1.93	1.19	4.68
Mezam	21.11	19.87	3.54	4.01	3.10	10.33
Momo	12.12	10.79	2.56	2.34	2.00	5.96
Ngoketunjia	11.74	10.46	1.72	1.59	1.33	5.37
Regional Projects PIB	15.31	8.64	1.58	2.24	0.55	5.67
Total PIB Ministerial	NA	NA	80.20	79.76	85.74	49.14
TOTAL GENERAL	**7,310,957,000**	**9,760,463,000**	**47,284,675,000**	**48,549,823,250**	**72,526,248,000**	**185,432,166,250**

Source: RD-MINEPAT North West

Note: *Ministerial figures for 2018 and 2019 were not available*

CA = Central Administration

NA = Not Avalable

Table 3.3: PIB appropriations in (x 1000) in the North West Region by sector and sub-sector

Sector	Sub-sector	PIB appropriations (1x1000) FCFA)					
		2018	2019	2020	2021	2022	Total (2018-2022)
Education	Basic Education	1,852,190	1,198,013	926,550	586,250	983,500	5,551,066
	Secondary Education	483,038	1,114,400	614,100	NA	79,000	2,292,750
	Higher Education	2,082,730	790,000	594,500	NA	NA	3,470,697
	Sub-total Education	**4,417,958**	**3,102,413**	**2,135,150**	**586,250**	**1,062,500**	**11,314,513**
Health	Public Health	580,498	516,000	112,144	560,000	950,000	2,720,411
	Sub-total Health sector	**580,498**	**580,498**	**580,498**	**580,498**	**580,498**	**580,498**
Social sector	Youth Affairs and Civic Education	4,000	101,761	144,598	30,000	203,649	484,288
	Sports and Physical Education	27,841	NA	NA	NA	NA	27,869
	Employment and Vocational Training	119,733	307,260	150,214	37,600	202,615	818,037
	Labour and Social Security	30,000	NA	25,000	NA	NA	55,055
	Women Empowerment and the Family	130,000	NA	28,000	135,000	71,385	364,678
	Arts and Culture	40,000	26,000	21,500	27,000	24,000	138,615
	Social Affairs	35,059	39,268	77,600	68,500	92,590	313,237
	Sub-total Social sector	**386,633**	**474,289**	**446,912**	**298,100**	**594,239**	**2,201,779**
Infrastructure	Posts and Telecommunications	0	10,800	4,855	NA	NA	15,671
	Public Works	15,750,213	36,609,441	24,781,700	964,000	1,069,000	79,252,459
	Communications	NA	NA	NA	NA	NA	
	Water Resources and Energy	1,135,034	1,389,821	1,059,479	1,325,940	1,091,710	6,006,894
	State Property and Land Tenure	NA	NA	25,000	NA	NA	25,025
	Housing and Urban Development	1,170,295	688,292	309,770	336,000	134,965	2,641,826
	Transport	110,000	NA	38	NA	NA	110,148
	Sub-total Infrastructure	**18,165,542**	**38,698,354**	**26,180,842**	**2,625,940**	**2,295,675**	**88,052,023**
Rural sector	Agriculture and Rural Development	657,670	659,000	8,544,000	309,000	532,000	10,711,840
	Environment and Nature Protection	26,000	4,000	26,000	40,000	30,000	126,096
	Forestry and Wildlife	40,000	NA	20,000	40,000	20,000	120,100
	Scientific Research and Innovation	36,500	46,900	NA	NA	4,900	88,383
	Livestock, Fisheries and Animal Industries	446,500	267,000	6,054,000	338	349,000	7,123,606
	Sub-total Rural	**1,206,670**	**976,900**	**14,644,000**	**389,338**	**935,900**	**18,170,025**
Industries and services	Small and Medium Sized Enterprises, Social Economy and Craft	169,581	82,400	126,708	67,000	67,000	513,135
	Commerce	182,000	40,000	40,000	24,000	30,000	316,286

Sector	Sub-sector	PIB appropriations (1x1000) FCFA)					
		2018	2019	2020	2021	2022	Total (2018-2022)
	Mines, Industries and Technological Development	NA	42,500	NA	NA	NA	42,543
	Tourism and Leisure	294,000	104,500	129,955	NA	123,882	652,865
	Sub-total Industries and services	**645,581**	**269,400**	**296,663**	**91,000**	**220,882**	**1,524,829**
Governance	Territorial Administration and Maintenance of Order	33,400	390,700	73,502	NA	29,600	527,700
	Decentralization and Local Development (Council)	NA	3,450,500	3,400,000	3,400,000	3,702,094	13,962,845
	Economy, Planning and Regional Development	135,000	58,000	123,000	NA	11,600	327,916
	Public Contracts	NA	NA	25,000	NA	12,000	37,025
	Finance	10,000	NA	10,000	NA	19,000	39,020
	Justice	125,000	660,000	60,000	NA	110,000	955,845
	General Delegation of National Security	53,750	45,731	74,435	NA	NA	174,090
	Defence	255,300	580,110	790,110	NA	NA	1,627,146
	Sub-total Governance	**612,450**	**5,185,041**	**4,556,047**	**3,400,000**	**3,884,294**	**17,651,587**
	Total	**26,015,332**	**49,286,895**	**48,840,112**	**7,971,126**	**9,573,988**	**139,495,254**

Source: RD-MINEPAT North West

NA = Not Avalable

Table 3.4: Percentage (%) Distribution of PIB appropriations in the North West Region by sector

Sector	Sub-sector	PIB appropriations (1x1000) FCFA)						Percentage (%) appropriation by sector					
		2018	2019	2020	2021	2022	Total (2018-2022)	2018	2019	2020	2021	2022	Average (%) allocation (2018-2022)
Education	Basic Education	1,852,190	1,198,013	926,550	586,250	983,500	5,551,066	*7.12%*	*2.43%*	*1.92%*	*7.37%*	*9.89%*	*5.75%*
	Secondary Education	483,038	1,114,400	614,100	0	79,000	2,292,750	*1.86%*	*2.26%*	*1.27%*	*0%*	*0.79%*	*1.24%*
	Higher Education	2,082,730	790,000	594,500	0	0	3,470,697	*8.01%*	*1.60%*	*1.23%*	*0%*	*0%*	*2.17%*
	Sub-total Education	**4,417,958**	**3,102,413**	**2,135,150**	**586,250**	**1,062,500**	**11,314,513**						
Health	Public Health	580,498	516,000	112,144	560,000	950,000	2,720,411	*2.23%*	*1.05%*	*0.23%*	*7.04%*	*9.55%*	*4.02%*
	Sub-total Health sector	**580,498**	**580,498**	**580,498**	**580,498**	**580,498**	**580,498**						
Social sector	Youth Affairs and Civic Education	4,000	101,761	144,598	30,000	203,649	484,288	*0.02%*	*0.21%*	*0.30%*	*0.38%*	*2.05%*	*0.59%*
	Sports and Physical Education	27,841	0	0	0	0	27,869	*0.11%*	*0%*	*0%*	*0%*	*0%*	*0.02%*
	Employment and Vocational Training	119,733	307,260	150,214	37,600	202,615	818,037	*0.46%*	*0.62%*	*0.31%*	*0.47%*	*2.04%*	*0.78%*
	Labour and Social Security	30,000	0	25,000	0	0	55,055	*0.12%*	*0%*	*0.05%*	*0%*	*0%*	*0.03%*
	Women Empowerment and the Family	130,000	0	28,000	135,000	71,385	364,678	*0.50%*	*0%*	*0.06%*	*1.70%*	*0.72%*	*0.59%*
	Arts and Culture	40,000	26,000	21,500	27,000	24,000	138,615	*0.15%*	*0.05%*	*0.04%*	*0.34%*	*0.24%*	*0.17%*
	Social Affairs	35,059	39,268	77,600	68,500	92,590	313,237	*0.13%*	*0.08%*	*0.16%*	*0.86%*	*0.93%*	*0.43%*
	Sub-total Social sector	**386,633**	**474,289**	**446,912**	**298,100**	**594,239**	**2,201,779**						
Infrastructure	Posts and Telecommunications	0	10,800	4,855	0	0	15,671	*0%*	*0.02%*	*0.01%*	*0%*	*0%*	*0.01%*
	Public Works	15,750,213	36,609,441	24,781,700	964,000	1,069,000	79,252,459	*60.54%*	*74.38%*	*51.23%*	*12.12%*	*10.75%*	*41.80%*
	Communications	0	0	0	0	0	0	*0*	*0%*	*0%*	*0%*	*0%*	*0%*
	Water Resources and Energy	1,135,034	1,389,821	1,059,479	1,325,940	1,091,710	6,006,894	*4.36%*	*2.82%*	*2.19%*	*16.68%*	*10.98%*	*7.41%*
	State Property and Land Tenure	0	0	25,000	0	0	25,025	*0%*	*0%*	*0.05%*	*0%*	*0%*	*0.01%*
	Housing and Urban Development	1,170,295	688,292	309,770	336,000	134,965	2,641,826	*4.50%*	*1.40%*	*0.64%*	*4.23%*	*1.36%*	*2.42%*
	Transport	110,000	0	38	0	0	110,148	*0.42%*	*0%*	*0%*	*0%*	*0%*	*0.08%*
	Sub-total Infrastructure	**18,165,542**	**38,698,354**	**26,180,842**	**2,625,940**	**2,295,675**	**88,052,023**						
Rural sector	Agriculture and Rural Development	657,670	659,000	8,544,000	309,000	532,000	10,711,840	*2.53%*	*1.34%*	*17.66%*	*3.89%*	*5.35%*	*6.15%*
	Environment and Nature Protection	26,000	4,000	26,000	40,000	30,000	126,096	*0.10%*	*0.01%*	*0.05%*	*0.50%*	*0.30%*	*0.19%*
	Forestry and Wildlife	40,000	0	20,000	40,000	20,000	120,100	*0.15%*	*0%*	*0.04%*	*0.50%*	*0.20%*	*0.18%*
	Scientific Research and Innovation	36,500	46,900	0	0	4,900	88,383	*0.14%*	*0.10%*	*0%*	*0%*	*0.05%*	*0.06%*
	Livestock, Fisheries and Animal Industries	446,500	267,000	6,054,000	338	349,000	7,123,606	*1.72%*	*0.54%*	*12.52%*	*0%*	*3.51%*	*3.66%*
	Sub-total Rural	**1,206,670**	**976,900**	**14,644,000**	**389,338**	**935,900**	**18,170,025**						

Sector	Sub-sector	PIB appropriations (1x1000) FCFA)						Percentage (%) appropriation by sector					
		2018	2019	2020	2021	2022	Total (2018-2022)	2018	2019	2020	2021	2022	Average (%) allocation (2018-2022)
Industries and services	Small and Medium Sized Enterprises, Social Economy and Craft	169,581	82,400	126,708	67,000	67,000	513,135	*0.65%*	*0.17%*	*0.26%*	*0.84%*	*0.67%*	*0.52%*
	Commerce	182,000	40,000	40,000	24,000	30,000	316,286	*0.70%*	*0.08%*	*0.08%*	*0.30%*	*0.30%*	*0.29%*
	Mines, Industries and Technological Development	0	42,500	0	0	0	42,543	*0%*	*0.09%*	*0%*	*0%*	*0%*	*0.02%*
	Tourism and Leisure	294,000	104,500	129,955	0	123,882	652,865	*1.13%*	*0.21%*	*0.27%*	*0%*	*1.25%*	*0.57%*
	Sub-total Industries and services	**645,581**	**269,400**	**296,663**	**91,000**	**220,882**	**1,524,829**						
Governance	Territorial Administration and Maintenance of Order	33,400	390,700	73,502	0	29,600	527,700	*0.13%*	*0.79%*	*0.15%*	*0%*	*0.30%*	*0.27%*
	Decentralization and Local Development (Council)	0	3,450,500	3,400,000	3,400,000	3,702,094	13,962,845	*0%*	*7.01%*	*7.03%*	*42.76%*	*37.23%*	*18.81%*
	Economy, Planning and Regional Development	135,000	58,000	123,000	0	11,600	327,916	*0.52%*	*0.12%*	*0.25%*	*0%*	*0.12%*	*0.20%*
	Public Contracts	0	0	25,000	0	12,000	37,025	*0%*	*0%*	*0.05%*	*0%*	*0.12%*	*0.03%*
	Finance	10,000	0	10,000	0	19,000	39,020	*0.04%*	*0%*	*0.02%*	*0%*	*0.19%*	*0.05%*
	Justice	125,000	660,000	60,000	0	110,000	955,845	*0.48%*	*1.34%*	*0.12%*	*0%*	*1.11%*	*0.61%*
	General Delegation of National Security	53,750	45,731	74,435	0	0	174,090	*0.21%*	*0.09%*	*0.15%*	*0%*	*0%*	*0.09%*
	Defence	255,300	580,110	790,110	0	0	1,627,146	*0.98%*	*1.18%*	*1.63%*	*0%*	*0%*	*0.76%*
	Sub-total Governance	**612,450**	**5,185,041**	**4,556,047**	**3,400,000**	**3,884,294**	**17,651,587**						
	Total	**26,015,332**	**49,286,895**	**48,840,112**	**7,971,126**	**9,573,988**	**139,495,254**						

Source: RD-MINEPAT North West (2022)

3.2.2 Level of implementation of PIB projects in the North West Region

Dynamic of the PIB execution rate

Figure 3.2: Dynamic of the PIB execution rate

Table 3.4: Dynamic of the PIB execution rate in the North West Region by Division (2018 to 2022)

Division/Region & CA	Dynamic of the PIB execution rate					
	2018	2019	2020	2021	2022	Average (%) period 2018-2022
Boyo	26.90%	26.40%	59.80%	95.67%	72.77%	56.31%
Bui	49.81%	11.91%	30.60%	58.29%	47.23%	39.57%
Donga-Mantung	78.06%	30.83%	82.41%	88.59%	91.07%	74.19%
Menchum	79.00%	13.90%	50.56%	93.50%	42.20%	55.83%
Mezam	42.33%	53.16%	80.36%	96.34%	63.18%	67.07%
Momo	38.98%	36.34%	67.79%	73.84%	36.48%	50.69%
Ngoketunjia	69.80%	45.67%	72.77%	96.16%	61.58%	69.20%
Regional Projects PIB	48.60%	49.39%	48.45%	86.11%	85.77%	63.66%
Average execution rate	**54.19%**	**33.45%**	**61.59%**	**86.06%**	**62.54%**	**59.56%**

Source: RD-MINEPAT North West (2022)

Table 3.5: Dynamic of the PIB execution rate by level of vote holding

Year	2018		2019		2020		2021		2022		TOTAL
	Amount	Phy execu (%)	Amount	Phy execu (%)	Amount	Phy execu (%)	Amount	Phy execu (%)	Amount	Phy execu (%)	Amount
Credits PIB (FCFA)	18,332,869,000	-	43,677,924,000	-	47,284,675,000	-	48,549,823,250	-	72,526,248,000	-	230,371,539,250
Délégation Automatique	18,332,869,000	-	43,677,924,000	-	47,284,675,000	-	48,549,823,250	-	72,526,248,000	-	230,371,539,250
Délégation Ponctuelle	-	-	-	-	-	-	-	-	-	-	-
Gestion Centrale	11,021,909,982	-	33,917,458,481	-	37,923,409,000	-	38,721,570,000	-	62,180,758,000	-	183,765,105,463
Transferred resources	6,191,675,018	18.04	8,917,165,019	29.95	8,466,358,020	63.24	8,735,721,021	86.05	9,943,492,022	82.92	42,254,411,100

Source : RD-MINEPAT (NWR) 2022

3.2.3 PIB implementation gaps assessment

Table 3.6: Volume (FCFA) of credits lost in the region by Division between 2018 and 2022

Division	2018	2019	2020	2021	2022	TOTAL
Boyo	581,429,000	1,033,675,000	780,854,000	1,006,439,000	1,037,310,000	**4,439,707,000**
Bui	1,018,190,000	1,619,297,000	1,511,036,000	1,611,093,000	1,402,900,000	**7,162,516,000**
Donga-Mantung	736,703,000	1,348,766,000	1,453,820,000	1,331,020,000	1,538,585,000	**6,408,894,000**
Menchum	567,890,000	1,009,271,000	1,022,550,000	934,971,000	860,439,000	**4,395,121,000**
Mezam	1,543,213,000	1,832,498,000	1,675,151,000	1,944,770,000	2,686,631,000	**9,682,263,000**
Momo	885,780,000	1,052,822,000	1,208,895,000	1,137,106,000	1,450,115,000	**5,734,718,000**
Ngoketunjia	858,468,000	1,020,834,000	814,050,000	770,320,000	967,510,000	**4,431,182,000**
Regional Projects PIB	1,119,284,000	843,300,000	749,154,784	1,088,793,288	399,968,000	**4,200,500,072**
Total PIB Ministerial	11,021,909,982	33,917,458,481	37,923,409,000	38,721,570,000	62,180,758,000	**183,765,105,463**
Total Min +Reg + Div PIB	18,332,869,000	43,677,924,000	47,284,675,000	48,549,823,250	72,526,248,000	**230,371,539,250**

Source : RD-MINEPAT (NWR) 2022

Table 3.7: Percentage (%) of credits lost in the Region by Division between 2018 and 2022

Division	2018		2019		2020		2021		2022		(%) physical execution (2018-2022)	(%) loss (2018-2022)
	% Physcal Execution	% loss	% Physcal Execution	% loss	% Physcal Execution	% loss	% Physcal Execution	% loss	% Physcal Execution	% loss		
Boyo	10.02	89.98	26.4	73.6	59.8	40.2	95.67	4.33	95.61	4.04	57.5	42.43
Bui	28.9	71.1	11.71	88.29	30.6	69.4	58.29	41.71	73.93	26.1	40.686	59.314
Donga Mantung	24	74	22.45	77.55	82.41	17.59	88.59	11.41	95.28	4.72	62.546	37.054
Menchum	19.1	80.9	13.9	86.1	50.56	49.44	93.5	6.5	88.1	11.9	53.032	46.968
Mezam	17.3	82.7	53.16	46.84	80.36	19.64	96.34	3.66	90.87	9.13	67.606	32.394
Momo	9.29	90.71	36.34	63.66	67.79	32.21	73.84	26.16	48.6	51.4	47.172	52.828
Ngoketunjia	20.18	79.82	45.67	54.33	72.77	27.23	96.16	3.84	88.08	11.9	64.572	35.428
Regional PIB Projects	19.04	80.96	49.39	50.61	48.45	51.55	86.11	13.89	93.18	6.82	59.234	40.766

Source : RD-MINEPAT (NWR) 2022

3.3 Review of other programmes and projects in the North West Region

This subsection reviews the implementation of programmes and projects within the North West Region highlighting the achievements and challenges encountered. The Region has implemented various programmes/projects in different sectors and ministries as seen below:

a) **Rural Setor:** MINADER, MINEPIA, MINRESI, MINFOF,
b) **Infrastucture:** MINEE, MINHDU, MINTP
c) **Social Sector:** MINAS, MINTSS,
d) **Governance:** MINAT, MINDDEVEL

The sectors and ministries mentioned above have a number of programmes and projects which focuses on implementation of their respective devolved functions. Stakeholders are also key elements in the implementation process as they play a pivotal role in the success of any projects. Reason why the subsection equally outlines the stakeholders implicated in the programmes/projects to ensure their functions are well adopted and properly prioritized, which in turn builds on sustainability, ownership and funding.

3.3.1 Rural Sector

Agriculture and Rural Development

1. **Program/project:** Mission de développement du Nord-Ouest (North West Development Authority (MIDENO) (No27./MIDENO/B/13/87),
   Created: 1982

The North West Development Authority with its French acronym MIDENO acts on behalf of the Government of the Republic of Cameroon in the North-West Region as the supervisor of development policy and providing a budgetary, financial and technical mechanism for development projects. It also has a mandate; organizing the communities and promoting the socio-economic environment and improving the living conditions in rural areas as well as conducting any study, research or operations connected with rural development in the North West Region.

Charged with the above responsibilities, MIDENO has conceived, mounted and supervised several projects in the North West Region notably; MIDENO Phases I and II reformulated the Grassfield Participatory and Decentralized Rural Development Project, GP-DERUDEP and presently they are in the process of embarking on the Livestock Development Project and GP-DERUDEP Phase II.

Projects: Grassfield Participatory and Decentralised Rural Development Project **(GP-DERUDEP) referred to as MIDENO 1 & MIDENO 2-R**. Created in 1982. A poverty alleviation initiative co-funded by the Government of Cameroon, African Development Bank, and the Beneficiary Communities.

a) Mandate or Mission

To achieve its objectives, GP-DERUDEP hinges on the following four components.

- **Agricultural Development**
  This component ensures the expansion of arable areas and the intensification of production through traction, improved seeds, inputs notably organic fertilizer, suitable technological packages and methods for reducing post-harvest losses. This component also facilitates the integration of crops and livestock for better management of agro-sylvo-pastoral area, animal health improvement and the promotion of short cycle livestock rearing and fish farming; as well as access to marketing facilities.
- **Capacity Building**
  This component ensures capacity building for members of beneficiary communities where projects are carried out. This is through the training of members of village development committees and associations and agricultural producers to be able to use participatory approaches in organizing, planning and the management of activities. Literacy training for producers, sensitization in the prevention and control of endemic diseases and HIV/AIDS, and the equipment of field partners in information, Education and Communication methods, mobilization and rural outreach constitute other expectations of this component.
- **Support to Rural Infrastructure**
  This component ensures the provision of rural and community infrastructure at the village and communal levels such as potable water schemes, health centers, storage houses, pastoral water points, farm to market roads, community welfare centers and classrooms which are co-financed with the beneficiaries. This component also ensures the set-up and functioning of a Local Development Fund for financing of priority community infrastructures.

2. **Program/project:** The Upper Nun Valley Development Authority (UNVDA)
   Year of Creation: 9th October 1970

a) Mandate or Mission

The Upper Nun Valley Development Authority (UNVDA The Upper Nun Valley Development Authority (UNVDA) is a development corporation created in 1970 as a Mission by Presidential Decree No 70/DF/529 of October 29, 1970 and later transformed into a development authority by another Presidential Decree No 78/157 of May 11, 1978. Its present statutory area of intervention touches five Divisions of the North West and West Regions of Cameroon, namely: Mezam, Ngoketunjia and Bui in the North West, and Noun and Bamboutos in the West Regions.

The Presidential Decree No. 78/157 of May 11, 1978 gives UNVDA the mandate to handle the development of the agricultural sector in the Upper Nun Valley and redefines its functions within the framework of direct intervention in rice production, processing and marketing. UNVDA equally gives technical and material support to the farmers.

b) Objectives

The aim and objectives of the Corporation as spelt out in Article 4 of Decree No. 78/157 of May 11, 1978 are as follows:

- Acquisition, creation, administration, exploitation and development of all agricultural undertakings plus the transformation and packaging of their produce notably from crops like rice, soya beans and any raw produce in general including animal breeding produce.
- The creation management and development of hydro-agricultural and road projects on public land that would enhance agricultural expansion in the Upper Nun Valley i.e. to construct and maintain dams, dykes, polders and drainage systems, roads and other works needed for the achievement of the Corporation's objectives under this section
- Assist farmers and their groupings involved in cultivation whose production are susceptible to be collected conditioned and transformed within the Corporation's infrastructural network in the Upper Nun Valley.

Execution of commercial and industrial operations which can be attached to the above including:

- Hiring, buying and selling all buildings and lands, creation of all industrial and commercial establishments or any enterprise also having links with the above objectives including all operations connected directly or indirectly with the activities defined here-in-above or having the characteristics to enhance their development.
- Settle farmers to occupy and farm on land developed by the Corporation.
- To undertake the multiplication of improved seeds for farmers.
- To train staff for the running and maintenance of rural development schemes and for general extension work at the village level.

c) Target Population

The total population of UNVDA's area of intervention stands at about 450,000 inhabitants and close to 90% of these are farmers. UNVDA presently works with about 13,000 rice farmers, within the framework of its triennial plan for 2013-2015; its target is to raise the size of this farmer population to at least 70,000.

d) Activities in UNVDA'S area of Intervention

Activities aimed at increasing rice production and productivity:

- **Seed Multiplication:**
  Tones of quality rice seeds are produced and distributed to our contact farmers on a yearly basis. UNVDA also carries out training of farmers on appropriate seed selection techniques and a good number are now producing good quality seeds for their own use and for distribution to other farmers.
- **Agricultural extension:**
  UNVDA assists farmers in the use of improved farming techniques through the provision of extension services especially in the domain of rice cultivation. Its frontline extension workers live with the farmers and offer technical advice and equipment hiring to the farmers a daily basis.
  UNVDA equally assists in organizing rice farmers into Common Initiative Groups (CIGS), Unions and Federations. The result of this is the existence of 257 CIGs and economic interest groups of rice farmers in the Upper Nun Valley area.
  Participatory capacity building training programs in Group Dynamics and Appropriate Rice Cultivation Techniques are frequently being organized to meet the needs of farmers; from continuous diagnosis of farmers' problems through follow up, experience sharing and exchange visits.
- **Inputs supply:**
  UNVDA supports rice farmers with basic farm inputs like fertilizers and herbicides by pre-financing the acquisition and distribution of these inputs which most farmers pay back after paddy sales.
- **Development and maintenance of paddy fields:**
  Over the years, UNVDA has used its equipment pool to develop and maintain about 2532 hectares of paddy fields, which are now being used by farmers for irrigated paddy production. The Corporation undertakes the maintenance of these infrastructure and resources together with the participation of farmers.
- **Activities aimed at facilitating access to rural infrastructure for farmers:**
  - Construction and maintenance of irrigation and drainage infrastructure,
  - Activities aimed at facilitating the processing and marketing of farmers produce,

- Purchase of paddy,
- Processing of paddy into finished rice products,
- Distribution and sale of finished products,
- Activities aimed at ensuring the sustainable management of natural resources,
- Sensitization on sustainable land use systems,
- Pasture improvement,
- Aforestation/reforestation.

e) Some projects realised

- Reinforcement of the equipment pool for improvement of production infrastructures: supply of one Manual Compactor,
- Follow-up of production activities and itinerary on production: Supply of Motorcycles,
- Rehabilitation of production infrastructures: Construction of re-inforced concrete box culverts (1.00x1.00m, 1mx1.5m) including stone masonry outlets to irrigation/drainage canals in Ngweng, Babanki and Back Palace farms of Upper and Lower Bamunka,
- Rehabilitation of production apparatus: supply of spare parts for the rice mill,
- Improvement of marketing strategies for materials of finish products: supply of packaging materials for finish products,
- Rehabilitation of production equipment: supply of spare parts civil engineering equipment and agricultural tractors and implements,
- Follow up of field activities on the improvement of agricultural production: supply of Pick-ups and workshop pick-up,
- Improvement of marketing strategies on reach-out for finish product: supply of container truck,
- Improvement of water quality for the rice mill: rehabilitation of UNVDA Internal water supply scheme,
- Rehabilitation of irrigation infrastructures,
- Improvement of production: Re-levelling of hectares of farm plots damaged by grazing activities and flood,
- Rehabilitation of production infrastructures: Construction of mini bridges.

f) Challenges

The low rate of execution is due to the following

- Lateness in the allocation of the budget,
- Public contracts procedures,
- Service Orders were issued to the various enterprises in the month of August and September 2020 which was the heart of the rainy season, impossible for some works to start,
- The river course that supply and drain water from the irrigated perimeters were fool to capacity, hindering works for the dykes and the construction of bridges,
- The rice fields were at maturity stage which has to wait till harvesting before any levelling works could be done,
- The irrigation canals were on full usage, channeling water to the rice fields and could not be blocked or diverted for construction works,
- The micro dams that retain water for irrigation where also full to capacity,
- Accessibility for civil engineering equipment, agricultural tractors, trucks and persons to the rice fields for works were practically impossible due to the high water table and for a prolonged period observed this year,
- Too many prolonged lockdowns and ghost towns due to the socio political crises, rendering activities slow,
- Due COVID 19 pandemic, in order to respect restrictions and preventive measures by the government, it witnessed a slowdown of activities.

3. Project: Projet d'Appui au Développement des Filières Agricoles (PADFA) Phase II
Year of Creation: 2019

a) Mandate or Mission

Cameroon has great potential to meet its food demand and improve the living conditions of the rural population. About 32,000 poor rural households will benefit from the new project, which will help small-scale farmers and boost rice and onion production in the country. The overarching goal of the project is to strengthen rural livelihoods to increase incomes, improve food and nutrition security, and integrate approaches to mitigate the impact of climate change.

b) Programme Objectives

Smallholder farmers in the rice and onion value chains have faced relatively low productivity and income. The project will:

- Introduce measures to ensure the availability of quality climate-resilient seeds and other inputs,
- More efficient land and water management, including the upgrading of irrigation infrastructure to reduce producer dependency.
- With regard to rain-fed agriculture, it will also strive to minimize post-harvest losses by providing adequate storage and processing facilities.

4. Project: Projet d'Appui au Développement des Filières Agricoles (PADFA)

The project aims to empower women and youth who are particularly vulnerable to climate-related events and other shocks. Fifty percent of project participants will be women, who typically have limited access to finance and production tools. At least 30 percent of participants will be young people, who often face high unemployment rates. IFAD financed the project with a loan.

5. Project: Agropastoral Council Consolidation and Sustainability Program (PCP-ACEFA)
Year of Creation: 2008

a) Mandate or Mission

The Program for the Consolidation and Sustainability of Agro-pastoral Advice (PCP-ACEFA) is a continuation of the ACEFA Program. It pursues three objectives

- Improve the income of family farms by consolidating and improving the public agro-pastoral advisory system
- Modernize the production system (equipment, buildings, infrastructure) by financing the investment projects of producer organizations
- Institutionalize the agro-pastoral advisory system by creating an agency co-managed by the Profession and the State and strengthen the representation capacity of producers, so that they participate actively in the consultation, management and conduct of development actions and in the development of agricultural policy.

b) Actions

The Program puts in place a new mode of governance that contributes to the modernization of the agricultural sector. It is based on the following action principles:

- **Co-management of the advisory system with producers**
  The effectiveness and future of agro-pastoral advice depends on the commitment of producers and their ability to demand services that meet their needs.
- **Equity and transparency in resource allocation**
  Producer representatives have a deliberative voice in the selection of beneficiaries and the allocation of subsidies. The selection processes are defined by rigorous procedures and an internal and external control system that guarantees transparency and fairness in the processing of requests, but also the traceability of interventions.
- **Intervention on demand and contracting of services**
  In order to optimize the results of the advice, the intervention of the advisers is done at the request of the producers formalized by contracts of objectives and well-defined services adapted to the technical and economic level of the farms and the organizations of producers.
- **Support for producers in their activities**

Since Cameroon's economy is no longer administered, producers decide what to produce because they are the only ones to suffer the consequences of their choices since there is no mechanism for regulating or guaranteeing prices and outlets, or insurance.

- **Transparency in activities and results**
  The program relies on the development of a modern network information system and the use of ICT to increase the efficiency of the system and the dissemination of information to producers and the general public.

Livestock Fisheries and Animal Industries

1. **Project:** Livestock and Fisheries Development Project (LIFIDEP/NWR)
   Year of Creation: 2014

   a) Mandate or Mission

   The Government of the Republic of Cameroon obtained financing from the Islamic Development Bank (IDB) toward the cost of the Livestock and Fisheries Development Project (LIFIDEP), in the North West Region of Cameroon, and intends to apply part of the proceeds for various consultant services.

   - These services include the recruitment of a Consultant to carry out the following training, capacity building and organization of workshops for implementation of various project activities.
   - Preparation and production of Training manuals (Artificial Insemination in cattle, Poultry production, small Ruminants production & pasture /Feed production etc.)
   - Organization/Establishment and training of farmers' networks and network extension workers for poultry & small ruminants
   - Organization (sensitization, mobilization & registration) and training of networks of pasture, fodder and feed producers
   - Sensitization, Organization, Legalization, training of groups and extension workers for Capacity building of fish farmers.
   - Training of trainers and extension workers at the pasture development resource Centers
   - Organization of workshops to set up 3 specialized dairy cooperatives.
   - Organizing and training of Community Groups and Market information system networks in Livestock Marketing Information Systems.
   - Training of fish farmers in construction and management of concrete tanks,
   - Training of fish farmers in construction, processing and preservation of fish,
   - Training of MINEPIA staff (19 technicians, 10 staff of Regional Veterinary clinic) and 50 Community Animal Care Workers (CAHW) on epidemio-surveillance.

   b) Challenges

   Challenges in procurement and contract execution include:

   - Despite wide publicity, very few bids are received after publication of Procurement notices, often leading to the extension of submission deadlines and sometimes unsuccessful procurement process.
   - Some bidding documents have had to be re-issued several times before getting a successful bidder. The insecurity situation in the North West region has also contributed to this.
   - Difficulties in transmission of documents to IsDB due to slow internet facilities. It takes a long time to open/attach documents leading to delays in processing of files
   - Difficulties in publication of tender notices especially in international media organs due to high cost but limited counterpart funds.
   - The advent of COVID-19 and measures taken all over the world to limit its spread (lockdown, closure of borders etc) adversely affected the execution of some contracts especially the importation of goods by contractors to supply to the project.
   - The Prevailing insecurity in the North West Region. The execution of work contracts has been drastically slowed down. Many potential bidders are shying away from bidding for projects in the Region, thereby reducing the competitiveness of the procurement process.

2. **Project:** Livestock Development Fund (CDENO)

   a) Mandate/mission

   In 2020 poultry farmers in the North West region of Cameroon benefited from the availability of a hatchery to help hatch chicks and supply in the region and neighbouring regions.

The display of the 30,000 capacity broiler was presented to the public in Bamenda in 2020. Over the years, poultry farmers found it difficult getting day old chicks; this 30,000 broiler will therefore be used to hatch eggs into chicks. As planned, parent chickens will be provided to lay fertilised eggs for easy production as proposed by board members of the North West Livestock Development Fund (CDENO).

Members are very impressed with the innovation and have even gone ahead to propose other innovations linked to that hatchery. It is envisaged that parent chickens, with fertilised eggs will be produced on the spot instead of importing them. When implemented, it will go a long way to reduce the cost of a day old Chick around Bamenda.

Other projects have been envisaged for the coming year in the region to support farmers with the production of quality animal feed. A total of 155 tones were previewed for 2021 which is a 20 tons increase per year which is a big advantage for the North West Region.

b) Activities

- Construction of Fence round CDENO main Office
- Landscaping of pavement of CDEO yard
- Acquisition and installation of a 30000 capacity Hatchery in CDENO
- Acquisition production of day old chicks
- Supply of Livestock Vaccines by LANAVET
- Acquisition of Service Vehicle

c) Challenges

- Socio-political crisis continue to hamper the execution of most field activities
- Non-availability of liquidity in the treasury has slowed down the implementation of contracts and supplies
- Lack of bidders for contracts and supplies e.g. no bidder for the supply of Service Vehicle in 2020

3. **Project:** Livestock Development and Exploitation of Animal Productions (SODEPA)

Creation date: Created by decree N0 74/182 of March 8, 1974 amended and supplemented by decree N° 81/395 of 9th September 1981,

a) Mandate/mission

Created by decree No 74/182 of March 8, 1974 amended and supplemented by decree N° 81/395 of September 9, 1981, the Company for the Development and Exploitation of Animal Productions (SODEPA) is a public limited company with a Board of Directors at capital of 833,750,000 CFA francs. With its headquarters in Yaoundé, it has become a tool of primary importance by public authorities with a view to guaranteeing food security and self-sufficiency in Cameroon. SODEPA is a first-class company and plays a strategic role in socio-economic development that guarantees equitable growth for the country through the management of ranches, slaughterhouses, cold stores and pilot butcheries.

- **SODEPA Dumbo Ranch**

With an area of 38,000 hectares, Dumbo Ranch is located in Misaje Ward, Donga-Mantung Division, in the North West Region. The climate is tropical and ideal for raising cattle. The majority of the population of the division lives mainly from agro-pastoral activities and trade. The settlement that bears the name of "Dumbo Village" and other villages has been able to develop considerably because of the existence of the ranch. In addition, the expansion of the town is also a direct consequence of the presence of the ranch, but the crisis situation that has been raging for several years constitute an obstacle.

The herd of this ranch was estimated at 6472 cattle in February 2020. This is composed of Goudali, Simgoud (cross between a Simmental and a Goudali) and Holsdali (cross between the Holstein breed and the Goudali breed). All these cross breeds could be obtained by artificial insemination. There are also cattle of the Bodali breed (cross between a Borane and a Goudali).

In addition, SODEPA has two agro-pastoral perimeters in Tadu with 18,000 hectares and that of Tugi/Mbengwi with its 53,000 hectares.

Scientific Research and Innovations

1) **Project:** Agricultural Research Institute for Development (IRAD)
   Year of Creation: 1972

a) Mandate or Mission

Agricultural Research Institute for Development (IRAD) is a public administrative institution with scientific and technical status, endowed with legal personality and financial autonomy. As a secular arm of the Cameroonian state in agricultural development, IRAD is under the technical supervision of the Ministry of Scientific Research and Innovation.

b) The Regional Centre for Scientific Research and Innovation (CRRI NW)

The Regional Centre for Scientific Research and Innovation (CRRI NW) is one of the ten regional centres of the Ministry of Scientific Research and Innovation (MINRESI) charged with the overseeing of activities under the responsibility of the ministry in the region. More specifically, the Centre animates, coordinates and controls scientific research activities all over the region for the promotion of the socio-cultural and economic development of the people. It also exploits research results in collaboration with all the sectors of the national economy and related ministries and institutions. The Centre oversees the functioning of public research institutes as well as private researchers and innovators in the region. Among the public research institutes, Agricultural Research Institutes for Development (IRAD) and the Mission for the Promotion of Local Construction Materials (MIPROMALO). The Institute of Geological and Mineral Research (IRGM) only manifests its presence in the region through its intervention in degassing process of the lake Nyos and the reinforcement of the retention dike.

c) Sector mission

- The organization, coordination and control of scientific research activities with a view to promoting economic, social and cultural development.
- The promotion, vulgarization and exploitation of research results, in conjunction with all sectors of the national economy and the ministerial department and organizations concerned.
- International cooperation in the field of scientific research and innovation, in liaison with the Ministry of External Relations, the Ministry of Higher Education and the administrations concerned;
- Transfer of Technology, in liaison with the end user ministries and administrations concerned;
- Monitoring research in the field of traditional pharmacopeias, in liaison with Ministry of public Health and the Ministerial Department concerned.

d) Specific objective

The specific objective of the centre is to improve the adoption of research findings and innovations in the North West Region through:

- Improvement in the quality of post-harvest management of local fruit products in the North West Region of Cameroon
- Improvement of the processing techniques and sales option of various potato (solanum tuberusum) varieties grown in the North West Region of Cameroon
- Sunflower trials

e) IRAD Centres and Antennas in the North West Region

The Regional Centre for Scientific Research and Innovation (CRRI NW) has research centres, stations and a number of antennas across the region as follows:

- Agricultural Research Centre (Bambui),
- Agricultural Research Station (Mankon),
- (05) Antenna (Batibo, Babungo, Befang, Santa and Nkambe)

f) Impacts

CRRI NW provides scientific research and the promotion of agricultural development throughout the region, often in partnership with other state, regional and local councils.

g) Development challenges

- The sector continues to have restrictions in areas of operation as the security situation is still a huge concern.

- Its research structures (IRAD and MIPROMALO) are inaccessible thereby creating difficulties in carrying out research work. The situation of the research structures is a cause for concern and needs to be addressed urgently.
- The crisis has witnessed an exodus of innovators from the region and some have grounded their activities.
- The numerous lockdowns in the region have delayed research operations as most farmers and vendors close the stores thereby making it difficult for data collection.
- Insufficient funds for research activities

3.3.2 Social Sector

Economy, Planning, & Regional Development

1) **Program:** National Participatory Development Program (Programme National de Développement Participatif (PNDP - Cameroon)

   Year of Creation: 2004

   a) **Context**

   The Government of Cameroon, with the help of the community of multilateral and bilateral donors, set up a Program called "National Participative Development Program", abbreviated PNDP, designed in three phases of four years each. This Program is an important tool for implementing the Cameroon Growth and Employment Strategy document, in particular the local development axis of the rural sector development strategy.

   The first two phases were executed thanks to internal funds (PPTE, PIB) and those of the World Bank, The French Development Agency within the framework of the cancellation of the bilateral debt with France and a grant from the German Cooperation (KfW). In addition to these funds there were also those of the World Environment Funds and the Japanese Cooperation for phase 1 only. The Program covered six Regions (Adamawa, Centre, North, West, South and Extreme North) during the 1st phase from 2004 – 2009 and was extended to all the 10 Regions at the beginning of the 2nd Phase which started in 2010.

   These first two phases were run to the satisfaction of the beneficiary population, the Donors and the Government. The elaboration of the Council Development Plans (CDP) is amongst the achievements of the Program till date. It is a tool for local planning and support in the transfer of competencies to Councils, recognized and used since 2012 for the preparation of the Public Investment Budget at the national level. That said, a total of 328 CDPs have been elaborated and approved at the local level by the Supervisory Authority.

   Amongst the readily available 328 CDPs, 178 including 34 council of the North West Region were realized at the beginning of the second phase in 2010. The earlier CDPs did not have information that was included in those realized in 2012, 2013 and 2014 respectively. The shortcomings in the previous CDP's include amongst others the integration of climate change, taking into consideration aspects on children, the influx of refugees from Niger and the Central African Republic which lead to the internal displacement of the population as well as the list of social and economic priority projects per village. These challenges therefore necessitated the updating of the CDPs.

   b) Mandate or Mission

   The objective of this mission is to:

   a) Elaborate/Update the Council Development Plan (CDP) of the 34 councils, and at the same time transferring its competences in the domains of planning and programming thus, enabling the council to update its CDP, and
   b) Support the council in the restitution of the CDP to the communities, revamp the Village Development
   c) Committees (VDC) put in place and organize villages in view to implement local solutions activities and
   d) Elaborate its annual investment plan. In a specific manner, the LSO must support the Council in the following aspects:

   Validated CDP Report

   - Follow-up committee at the council level;

- Monography is elaborated in all 34 council;
- Council Institutional Diagnosis (CID) of the Council realized;
- Council Urban space diagnosis (CUSD);
- Council Diagnosis per Sector emanating from the consolidation of data from villages and the urban space in a Consolidated Report of all the realized Diagnoses and the Logical frameworks of all the sectors are prepared;
- Geo-referenced data of existing infrastructure within the council's territory filled in the Excel sheet;
- Support the beneficiary communities/villages in the identification, programming and implementation of the local solutions through the putting in place/revamp of the Village Development Committee (VDC);
- Organize the Village Development Committees(VDC) into sectorial sub-committees and putting at their disposal management and monitoring and evaluation tools for the implementation of their activities;
- Organize a planning and programming workshop out of which a draft copy of the CDP will be made available;
- Support the Council in the validation of the CDP.

Ministry of Economy, Planning, & Regional Development

1) **Project:** Safety Nets Project
   Creation: 21st March 2013

a) Mandate or Mission

The development objective of the Social Safety Net Project for Cameroon is to support the establishment of a basic national safety net system including piloting targeted cash transfers and public works programs for the poorest and most vulnerable people in participating areas within the Recipient's territory. The project has three components.

The first is laying the foundations of a safety net system and supporting project management. This component has the following two sub-components:

- Help the Borrower to develop systems to coordinate and manage safety net programs for the poor and vulnerable; and
- Finance the cost of the management, coordination, and monitoring and evaluation (M and E) activities under this and the other two project components.

The second component is the pilot cash transfer program with accompanying measures to boost household productivity. This component is for supporting the development and to boost the productivity of chronically poor households and serve as the cornerstone of Cameroon's social safety net. Accompanying measures are to be developed to maximize the impact of the cash transfers on the welfare and productivity of beneficiary households.

The third component is the pilot public works program. This component is for developing and piloting a labor-intensive public works program aimed to help vulnerable households deal with exogenous shocks (such as droughts or floods). The public works activities are to be coordinated with the cash transfer program so as to facilitate its implementation and reinforce its effectiveness.

b) Development Objective

The project development objective (PDO) is to support the establishment of a basic national safety net system including piloting targeted cash transfers and public works programs for the poorest and most vulnerable people in participating areas within the Recipient's territory.

c) Activities in the North West Region 2020

During the last quarter of the year, there have been a series of activities, including meetings, the 1st and 2nd payment to 3,500 beneficiaries under the emergency cash transfer in the Bamenda 1, 2 and 3 municipalities, the launching and selection of 7,500 potential COVID-19 beneficiaries in the Region.

d) Activities carried out

Sensitization/Mobilization of beneficiaries for the first and second payment was done by pasting the schedule (payment plan) and list in the different council areas, some of the beneficiaries were called directly on the phone.

The launching of the COVID-19 Emergency component was done on the 1st of December at Ayaba Hotel by the Governor of the North West in the presence of the National Coordinator and other Administrators as well as Delegations directly/indirectly involved. The achievements of the project and testimonies from previous councils were shared; the expected 75 quarters for the COVID-19 exercise were selected in the course of the launch and signed by the officials. Each council in collaboration with its Divisional Officer recruited 50 agents i.e. 25 Emergency Targeting Operators and 25 Data Entering agents to do the Manual and electronic registration respectively supervised by 4 controllers.

e) Training of agents

These agents were later trained for two days, the apps needed for the electronic registration was installed for them to use while in the field. Basic materials like face mask, hand sanitizers, t-shirts, beneficiary codes were given as the different agents were paired and expected to register 100 potential households per couple i.e. a DEO/ETO within 8days. They ended the exercise with more than 7,500 potential beneficiaries as was programmed by the project.

3.3.3 Infrastructure

Water and Energy

1) **Project:** Cameroon Water Utilities (CAMWATER and CDE)
   Creation: Decree no 2005/494 of 31 December 2005 (CAMWATER)

a) Mandate or Mission

After Cameroon gained independence in 1960, drinking water production and distribution activities were carried out by several stakeholders: businesses and local communities. Due to the multitude of conventions that governed these management bodies, complications created a situation that hampered the harmonious development of the water and electricity sector.

Faced with this situation, the State decided to create in 1964 the electricity of Cameroon (EDC) and the Provisional Water Service of Cameroon (SPEC). In the process, studies were carried out to set up a national body responsible for producing and distributing drinking water. These studies led to the creation on May 22, 1967 of the National Water Company of Cameroon, responsible under the concession system for drinking water production and distribution activities in the country's urban areas.

The National Water Corporation of Cameroon (SNEC) was listed among the companies to be privatized by decree no 99/210 of 22 September 1999. The strategy adopted was aimed at transferring 51% of the company’s share capital to a reliable partner equipped with established technical skills and a strong financial base to realize expected investments within the framework of a new concession agreement.

But the tendering process initiated in 1999 for the privatization of SNEC was unfruitful, despite the Government efforts and support from development partners. The failure was due to the fact that the water exploitation system based on concession, already abandoned in many countries, was not attractive to investors in the sector. Drawing lessons from this failure, the Government decided to change strategy.

The new privatization strategy adopted by the Government was “The leasing of the sector of drinking water supply, through a public-private partnership (PPP)”. This option is built on the triangular relationship between the State, state-owned company and tenant farmer that will be organized around two main contracts: contract of concession and management of infrastructure (State and state-owned company) and leasing contract (tripartite: State, state-owned company, tenant farmer). In order to show the new configuration of the water piping sector in urban area, the President of the Republic signed the decree no 2005/ 493 of 31 December 2005 laying down the procedures for delegation of public services of drinking water and sewerage in urban and suburban areas. This decree makes provision for the creation of two companies:

- A state-owned company: asset management company in charge of managing the property and rights concerning the drinking water service in urban and suburban areas, and is responsible for the construction, maintenance and management of infrastructure, capture, production, storage and transportation of potable water;
- A limited company in charge of the production and distribution of drinking water in urban and suburban areas.

b) Cameroon Water Utilities Corporation (CAMWATER)

The Cameroon Water Utilities Corporation (CAMWATER) is a public capital company. Placed under the technical supervision of the Ministry of Water and Energy, and the financial supervision of the Ministry in charge of Finance, CAMWATER manages on behalf of the State of Cameroon goods and rights allocated to the public service of the drinking water in urban and peri-urban areas.

c) Camerounaise des Eaux (CDE)

The production and distribution of potable water in urban and suburban areas was entrusted to la Camerounaise Des Eaux (CDE) through a leasing contract.

2) Project: ENEO

Creation:

- 1975: Absorption of POWERCAM by SONEL
- 17th July 2001: Privatization of SONEL to AES-Sirocco Limited,
- 12th September 2014: Eneo Cameroon S.A (ENEO) took over the management from AES-SONEL

ENEO Cameroon is a power generation, transmission and distribution company which is investing in the development of its grids and the rehabilitation of its power plants. This is improving the quality of the service nationwide.

ENEO Cameroon SA (formerly AES SONEL SA), the Cameroonian electricity company, was privatized in 2001. It is owned by the US group AES Corporation, a major international electricity player, and the Government of Cameroon. ENEO Cameroon serves 528,000 subscribers and sells 3,300 GWh of electricity a year. The capacity of its generation facilities stands at 933 MW, (75%) of which is hydropower.

Project impact

This project will have significant impacts on the quality and expansion of the electricity service in Cameroon, by connecting 50,000 additional subscribers every year. Over 4 million people are expected to benefit from a connection or improved service. It will contribute to national efforts to develop an accessible and reliable electricity sector, which is a prerequisite for the economic development of the country.

Housing and Urban Development

1. **Project:** UN-Habitat and its UNDP program

   Creation date: Created by decree N0 74/182 of March 8, 1974 amended and supplemented by decree N° 81/395 of 9th September 1981,

   a) Mandate/mission

   Upgrading/Renovation of less structured quarters (Sisia Quarter) in the City Council of Bamenda

   The Government of Cameroon in partnership with the UN-Habitat and its UNDP program under the coordination of the Ministry of Housing and Urban Development (MINHDU) through the Urban Governance Program (PGU) initiated the Participatory Slum Upgrading Program (PPAB) in the 14 City Councils. The Participatory Slum Upgrading Programme (PSUP) is a program that aims at improving the lives of slum dwellers by addressing the five indices that characterize a slum namely, inadequate water; sanitation; durability of housing, overcrowding and tenure insecurity, precarious and at risk. To this effect, it is a program that has come to propose a new method to attenuate the effects of the daily indecent life styles of the population.

   This resulted in the anarchical development of urban spaces made up of 70% of less-structured habitats, characterized by a virtual absence of basic services (drinking water, access roads, sanitation), land insecurity and indecent housing (very often in precarious materials).

   The strategy document for the sub-sector of urban development and housing, drawn up in 2011, highlights the improvement of sub-structured and under-equipped urban spaces as one of the major axes to be implemented as a priority. This option is part of the Strategy Paper for Growth and Employment (GESP) for the period 2010-2020. In addition, the Government of Cameroon is committed to the achievement of the Sustainable Development Goal 7, which aims at "improving the quality of life "of at least 100 million slum dwellers by 2020".

UN-Habitat, in collaboration with the European Union (EU) and the ACP Secretariat, supports the Government of Cameroon in this objective through the Participatory Slum Upgrading Program (PPAB).
The PPAB is an initiative of the ACP Secretariat, funded by the EU and implemented by UN-Habitat. It aims to improve the living conditions of the urban poor and contribute to MDG 7 and the goals of halving, by 2015, the proportion of people without sustainable access to safe drinking water and sanitation, basic sanitation, and achieve a significant improvement in the lives of at least 100 million slum dwellers by 2020

b) Objectives

- Identify and prioritize the less-structured neighborhood of the entire city council concerned;
- Update the feasibility study (conducted within the framework of the PSUP) with a view to improving the urban status of the neighborhood concerned through the implementation of upgrading and concerted development operations;
- Elaborate an exhaustive land survey based on a geo-referenced cartography;
- Develop technical documents for the implementation of neighborhood servicing programs;
- Develop a profitability study of the operation;
- Develop a strategy and preparation of tools for marketing and seeking financing for the planned operations.

c) Expected results:

- The situation of less-structured and under-equipped neighborhoods is defined and prioritized;
- Social, economic, financial and environmental issues related to neighborhood land development;
- The technical, financial, economic, socio-cultural and environmental elements necessary for setting up real estate operations in the neighbourhood.

3.3.4 Governance

1) Project: National Civic Service Agency for Participation in Development (NCSAPD)
Year of Creation: Decree No. 2010/384 of 23rd December, 2010

a) Mandate or Mission

Created on December 23, 2010 under Decree No. 2010/384, the National Civic Service Agency for Participation in Development is invested with the mission of mobilizing energies for the economic, social and cultural development of the country, and the promotion of the national, patriotic feeling of the sense of discipline, of tolerance, of the general interest, of the dignity of work, of the civic spirit and of the culture of peace.

Set up to train youths to fight against poverty and unemployment, and become self-sufficient. Mobilizing energies for economic, social and cultural development of the country and promotion of general national interest patriotic feeling and sense of discipline, tolerance, dignity of work, civic spirit and of the culture of peace. As such, it provides young people aged 17 to 21 with mandatory sixty (60) day training in one of the following modules:

- Training in civics, civic, sports and cultural education;
- The consolidation of national solidarity and integration;
- Training in first aid and civil protection;
- Awareness of environmental protection.
- For people who commit themselves as volunteers for a period of six months:
- The development of skills for the creation of income-generating activities;
- Professional training;
- Carrying out works of general interest in the fields of activity of the public or private sector.

3.4 Review of the GESP impact on beneficiaries

3.4.1 National context

The context is marked, on the one hand, by the security crisis and socio-political tensions in some parts of the country, and on the other hand, a gloomy international economic situation.

The security crisis which, until then, had been felt in certain localities in the Far North region maintained by the Boko-Haram terrorist sect and in the East region as a result of the socio-political crisis in the Central Africa

Republic (CAR), has also affected the North-West and South-West regions; a socio-political crisis maintained this time by armed gangs calling into question national unity. In the face of these security and socio-political crisis, the Government has deployed legal force to incapacitate criminals of all stripes while seeking the path to a return to peace. Several initiatives are being implemented by the government, with the support of its partners of good will, to reduce the suffering of at-risk populations, some of whom have had to move to other localities where there is peace and security, or move outside the national territory where they live in precarious conditions. These include the peace building and Recovery Project (PRC) in the Adamawa, East, Far North and North regions, and Emergency Humanitarian Assistance Plan in the North-West and South-West regions.

The economic context is characterized by fluctuations in the prices of the main exported raw materials, particularly oil. The national economy has remained resilient by staying on the growth path that began in the late 2000s. The year 2018 was thus marked by the continued improvement in national economic activity, with growth estimated at 4.2% compared with 2017, when the economy grew by 3.5% after 4.6% in 2016. Faced with this economic shock with negative consequences on public finances, the Government has been implementing an 2017-2019 Economic and Financial Programme (EFP) supported by the IMF through an Extended Credit Facility, World Bank, European Union, African Development Bank and France through budgetary support.

The Growth and Employment Strategy Paper (GESP) was prepared in a HIPC initiative post completion point national context, characterized by a significant inflow of public resources released to the country through the cancellation of a large part of its external debt. In addition, the international environment was also marked by an increase in the prices of some mass consumer goods, coupled with a global financial crisis. Under these conditions, the development strategy is hinged on a logic of expanding public investment, to provide the national economy with a set of basic economic infrastructures, making it possible to facilitate access to factors of production. The idea was that the private sector would use these structuring infrastructures for its expansion by generating decent formal employment, which would redistribute income and reduce poverty, in an environment of improved governance.

The GESP was built around three pillars: a growth strategy; an employment strategy; and a governance and strategic management strategy for the State. This baseline framework had as target:

- Achieving an annual average growth rate of 5.5% over the period of the strategy;
- Improving the employment situation by reducing the underemployment rate from 75% in 2007 to less than 50% in 2020;
- Reducing poverty, to bring the poverty rate down at the end of the period to 28.7%, from 39.9% in 2007.

Moreover, it should be underscored that the GESP was only the first phase of implementation of the Vision adopted in 2009 which aims to make Cameroon an emerging and democratic country united in its diversity by 2035. In this wise, Cameroon will have to reach the level of a New Industrialized Country by the time it emerges. In order to formulate the strategy for operationalizing the second phase of the Vision, it was necessary to conduct a review of development policies implemented during the first phase. This evaluation then fed into the vitality of the entire consultative process of preparing this strategy.

3.4.1.1 Overall evaluation of the GESP

The review of development policies carried out as part of post-GESP planning work highlighted the capacity of the Cameroonian economy to generate a positive growth dynamic in an unfavorable domestic and external environment. The situation of underemployment has worsened and the income poverty rate has fallen only marginally.

In addition, the implementation of the GESP has enabled a substantial increase in the path of growth from 3% under the PRSP period to 4.5% under the 2010-2019 period. This average growth, which nevertheless fell by 1.0 points compared to the 5.5% target set in the GESP, still reflects the resilience of the Cameroonian economy".

1) Growth and macroeconomic situation

The evaluation of the GESP highlights in particular the importance of developments planned under the first generation of major projects (Kribi Industrial and Port Complex, lom Pangar Dam, Memve'ele Hydroelectric

Dam, Mekin Dam, Second Bridge over the Wouri, Menchum Dam, Katsina Ala Dam etc.) which would substantially strengthen the country's infrastructure base in terms of ports, energy and roads, in particular. In addition, the implementation of the GESP has enabled a substantial increase in the path of growth from 3% under the PRSP period to 4.5% under the 2010-2019 period. This average growth, which nevertheless fell by 0.8 points compared to the 5.5% target set in the GESP, still reflects the resilience of the Cameroonian economy to various economic and security shocks. As for the inflation rate, it remained under control at around 2% on average per year, below the CEMAC convergence threshold of 3%.

In terms of sectoral developments, the overall structure of the distribution of GDP per sector has not evolved in the desired direction. In fact, the share of the primary sector, which was 25.8% and was expected to rise to 33.2%, rather degraded. This situation indicates that not only are actions in favour of 2nd generation agriculture and mining still modest, but also that the traditional dynamism of the sector is running out of steam. At the same time, the secondary sector, which represented 33% in 2010, also experienced a significant drop to 28.2% in 2018. On the other hand, the tertiary sector is becoming increasingly important, rising from 41.2% to 57.1%. In view of these results, the Cameroonian economy has over time become a "service economy" contrarily to the logic of structural transformation through industrialization

With regard to Public Finances, the GESP provided that despite the downward outlook of oil production and the entry into force of VPAs, total oil revenues would remain above 15% of GDP by 2020. This ratio averaged 16.1% per year over the review period. The GESP also projected that the ratio of non-oil revenues to GDP would increase to 13.1% in 2020. This ratio was already above the expected value in 2017, at 13.5%. However, there is an average decline of 8.2 percentage points in the share of oil revenues in the State's own revenues over the 2010-2017 period, compared to the PRSP implementation period. In fact, this share fell from 30.8% to 22.6% between the two periods.

Own revenues increased over the period 2003- 2018, rising from 1363.3 billion CFA Francs to more than double in 2018 (about 3,324 billion CFA Francs). This momentum is mainly driven by the increase in non-oil revenues, despite the reduction in oil revenues due to the decline in world oil prices since 2014. Over the same period, expenditure, excluding debts servicing, increased continuously from CFAF 1,095.8 billion to more than triple (CFAF 4,654.5 billion). Thus, from 2003 to 2018, the State's own revenues doubled while expenditure, excluding debt service, rather tripled, thereby explaining the significant recourse to external sources of financing.

It is also noted that throughout the PRSP implementation period, the Overall Budgetary Balance Base Commitment (SBGBE) excluding grants remained in surplus, while it became in deficit during the PRSP period. In 2009, it accounted for only 0.1% of GDP and gradually increased to its highest value in 2014, at 3.2% of GDP. This upturn can be explained, on the one hand, by the increase in government spending on massive recruitment in the civil service in the first years of implementation of the strategy for growth and employment and the priority given to the execution of major projects. On the other hand, the decline in commodity prices, particularly oil prices in 2014, led to lower than expected revenues.

Thus, after a long period of debt reduction, following the HIPC initiative, the period covered by the GESP has resulted in a gradual increase in the stock of public debt. The debt-to-GDP ratio rose from 16.3% in 2010 to 31.3% of GDP in 2017 and then to 36.8% at the end of July 2019.

This sustained rate of indebtedness requires more caution, although Cameroon's public debt sustainability ratios remain below the normative ceilings at multilateral level (CEMAC criterion) and at national level (criteria set out in the GESP). In fact, the ratios of public debt (domestic and external) to GDP2 and external debt to GDP remained below 70% and 40%, respectively.

With regard to external balance, during most of the PRSP period, the trade balance was in surplus. Since 2009, it become in deficit and this deficit has increased further during the implementation of the GESP. This situation is due, on the one hand, to the 2008 crisis following the rise in the prices of basic necessities, which led to a reduction in import taxes on these products. On the other hand, it could be explained by the massive importation of capital goods for the implementation of the GESP's structural projects (dams, bridges, ports, highways, etc.).

As regards the monetary and banking sector, financial assets increased from CFAF 2 756 billion in 2009 to CFAF 5 958 billion in 2018. Foreign currency external assets remained comfortable over the period, rising from CFAF 1 896 billion (including CFAF 1 368 billion on the account of operations with the French Treasury) in 2009 to CFAF 2 070 billion (including CFAF 1 945 billion on the account of operations with the French Treasury) in 2018.

Overall, the Cameroonian monetary sector has shown very weak performance in developing and financing the economy over the period. Two main indicators are pointers to the weak development of the monetary system: (i) money supply in terms of percentage of GDP remained very low, rising from 18.7% in 2009 to 23.5% of GDP in 2018.

2) Socio-economic situation, employment and poverty

a) Employment situation

With the employment strategy contained in the GESP, the Government intended to reduce the share of the informal sector in national economic activity and generate tens of thousands of jobs in the formal sector per year. The Government has acted not only by recruiting several thousand young people into the public service, but also through a large number of initiatives such as:

- The National Action Plan for youth Employment (PANEJ);
- The Integrated Support Project for Informal Sector Actors (PIAASI); (iii) the Program to Support Rural and Urban youth (PAJER-U);
- The Project for the Socio-economic Integration of young People through the Creation of Microenterprises for the Manufacture of Sports Equipment (PIFMAS);
- High Manpower Intensity Projects (HIMO), etc.

However, the deployment of all these efforts at the end of the first five years of implementation of the GESP has not led to an overall improvement in the underemployment situation. The underemployment rate has worsened from 75.8% in 2005 to 77% in 2014.

b) Situation of poverty and income inequality

There has been a slight decrease in the income poverty rate, which measures the proportion of the population living below the poverty line. In fact, according to the fourth Cameroon Household Survey (ECAM-4) conducted in 2014, the poverty rate fell by 2.4 points from 39.9 % in 2007 to 37.5% in 2014.

However, this performance still falls short of the GESP's expectations which projected a poverty rate of 28.7% in 2020. This situation is the result of lower than expected growth and weak wealth redistribution mechanisms.

While the poverty rate in urban areas has decreased significantly from 12.2% in 2007 to 8.9% in 2014, it is worsening in rural areas, from 55.7% in 2007 to 56.8% in 2014. In this dynamic, the phenomenon of poverty tends to become residual in urban areas, and to become characteristic of rural areas. In fact, 9 out of 10 poor people live in rural areas. In addition, inequalities have increased (the GINI index rose from 39% in 2007 to 44% in 2014, an increase of 5 points over the past seven years) thereby widening the gap between the rich and the poor.

The poverty profile also shows strong regional disparities. The Far-North (74.3%), North (67.9%), North West (55.3%) and Adamawa (47.1%) Regions have the highest poverty rates and they are above the national average (37.5%). In a dynamic period between 2007 and 2014, poverty worsened in four regions: the Far North, South, North-West and North.

c) Access to drinking water and electricity

The decline in poverty between 2007 and 2014 is more noticeable in terms of drinking water, the proportion of households with access to drinking water rose from 45.3% in 2007 to 61.0% in 2014, an increase of 15.7 points. On the other hand, the proportion of households with access to electric lighting increased from 48.8% in 2007 to 62.1% in 2014 for the country as a whole, but it remains low in rural areas (35.1%). In general, access to drinking water and health networks as well as social services remains generally limited in rural areas. This has a major impact on the health of the population, and is reflected in infant mortality indicators and population life expectancy which remains relatively low in Cameroon (56 years in 2017).

d) Housing and living environment

Cameroon continues to face the effects of rapid and uncontrolled urbanization. In most cities, unhealthy and unfit housing areas represent a significant proportion. Thus, the wanton occupation of land, precarious housing, hygiene and public health problems are some of factors that have amplified the vulnerability of people and fostered the deterioration of the living environment in popular neighborhoods.

e) Sanitation

The sanitation situation is worrying in both urban and rural areas. Overall, sanitation conditions are deteriorating, with a decline in the proportion of the population with access to improved sanitation facilities (44.7% in 2001 against 40.4% in 2014). This proportion is higher in urban areas (58%) than rural areas (29%). Furthermore, this sector faces several constraints of an institutional, organizational, technical and financial nature.

f) Health

In the area of health, Government's efforts, particularly in immunization coverage for children aged 12 to 23 months and free malaria care for all children under 5 years of age, have led to improvements in some key indicators. Thus, life expectancy at birth increased from 51.4 years in 2009 to 56 years in 2017; infant mortality rate (0 to 1 year) decreased from 62 per 1,000 in 2011 to 48 per 1,000 in 2018. The infant and child mortality rate (0-5 years) improved from 122 per 1,000 in 2011 to 79 per 1,000 in 2018. Conversely, with regard to maternal health, the maternal mortality rate has increased from 669 deaths per 100,000 live births over the period 1997-2004, to 782 deaths over the period 2004-2011. The proportion of assisted deliveries increased from 63.6% in 2011 to 69% in 2018.

With regard specifically to malaria, the fight against this disease has focused in particular on the distribution of long-lasting insecticide-treated mosquito nets (lIINs) and free care for pregnant women and children under 5 years of age. From 2010 to 2018, malaria morbidity decreased in children under 5 years of age (from 56% to 31%), pregnant women (from 49% to 22%) and persons over 5 years of age (from 33% to 24%). During the same period, hospital morbidity due to malaria was reduced from 41.6% to 24%. With regard to HIV/AIDS, prevalence decreased from 5.5% in 2004 to 3.4% in 2018. These advances are the result of better access to and free availability of antiretroviral drugs, allowing more patients to receive indicated treatment

g) Education

Due to demographic pressure, demand is increasing at all levels of education. In basic education, the gross pre-school enrolment rate dropped from 39% in 2017 to 36.8% in 2018. This decline is due to the instability observed in the South West and North-West Regions which are experiencing serious disruptions in the functioning of several schools.

In primary education, the completion rate in this cycle increased from 73% in 2012 to 76.7% in 2016. This rate fell significantly in 2017 to 72.1%. In 2018, the universalization of primary education was reflected in the strengthening of public primary education provision, support for the enrolment of girls and the improvement of the quality of education in primary schools.

In secondary education, the admission rate into form one increased almost linearly from 52.36% in 2011 to 69.68% in 2016, before falling significantly in 2017 to 55.38% due to the security crisis in some parts of the country. The relative weight of technical and vocational education has dropped from 22.2% in 2014 to 18.81% in 2017. Finally, higher education has witnessed a significant boom since 2000. In general higher education, student enrolment increased from 196,461 in 2010/2011 to 353,840 in 2016/2017.

h) Governance situation

During the period of implementation of the GESP, major institutional progress has been made. In fact, the Senate, the upper house of parliament, has been established and is fully functional. The same applies to the Constitutional Council which distinguished itself for the first time in the electoral dispute following the presidential election of October 2018. In addition, law No. 2016/007 of 12 July 2016 on the Penal Code was promulgated.

In terms of local governance, the first competences were transferred to councils by the central State in 2010. In accordance with the principle of progressiveness, in 2018, 63 competencies were transferred by 21 ministries. With regard to offences against public property, the system was strengthened with the creation of the Special Criminal Court (TCS), by law No. 2011/028 of 14 December 2011, which has been operational since 2012.

In terms of economic and financial governance, the debt management framework has improved with the creation in 2008 of the National Public Debt Committee (CNDP) whose opinion must be sought on all matters relating to public debt and the granting of guarantees. In the area of public finance, mention can be made of: the introduction of programme-based budgeting; the establishment of a legal and institutional framework to improve the quality of expenditure and strengthen control over the management of public funds; the code of transparency and good governance in public finance management; the financial regime of the State and other public entities, etc. and the introduction of the Budget Orientation Debate (BOD) in the process of preparing the State budget by signing Decree No. 2019/281 of 31 May 2019 to set the budget timetable, the promulgation of Decree No. 2019/320 of 19 June 2019 to lay down the terms and conditions for the application of certain provisions of laws No. 2017/010 and 2017/011 of 12 July 2017 on the general status of public institutions and public corporations.

With regard to performance management, the transparent operationalization of national and sectoral strategies is carried out through the PPBS chain, which is the logic of public policy intervention. Finally, human resource management in all public administrations has improved, particularly with the devolution of the management of certain career and payroll acts; improved access to information on individual administrative procedures and reorganization of State personnel database.

However, the evaluation of the public financial management system according to the PEFA methodology carried out in 2016 reveals several weaknesses in public financial management in Cameroon. Among these weaknesses are: weak internalisation of programme budgeting; weak monitoring of budgetary risks that can affect the State arising from the management of public institutions, public corporations and regional and local authorities; the existence of procedures for releasing funds, advance funds and direct interventions; insufficient access to information on public procurement and the failure to respect the principle of separation between the functions of contracting authority, control body and regulatory body.

With regard to public contracts, the persistence of problems relating to procurement procedures (administrative delays, low accountability of project owners, etc.), which led to delays in the start-up and quality of execution of several projects, led to the adoption of a new public contracts code in June 2018. This new code came up with several innovations, including: increased accountability of project owners or delegated project owners who now ensure the monitoring, regulation and control of contracts in place of the Ministry in charge of public contracts; the recognition of project maturation as a stage in public procurement; etc.

According to the rankings of some rating agencies, Cameroon is among the lowest ranked countries in terms of governance. According to Doing Business, Cameroon was ranked 167th out of 190 countries in 2019, after having been ranked 158th out of 189 countries in 2015. From this point of view, the issue of the business climate requires some extra efforts.

3.4.2 Regional context

The socio-economic environment of the North-West Region in 2014 showed signs of vitality in several respects. The weight of enterprises in the North-West in the national turnover increased to 2.2% in 2015, as did the share of the workforce employed, which stood at 4.7% in the same period. The school enrolment rate in 2014 was 96.8% in the North-West, which enabled the region to position itself above the national average of 85.1% at that time. Equally remarkable was the literacy rate for persons aged 15 years and over with a figure of 76.6%.

The state implemented development projects in the region, in particular the asphalting of the Bamenda-Enugu road and that of the ring road (Ndop-Kumbo, Kumbo-Nkambe, Nkambe-Wum and Wum-Bamenda-Ndop). In addition, the construction of the Menchum hydroelectric dam announced by the Government is still awaiting start.

However, a few issues tarnish this shiny picture. The rate of access to electricity is very low, as is the rate of access to potable water. Since 2016, this region is being plagued by socio-political unrest. This situation is part of the corporatist demands of lawyers and teachers, to which the Government, through consultation and dialogue with the trade unions concerned, has provided responses. Despite the Government's consideration of all these social demands, the said measures were deemed insufficient by the rate unionists. Since November 2016, these have evolved into secessionist demands, then into an armed conflict causing huge damage, including the destruction of hospital and school infrastructure, assassinations of civilians and humanitarian crisis.

3.4.2.1 Socio-demographic situation

According to data from the third General Census of Population and Housing (RGPH3) of 2005, the population of the North-West was estimated at 1,728,953. The projected figure for 2021 is 2,520,851.

According to the report of demographic projections and estimates of priority targets for different health programs and interventions prepared by the National Institute of Statistics in 2016, the total population of the North-West Region was estimated at 2,145,734 in 2016. Of these, neither 1,125,739 nor 52.5% were women.
The distribution of the North-West's Population by age group shows that the most represented population is between 15 and 64 years (52.0%). This group is followed by the 5-14 years (28.8%). Persons under 5 years represent 13.8% of the population and those over 65 years represent 5.3%. Trends are the same in all Councils irrespective or area of residence and sex.

The percentage of women who are widowed or divorced is 11.0%. This proportion varies from a minimum of 8.0% in Ngoketunjia Division to a maximum of 13.2% in Boyo Division.

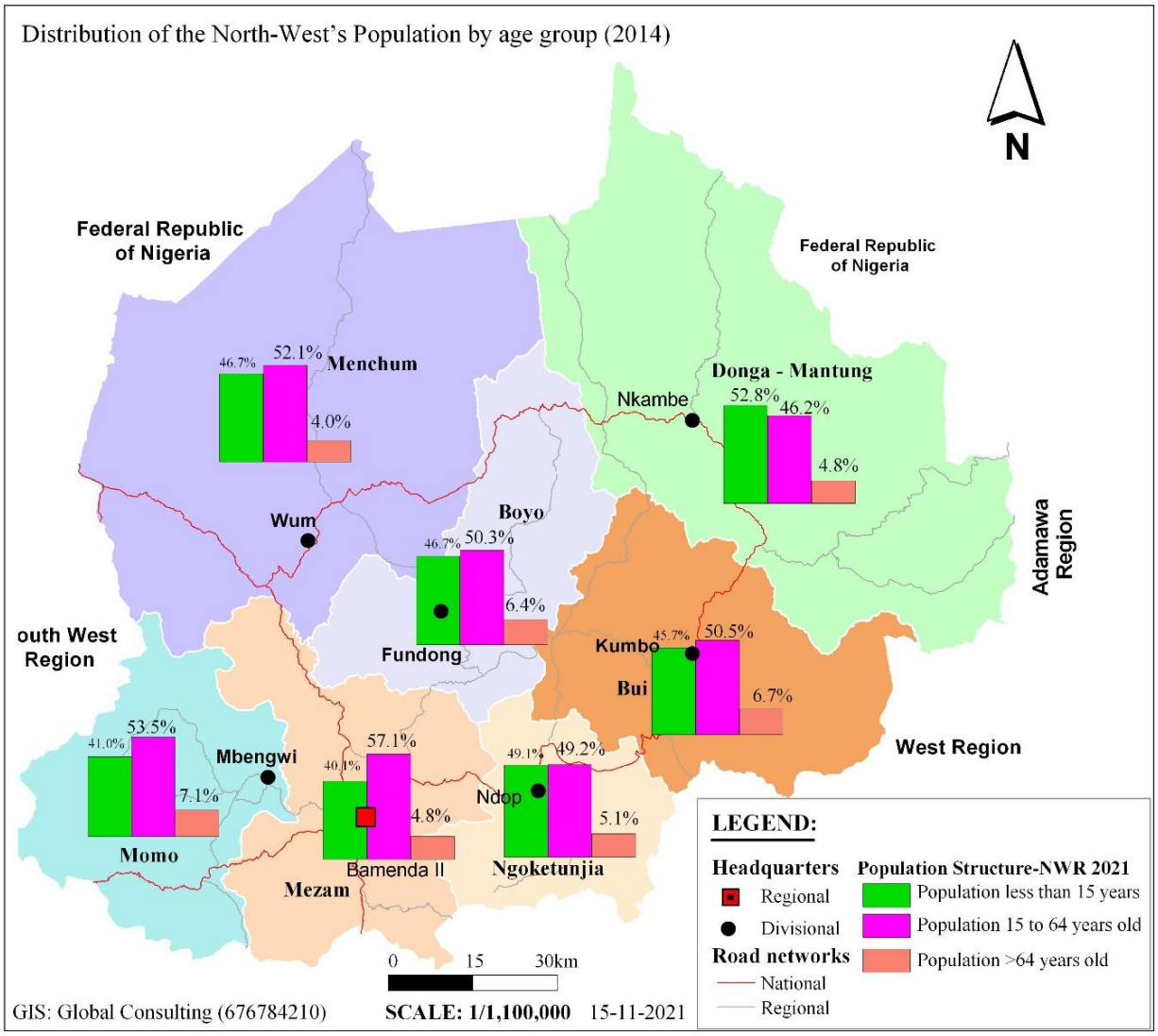
In the Region, 2.0% of the population lives a disability. The highest proportion is found in the Menchum Division (3.2%). The average household size in the Region is 4.1 persons. This average size varies a little by division as seen in Table 3.8 below and Map 3.1.

Table 3.8: Some socio-demographic indicators

Division	Percentage of children of 0-11 month	Percentage of children of 0-4 years	Percentage of children of 5-14 years	Percentage of persons of 15-64 years	Percentage of persons of 65 years or plus	Percentage of women widow/widower	Percentage of individual that have handicap	Average Household size
Boyo	3.3	13.8	29.6	50.3	6.4	13.2	1.5	4.0
Bui	2.9	13.4	29.4	50.5	6.7	11.6	1.8	4.1
Donga Mantung	3.8	17.1	31.9	46.2	4.8	11.6	2.1	4.7
Menchum	2.8	14.7	29.2	52.1	4.0	12.3	3.2	3.7
Mezam	2.3	12.3	25.8	57.1	4.8	10.2	1.9	3.9
Momo	1.5	10.4	29.1	53.5	7.1	12.5	2.4	4.1
Ngoketunjia	3.4	15.2	30.5	49.2	5.1	8.0	1.5	4.4
North-West	**2.8**	**13.8**	**28.8**	**52.0**	**5.3**	**11.0**	**2.0**	**4.1**

Source: Monograph of the NWR, October 2020 By (NIS)

Map 3.1: Demographic indicators by Divisions of the NWR



This sub section describes the North-West region's assets in terms of its economic and socio-demographic situation.

3.4.2.2.1 Economic situation

According to the second General Census of Enterprises (GCEs 2), in 2016, the North-West Region was home to 6.3% of all enterprises and establishments in Cameroon that is, 13,270 enterprises/establishments. These enterprises/establishments are distributed as follows: 11 in the primary sector, 2,764 in the secondary sector and 10,495 in the tertiary sector. These enterprises employ 30,539 permanent workers.

According to the area of residence, six persons out of ten in urban areas work in the tertiary sector (23.8% in trade and 40.9% in services). There are also 16.0% of the workforces working in the individual sector. In rural areas, nearly 8 employed workers out of 10 are in the primary sector. With regard to the other sectors, the secondary sector employs 7.1% and the tertiary sector 7.1% of the workforce (3.3% for trade and 12.0% for services).

An analysis of the sector of activity according to sex reveals that, compared to their male counterparts, women are more represented in the primary sector and less present in services (Table 3.9 below).

Table 3.9: Distribution of employed workers by sector of employment and activity

Sector	Area of residence		Sex		Total
	Urban	Rural	Male	Female	
Institutional sector					
Public	13.3	4.0	6.0	4.7	5.3
Formal private	6.9	1.6	3.1	1.7	2.3
Informal non-agricultural	58.6	16.3	31.7	14.3	22.1
Informal agricultural	21.2	78.1	59.2	79.3	70.3
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Sector activity					
Primary	19.3	77.5	57.6	78.7	69.2
Industry	16.0	7.1	13.0	4.7	8.4
Trade	23.8	3.3	7.8	5.0	6.3
Services	40.9	12.0	21.7	11.6	16.1
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Source: Monograph of the NWR, October 2020 By (NIS)

3.4.2.2.2 Employment situation

With the employment strategy contained in the GESP, the Government intended to reduce the share of the informal sector in national economic activity and generate tens of thousands of jobs in the formal sector per year. The Government has acted not only by recruiting several thousand young people into the public service, but also through a large number of initiatives operating in the Region such as: -

- North West Development Authority (MIDENO)
- Glass Field Rural Development Project (GP-DERUDEP)
- Upper Noun Valley Development Authority (UNVDA)
- C2D/PCP-AFOP: (Support program for the renovation and development of professional training in the agriculture, livestock and fishery sectors)
- PEA-JEUNES (Young agro-pastoral entrepreneurs)
- Agricultural market development and investment project (PIDMA)
- Project for the improvement of competitiveness of family agro pastoral farms (PCP-ACEFA)
- Tea estates (Ndu and Ndanwara Estates)
- Livestock and fisheries development project (LIFIDEP)
- Development and exploitation of animal productions (SODEPA)
- Dumbo ranch
- Livestock development fund (CDENO)
- Livestock development project (PRODEL)

However, the deployment of all these efforts at the end of the first five years of implementation of the GESP has not led to an overall improvement in the underemployment situation. The underemployment rate has worsened in the Region.

a) Employment among persons

Employment is retained as a determining pillar of the success of economic policy as part of the implementation of the strategy contained in Cameroon's GESP for the 2010-2020 period. This concern is stipulated in SDG 8 which aims to promote sustained, shared and sustainable economic growth, full and productive employment and decent work for all. To monitor employment, periodic surveys are recommended (annual employment surveys, short-term surveys, 1-2-3 type surveys, etc.). However, the CHS 4 of 2014 and CS-CHS 4 OF 2016, although not specific employment surveys, provided indirect estimates for some indicators such as employment rates, share of self-employment and unemployment rate in the economy (Table 3.10).

Table 3.10: Some Indicators on employment by Division 2016

Division	Employment rate, 15-64 years	Employment rate 5-14 years	Unemployment Rate ILO 15-64	Extended unemployment rate 15-64 years	Proportion of non-salarized workers, 15-64 years
Boyo	64.4	1.0	0.6	3.6	77.0
Bui	77.9	13.5	1.2	3.3	82.3
Donga Mantung	80.8	16.6	1.3	2.2	93.9
Menchum	77.3	18.1	0.4	1.5	94.7
Mezam	63.1	13.8	3.4	9.8	78.7
Momo	71.3	12.2	0.1	0.4	77.4
Ngoketundjia	67.3	5.0	0.3	1.2	93.5
North West	**70.4**	**12.5**	**1.7**	**4.7**	**84.9**

Source: Monograph of the NWR, October 2020 By (NIS)

b) Employment among persons aged 15 to 64 years

The indicator analyzed in this section is the employment rate. This indicator is related to target 8.5 "By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value."

The North-West Region in 2016, the Mezam (63.1%) Boyo (64.4%) and Ngoketunjia (67.3%) Divisions had relatively low employment rates compared to the others. In contrast, the Donga-Mantung Division (80.8%) had the highest employment rate for persons aged 15-64 years.

Depending on the council, the lowest employment rates for persons aged 15-64 years are observed in the Bamenda III (42.8%), Bamenda I (60.7%), Bamenda II (60.8%) councils in Mezam Division, and Ako ((53.5%) in Donga-Mantung Division. The highest levels are recorded in Tubah (84.0%) in the Mezam and Nkor (86.8%) in Bui. See Table 3.10 and Map 3.2)

c) Employment among children aged 5 to 14 years

Indicator is related to target 8.7 Take immediate and affective to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

This is a proxy for indicator 8.7.1 (proportion of children aged 5-17 years who are working, by sex and age) of the SDGs. This employment rate was 11.4% in the North-West Region in 2016. Depending on the Division, this indicator varies significantly, from a minimum of 1.0% in Boyo Division to a maximum of 18.1% in Menchum Division.

The phenomenon of early child labour varies significantly depending on the council. In most council, the employment rate for children aged 5-14 years is lower than the national level (13.3%). In the North-West Region, the highest levels are recorded in Njikwa (36.3%) and Nkor (32.3%). Early child labour is almost non-existent in the Balikumbat, Jakiri and Njinikom Councils.

d) Share of non-salaried employment in the employed labour force

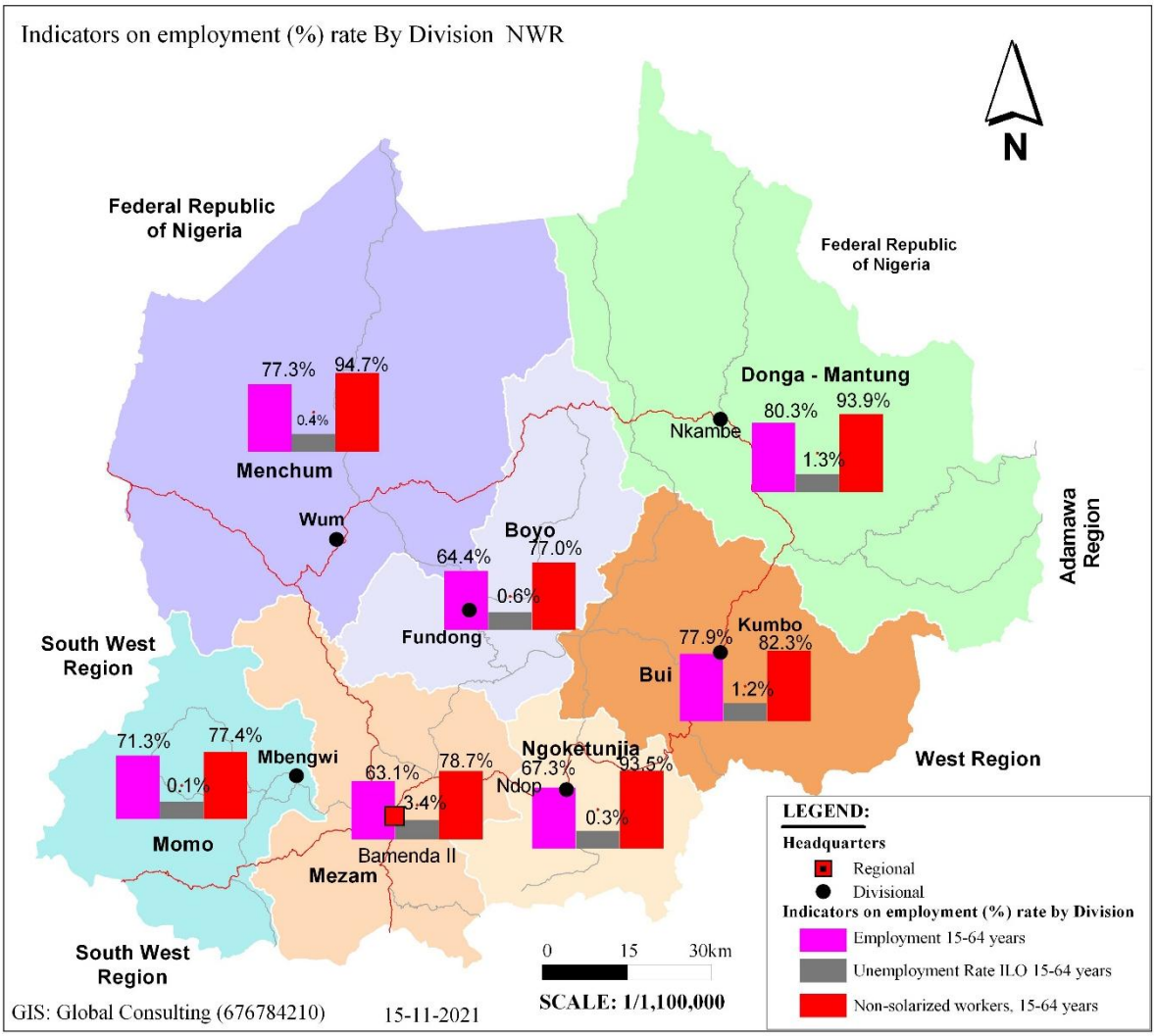
Non-salaried employment is a job for which one can get paid without receiving a salary in any form. It includes employers, self-employed persons, and members of production cooperatives, apprentices and unpaid family workers. In 2016, in the North-West Region, 84.9% of the employed labour force was unpaid.

This result further reflects the lack of formal job opportunities often faced by job seekers since most workers are generally employed in the informal sector, where incomes are often low and precarious.

The number of non-salaried workers is relatively high in all the divisions of the North-West Region, rising from 77.0% in Boyo Division to 94.7% in Menchum Division (Map 3.2).

Depending on the council, this rate varies from minimum of 54.6% in Mbiame in Bui Division to a maximum of 97.9% in the Fura Awa council in Menchum. It should also be noted that in the vast majority of councils, more than 8 workers out of 10 are non-salaried. These results reflect the vulnerability/precariousness of jobs in the councils of this Region.

Map 3.2: Indicators on Employment rate and Non-salaried workers by Division



3.4.2.4 Situation of poverty and income inequality

According to the fourth Cameroon Household Survey (ECAM-4) conducted in 2014, the poverty rate in the region rose by 4.3 points between 2007 (51.0%) and 2014 (55.3%). However, this performance still falls far short of the GESP's expectations which projected a poverty rate of 36.8% by 2030 (SDG target 1.4) for the Region. This situation is the result of lower than expected growth and weak wealth redistribution mechanisms.

While the poverty rate in urban areas has decreased significantly from 12.2% in 2007 to 8.9% in 2014, it is worsening in rural areas, from 55.7% in 2007 to 56.8% in 2014. In this dynamic, the phenomenon of poverty tends to become residual in urban areas, and to become characteristic of rural areas. In fact, 9 out of 10 poor people live in rural areas. In addition, inequalities have increased (the GINI index rose from 39% in 2007 to 44% in 2014, an increase of 5 points over the past seven years) thereby widening the gap between the rich and the poor.

3.4.2.4.3 Trends in income poverty indicators

This section is structured into two, and is devoted to the analysis of the income poverty profile in 2014, and the evolution of poverty indicators in the North West Region.

A. Income poverty profile in 2014

This section analysis income poverty in relation to the socio-demographic and economic characteristics of the household head, including sex, age, level of education, employment status and sector of activity (Table 3.11) below. This table shows that in 2014, the incidence of income poverty (income poverty rate) in the

North-West Region was 55.3%. This region as shown in the surveys was the 3rd poorest Region in Cameroon in 2014 (NIS, CHS 4, 2014).

The poverty rate was significantly lower in male-headed households (50.8%) than in female-headed households (63.5%). This result contrasts with those obtained in other regions as a whole. This could be explained by the fact that female-headed households are relatively small compared to male-headed households. The results also showed that the level of poverty declines as the level of education of the household head increases, from 84.3% in households headed by uneducated persons to 8.2% in those headed by persons with a higher level of education.

The poverty rate seems to increase with the age of the household head. It was 37.7% in households headed by persons aged 35 years, 56.0% in household whose heads are aged 35-64 years and 74.9% in households headed by persons who are 65 years or more. The poverty rate also increased with household size, from 13.4% in single-person households to 67.3% in households of 8 or more persons (Table 3.11) below.

Analysis by sector of activity showed that poverty is higher in households headed by persons working in the primary sector (73.1%). This poverty rate is 55.0% and 31.3% respectively in households whose head works in the secondary and tertiary sectors.

Table 3.11: Indicators of income poverty according to some socio-demographic characteristics

Socio-demographic characteristics	Poverty incidence	Depth poverty	Severity of poverty	Structure of poverty	Structure of the population
Area of residence					
Urban	17.6	3.7	1.2	7.1	22.3
Rural	66.1	28.3	14.7	92.9	77.7
Sex of the household head					
Male	50.8	19.8	9.9	59.4	64.6
Female	63.5	28.3	15.0	40.6	35.4
Level of education of the household head					
Uneducated	84.3	37.9	21.0	28.9	19.0
Primary	58.2	23.1	11.3	52.6	49.9
1st cycle of secondary education	46.0	19.9	10.1	11.6	14.0
2nd cycle of secondary education	33.9	11.9	6.3	5.8	9.4
Higher education	8.2	2.8	1.3	1.1	7.7
Age of the household head					
Below 35 years	37.7	15.9	8.4	13.9	20.4
35-64years	56.0	22.8	11.5	64.1	63.3
65 years and more	74.9	31.6	16.6	22.0	16.3
Types of household					
Single person household	13.4	2.8	0.9	1.0	4.3
Strict single parent	57.7	25.5	13.2	11.7	11.2
Extended single-parent	62.5	28.8	15.9	19.1	16.9
Strict nuclear	62.9	24.1	12.0	30.7	27.0
Extended nuclear	49.1	20.0	10.0	23.0	26.0
Other extended	54.4	22.3	11.4	14.3	14.6
Size of household					
1 person	13.4	2.8	0.9	1.0	4.3
2-3 persons	35.0	12.0	5.1	10.0	15.7
4-5 persons	53.0	20.9	10.8	30.1	31.4
6-7 person	66.8	28.7	15.1	34.3	28.4
8 persons or more	67.3	30.3	15.7	24.6	202
Activity status of the household head					
Employed person	55.2	23.0	11.9	87.2	87.4
Unemployed person as defined by the ILO	*	*	*	0.5	0.7
Discouraged unemployed personas	*	*	*	0,1	0,3

Socio-demographic characteristics	Poverty incidence	Depth poverty	Severity of poverty	Structure of poverty	Structure of the population
looking for a job but not available at the moment	*	*	*	0.0	0.1
inactive	58.7	21.8	10.5	12.2	11.5
Sector of activity of the household head					
Primary	73.1	31.7	16.7	61.9	46.8
Secondary	55.0	23.1	11.9	18.2	18.3
Tertiary	31.3	11.3	5.3	19.9	34.9
Trade	29.7	8.7	3.4	6.3	11.6
Services	32.1	12.7	6..3	13.6	23.3
North-West Region	**55.3**	**22.8**	**11.7**	**100.0**	**100.0**

Source: Monograph of the NWR, October 2020 by (NIS)

The depth of poverty in the North West Region is 22.8%. The Region ranks third in the country with the highest gap between the average consumption level of the poor and the poverty line in 2014.

The severity of poverty, which measures differences in the intensity of poverty among the poor, was 11, 7% in the North-West region in 2014 where inequalities between the poor were more significant.

B. Trends in income poverty from 2001 to 2014

a) Trends in income poverty rate

The income poverty rate in the North West Region decreased by (-1.5 point) between 2001 and 2007, from 52.5% to 51.0% respectively. This downward trend was reversed over the 2007-2014 period where an increase of (+4.3 points) was recorded, placing the poverty rate at 5.3% in 2014, in contrast to the national level where the poverty rate continuously decreased from 40.2% in 2001 to 39.9% in 2007 and 37.5% in 2014 (Figure 3.3).

b) Trends in the depth of income poverty

The depth of poverty, which measures the average gap between the average final consumption expenditure per poor adult equivalent i.e. the poor and the poverty line i.e. (the threshold was evaluated at 232,547FCFA per adult equivalent per year in 2001, 269,443FCFA in 2007 and 339,715F CFA in 2014, corresponding respectively to 637FCFA, 738FCFA and 931FCFA per adult equivalent per day), decreased from 2001 to 2007 from 22.8% to 16.6%. After this phase, it increased to 20.9% in 2014.

c) Trends in the severity of income poverty

Poverty is also captured by analysis of consumption inequalities among the poor through estimation of severity. The results of the study show that consumption inequalities among the poor decreased from 2001 to 2007 and worsened from 2007 to 2014.

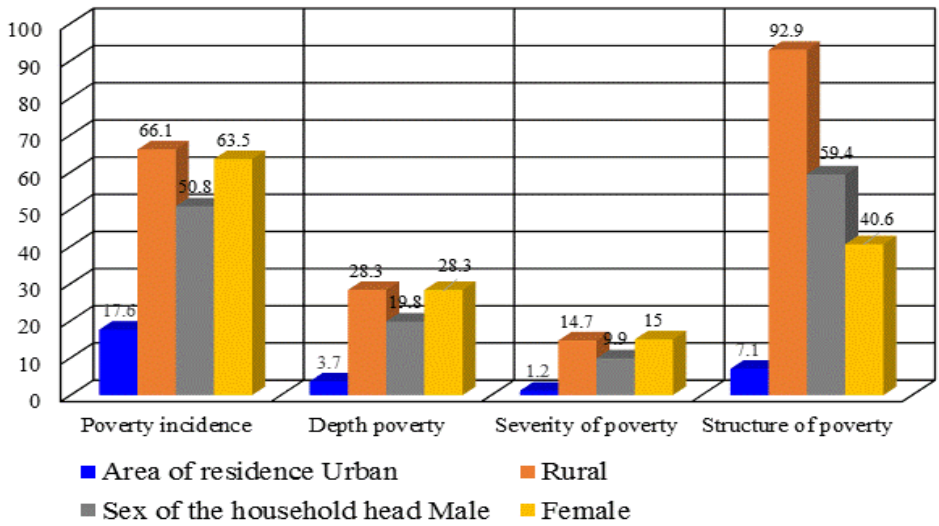


Figure 3.3: Income poverty according to some socio-demographic characteristics

3.4.2.4.4 Trends in inequality

The inter quintile ratio (Q5/Q1), which gives an idea of the differences in consumption expenditure between the wealthiest 20% of households (Q5) and the poorest 20% of households (Q1) was 7.4 in 2014 in the North-West Region (Map 4.2 below). This means that in 2014, the consumption of the wealthiest 20% of households was 7.4 times higher than that of the poorest 20%. This inter-quintile ratio (Q5/Q1), decreased from 7.9 in 2001 to 7.4 in 2014, reflecting the fact, inequalities between the consumption expenditure of the wealthiest 20% of households (Q5) and that of the poorest 20% of households (Q1) remained almost the same 2001 and 2014. However, it should be noted that in 2007, this inequality was lower.

- **Trends in the Gini index**
  Inequality in household consumption is also captured by "Gini index", which measures the degree of concentration of consumption. This index varies from zero to one hundred, and the further away from zero, the greater the inequality. The Gini index fell from 40.6% in 2001 to 38.2% in 2007 and increased to 39.7% in 2014, i.e. a slight drop of 0,9 point over the same period. Globally, this observation shows a quasi-stable situation of inequality of consumption among the population of the North-West.

- **Income poverty in 2016**
  The poverty map refers to a set of techniques whose purpose is to disaggregate income poverty indicator to finer administrative and geographic levels (DAVIS, 2003). Preparation of the poverty map through combination of the CHS 4 data for 2014 and CS-CHS 4 data for 2016 made it possible to have disaggregated estimates down to the level of the divisions and councils of the North West Region on this phenomenon in 2016.

- **Income poverty by Division in the North West Region 2016**
  In this section, the analysis focuses on income poverty indicators by division. These are the incidence and depth of poverty, and the incidence of chronic poverty (Figure 3.12 and Map 3.3.).

- **Incidence of income poverty by Division**
  The incidence of poverty in the Divisions of the North West Region varied between 35.5% and 80.3% in 2016 (Table 3.12).

  Table 3.12: Monetary Poverty indicators for the North West Region

Division	Poverty rate	Depth of poverty	Chronic poverty rate
Boyo	67.5	27.7	26.6
Bui	57.4	21.9	19.3
Donga Mantung	80.3	36.1	40.7
Menchum	71.6	30.2	38.6
Mezam	35.5	12.2	9.8
Momo	63.9	24.8	21.1
Ngoketunjia	74.2	31.2	29.0
North West	**55.3**	**22.8**	**23.7**

  Source: Monograph of the NWR, October 2020 by (NIS)

  Donga Mantung with (80.3%), Ngoketunjia (74.2%), Menchum (71.6%), Boyo (67.5%), and Momo 63.9%) Divisions are the most affected by income poverty. Mezam Division with (35.5%) is the only one with a relatively low poverty rat, below the national level of 37.5%.

- **Depth of Income Poverty by Division**
  The depth of poverty is defined as the average of the gaps between the poverty line and the level of consumption of the poor, as a percentage of the poverty line. In the North-West Region, the depth of poverty varies from 12.2% to 36.1% at divisional levels. However, Donga-Mantung (36.1%), Ngoketunjia (31.1%), and Menchum (30.2%) Divisions record the highest depths. Mezam (12.2%) is the division with the lowest depth in the Region.

- **Incidence of Chronic Poverty by Division**

  Chronic poverty results, is an absence or inadequate provision, which means that the household does not take advantage of favourable economic opportunities or conditions. A chronically poor household thus remains in poverty, as opposed to a transiently poor household, which has a minimum of provision. Map 4.2 below shows the divisions in terms of the extent of chronic poverty in the North West Region.

  The average incidence of chronic poverty is 23.7% in the North West Region as a whole. This indicator compared to the income poverty rate, shows that this poverty affects 43% of the poor. The incidence of chronic poverty in the North West Region varied from 9.8% to 40.7%. Donga Mantung (40.7%), Menchum (38.6%) and Ngoketunjia (29%) Divisions are the most affected by this phenomenon. Mezam (9.8%) is the only division with the lowest rate, less than 10% unlike the others.

- **Incidence of Poverty**
  - **Incidence of Poverty:** Analysis of poverty incidence by council showed that Ako (87.2%), Misaje (82.3%), and Nwa (80.7%) Councils in Donga Mantung Division as well as Fura Awa (85.7%), in Menchum and Nkor (82.8%) in Bui have a highest poverty rates. The lowest rates are observed in Bamenda III (16.1%) and Bamenda II Councils (20.5%) all in Mezam Division.

  - **Incidence of Chronic Poverty:** Analysis of the incidence of chronic poverty by council shows that Ako (61.0%), Misaje (54.9%) and Fura Awa (54.0%) Councils have the highest rates of chronic poverty. Apart from Bamenda II (0.0%) where no individual lives in chronic poverty, the Bamenda I (4.2%) and Bamenda III (5.8%) Councils have the lowest chronic poverty rates.

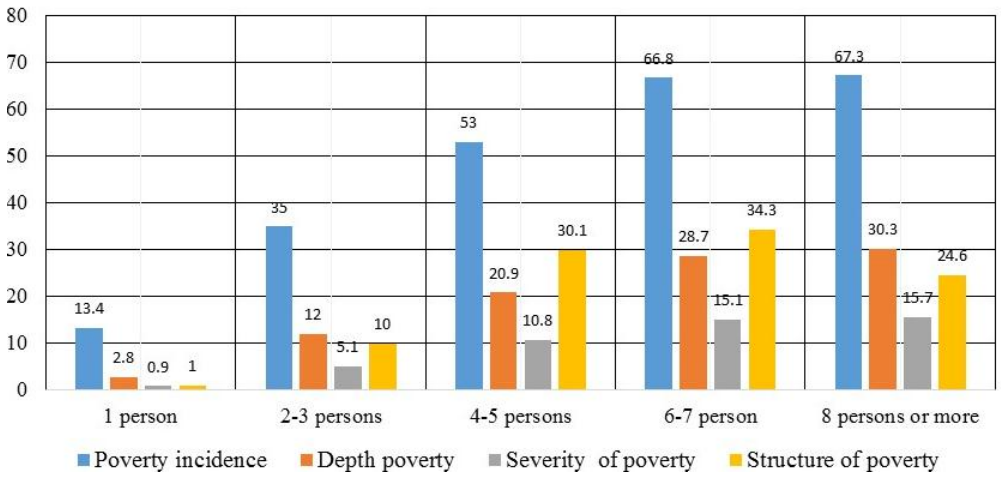
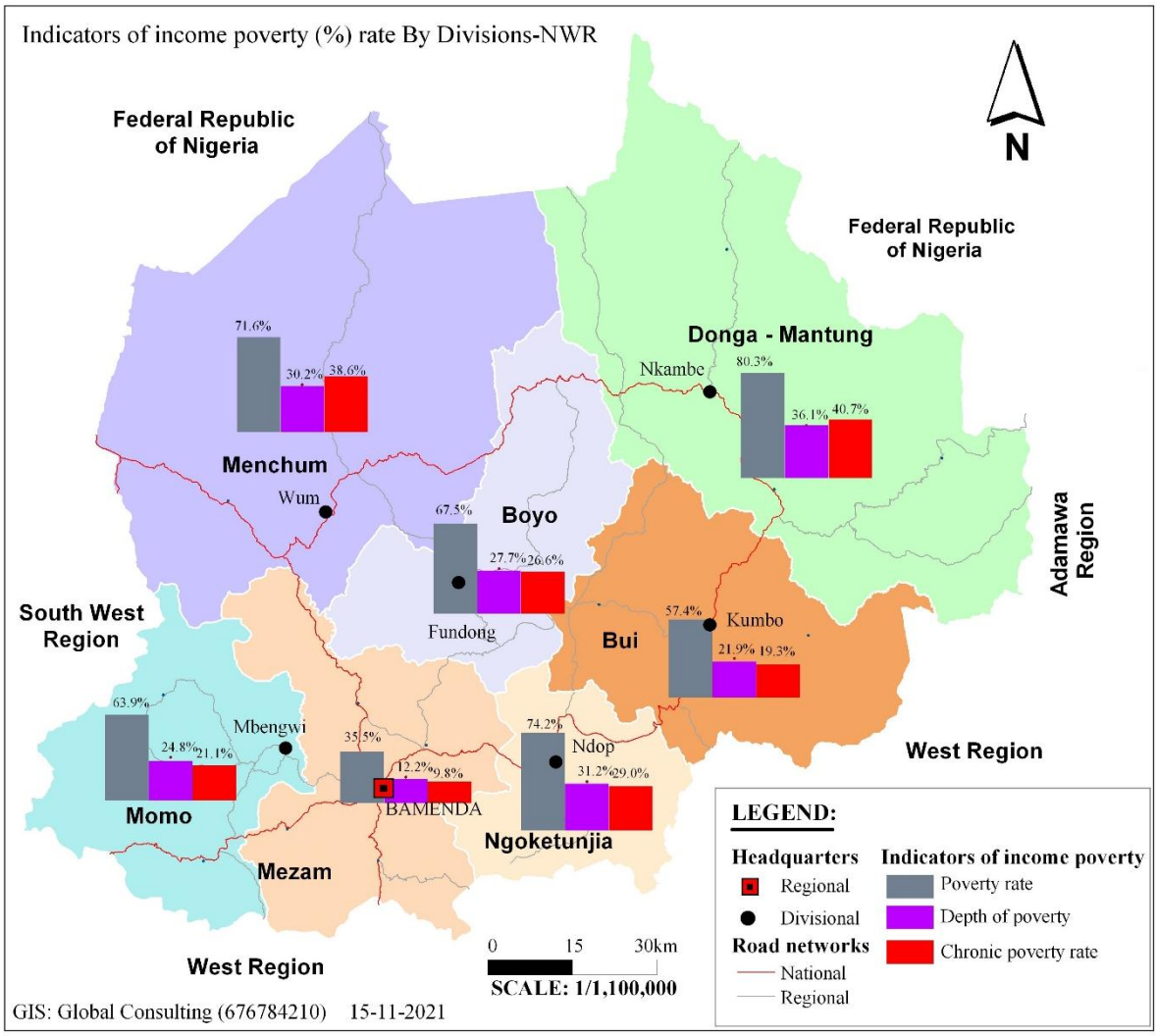


Figure 3.4: Income poverty and size of household-NWR

Map 3.3: Income poverty by Division of the North West Region



3.4.2.5 Housing and living environment

A. Sanitation and access to some basic services

Nationally the sanitation situation is worrying in both urban and rural areas. Overall, sanitation conditions are deteriorating, with a decline in the proportion of the population with access to improved sanitation facilities (44.7% in 2001 against 40.4% in 2014). This proportion is higher in urban areas (58%) than rural areas (29%) (Table3.13). Furthermore, this sector faces several constraints of an institutional, organizational, technical and financial nature.

The SDG indicators (or their proxies) analyzed in this section relate respectively to sanitation and access to certain basic services. Their levels can make it possible to compare administrative units with each other and to access gaps in relation to the respective targets. These indicators relate to the following three SDGs:

SDG 6: "Ensure availability and sustainable management of water and sanitation for all" Indicator or proxies used here will be respectively the rate of access to adequate sanitary facilities and rate of access to an improved source of drinking water.

SDG7: Ensure access to affordable, reliable, sustainable and modern energy for all". Indicators or proxies retained are respectively the rate of access to electricity (as main source of lighting) and proportion of the population using solid fuels (wood, coal, sawdust/chips) for cooking.

SDG9: "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The indicator or proxy used here is the rate of access to a phone (phone ownership).

Table 3.13: Some Indicators on Sanitation and Access to Basic Services by Division

Division	Percentage of population using unshared improved sanitation facilities	Percentage of population with access to an improved water source for drinking water	Percentage of the population using electricity	Percentage of households using solid fuels (wood. Coal. Sawdust/chips. Straw/grass) for cooking	Percentage of persons aged 15 years or more with a phone
Boyo	24.6	65.9	31.2	96.9	41.7
Bui	28.5	85.9	44.1	96.2	42.9
Donga Mantung	6.6	41.2	15.4	99.2	30.0
Menchum	15.9	30.0	14.9	94.0	18.1
Mezam	43.3	83.9	78.1	73.6	55.8
Momo	21.3	68.5	31.6	96.0	28.5
Ngoketunjia	15.8	63.1	37.6	96.6	31.0
North West	**22.29**	**62.64**	**36.13**	**93.21**	**35.43**

Source: Monograph of the NWR, October 2020 by (NIS)

B. Population using improved potable water and sanitation facilities

With regard to target 6.2, which aims, by 2030, to achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those invulnerable situations, indicator 6.2.1 recommended is the proportion of population using safely managed sanitation services, especially a hand-washing facility with soap and water. Given that it is difficult to be calculated from CHS4, the proxy obtained is the percentage of the population with access to improved sanitation facilities.

In the North West Region, 25.7% of the population use improved sanitation facilities that are not shared with other households.

C. Proportion of population (%) with unshared improved sanitation facilities by Division

In almost all the divisions of the North-West, the population has little access to unshared improved sanitation facilities. The Mezam division, despite having the best indicator value in the region, has only 43.4% of its population with access to improved sanitation facilities. The situation is much more worrying in Donga-Mantung where over 9 persons out of 10 do not have access to improved sanitation facilities. The proportion of the population with unshared improved sanitation facilities is the same in Ngoketunjia and Menchum Division (15.8%).

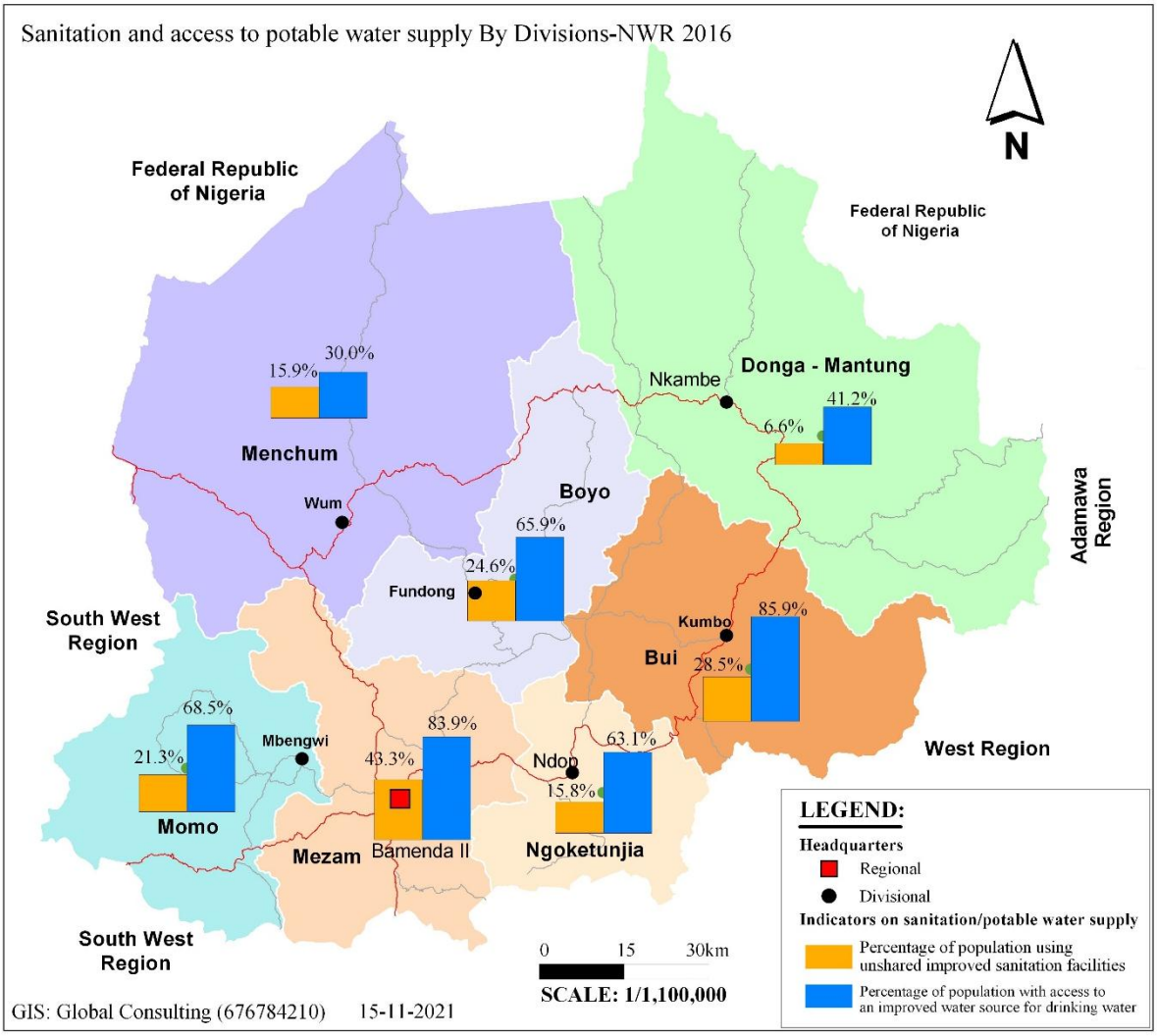
In the North West Region councils, the proportion of the population with improved and unshared sanitation facilities varies from1.6% (Ako) to 60.8% (Bamenda III). There are 9 councils in which up to 9 persons out 10 do not have access to improved sanitation facilities. These are, in ascending order, the Ako, Nwa, Widikum-Boffe, Zhoa, Misaje, Elak-Oku, Ndu, Mbengwi, and Fundong councils. A few councils stand out positively compared to the others, where there are over 50% of individuals with access to improved sanitation facilities. These are: Bamenda I (51.4%), Bali (56.2%) and Bamenda III (60.8%).

D. Population using an improved drinking water source

With regard to target 6 of SDG 6, which aims, by 2030, to achieve universal and equitable access to safe affordable drinking water for all, indicator 6.1.1 recommended is the proportion using safely managed drinking water services. Faced with the difficulty of rigorously having this indicator, the proxy calculated with the CS-CHS 4 data is the percentage of the population with access to an improved source of drinking water.

In the North-West region, nearly 66.8 of the population have access to safely managed sources of drinking water.

Map 3.4: Population using an improved drinking water source/sanitation



E. Percentage of persons aged 15 years or more with a mobile phone

The proportion of population with access to a mobile phone network, by type of technology is the indicator selected by SDG 9.c.1, which aims, by 2020, "to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation".

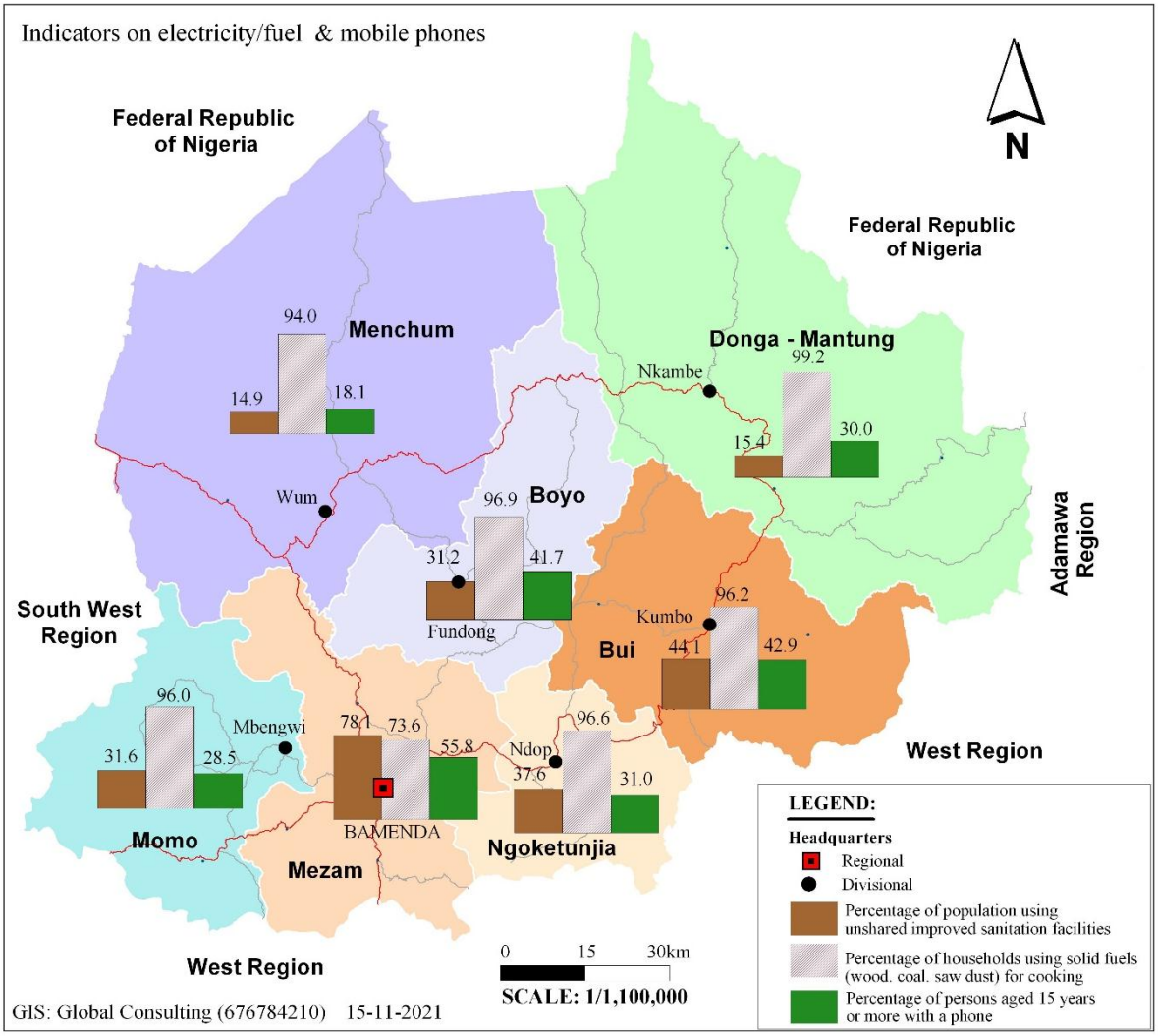
The proxy obtained from is the percentage of the population aged 15 years or more with a mobile phone.

In the North West Region, the results of the (CS-CHS 4) showed that in 2016, a regional average of 40.7% of persons aged 15 years or more had a phone (Map.3.5).

Owning a mobile phone is still a luxury in many divisions. When mobile phone ownership is compared to access to electricity, there seems to be some relationship at the divisional level. The lowest rate of mobile phone ownership (18.1%) is in Menchum (which coincidentally has the lowest level of electrification). In Mezam (which has the highest level of electrification), the mobile phone ownership rate is the highest (55.8%), while the other divisions rank about the same when ranked according to electrification and phone ownership rates.

There is a great disparity in mobile phone ownership between councils. The proportion of persons aged 15 years or more with a mobile phone varies from 2.1% (Furu Awa) to 72.1% in Bamenda III. In 24 councils, the indicator is between 20% and 50%. In 5 councils, it is less than 20% and in 5 others, it is greater than 50%.

Map 3.5: Indicators of usage of fuel, electricity and ownership of phones



F. Population using electricity

As a reminder, SDG 7 aims to ensure access to affordable, reliable, sustainable and modern energy for all. It appears that in the North West Region, 44.6% of the population mainly uses electricity for lighting.

In Mezam Division is the one in which the population uses more electricity for lighting (78.1%). For this indicator, there is a significant gap between the Mezam (78.1%) and Bui (44.1%) which is ranked second. the Menchum Division has the lowest percentage (14.9%).

Analysis of electricity use at the council level shows striking difference between councils, while in Bamenda II almost the entire population mainly uses electricity (97.4%), other councils are virtually in total darkness. These are: Furu Awa (0%), Misaje (0.1%), Njikwa (0.1%), Fonfuka (0.2%), and Nwa (0.9%).

Of the 34 councils in the North West, there are only 10 in which over 50% of the population used electricity as their main source of lighting in 2016.

G. Population using solid fuels

The other indicators retained by SDG 7 for the same target is the proportion of the population using mainly clean fuels and technologies. The proxy retained to measure this is the percentage of the population using solid fuels (wood, coal, and sawdust/chip) for cooking.

CS-CHS 4 results show that globally in 2016, 88.9% of the population in the North West Region used solid fuels such as wood, coal and sawdust/chips for cooking. Thus, only 10.1% of this population use clean fuels for cooking.

The used of solid fuels is a widespread practice in all the divisions of the North West. The rate of use of solid fuels is very high in the divisions, in both urban and rural areas. With the exception of the Mezam where this rate is 73.6%, all the other divisions have values above 90%.

Solid fuels are used in all councils in the North-West, with 30 of the 34 councils having a rate above 90%. The other 4 councils with low levels are: Fundong (80.3%), Bamenda I (74.4%), Bamenda II (59.1%), and Bamenda III (49.4%), which has the best rate in the Region.

H. Percentage of persons aged 15 years or more with a Phone

The proportion of population with access to a mobile phone network, by type of technology is the indicator selected by target 9.c.1 of SDG 9, which aims, by 2020, to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. The proxy obtained from CS-CHS 4 is the percentage of the population aged 15 years or more with a mobile phone.

In the North-West Region, the results of the CS-CHS 4 show that in 2016, 40.7% of persons aged 15 years or more had a phone.

Owing a mobile phone is still a luxury in many divisions. When mobile phone ownership is compared to access to electricity, there seems to be some relationship at the divisional level. The lowest rate of mobile phone ownership (18.1%) is recorded in Menchum (which has the lowest level of electrification). In Mezam (which has the highest level of electrification), the mobile phone ownership rate is the highest (55.8%), while the other divisions rank about the same when ranked according to electrification and phone ownership rates.

There is a great disparity in mobile phone ownership between councils. The proportion of persons aged 15 years or more with a mobile phone varies from 2.1% (Furu Awa) to 72.1% in Bamenda III. In 24 councils, the indicator is between 20% and 50%. In 5 councils, it is less than 20% and in 5 others, it is greater than 50%.

3.4.2.5 Health

Nationally in the area of health, Government's efforts, particularly in immunization coverage for children aged 12 to 23 months and free malaria care for all children under 5 years of age, have led to improvements in some key indicators. Thus, life expectancy at birth increased from 51.4 years in 2009 to 56 years in 2017; infant mortality rate (0 to 1 year) decreased from 62 per 1,000 in 2011 to 48 per 1,000 in 2018. The infant and child mortality rate (0-5 years) improved from 122 per 1,000 in 2011 to 79 per 1,000 in 2018. Conversely, with regard to maternal health, the maternal mortality rate has increased from 669 deaths per 100,000 live births over the period 1997-2004, to 782 deaths over the period 2004-2011. The proportion of assisted deliveries increased from 63.6% in 2011 to 69% in 2018.

With regard specifically to malaria, the fight against this disease has focused in particular on the distribution of long-lasting insecticide-treated mosquito nets (llINs) and free care for pregnant women and children under 5 years of age. From 2010 to 2018, malaria morbidity decreased in children less than 5 years of age (from 56% to 31%), pregnant women (from 49% to 22%) and persons over 5 years of age (from 33% to 24%). During the same period, hospital morbidity due to malaria was reduced from 41.6% to 24%. With regard to HIV/AIDS, prevalence decreased from 5.5% in 2004 to 3.4% in 2018. These advances are the result of better access to and free availability of antiretroviral drugs, allowing more patients to receive indicated treatment.
In the North West Region the proportion of births attended by skilled health worker has increased from 87.5% in 2004 to 93.6% in 2011 and 95.6% in 2014.

Between 2004 and 2014 in the North-West, contraceptive prevalence, which is the proportion of women aged 15-49 years in a union using a contraceptive method (modern or traditional), rose sharply by 26 points. It increased respectively from 32.2% in 2004 to 58.8% in 2014.

During this period, there was also an increase in the proportion of children aged 12-23 moths who were fully vaccinated. In 2004, a little more than 7 children out of 10 had received all their vaccines.

Vaccination against measles is also following the same trend, albeit at even higher levels. Child mortality for the five-year period preceding the survey is relatively high in the North-West Region despite the decline recorded between 2004 and 2014.

The synthetic fertility index (SFI), which measures the average number of children born alive that a woman at the end of her fertile life would have if current fertility conditions and levels remained unchanged. Its value decreased from 4.7 in 2004 to 4.4 in 2011.

HIV prevalence in the general population aged 15-49years declined between 2004 and 2011 from 8.7% to 6.3% (Table 3.14).

Table 3.14: Some indicators on women and children in the Region

Indicators	2004	2011	2014	2018
Synthetic fertility index (SFI)	4.7	4.4		4.9
Proportion of births attended by skilled health workers	87.5	93.6	95.6	90.9
Percentage of women aged 15-49 years using any contraceptive method	32.2	38.1	58.8	24.3
Percentage of children aged 12-23 months fully immunized (having received all vaccines)	71.7	82.5	84.5	67.8
Percentage of children aged 12 to 23 months vaccinated against measles (in %)	77.2	93.1	95.8	87.4
Infant mortality (per 1,000 live births)	58	43	42	32
Infant and child mortality (per 1,000 live births)	99	68	64	57
HIV prevalence	8.7	6.3		4.0

Source: NIS, CDHS 3,2004; CDHS 4,MICS 5,2014, CDHS 5

3.4.2.6 Education

Nationally due to demographic pressure, demand is increasing at all levels of education. In basic education, the gross pre-school enrolment rate dropped from 39.0% in 2017 to 36.8% in 2018. This decline is due to the instability observed in the South West and North-West Regions which are experiencing serious disruptions in the functioning of several schools.

In primary education, the completion rate in this cycle increased from 73.0% in 2012 to 76.7% in 2016. This rate fell significantly in 2017 to 72.1%. In 2018, the universalization of primary education was reflected in the strengthening of public primary education provision, support for the enrolment of girls and the improvement of the quality of education in primary schools.

In secondary education, the admission rate into form one increased almost linearly from 52.36% in 2011 to 69.68% in 2016, before falling significantly in 2017 to 55.38% due to the security crisis in some parts of the country. The relative weight of technical and vocational education has dropped from 22.2% in 2014 to 18.81% in 2017. Finally, higher education has witnessed a significant boom since 2000. In general higher education, student enrolment increased from 196,461 in 2010/2011 to 353,840 in 2016/2017.

In the North West Region, the analysis will focus on about ten education indicators. These indicators include: the literacy rate among youths aged 15-24 years, literacy rate among persons aged 15-64 years, net primary school enrolment rate, percentage children aged 3-5 years enrolled in pre-school or primary school, net secondary school enrolment rate, gender parity index in primary school, gender parity rate in secondary school, percentage of children aged 6-11 years and off the educational system, percentage of persons aged 12-18 years and off the educational system, percentage of youths aged 15-24 years who are neither in the educational system nor in the labour market.

3.4.2.4.5 Literacy

Target of 4.6 of SDGs advocate that by 2030, it should be ensured that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy. As part of CS-CHS 4, literacy is considered as the ability to read and write a simple sentence in English and French. This assessment was declarative. Two indicators are calculated on literacy, one on children aged 15-24 years and the other on persons aged 15-64 years.

- **Literacy among youths aged 15 to 24 years**

In the North-West Region, the literacy rate among youths aged 15 to 24 years is 89.1%. The lowest levels are recorded in the Donga- Mantung (81.2%) and Ngoketunjia (81.4%) Divisions, while the highest level is registered in the Mezam division (93.5%). Regarding councils, this indicator reaches its lowest level (73.7%) in the Njikwa council in Momo Division.

According to sex, two divisions stand out with higher literacy rates among young women than among young men. These are Mezam (-4.5 points) and Boyo (-2.2 points) Divisions. The Momo Division (-0.2 point) is the one in which we come closest to equity between young women and young men.

In the North West Region, the literacy rate among youths aged 15 to 24 years was 89.1%. With the lowest levels recorded in the divisions of Donga Mantung (81.2%), and Ngoketunjia (81.4%), while the highest level was Mezam Division (93.5%). Regarding Councils, this indicator reaches its lowest level (73.7%) in the Njikwa Council in Momo Division (CS-CHS 4 2016) (Table 3.15).

- **Literacy among person aged 15 to 64 years**

In the North-West Region, the rate among persons 15 to 64 years is 75.0%. The lowest level is recorded in Donga-Mantung Division (61.1%) while the highest levels are observed in Mezam (84.1%) and Bui (81.7%) divisions. According to the council, there are wide variations, with the lowest level recorded in Furu-Awa (38, 8%) in the Menchum Division and the highest level in Bamenda III (95.6%) in the Mezam Division.

Analysis by sex shows that literacy rates among persons 15-64 years are higher for men than for women in all divisions. These differences in favour of men are most significant in Donga-Mantung (19 points), Ngoketunjia (18.9 points) and Boyo (16.4 points).

Table 3.15: Literacy rate in percentage of children attending pre-school or primary by Division 2016

Division	Literacy rate, 15-64years			Literacy rate, 15-24years			Percentage of children aged 3-5 years enrolled in preschool or primary school		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Boyo	83.9	67.5	74.1	91.0	93.2	92.2	62.2	73.0	68.2
Bui	87.2	77.7	81.7	92.9	91.0	91.9	75.2	79.5	77.2
Donga Mantung	72.2	53.2	61.1	85.5	77.8	81.2	67.4	67.9	67.7
Menchum	79.4	61.7	69.7	88.1	85.8	87.0	63.9	49.9	57.6
Mezam	87.1	81.6	84.1	91.1	95.6	93.5	66.1	74.5	70.3
Momo	83.3	71.2	76.7	89.0	89.2	89.1	42.9	50.4	46.5
Ngoketundjia	72.3	53.4	62.1	82.6	80.0	81.4	50.7	46.6	48.7
North West	**81.8**	**69.6**	**75.0**	**89.1**	**89.1**	**89.1**	**63.7**	**66.3**	**65.0**

Source: Monograph of the NWR, October 2020 by (NIS)

3.4.2.4.6 Children aged 3-5 years enrolled in pre-school or primary school

Target 4.2 of SDGs aims to ensure that by 2030, all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education. Indicator 4.2.2 of target 4.2 measures the participation rate in organized learning activities (one year before the official primary school age), by sex. As part of this study, this indicator will be estimated by the proportion of children aged 3 to 5 years enrolled in pre-school or primary school.

The percentage of children aged 3 to 5 years enrolled in pre-school or primary school was 65.0% in 2016. This indicator reaches its lowest levels in the Momo (46.5%) and Ngoketunjia (48.7%) Divisions, while its highest level is registered in the Bui Division (77.2%). According to the council, the lowest levels are recorded in Tubah (25.4%), Ndop (32.0%), Ako (35.1%), Furu Awa (37.6%), and Widikum-Menka (39.2%) and Noni (91.0%) Councils (See Table 3.16).

Taking sex into account in the anlaysis of this indicator makes it possible to observe that with the exception of the Menchum and Ngoketunjia Divisions, all the other five divisions in the North-West Region have higher values among girls than among boys for this indicator.

Table 3.16: Adjusted net enrolment rate (%) by Division in 2016 in the North West

Division	Adjusted net enrolment rate in primary school, 6-11 years			Adjusted net enrolment rate in primary school, 12-15 years			Adjusted net enrolment rate in primary school, 12-18 years		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Boyo	97.3	96.8	97.1	70.7	72.5	71.6	70.5	70.2	70.4
Bui	94.6	96.7	95.6	72.5	78.8	76.1	68.3	75.2	72.1
Donga Mantung	91.6	91.1	91.4	58.0	67.6	62.4	56.1	63.1	59.5
Menchum	92.5	93.2	92.8	71.1	63.7	67.6	69.6	66.5	68.1
Mezam	91.4	95.9	93.6	78.7	76	77.4	80.8	77.5	79.2
Momo	91.2	94.9	92.9	64.4	77.5	70.8	68	76.9	72.4
Ngoketunjia	83	81	82	68.8	68	68.5	68	70.6	69.1
North-West	**91.3**	**92.3**	**92.0**	**70.0**	**73.1**	**71.5**	**70.4**	**72.5**	**71.4**

Source: Monograph of the NWR, October 2020 by (NIS)

3.4.2.4.7 Primary Education Enrolment

The primary school enrolment rate is defined as the proportion of children aged 6 to 11 years enrolled in primary or secondary education as a proportion of the total population of the same group. In the North-West Region in 2016, 92.0% of children aged 6-11 years were enrolled in primary or secondary school. For this indicator, Ngoketunjia (82.0%) and Donga Mantung (91.4%) registered levels below the Regional average level. According to the council, the lowest rate is observed in Furu Awa Council in Menchum Division it was (79.8%).

3.4.2.4.8 Secondary Education Enrolment

The secondary school enrollment rate was 71.4% in 2016 in the North-West Region. This indicator varies from a minimum of 68.1% in Menchum to a maximum of 79.2% in Mezam. According to the council, this indicator reached its lowest levels in the Ako (45.5%), and Furu Awa (46.0%). Regarding first cycle of secondary education for persons aged 12-15 years, the level, the regional average was 71.5% in 2016 (Map 4.5).

3.4.2.4.9 Gender parity

- *For equity purposes, SDG 4.5 aims by 2030 to eliminate gender disparities in education and ensure equal access to all level of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.*

The gender parity index in primary or secondary school was assessed by relating the enrollment rate of girls to that of boys. If its value is below 1, there is a preferential tendency for parents to send boys to school, and if its value is greater than 1, this propensity to send children to school is in favour of girls. When the value equals 1, there is equity between girls and boys.

i. Gender parity in primary education

In the North West Region, this index is 1.02, reflecting a fair choice of parents regarding the boys and girls school enrolment. Depending on the division, this indicator varies very little, reflecting a generalized attitude towards equity in educational choices for girls and boys. This trend towards equity is generally observed at the level of councils.

ii. Gender parity index in Secondary Education by Division

Inequalities in secondary school enrolment between girls and boys are virtually non-existent in the North-West Region (1.03). This trend towards equity was observed in all divisions and subdivisions. However, it should be noted that some councils stood out with low parity index values such as Bum (0.78), Ako (0.66), and Furu Awa (0.71). Higher values are observed in Ndu (1.42) and Nkambe (1.35) Councils.

3.4.2.4.10 Children off the Educational System

Another method of assessing children's participation in school activities is to estimate the percentage of school-age children off the educational system. If the enrolment rate is low, the percentage of children off the educational system may be high in a context of low school drop-out rates. This indicator can therefore be linked to SDG target 4.1. It has been calculated for children aged 6-11 years and those aged 12-18 years.

- **Children 6-11 years and off the Educational System**

Children aged 6-11 years should be in school, but sometimes a large proportion are off the educational system. In the North West Region, the average of 6.5% of children aged 6-11 years was not enrolled in school in 2016. This proportion varies between divisions, from 1.2% in Bui Division to 17.0% in Ngoketunjia Division. Babessi Council in Ngoketunjia Division recorded the highest level (23.8%) for this indicator. With the exception of Donga Mantung and Ngoketunjia Divisions, the proportion of children aged 6-11 years and off the educational system is higher among girls than among boys (Table 3.17 below).

- **Persons aged 12-18 years and off the educational system**

  However, for many reasons, many are excluded from the educational system. In the North-West Region, 16.3% of children aged 12-18 years were not enrolled in school in 2016. This proportion varies between divisions, from 11.1% in Mezam Division to 24.5% in Donga Mantung Division. This phenomenon is more significant in Babessi Council (31.2%) in Ngoketunjia Division. However, for many reasons, many are excluded from the educational system.

- **Persons aged 15-24 years who are neither in the educational system nor in the labour market**

  Because of their age, youths aged 15 to 24 years are supposed to be either in the educational system or in the labour market. Therefore, whenever they are neither in the educational system nor in the labour market, they are vulnerable. In the North West Region, the percentage of persons age 15-24 years who are neither in the educational system nor in the labour market was 14.2%. Depending on the division, this percentage varies from 10.6% in Donga Mantung Division to 24.9%, in Boyo Division. According to the council, the highest rate is reached in the Fonfuka Council (29.9%) in Boyo Division.

  With the exception of Momo and Ngokeunjia Divisions, the proportion of youths aged 15-24 years who are neither in the educational system nor in the labour market is higher among girls than among boys.

- **Francophone sub-system**

  For the Francophone sub-system of education, the number of schools remain 108 schools of which 104 (98.2%) representing the public sector and 04 (3.7%) representing the private sector. Total enrolment for 2020 stood at 2,286 students all representing the public sector.

  These disparities cited above create some degree of marginalization. In a bid to make free education accessible and profitable to all, the gab between the urban and rural area wide. The marginalized kids in the rural areas run a greater risk of never schooling than those of the urban area. In a more general context, gender discrimination is also observed with the girl child more of a victim than boys both in the rural and urban milieu.

Table 3.17: Percentage of children out of school by Division in 2016

Division	Percentage (%) of children aged 6-11 years, off the educational system			Percentage (%) of children aged 12-18 years, off the educational system			Percentage of persons aged 15-24 years, who are neither in the educational system nor in the labour market		
	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Boyo	2.7	2.6	2.6	17.9	20.4	19.1	20.4	28.9	24.9
Bui	2.1	0.3	1.2	17.7	14.0	15.6	8.1	13.8	11.2
Donga Mantung	5.5	6.5	6.0	24.5	24.5	24.5	7.8	12.7	10.6
Menchum	7.3	5.2	6.4	14.7	22.3	18.4	9.0	12.8	10.9
Mezam	8.2	3.6	5.9	8.6	13.9	11.1	12.1	16.6	14.4
Momo	7.1	4.0	5.7	13.5	12.7	13.1	15.3	13.4	14.4
Ngoketunjia	16.5	17.6	17.0	18.9	18.3	18.7	19.1	15.8	17.5
North-West	**7.3**	**5.6**	**6.5**	**15.5**	**17.2**	**16.3**	**12.4**	**15.9**	**14.2**

Source: Monograph of the NWR October 2020 by (NIS)

3.4.2.4.11 Higher Education

University of Bamenda (UBa) is the only State University. The private sector carries the bulk of the higher education in the North West Region. The University of Bamenda registered a total of 16 543 (2019/2020) students, there was a slight increase in 2019 with 16,863 students. The number of lecturers was 267 (204 males and 63 females) the number of lecturers also increased to 296 lecturers in 2020. There are nine other higher institutions in the region namely (Protestant University, Catholic University, Havard University and Bambui Polytechnic, Veterinary School Jakiri and Agric Schools in Bambili and Nkambe, Bamenda University, Saint Louis Higher Institute).

- **Vocational training**
  The Region has a number of vocational institutions which consist of a number of professional schools into which admission is through public examinations. Vocational training in the North West Region is characterized by a multiplicity of stakeholders in the public and private sectors. The region has more than 30 institutions of higher learning that offer skill training for executive and medium level staff. Strategies are put in place to combat the imbalance between training and job acquisition through the professionalization of teaching techniques/methods in the face of a very demanding and evolving job market.

3.4.3 Health and nutrition sector assessment

Table 3.18: Health and nutrition sector assessment

No.	Indicators	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
1	Physicians/inhabitants ratio							2021	
2	Prevalence of underweight in children < 5 years		14.60%	7.10%	2011	11%	3.70%	2018	DHS 2011, DHS 2018
3	Prevalence of underweight in children < 5 years (severe)		4.50%	1,2%	2011	3.10%	1.10%	2018	DHS 2011, DHS 2018
2.1	Prevalence of stunting among children under 5 years of age		32.50%	35.60%	2011	28.90%	26.90%	2018	DHS 2011, DHS 2018
3.1	Prevalence of stunting among children under 5 years of age (severe)		14.10%	14.40%	2011	13.50%	8.60%	2018	DHS 2011, DHS 2018
2.2	Prevalence of wasting among children under 5 years of age		5.60%	2.10%	2011	4.30%	1.70%	2018	DHS 2011, DHS 2018
3.2	Prevalence of wasting among children under 5 years of age (severe)		1.90%	0.70%	2011	1.60%	0.40%	2018	DHS 2011, DHS 2018
4	Vaccination coverage rate		53.2%	30.90%	2011	52.2%	39.30%	2018	DHS 2011, DHS 2018
5	Infant and child mortality rate	less than 50 per thousand	125‰	68‰	2011	80‰	57‰	2018	DHS 2011, DHS 2018
6	Child mortality rate	less than 25 per thousand	62‰	43‰	2011	48‰	35‰	2018	DHS 2011, DHS 2018
7	Proportion of one-year-old children vaccinated against measles		70.60%	93.10%	2011	90%	87.40%	2018	DHS 2011, DHS 2018
8	Pregnancy-related maternal mortality rate (per 100,000 births)		782 deathsper 100,000 live births	…	2011	467 deaths per 100,000 live births	…	2018	DHS 2011, DHS 2018
9	Child underweight rate (%)								
10	Percentage of births attended by skilled personnel		63.60%	93.60%	2011	69.0%	90.90%	2018	DHS 2011, DHS 2018
11	Rate of use of contraceptive methods by women aged 15 to 49		23.30%	38.10%	2011	19.30%	24.30%	2018	DHS 2011, DHS 2018
12	HIV/AIDS prevalence rate (15 to 49 years old)	<5,5%	4.30%	6.30%	2011	2.70%	4.00%	2018	DHS 2011, DHS 2018

No.	Indicators	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
13	Rate of use of any contraceptive method by women aged 15-49		14.40%	20.90%	2011	15.4%	22.00%	2018	DHS 2011, DHS 2018
14	Malaria prevalence rate among children under 6-59 months		30.0%	15.00%	2011	24.00%	9.50%	2018	DHS 2011, DHS 2018
15	Physicians/inhabitants ratio (Nber of physicians)			132	2019		169	2021	Regional delegation of public Health NW

Source: NIS-NWR

3.4.4 Education and literacy sector assessment

Table 3.19: Education and literacy sector assessment

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
1	Primary completion rate (% of corresponding age group)	95%	76.7%	84%	2016	73.50%	22%	2020	Rapport d'analyse MINEDUB 2016/2017 et 2020/2021
2	Proportion of students in secondary science and technical streams (%)	16.40%	29.3%	11.5%	2017	31.0%	27.7%	2020	Rapport d'analyse MINEDUB 2016/2017 et 2020/2021
3	Proportion of students in scientific and technical streams (%)				2016			2020	
4	Girl/boy ratio in education (primary)		1.00%	1.02	2016	1.13	1.00%	2020	Rapport d'analyse MINEDUB 2016/2017 et 2020/2021
4.1	Parity index girls/boys (primary)		0.9	1.01	2011	0.91	10.05	2018	DHS 2011, DHS 2018
5	Girl/boy ratio in education (secondary)		0.86	1.14	2017	0.88	1.26	2020	Statistical yeabook MINESEC 2017/2018, 2020/2021
5.1	Parity index girls/boys (secondary)		0.89	1.1	2011	0.88	1.34	2018	DHS 2011, DHS 2018
6	Girl/boy ratio in (higher) education						1.22	2020	University of Bamenda
6.1	Parity index girls/boys (higher)								
7	Pupils/primary (Public) classroom ratio		64.4	47.8	2016	62	17	2020	Rapport d'analyse MINEDUB 2016/2017 et 2020/2021
7.1	Pupils/primary (Private) classroom ratio		29.4	27.3	2016	28	24	2020	Rapport d'analyse MINEDUB 2016/2017 et 2020/2021
8	Secondary student/classroom ratio		36.7	20.8	2017	34.5	10	2020	Statistical yeabook MINESEC 2017/2018, 2020/2021
9	Higher student/classroom ratio								
10	Pupils/primary teacher ratio		20.6	19.5	2016	45	20	2020	Rapport d'analyse MINEDUB 2016/2017 et 2020/2021
11	Pupil/teacher ratio in secondary		28.4	15	2017	24.6	6	2020	Statistical yeabook MINESEC 2017/2018, 2020/2021
13	Gross primary school enrollment rate		110.90%	124.80%	2011	108.80%	80.00%	2018	DHS 2011, DHS 2018

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
14	Gross enrollment rate of girls in primary school		104.80%	125.10%	2011	103.90%	81.90%	2018	DHS 2011, DHS 2018
15	Success rate in the Baccalaureate of general education		70.10%	60.6%	2018	74%	74%	2021	Statistical yeabook MINESEC 2017/2018, 2020/2021
15.1	Success rate in the GCE Advanced level		98.70%	97.9%	2018	62.1%	66.3%	2021	Statistical yeabook MINESEC 2017/2018, 2020/2021
16	Success rate in the commercial baccalaureate		61.30%		2018				Statistical yeabook MINESEC 2017/2018, 2020/2021
17	Industrial Baccalaureate success rate								
18	Success rate for the Technician's Certificate								
19	Success rate for the COUF Professional Certificate								

Source: NIS-NWR

3.4.5 Employment sector assessment

Table 3.20: Employment sector assessment

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
1	Extended unemployment rate				2010		4.6%	2016	EESI 2 (2010), EC-ECAM4 (2016)
2	Unemployment rate for people aged 15 and over (ILO)		3.80%	1.0%	2010		2.60%	2016	EESI 2 (2010), EC-ECAM4 (2016)
3	Activity rate/employment rate		66.40%	67.9%	2010		70.40%	2014	EESI 2 (2010), ECAM4 (2014)
4	Visible underemployment rate		12.30%	10.40%	2010			2014	EESI 2 (2010), ECAM4 (2014)
5	Invisible underemployment rate		63.70%	74.8%	2010			2014	EESI 2 (2010), ECAM4 (2014)
5.1	Global underemployment rate	< 50%	70.6%	78.3%	2010	90.50%	77.00%	2014	EESI 2 (2010), ECAM4 (2014)
6	Unemployment rate of 15-24 year olds								EESI 2 (2010), ECAM4 (2014)
7	Percentage of children < 14 years old engaged in economic activity				2010		12.5	2016	EESI 2 (2010), EC-ECAM4 (2016)

Source: NIS-NWR

3.4.6 Environment and living conditions

Table 3.21: Environment and living conditions

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
1	Proportion of population with sustainable access to a better quality water source	75%							75%
2	Poverty rate (%)	28.70%	39.90%	51.0%	2007	37.50%	55.30%	2014	ECAM 3,4
3	Source of water supply in an improved Spring		72.9%	71.9%	2014 (MICS 5)	74.9%	79.6%	2018	MICS5; DHS 2018
4	Percentage of households with functional fitted latrines					40.1%	32.2%	2014	MICS 5

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
5	Proportion of population with sustainable access to improved sanitation facilities		52.3%	39.9%	2014	57.9%	44.4%	2018	MICS5; DHS 2018
6	Proportion of households with a TV set					48.0%	39.8%	2014	MICS5
7	Percentage of households using solid fuels (wood and derivatives)						88.9%	2016	EC-ECAM4
8	Inflation rate	< 3%	0.9%	0.8%	2016	2.3%	3.8%	2021	NIS
9	Proportion of population living in concrete/block/fired brick wall dwellings		29.1%		2007	61.7%	49.4%	2014	MICS5
10	Proportion of the population living in housing with sheet/tile roofs		75.4%		2007	78.9%	90.4%	2014	MICS5
11	Proportion of population living in dwellings with cement flooring		45.7%		2007	55.6%	49.7%	2014	MICS5

Source: NIS-NWR

3.4.7 Infrastructures and energy sector assessment

Table 3.22: Infrastructures and energy sector assessment

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
1	Length of paved roads (km)			346.2km	2015		350.3km	2021	Regional delegation of MINTP
2	Percentage of paved roads in good condition								
3	Linear dirt roads			4093.3km	2015		3864km	2021	Regional delegation of MINTP
4	Number of new households electrified								
5	Number of electrified households								
6	Number of new households supplied with drinking water								

Source: NIS-NWR

3.4.8 Rural sector assessment

Table 3.23: Rural sector assessment

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
1	Production of the main agricultural and forestry export products (Wood)			32998 m3	2015		3875.85 m3	2020	Regional delegation of MINFOF
2	Production of main agricultural and forestry export products (Cocoa)			1798.32 Tons	2015		120.5 Tons	2020	Regional delegation of MINADER
3	Production of main agricultural and forestry export products (Coffee)			4848.2 Tons	2015		78 Tons	2020	Regional delegation of MINADER
4	Production of the main agricultural and forestry export products (Banana)			40201.8 Tons	2016		28892.8 Tons	2020	Regional delegation of MINADER
5	Production of fishery products (fish)								Regional delegation of MINEPIA
6	Production of fish products (Crustaceans)								

No.	INDICATORS	Target	Reference value			Actual value			Sources
			Cameroon	North West	Year	Cameroon	North West	Year	
7	Production of main food crops (Tubers)			Cassava (86725.24 Tons)	2015		Cassava (146533 Tons)	2020	Regional delegation of MINADER
7	Production of main food crops (Tubers)			Yam (6350 Tons)	2015		Yam (39408 Tons)	2020	Regional delegation of MINADER
7	Production of main food crops (Tubers)			Sweet potatoes (4446.9 Tons)	2015		Sweet potatoes (42015 Tons)	2021	Regional delegation of MINADER
7	Production of main food crops (Tubers)			Irish potatoes (81028.43 Tons)	2015		Irish potatoes (71537 Tons)	2021	Regional delegation of MINADER
8	Production of main food crops (cereals)			Maize (261560.7 Tons)	2015		Maize (84680Tons)		Regional delegation of MINADER
8	Production of main food crops (cereals)			Rice (19268.7 Tons)	2015		Rice (54558.4 Tons)		Regional delegation of MINADER
9	Number of schools/vocational training centers for professions in the rural world								Regional delegation of MINEFOP

Source: NIS-NWR

3.5 Challenges and lessons learnt from past policy implementation

3.5.1 Economic Integration and Trade

- Socio political crisis and insecurity in the Region hinder market activities;
- Theft and robbery could hinder the expansion of marketing business if not controlled;
- Frequent electricity outages and low voltage hinders the operation of most businesses and negatively affects trade;
- Increasing emigration thus reducing the purchasing power of the Region;
- Slow disbursement of pledged funds to carry out rehabilitation of access roads and market infrastructure;
- The slow pace of resolution of the Anglophone conflict is eroding investor confidence in the Region;
- The Region's economy is growing weak the longer the crisis lasts and this is hampering inter-regional trade e.g trade with Nigeria, the West and South West Region respectively
- High taxes are forcing some traders and businesses to fold up
- The prevailing insecurity in the Region
- Funding may not be sufficient
- Slow organization of Transport, trade and commercial activities in the Region
- Tax revenue collection systems is weak hence fundraising to deploy in new projects is also weak
- Poor availability of electricity with frequent power cuts and low voltage which means some equipment cannot be operated for long periods of time
- Difficulties in obtaining loans
- Growing stock of bad debt in most financial institutions is forcing them to streamline their businesses creating unemployment
- Poor transportation network especially farm to market roads is negatively impacting trade in the Region with huge tax revenue losses

3.5.2 Agriculture

The major challenges to be faced in the development of the agricultural sector in the North West Region are in line with the challenges developed at National level which include:

- Access to high productivity technologies and popularization of agricultural research findings;
- Training of producers in modern farming techniques;
- Agricultural mechanization and the functional link with agro-industries;
- Adaptation to the effects of climate change (CC);
- Competitiveness on the domestic, regional and international markets;

- Resilience to price fluctuations; and
- Rejuvenation of the aged farmers and the emergence of a class of young agricultural entrepreneurs;
- Having a good roads to the different production basins to ease the movement of farm inputs and produce
- Access to land by youth interested to engage in agricultural production.
- Insufficient mastery of modern production techniques
- Insufficient and in some cases lack of improved seeds
- High incidence of diseases on the majority of crops
- Many of the agricultural produce are perishable
- Climate change and variability could negatively affect crop yield
- Competition from imported products could compromise the marketing of local product
- Bad state of farm to market road could hinder the evacuation of produce
- Socio political crises in the Region could compromise efforts to produce food and other agricultural products
- Climate change and variability could negatively affect crop yield
- Poor state of roads could hinder movement raw materials to processing unit
- Poor state of roads could hinder evacuation of produce from the production basin

3.5.3 Livestock

- Limited access to inputs
- High prevalence of livestock diseases
- Small production scale
- Insufficient extension personnel.
- Poor organization of livestock farmers
- Limited knowledge on improved breeding techniques
- Limited access to improved breed
- Insecurity and animal theft
- Low purchasing power of the local population
- Limited know how (husbandry)
- Limited access to credit and
- Limited access to extension services
- Farmers/graziers conflicts
- Poor state of roads
- Under-exploitation of grazing land
- Land ownership pattern
- Limited finances
- Low level of transformation and limited finances to invest in the transformation
- Insufficiency of infrastructures (cool stores, specialised market, slaughter houses,…)
- Unavailability of good information system
- Climate change impacting livestock production activities negatively
- Fish farming is not mechanized and not done in an industrial scale hence sustainability of produce and quality is a problem;
- Poor marketing of the produce hence farmers don’t earn enough income from the activity; and
- Loss of income due to poor development of fish culture
- The low offer of fingerlings, day old chicks, the low processing of animal products and high cost of feed greatly contribute to the low productivity of the livestock sector leading to low availability of animal products
- Climate change is a threat to livestock production because of the impact on quality of feed crop and forage, water availability, animal and milk production, livestock diseases, animal reproduction, and biodiversity.

3.5.4 Climate variability and change (CVC)

- CVC impacting agriculture and livestock negatively and threatening food security in the Region;

- The Region is already facing consequences of CVC, including unpredicted rainfall patterns/seasonal variation, an abnormal recurrence of extreme weather phenomena such as violent winds, high temperatures, and heavy rainfall, which endanger communities' ecosystems and the services they provide; and
- The consequences of climate variability and change may undermine the Region's efforts to reduce poverty, develop a strong, diversified, and competitive economy, and strengthen national unity and consolidate the democratic process.

3.5.5 Energy

- The Region has many and diversified sources of energy;
- Long and frequent power outages and fluctuating voltage could easily damage sensitive equipment
- Wastes products of solar panels and batteries pose a significant environmental problem since there are no specialized disposal facilities in the Region;
- Increasing deforestation means that sources of water are gradually threatened;
- Increasing impact of climate change means that water sources are decreasing at an alarming rate which will threaten water supply to communities and available water for electricity generation;
- Reducing budget to carry out much needed rehabilitation and repairs to power generation, transmission and distribution infrastructure;
- Very slow rehabilitation of transmission poles means a rapid deterioration in transmission infrastructure in the foreseeable future which may cause the sector to suffer huge revenue losses; and
- Inadequate coverage of energy supply.

3.5.6 Water

- Negative impact of climate change on available water sources;
- Increasing incidents of use of bushfires by cattle grazers in known water catchments is threatening extinction of the water pockets;
- Drastic reduction of water flow during the dry season thus leading to severe shortages of potable water supply in the Region
- Increasing planting of eucalyptus trees with very deep tap roots that require a lot of water to grow;
- Rapid desertification especially Bui and Donga Mantung Divisions is threatening long term sustainability of agricultural projects, fisheries and animal husbandry and potential drying up of rivers;
- Deforestation in places causing drying up of water sources;
- Reducing water table in built up areas thus reducing the availability of water in boreholes due to lowering of the water table;
- Increasing use of bushfires and overgrazing by farmers and herdsmen in water catchments/shed areas;
- Farming and grazing around catchment/shed areas;
- Individual ownership of Catchment/shed land;
- Conflicts;
- Pollution (improper waste disposal);
- Felling of native trees in water catchment areas leading to increased evaporation of water from the soil and loss of ground cover, leading to erosion;
- Planting of eucalyptus trees in catchment areas;
- Seasonal burning (bush fires) of the ground cover to improve grazing conditions for cattle has a negative impact on the water buffering capacity of the catchments, leading to water shortage in the dry season;
- Farming in the vicinity of the source may also lead to contamination of the source with silt, nutrients and agro chemicals used in farming;
- Grazing of cattle may lead to contamination of the water with diseases while nutrients from the urine and manure will affect water quality negatively;
- Human activities such as washing of house utensils/clothes in streams or construction of latrines upstream of a water intake point or source may also affect water quality; and
- Inadequate coverage of water supply.
- Human activities have led to the following challenges in water management: -
- Drying up of springs and streams;
- Reduction in the volumes of water in rivers;

- Stand taps without running water;
- Reduction in the water table;
- Drying up of water catchments and water sheds thus needing protection;
- Deforestation of water catchments and watersheds for agriculture/livestock and other uses;
- Planting of eucalyptus trees in watersheds and catchment areas; and
- Loss of biodiversity due to degradation by human activity in watersheds and catchments.

3.5.7 Environment, Forestry and Wildlife

The Region has a lot of environmental problems and challenges that have contributed to serious environmental degradation. These amongst others include: uncontrolled bush-fires, floods, landslides, pasture degradation, water catchment/shed encroachment, biodiversity loss, pollution, soil erosion and deforestation.

3.5.8 Waste management

- Non sorting of waste poses a serious challenge in sustainable waste management;
- Difficulties in managing hospital, electrical, radioactive and metallic wastes;
- Absence of recycling plants; and
- Inappropriate positioning of waste bins in towns and council areas.

3.5.9 Health

- HIV/AIDS, Malaria/Typhoid, Cholera , Meningitis and COVID 19 epidemics reducing population in the Region;
- Increasing high cost of medical services; and
- Increasing incidents of vandalism from the warring factions on health infrastructures and personnel.

3.5.10 Education

- Availability of good school institutions in the Region attracting populations from other Regions due to high performance in public examinations;
- Availability of professional institutions in the Region to train the needed labor force need for its development; and
- Availability of both public and private Universities in the Region.

3.5.11 Tourism

- Underdeveloped identified touristic sites in the Region due to lack of funding and interest in tourism

3.5.12 Democracy and good governance

- Unhealthy competition between political parties resulting in tension and unrest;
- Hate speeches and hostility towards the nation, tribalism, nepotism, cronyism and corruption;
- Leadership vacuum in some localities of the Region leading to putting in place of amateur politicians who's priority is themselves and their families; and
- Lack of exemplary leaders in some localities of the Region.

3.5.13 Public Works

- Road construction without appropriate studies leading to poor road construction with limited lifespan;
- Companies involved in road construction without qualified engineers to carry out works resulting in poor road construction with limited lifespan;
- The increasing insecurity caused by the socio-political crisis means that funds may not be available for some time;
- Many contractors are fearful of their lives and their equipment and therefore rehabilitating farm to market roads is risky business;
- Lack of local qualified contractors with the right track record and dedication to quality service;
- Reliance on foreign contractors (e.g. Razel) instead of insisting on improving the quality of local contractors;
- Poor quality of Control Engineering firms which is responsible for receiving work of poor quality from unscrupulous contractors;
- Persistent poor quality of workmanship;

- Weak and corrupt contract award process in some respects is responsible for the poor outcome of completed road works and this in turn is responsible for the growing stock of failing road works / infrastructure projects;
- Very slow disbursement of funds to deserving contractors is forcing them to engage in bribery and corrupt practices in order to make profit from their contract. This poor practice is forcing the state to receive poorly constructed projects;
- Limited training opportunities for contractors to enable them to become more effective at their jobs
- The socio-political crisis in the region threatens to delay all construction and road rehabilitation programs;
- Corrupt practices continue to be a threat in the sector ;
- Very lengthy delays in paying contractors that have completed their job leading to them making losses is forcing aspiring contractors out of the market and hence an increase in number of projects unexecuted;
- Limited access to credit by smaller contractors means that smaller contracts are not attractive to the experienced contractors; and
- The growing tendency to recruit foreign contractors in preference to local firms is taking jobs away from local firms hence the lack of home grown capacity is growing by the day.

3.5.14 Labor and Social Security

- Ignorance on the labour code;
- Non respect of labour code rules and regulations by some employers;
- Insufficient employment opportunities;
- Limited vocational skills for self-employment;
- Poor access to credit for small businesses;
- High rate of migration;
- Juvenile delinquency;
- High crime wave;
- Low job security;
- Social insecurity of workers; and
- The current Socio political crisis in the region which has increase poverty levels and damaged livelihoods and human capital conditions.

3.5.15 Administration, good governance and democracy

- No clear Organizational chart that is very functional as the institution is still struggling to find its feet on the ground;
- Not enough staff are yet employed/ Nonexistence of clear job descriptions for each staff;
- Organizational of personnel still settling in the job and therefore still have a lot to do thereby slowing the take-off of the functioning of the assembly;
- Sources of finances are available but not very sure for the vast reconstruction works;
- Most potential investors complain of high taxes in the region and the crisis;
- Unsure sources of full funding of the regions activities;
- High external debts nationally;
- Low allocation of finances for reproductive investments;
- Lack of formal cooperation instruments between the Regional council, services and civil society;
- The link and relationship between the council and civil society / private sector is near absent;
- Very few assets yet owned by the regional council;
- Inventory is not yet available;
- There are vast lands that are not yet exploited;
- An un-enabling environment;
- Insufficient logistics;
- Same committees at council, sub-divisional level and at the level of the region with no clear cut on where each organ starts and ends her activities;
- The on-going socio-political crisis in the Region; and
- Donor fatigue.

3.5.16 Mines, industry and technological development

- Poor roads leading to mining sites;
- Poor and old equipment;
- Poor organisation of exploiters;
- Ignorance of mining laws leading to unauthorised activities and non-registration of sites;
- Limited technological know-how;
- Poorly organized market locally and high prices by exploiters leading to low returns in industrial investments and activities;
- Mixed and conflicting industrial land uses;
- Limited and informal scale of industrial development;
- Undeveloped industrial potentials and sites;
- Industrial waste pollutes steams and the environment;
- High taxes for practitioners;
- Present crisis in the Region;
- Market not organized resulting in little or no income to the community and council;
- Activities not organized leading to price war between the competitors;
- Unattractive taxation system;
- Insufficient capital to invest;
- Poor industrial network and cumbersome procedure to establish industries;
- Unorganised exploitation of sand and stone quarries leading to underutilization of these raw materials; and
- Poor economic development resulting in high rate of unemployment.

CHAPTER IV:REGIONAL DEVELOPMENT PRIORITIES AND STRATEGIES

4.0 Introduction

Regional Planning is a paradigm shift from the national centralized planning to devolved local planning that takes care of the economic, socio-cultural and developmental aspirations of the populations of the Region.. The objective of the Regional Development Plan is to: identify the developmental potentials of the Region, the distribution pattern of these resources within the Region, and their level of utilization. Further, this Regional Plan seeks to assess the existing infrastructure, their current conditions, capacity and projected demand; identify fragile ecosystems, challenges and suggest intervention measures for their protection and conservation; investigate human settlement trends and propose an appropriate hierarchy of urban centres that will spur rural development; assess the capacity of existing programmes/projects and suggest strategies to enhance their performance; suggest ways that will guide the sustainable utilization of the regional resources, bring service closer to the people; spur rural-urban inter-linkages and hasten economic growth and development; as well as suggest priority areas for intervention.

This chapter presents the Region's medium and long term vision, identifies its priorities and elaborate its development strategies. It also provides a summary of the development priorities identified in the sectors beginning with the spatial plan, sectoral plans as well as during stakeholder's consultative forums. The development priorities, programs, projects and an analysis of development issues, linking them to the NDS2030-2035, the SDGs, the Region's transformative Agenda/long term strategic plans, as well as sectorial strategies identified in the spatial development framework

4.1 The Regional Development Plan

Elaboration of the Regional Development Plan was challenging and very complex owing to the Region's very rich and diverse agro-ecological zones. In fact, the Region is divided into seven divisions and (34) subdivisions physically separated in some areas by rivers, mountain ranges and to a lesser extent by forests. Five out of the seven divisions are linked by the National road (Ring road (N11). The Region is linked to the Republic of Nigeria by five (5) national priority roads. The concentration of its population is along the Ring Road linking four divisions (Mezam, Ngoketundjia, Bui and Donga Mantung).

Agriculture is the backbone of the economy of the North West Region. It is estimated that more than 80% of the active population is involved in agricultural production and this constitutes their main source of livelihood. The farming population of the Region is estimated at 1.2 million and distributed in an estimated 200,000 farm families. Crop production is dominated by smallholder farmers who cultivate between 0.4 and 1.5 hectares of farm annually. There is however, a growing number of medium and large scale farm enterprises that are agri-business oriented. There was drastic reduction in the area cultivated across the Region, with cereals witness a reduction of 24,932 hectares of land representing 19.28% compared to that of 2015. Pulses witnessed a reduction (16,110ha), root and tubers (4,938ha), vegetable (804ha), fruits (923ha), tree crops (2,253ha), and others (oil crop) (1,056ha).

With regards to livestock, the Region is one of the biggest cattle and ruminants producing area of the country. The highest production basin is Donga Mantung for cattle and small ruminants (cattle 32%, sheep and goats 35%). The division has a good coverage of vegetation and grazing land. The division with the lowest production is Ngoketunjia (cattle 2%, sheep 4% and goats 4%). This can be explained by the small size of the division (surface area), but its potentials are not fully exploited as the presence of plains with fresh grass in dry seasons is an advantage than could be exploited to boost the local production.

Concerning forest, Colonial governments going far back to the early 1930s, devised the strategy of creating reserves as a means of protecting nature and its vast range of natural resources. At the time, they created (07) seven State Forest Reserves covering a total surface area of 125,550 hectares, sixteen (16) Council Forests covering a total area of 7583 ha, and thirteen (13) Community Forests covering a total area of 855.7 ha.

The increasing number of reserves both state and community indicates that there is a serious problem that needs to be redressed. Hawkins & Burnt (1965, 208), states that originally the whole of the High Lava Plateau of the North West Region was covered with forest. Assessment of the surviving forests fragments in the North West Region indicates that out of a total area of 2,820km^2, only 98 km^2 of forest was left indicating that (96.5%) of the original forest was lost (Mackay, 1994). Satellite images of Mount Oku and Ijim Ridge taken in 1987 and

1995 estimates that (25%) of the forest area cover has been lost as a result of human activities (Martin Check et al., 2000).

4.1.1 Alleviation of potentially difficulties

In order to alleviate these potentially difficult situations, very large expenditures will be required to install adequate transportation links (construction of the Ring Road, and all the Regional roads).

There are sewage disposal problems resulting from untreated facial waste being discharged into the rivers and stream particularly in Bamenda and Kumbo. The towns in the Region are growing faster than the expansion of public water supply lines; likewise, solid waste collection services in the councils have not responded to the rate at which the waste is generated by expanding its facilities. Hysacam was introduced within the Bamenda City but ran into difficulties in the execution of it assigned task.

Industrially, only Bamenda has land demarcated for heavy industries. All the six (6) divisional headquarters are yet to acquire land for industrial purposes.

As concerns land development, large portions of land particularly in the urban areas are controlled by families and they are highly priced. The densely populated areas are separate, poorly equipped with basic social services. The Region lacks public recreational facilitates and leisure parks. The densely populated areas are subjected to the most severe pressures and development for the most part is carried out in fragmented freehold ownership, making the imposition of planning programmes extremely difficult.

1. In order to deal with some of these difficulties and alleviate the worst effects of overcrowding and congestion, decentralization strategy suffices.
2. The key to the development strategies are the opening, expansion and construction of transportation networks, which in spite of the severe topographic barriers will knit the separate divisions and subdivisions of the Region.
3. Another key planning issue through the strategy of decentralization will be creation of shopping malls whose functional role will serve as one stop shopping centres particularly in the major urban areas and complementary commercial activities, recreational spots, parking and public space.

4.1.2 Sector development objectives

Sector development objectives and outcomes have been developed and derived from the Region's development objectives. Under each sector, key development outcomes have been identified and their attendant indicators established. Sector development outcomes ideally spell out what the Region will look like in 2026 five years after implementation of the NWRDP and in 2030, the projected lifespan of the NWRDP. By and large, the development outcomes of each sector has been identified and aligned to their sub-sectors' mandates and core functional responsibilities. Beyond the sector-wide outcomes, under each sub-sector, key outputs, activities and inputs have been identified. Outputs under each sub-program are the services offered or benefits that will be enjoyed by the Region or those served by each sector. Activities are the programs, projects and initiatives that each sector will spend their budgetary allocations on. The approach taken in developing this NWRDP is "to plan for development outcomes for each sector but budget for activities". This therefore implies that successful implementation of the activities will result in the achievement of the identified development outcomes. In the sections that follow, the development priorities and objectives of each sector have been identified, expected outputs outlined and activities to be implemented in the five year period specified together with the attendant indicators.

4.1.3 Legal and Institutional Framework

The 1996 Constitution of Cameroon in article 62(2) stipulates the consideration of the specificities of certain regions with regards to their organization and functioning. It was in this regard, that during the Major National Dialogue the notion of a Special Status for the North West and South West Regions was invoked. In fact, Law No. 2019/024 of 24th December 2019 bearing on a bill to institute the General, Regional and Local Authorities bears testimony to this fact.

Power devolved to the Regions as concern Planning
Chapter I: Economic Development **III: Spatial Planning, Regional Development, Public Works, Town Planning and Housing** **Section 269:** The following powers were devolved upon Regions to handle issues relating to planning • Formulating and implementing Regional Development Plans; • Signing performance contracts with the State for · the achievement of development objectives; • Participating in the organization and 'management of interurban public transport; • Coordinating development actions • Formulating regional territorial development guidelines, in accordance with the national plan • Participating in the formulation of urban planning documents and · local authority master plans; • Rehabilitating and maintaining divisional and regional roads; • Supporting the actions of councils in town planning and housing matters.

4.1.3 The Region's Long and Medium Term Vision

The National Development Strategy 2020-2030 is the National Public Policy Blueprint that entrenches Cameroon's Vision 2030 as the long term development strategy. The NDS30 aims to transform Cameroon into a modern, globally competitive, middle income country providing a high quality of life to all its citizens. ***Rebranding the North West through economic empowerment for a healthy, skilled, ambitious and responsible citizenery; as well as re-establishing traditional authority, cultural values, and heritages in an enabling environment by 2030"*** is anchored on four key pillars: social, economic, cultural and political as seen below:

1. The Social Pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. The main sectors under this pillar include education and training, health, water and irrigation, environment, housing and urbanization, gender, sports, youth and culture.
2. The Economic Pillar aims to achieve an average Gross Domestic Product (GDP) growth rate of 5.5% per annum and sustain the same until 2030 in order to generate more resources to reinvigorate the economy so as to meet the envisaged goals and aspirations. The key sectors in this pillar include: tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing and financial services, all of which are instrumental in stimulating growth.
3. The third pillar is culture and support to youths, this pillar is vital as it unveils the aspect of culture, support to youths and development of the arts.
4. Governance: This Pillar aims at realizing a democratic political system founded on issue based politics that respect the rule of law, and protects the fundamental rights and freedoms of every North Westerner.

The four pillars are anchored on a number of foundations, which serve as enablers that create an environment that is geared towards the realization of Vision 2030. These include: macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; Science, Technology and Innovation; Land Reforms; Human Resource Development; Security and Public Sector Reforms.

The GESP 2035 is being implemented in ten year succession. The first plan covered the period 2010-2020 and the second NDS30 covers the period 2020-2030. This RDP focuses on the period 2020-2026, which is covered by the second Term Plan.

The RDP shall build on the foundations and achievements of the First Term 2010-2030. It endeavors to move the economy towards a high growth trajectory to achieve 5.5% economic growth by the end of the Plan period. It prioritizes policies, programmes and projects which generate broad-based inclusive economic growth as well as faster job creation and reduction of poverty and inequality. The Plan builds on the gains made so far in implementing the previous plan, including completing projects initiated during the first phase. It not only aims at increasing the level of investment, but also enhancing the productivity of investment as well as raising productivity in all sectors of the economy.

RDP has integrated and will implement the 17 Global Sustainable Development Goals (SDGs) as outlined in the UN 2030 Agenda for Sustainable Development. The Plan's Implementation is also aligned towards achieving the Goals of the African Union's Agenda 2063 which constitutes the strategic framework for socio-economic transformation of the continent in the next 50 years.

4.1.4 Assessment of the Natural Resources of the Region

The North West Region is endowed with abundant natural resources which if tapped in a sustainable manner could jumpstart the badly needed economic development of the Region. These natural resources include: -

- Rich subsoil minerals (Iron ore, bauxite, gold, diamond, salt, cobalt etc.) see Map 4.1 below
- Renewable energy: Solar, wind, biogas, thermal, hydro potentials;
- Water catchments and sheds: Abundant water supply for various uses;
- Wood (Plantations of indigenous and eucalyptus trees);
- Protected area and Forest Reserves (Shrines and sacred forests);
- Lakes, rivers, streams, and dams;
- Agro-ecological zones (Low, High, Medium Altitudes): Huge agricultural and livestock potentials, Fertile plains, flood plains and farmlands;
- Vast areas of unimproved pastureland plus varied breeds of both conventional and non-conventional livestock;
- Hides and skins;
- Favorable climatic conditions: Two distinct seasons with favorable temperature and rainfall;
- Abundant Building Materials: Sand, laterite, Clay and Stone Materials;
- Touristic Sites: Landscape, rivers, lakes, palaces; and
- Cultural Sites (Palace shrines and sacred forests).

In the past years, the population has more than doubled from 980,000 inhabitants in 1976, to 1,728,953 in 2005, 2,650,098 in 2020 and 2,717,186 inhabitants in 2022. With a density of 134.22 inhabitants per square kilometer in 2022, the pressure on land, water and wood (firewood, lighting, roofs for modern houses etc.) notably in urban areas has increased tremendously. The direct effects of these migrations on the environment (agricultural production, farming, livestock keeping, fishing, rivers, springs, and forest resources, etc.) are land degradation and loss of productivity, overgrazing and shrinking of pasture lands, and fierce battles for scarce land resources at the time when poverty is jeopardizing people's survival. Table 4.1 and Map 4.1 below summarize the natural resources of the Region, their status and recommended management strategies.

Nevertheless, prior to mobilisation of resources from extenal funding partners, the population in their respective areas can exploit the available natural resources for the development of the Region. The RLAs can generate revenue from these natural resources which include:

- Charges for the use of forest, animal and fishing resources;
- Charges for the use of water resources;
- Dues from petroleum resources
- Taxes or dues from Mineral resources
- Fees from fishing and animal breeding;
- Taxes and/or fees from touristic resources;

Table 4.1: Summary of natural resources of the Region

Name of Natural Resource	Dependent Sectors	Status, level of utilization & scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
Agro-ecological zones (Low, High, Medium Altitudes): Huge agricultural and livestock potentials, Fertile plains, flood plains and farmlands	Agriculture Livestock	Encroachment into farming and grazing land Land use conflicts	Demarcation of both farmland and pastureland	- Climate variability and change; - Poor farming methods; - Land use conflicts; - Poor application of research results	Land use suitability and capability classification

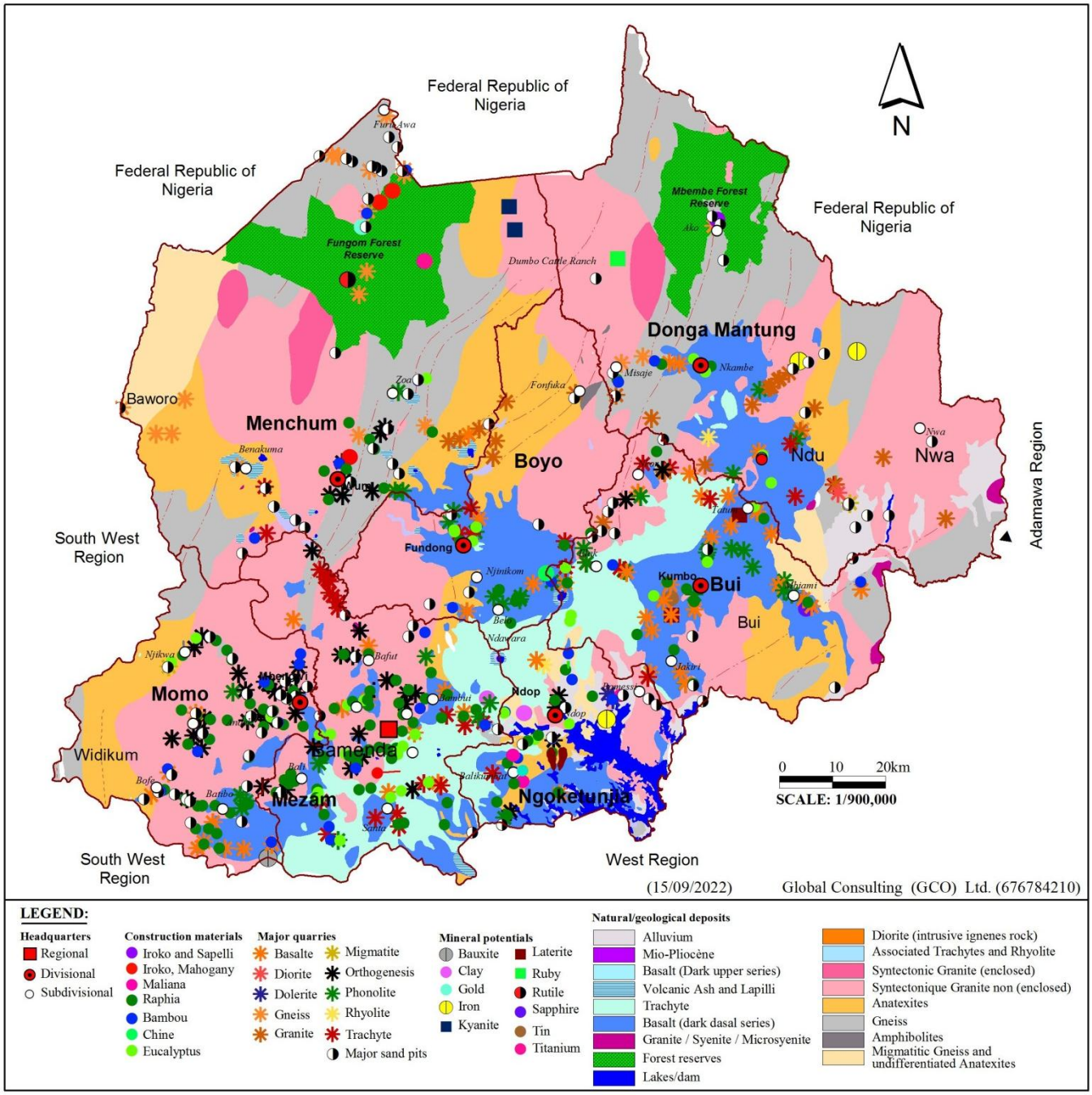
Name of Natural Resource	Dependent Sectors	Status, level of utilization & scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
Vast areas of unimproved pasturelands plus varied breeds of both conventional and non-conventional livestock	Livestock	Encroachment into grazing land	- Demarcation of grazing land - Classification of land use suitability and capability	- Invasion of pasture land by bracken fern; - Soil compaction; - Poor animal breeds	- Develop pasture improvement techniques - Introduction of improved animal breeds
Hides and skins	- Livestock - Mines, industries and technological Development	Unexploited sector	- Creation of a tanning industry in the Region	- Hides and skins use as meat for local foodstuffs (achu and eru)	- Production in modern slaughter slabs and preservation using improved technologies
Wetlands and springs	- Agriculture, - Livestock and Cooperatives, Water and Environment, Land, - Housing and Urban Planning	- Encroachment; - Degradation and loss of biodiversity; - Competing uses; - Pollution of wetlands	- Best practices in waste water management and wetland conservation; - Existing international environmental management standards, social safeguards and best practices; - Existing environmental policies, laws and legislation; environmental management committee	- Declining water in wetlands; - Deterioration of Water quality due to pollution; - Inadequate awareness; - Inadequate enforcement	- Monitoring and protection of wetlands; - Conservation of wetlands
Water catchments and sheds: Abundant water supply for various uses	- Agriculture; - Livestock; - Water and Energy - Housing and Urban Development	- Unprotected water catchments/sheds; - Poor water management committees	- Decentralization of water management to RLAs	- Climate variability and change affecting availability of water resource	- Sustainable water catchment/shed protection; - Water policy review giving more powers to the RLAs
Lakes, springs, rivers, streams, and dams	- Livestock; - Water and Energy - Housing and Urban Development	- Poorly managed	-	- Climate variability and change; - Pollution;	- Stocking of resource with varieties of fish
Renewable energy: Solar, wind, biogas, thermal, hydro potentials	- All sectors	- The Region has great potential for hydro, solar , wind, and biogas energy	- Formulation of policies and regulations to guide exploitation	- Inadequate resources; unmapped potential	- Setting up a conducive legal and regulatory framework
Favorable climatic conditions: Two distinct seasons with favorable temperature and rainfall	- Agriculture; Livestock; - Environment; - Transport	- Changing weather conditions	- Climate change adaptation and mitigation	- Reduction in crops yields and death of animals through spread of diseases	- Climate change adaptation and mitigation - Create and equip meteorological stations in all agro-ecological zones

Name of Natural Resource	Dependent Sectors	Status, level of utilization & scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
Protected area and Forest Reserves (Shrines and sacred forests) Wood (Plantations of indigenous and eucalyptus trees)	- Forestry and Wildlife; - Environment	- Poorly governed with no management plans - Forests covering a total area of 6,326.12km^2. - The main products from the forests are building materials and firewood for use by the local communities. In the Region tree farming is not used as a major source of income.	- Reforestation and biodiversity conservation; - Woodlots are common in parts of the councils. They are mainly used for domestic purposes and not exploited in commercial proportions. Conservation of the forest is also done	- Deforestation and loss of biodiversity - Inadequate resources; - Unmapped potential; - low awareness and community participation in conservation; - Inadequate enforcement of policies and laws	- Production of management plans - Management and control by the Ministry of forestry and wildlife; - Develop land use management and monitoring systems; - Developing an environmental and natural resources long term management master plan; - Enforcing existing environmental policies, laws and legislation; - Embrace agroforestry to increase tree cover
Abundant building materials: Laterite, stone, and sand	- Transport and Public works, - Housing and Urban Planning, - Water and Environment - Trade, - Industry and Tourism; - Finance and Economic Planning	- Poor methods of quarrying, sand, stone, laterite exploitation; - Workers are exposed to a variety of occupational health and safety hazards; - Illegal quarrying of sand, stone, and laterite exploitation; - Disused queries poses risks to the community	- Existing environmental and mining policies, laws and legislation; environmental management committee	- Poor management of disused quarries; - Inadequate awareness; - Inadequate enforcement; - Pollution and land degradation	- Rehabilitation of disused quarries as well as sand/stone/laterite pits; - Establish mechanisms for conservation of quality land for environmental conservation purposes; - Develop land use management and monitoring systems; - Developing an environmental and natural resources long term management master plan - Enforcing existing environmental policies, laws and legislation
Heritage sites.	- Trade, Industry and Tourism. - Finance and Economic Planning. Public Works and Transport. Land, Housing and Urban Planning - Water and Environment.	- Encroachment of sites; Poor road network; General neglect of the sites.	- Restoration and development of the sites to modern standards; Proper mapping and surveying of the sites.	- Uncontrolled human activities; - Inaccessibility to the sites	- Proper demarcation and surveying of the sites; obtained; Promote ownership by involving the community in the development of the sites
- Touristic Sites: Landscape, rivers, lakes, palaces; - Cultural Sites: Palace shrines and sacred forests.	- Tourism; - Water and Energy	- Unexploited touristic potentials	- Development of a touristic guide and map of the Region	- Poor accessibility to the touristic sites	- Creation of tourism boards at Divisional levels

Name of Natural Resource	Dependent Sectors	Status, level of utilization & scenarios for future	Opportunities for optimal utilization	Constraints to optimal utilization	Sustainable Management strategies
Subsoil mineral resource (Iron ore, bauxite, gold, diamond, salt, cobalt etc.)	Mines, industry and technological development	Unexploited	Mining of the resources by both local and foreign companies	Limited technical know-how	Mining laws revised to give powers to RLAs

Source: IDC, (RDP)-NWR 2022

Map 4.1: Summary of Natural Resources of the Region



4.2 Development needs priorities and strategies

This section gives a summary of the development needs, priorities and strategies/actions identified in the various sectors and during focal point meetings. The development priorities and actions are alingned to the NDS30, the SDGs, and the Africa Union Agenda 63; as well as strategies/actions identified in all the thirty four (34) Council Development Plans of the Region. The various sector strategies developed enabled the elaboration of the logical frameworks.

The sector classification identifies seven sectors that each cover a number of key ministries as indicated below:

- The **Social sector** regards social aspects excluding education and health. The sector covers: MINJEUN, MINAS, MINPROFF, MINSEP, MINAC, MINTSS and MINEFOP, MINAC.
- The **Education sector** comprises: MINEDUB, MINESEC, MINESUP, and MINRESI. Aspects relating to Vocational Training were also taken into account;
- The **Health sector** mostly concerns the Ministry of Public Health. The strategy of this sector has just been revised alongside the review of strategies;
- The **Infrastructure sector** comprises MINTP, MINEE, MINT, MINPOSTEL, MINHDU, and MINCAF.
- The **Rural sector** covers: MINADER, MINEPIA, MINFOF and MINEPDED, MINRESI.
- The **Industry and service sector** which includes: MINIMIDT, MINPMEESA, MINCOMMERCE and MINTOURL;
- **Governance sector** involves MINDDEVEL, MINFOPRA, MINAT, and MINJUSTICE.

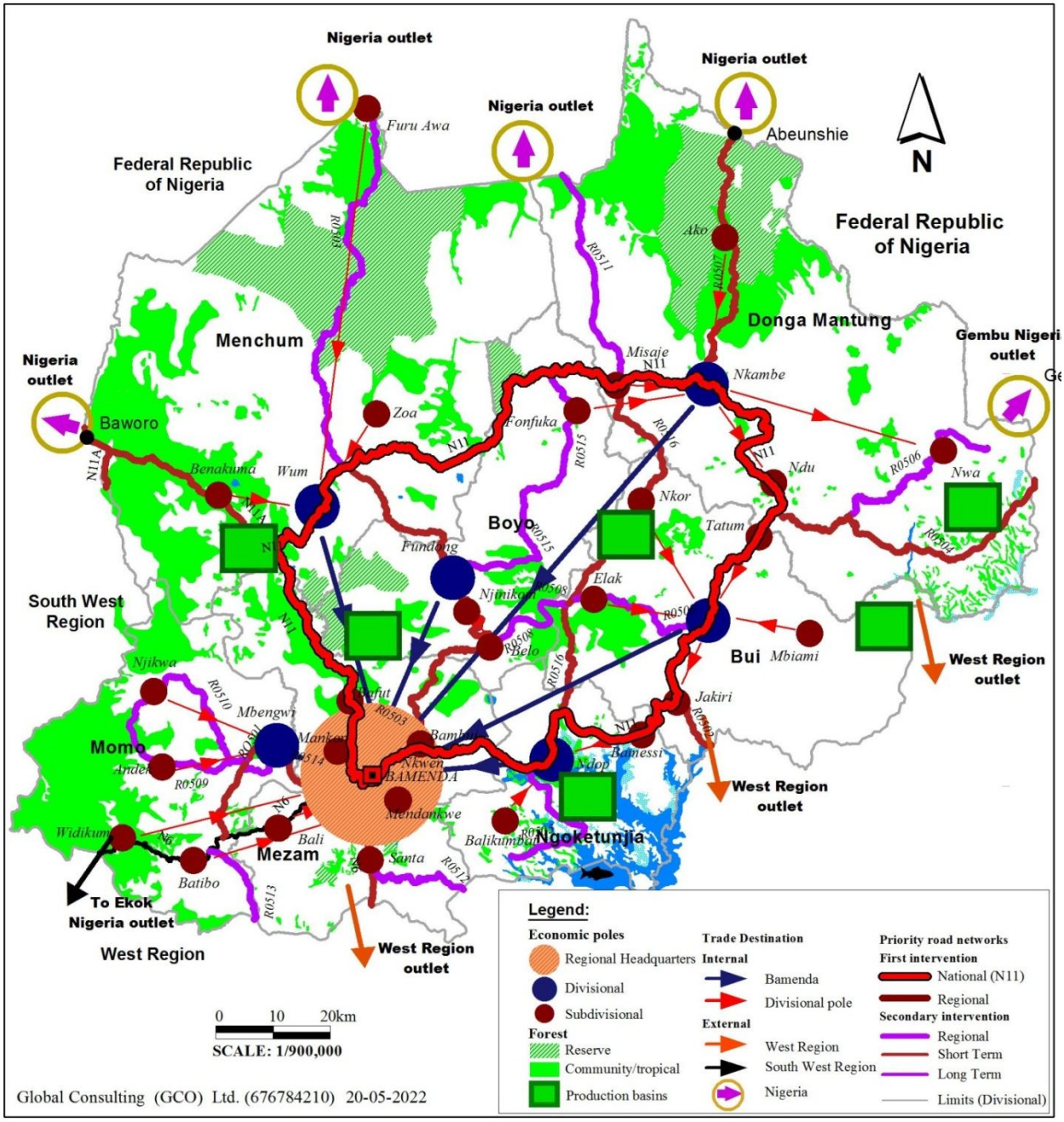
4.3.1 Development Option

4.3.1.1 Multi-polar development concept

The Region's development option is based on **"A multi-polar development, environment, nature protection and modernization of the urban areas, focusing on the development of all divisional and subdivisional headquarters as economic and sub-economic poles with various facilities and infrastructure, as well as the ambitious reorganization of a coherent road network, social services, agriculture, livestock, promoting internal and external trade, and making the Region a tourist destination'' see Map 2 below.**

The North West Region is already divided into divisions and subdivisions. Two types of zones are feature within this regional entity: the urban areas which consist principally of the Regional headquarters, the divisional headquarters and to a lesser extent some few subdivisional headquarters, then the rural areas which are the villages, agricultural and the natural environment.

Map 4.2: Multi-polar development of the North West Region 2022-2026



4.3.2 Vision of the Region and Strategic Orientations

Regional Vision
The vision of Region is to: "Rebranding the North West through economic empowerment for a healthy, skilled, ambitious and responsible citizenery; as well as re-establishing traditional authority, cultural values, and heritages in an enabling environment by 2030"

The objective of the Regional Development Plan (RDP) is to promote a coherent, harmonious and sustainable development of the region. This objective is divided into four components/strategic axes as seen in Table 4.2 below corresponding to the four technical programs.

Table 4.2: Strategic Objectives of the (RDP) North West Region

Components	Strategic Objective
Improvement of basic and social services component: **A socially fulfilling Region where life is good**	- Improve the quality of access to basic services (education, health, water supply, electricity supply, sanitation, drainage, etc.); - Reduce spatial inequalities; - Promote better residential attractiveness of the region. - Improve access and equity at all levels of education; - Quality and relevance; improve the quality of learning paying particular attention to the socio-economic environment; - Governance and management; improve the governance and management of the sectors focusing on decentralization, - Improve the supply of urban facilities and services as well as ensure their spatial distribution.
Promotion of economic development and environmental protection components: **A real agricultural pole nourishing all the surrounding areas and improve the resilience of the region to natural hazards and anthropogenic threats**	- Develop the agricultural sector as a strong economic component of the region; - Ensure mastery and coherence of major transport infrastructure and economic activities (commercial areas, business parks, tourist sites, ...); - Promote the development of diversified economic activities that create jobs (peri-urban agriculture, agro-industry, industrial activities, businesses, financial activities, artisanal activities, ecological tourism ...). To ensure sustainable development, the RDP integrates a set of measures to: - Pay particular attention to waste and its effective management; - Minimize pollution and environmental degradation ; - Reduce the effects of environmental threats; - Protect and highlight the hydrological network; - Preserve natural areas (rivers, wetlands, escapements, green areas, mountain forests.
Promotion of Culture, Sports and Support to Youths: **To accompany the development of Citizenship, Culture, Sports and support to Youths**	- Organization at local level of cultural days, traditional festivals and artistic competitions in national languages - Organize and animate cultural and local artistic activities - Create and manage socio-cultural centers and public libraries, - Assist local sports associations and organize competitions, - Support youth employment
Support Program - Governance and Administration **Improve management of assets, material and human resources**	- Improve management of assets and material resources, - Improvement of working environment, - Development of human resources, - Development of communication and public relations

Source: IDC, (RDP)-NWR 2022

4.4 Health

Introduction

According to the Strategic Plan (2015 – 2017) of the North-West Regional Fund for Health Promotion and RDMINSANTE-NWR, the Region is divided into 20 Health Districts and 235 Health Areas. The region has one Regional Hospital at the regional headquarter, Bamenda, 17 District Hospitals, 26 Subdivisional Hospitals, 181 public Integrated Health Centres (IHC), 82 private health centres and 17 private pharmacies. The hospital bed ratio was about 1 to 1,000 which does not permit a good health care of admitted patients.

The ratio of population per public Integrated Health Centre is 11,931, ratio at Subdivisional hospitals is 98,157, ratio at District Hospital is 134,967 and ratio at District Health Service is 119,970, which makes for an unequal distribution throughout the region. Mezam Division has the highest number of health establishments due to its high urbanization with towns like Bamenda, Bali, Bafut, Santa, Bambui and Bambili. Private clinics exist and despite the expensive cost for consultation, many patients prefer to go to these clinics and meet renowned specialists, some of whom are retired state workers. They are sure of quality service and benefit from short queues. Healthcare infrastructure is inadequate in Menchum and Ngoketunjia divisions. Several health establishments have medical laboratories and pharmacies. The laboratories, theatres and labour rooms in most of the district hospitals and health centres are neither well-constructed nor equipped. There is an urgent need for more and better equipped health establishments. There are mortuaries in five divisions owned by the state and some confessional bodies. Donga-Mantung and Menchum divisions do not have mortuaries.

Sector development challenges
The challenges encountered in the development of this sector includes inequitable distribution of the available human resource coupled with shortages of skill mix in health which has hampered effective service delivery; persistent inequalities in access use and financing of services; new and reemerging health conditions; changing social behavior which leads to new risks; HIV and non-communicable diseases that have put a strain on the health systems, leading to reduced motivation of staff.

Objectives:
- Eliminate communicable conditions
- Halt and reverse the rising burden of non-communicable diseases
- Reduce the burden of violence and injuries
- Provide emergency, referral and rehabilitative services
- Provide essential healthcare
- Minimize exposure to health risk factors
- Strengthen collaboration with health-related sectors

The following are strategies to achieve the strategic objectives:
- Efficient service delivery system that maximizes health outcomes
- Comprehensive leadership and governance that delivers on the health agenda
- Adequate and equitable distribution of human resources
- Adequate finances mobilized, efficiently allocated and utilized, with social and financial risk protection assured
- Adequate health information, for evidence based decision making
- Universal access to essential health products and technologies

Sector Vision: A leading Region with a healthy and productive community providing affordable health services
Sector Mission: To provide the highest attainable standards of quality, responsive and comprehensive health care services to all citizens through innovative, efficient and effective health systems.

The Health sector components
The health sector has been divided into three vertical components which are:
a) **Health promotion:** is the process of empowering people to increase control over and improve their own health.
b) **Disease prevention:** The reduction of transmissible diseases is linked to the reduction of their major risk factors such as access to safe drinking water, hygiene and sanitation of the immediate environment.
c) **Case management:** treats two issues communicable and non-communicable diseases,

Crosscutting components comprising:
a) Health system strengthening component: this component consists of six pillars, which are: health financing, service delivery, health human resources, health information and research, pharmacy and medicines, and governance and leadership;
b) Governance and strategic management: treats legislative and regulatory framework, audit and internal control, the fight against corruption and accountability, social control and management.

Vision: Cameroon, a country where universal access to quality health services is ensured for all social strata by 2035, with the full participation of communities.

Mission of the sector:
According to Decree No. 2018/190 of 2 March 2018 to organize the Government, amending and supplementing Decree No. 2011/408 of 9 December 2011xxvii, and in accordance with Decree No. 2013/093 of 3 April 2013 to organize the Ministry of Public Health, MINSANTE is responsible for the formulation, coordination and monitoring and evaluation of the national health policy in Cameroon

These strategic priorities, aimed at overcoming identified challenges, are expected to increase:
- Increase population living within 5kms of health facility;
- Increase immunization coverage;
- Increase eligible HIV clients on ARV;

- Increase the HIV+ pregnant mothers on preventive ARV;
- Increase deliveries conducted by skilled attendants;
- Increased number of women screened for cervical cancer;
- Increased number of women receiving family planning;
- Reduce facility based maternal deaths;
- Reduce facility based under five deaths;
- In line with vision and objectives, projects will be developed in the following areas:
- Strengthening health systems leadership and governance;
- Organization of health service delivery systems;
- Strategic management of Human Resources for Health;
- Strategic management of essential medicines and medical supplies;
- Strategic management of health infrastructure Strategic health care financing;
- Development of an integrated health management and information systems; and
- Strengthening the delivery and coordination of nutrition interventions.

Sector development needs, priorities and strategies

In order to improve on the achievements at the Regional level, the following priorities and strategies as seen in Table 4.3 below will be carried out.

Table 4.3: Development needs, priorities and strategies in the Health Sector for the period 2022-2026

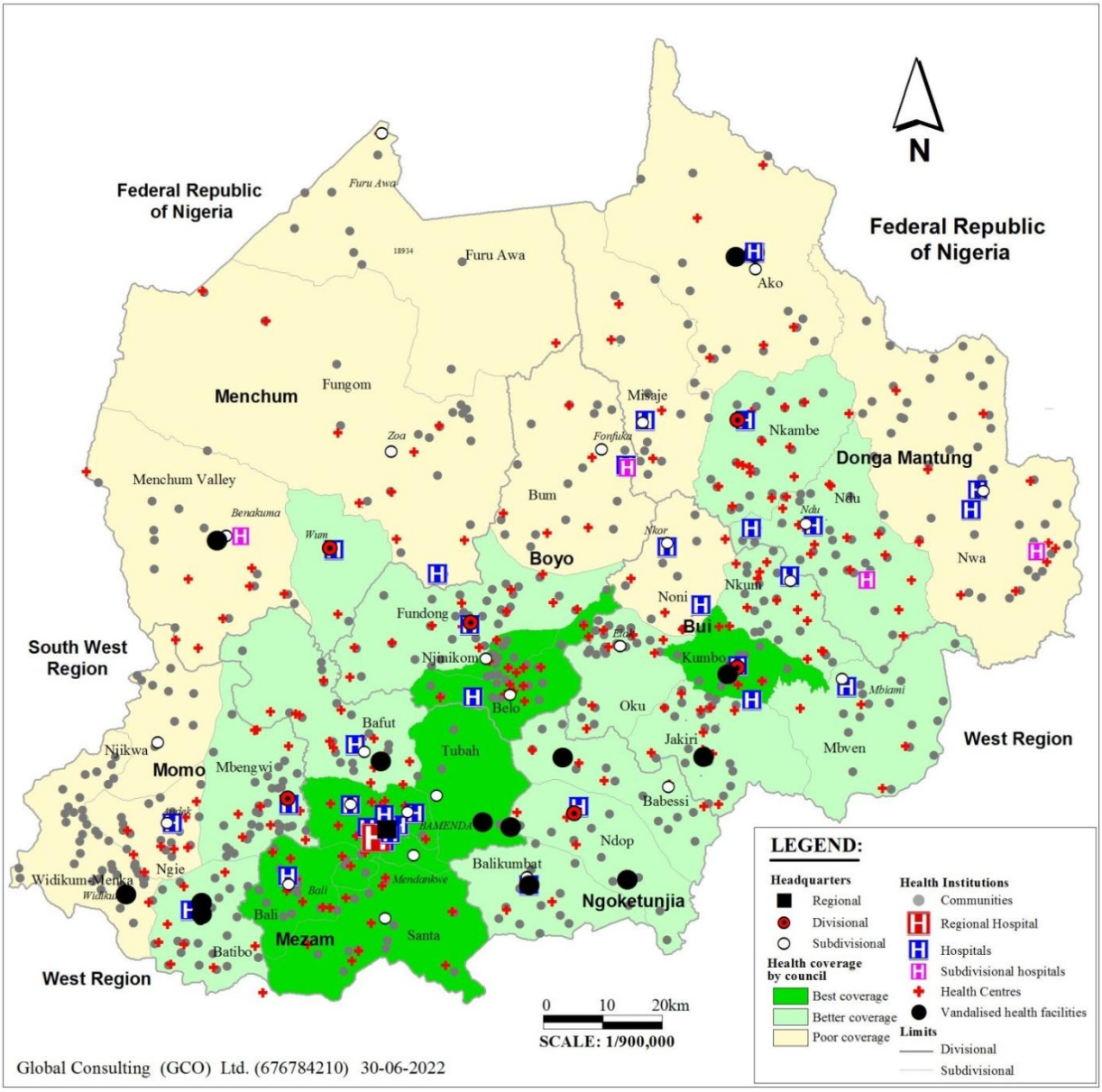
Development needs	Priorities	Strategies/actions
Health Promotion and nutrition	Increase post natal care (delivery and postnatal care)	Sensitization of pregnant women on the neccisity of clinical attendance/postnatal checkup during gestation period of pregnancy in (20) HDs of the Region
	Improve on vaccination coverage in rural areas from 68% to 80% coverage	Sensitization on the merits of vaccinations for good health and timely supply of vaccines in (20) HDs of the Region by 2026
		Ensure wide coverage of vaccinations through campaigns and timely supply of vaccines in (20) HDs of the Region by 2026
		Ensure all age under 5 years receive measles vaccines for by 2026
	Increase in births attended by skilled personnel (19 per 10,000 national) 2019 baseline	Recruit (5) skilled health personnel per (20) HD to meet acceptable personnel/patient ratio from the 23.8 per 10,000 as of (2019) baseline
		Improved multi-sectoral coordination in the implementation of health promotion and nutrition actions in 34 (Subdivisions) by 2026
	Improve the living environment of populations in at least 70% of Health Districts in the Region (NDS30)	Improve environmental health (water, hygiene and sanitation) by 40% in (20) HDs by 2026
	Develop promotion actions in at least 80% of Health Districts to strengthen the health-promoting skills of individuals and communities	Carry promotion of good eating and nutritional habits for (20) HDs for 5years
		Increase children's nutritional status per HDs of the Region
		Fight against smoking, alcohol abuse and the use of illegal substances, (modifiable risk factors for non-communicable diseases).
	By 2026, make 75% of families to adopt essential family practices including family planning	Intensify campaigns on use of modern methods of Family Planning (FP) and the use of contraceptives in (20) HDs of the North West Region

Development needs	Priorities	Strategies/actions
Disease Prevention	By 2030, reduce by at least 30% the incidence, prevalence of major communicable diseases (HIV, malaria and TB) and eliminate some NTDs (lymphatic filariasis and HAT)	Improve prevention/ intensify sensitization on HIV/AIDS, tuberculosis, STIs and viral hepatitis with priority given to the most vulnerable groups
		Intensify campaigns for the use of mosquito treated nets ITN, environmental hygiene around households
		Increase the prevention of NTDs and other communicable diseases
	Reduce in at least 90% of Health Districts, the risk of major public health events and diseases with epidemic potential, including zoonotic diseases	Improve the prevention of diseases with epidemic potential (DWEPs) not covered by the expanded vaccination programme (EVP).
	Increase by at least 80% the coverage of high impact prevention actions for mother, newborn and child targets in at least 80% of HDs	Improve the coverage of MNCAH actions
	Reduce by at least 10% the prevalence of major non-communicable diseases (diabetes and hypertension)	Strengthening the coordination and integration of NCD prevention actions
		Strengthening the prevention of sickle cell disease and other genetic and degenerative diseases
Case Management	Provide standard curative care for communicable and non-communicable diseases and their complications in at least 80% of health facilities	Improve the quality of care and health services in health facilities
		Improve diagnosis and curative management of HIV/AIDS, TB, STIs and viral hepatitis,
		Improve diagnosis and management of malaria and the main causes of fever (Dengue, Typhoid, Flu, etc.).
	Provide comprehensive maternal, newborn child and adolescent healthcare according to standards in at least 80% of health facilities	Improve the availability and geographical access of services to prevent the vertical transmission of HIV and viral hepatitis B from mother to child (in all health facilities)
		Capacity building of MNCAH providers in health facilities and at the community level (in 20 HDs)
Strengthening the Health System	Ensure the harmonious development of infrastructure, equipment and the availability of healthcare and service packages according to standards in at least 80% of 3rd, 4th, 5th and 6th category health facilities	Improve infrastructure offer (construction /rehabilitation /expansion of health structures according to standards),
		Reconstruct destroyed and burnt health institutions due to socio-political crises in the region
	Increase by 50% the availability and use of quality drugs and other pharmaceutical products in all health districts	Strengthen mechanisms for quality assurance and availability of drugs and other pharmaceutical products
	Increase according to prioritized needs, the availability of Health human resources in at least 80% of HDs	Recruit health personnel in needy health facilities to meet acceptable personnel/patient ratio
Management and Governance	Strengthen planning, supervision, coordination, policy and health monitoring at all levels of the health pyramid	Strengthen devolution and decentralization
		Increase share of health budget to 10% of the state budget annually within the medium and long term

Development needs	Priorities	Strategies/actions
Ameliorate the management, governance and control of the health system	Full transfer of resources relating to investment and the wage bill of health to RLAs	Effective management of investment budget for health managed by RLAs

Source: IDC, (RDP)-NWR 2022

Map 4.3: Health Facilities within the Region



4.5 Education

a) Organization of the Educational System

The Cameroonian educational system, born out of a double Anglo-French heritage is varied and multifaceted. In addition to its linguistic duality and modalities (English in the North West and South West Regions and French in the other eight Regions), is the diversity of the teaching orders. Thus, on the one hand, there is the Public, Lay Private and Confessional sector. The public sector is managed by the state, Lay Private sector by individuals and Confessional by Religious Bodies (e.g Catholic, Presbyterians, Baptist, Islamic, Full Gospel). In the midst of this diversity, supervision of the education system is done and regulated by the state through its central and external services.

In the midst of this diversity, the supervision of the Cameroonian educational system is done by the State. By way of legislation or regulation, the state,

- Defines the system of education;
- Decides on the programme contents and textbooks used;
- Fixes the creation, opening, functioning and financing modalities of both schools and private training institutions;
- Decides on the systems and evaluation modalities of pupils and students, organizes all national official examinations, and draws up the academic calendar for the entire country;
- Controls private training schools and institutions.

In short, the state is the main organizing institution of the educational system. Through its orientation and decisions, it influences educational demands and supplies more than any other agent or institution.

b) Structure of the educational system

It should be noted that the Anglophone subsystem is mainly based in the North West and South West Regions. Just like there are Anglophone schools in other parts of the French-speaking Regions, so too there are Francophone schools in all divisions of the North West Region. Higher education is practiced in all the ten Regions following the recent opening of universities in Bertoua, Garoua and Ebolowa. There are equally a number of private universities, polytechnics, higher institutes both in the North West Region and other regions of Cameroon.

In addition to higher education, which is common to both subsystems, each subsystem is composed of five levels of education: Pre Nursery, Primary, Post Primary, Secondary and Tertiary. The first level is the nursery which goes for 2 years, and the primary level is 6 years in both subsystems.

Although the length of time at the secondary for both subsystems is 7 years, each subsystem is segmented differently into sub-cycles (5 years for the first cycle and 2 years for the second cycle in the Anglophone subsystem; 4 years for the first cycle and 3 years for the second cycle in the Francophone subsystem).

The implementation of the 1998 Law on Orientation enabled the harmonization of the length of the cycles in both subsystems. Technical Education is divided into two cycles of 4 and 3 years respectively. Post-Primary Education is in charge of taking care of a number of pupils from the primary for two years. The BEPC marks the end of the first cycle in the Francophone subsystem while the General Certificate of Education Ordinary Level (GCE O/L) marks that in the Anglophone subsystem. On the other hand, the Baccalauréat marks the end of the second cycle in the Francophone subsystem while the General Certificate of Education Advanced Level (GCEA/L) marks that in Anglophone subsystem. While access into the tertiary is free for holders of the Bacalauréat and the GCE A/L, into public service training institutions (and into some private institutions) is subjected to an entrance examination. As concerns vocational training, MINEFOP is organized into central services, and decentralized services up to the divisional level. It includes Rural Artisan/ Home Economics Centres (RA/HES/SAR/SMS), Intensive Vocational Training Centres for Office Clerks (IVTC-OCs), Industrial Trades Training Centres (ITTCs), Trades Training Centres (TTCs), Sector Vocational Training Centres (SVTCs), and Advanced Vocational Training Centres (AVTCs) both public and private. At the end of the 12months and above training course, a skilled Certificate or National Diploma (ND) is awarded through a success in the national examination.

As concerns vocational training, the sector is not yet well organized. A profound and methodical reflection is on the way which will enable the sub-sector to acquire a real mechanism for information, coordination.

c) National Education Wide Policy

The development of the education sector has to be supported by an increase in public resources allocated for education. The government's political impetus stems from the fact that all over the world, the strongest added values depend on the techniques put in place for production and exchange, which makes of knowledge an essential resource, a decisive comparative advantage in the competition of major contemporary economies.

The challenge is thus to put in place an educational system with the assistance of technical and financial partners. Such a system will take into consideration, and will anticipate, the needs of the national economy.

The present sector wide approach is thus:

- A framework that integrates educational development actions in relation to the objectives of national development;
- A framework for consultation with the civil society and partners in development;
- A framework for the coordination of government action and for external support, in particular that from the Fast-Track Initiative;
- A framework for financial coherence and for a medium term budgeting;
- A framework for defining and organizing the analytical works to clarify the development of the sector.

Sector development challenges

Several institutions provide education services to the population of the North West Region. The state is the main institution in terms of coverage, number of schools, number of pupils and students. Confessional groups like the Catholics, the Presbyterian, the Baptist, Moslems and some Pentecostal churches also provide education. Added to the abovementioned institutions are private education service providers. The national education policy structure is subdivided into basic education, secondary education and higher education. Basic education involves the nursery and primary schools; secondary education involves the secondary and high schools while higher education involves the universities and other training institutions of higher learning. All of these sectors operate in the North West Region.

Because of the high population in urban and semi-urban areas, the creation and infrastructure investment in schools favors these areas. The further the distance away from the urban areas the fewer the schools created and the poorer the infrastructure. It should be noted that the population density, number or concentration vary a lot between the urban and the rural areas and so is the demand for education services between the urban and the rural areas. The creation of schools and investment in infrastructure for example is superior in Bamenda, the regional headquarter, and in Ndop, the divisional headquarter of Ngoketunjia than in Nwa, Furu Awa and Njikwa. The two sub-systems of education, the Anglophone sub-system and the Francophone sub-system operate in the North West Region with concentration at some divisional headquarters.

In order to improve on the achievements at the regional level in the basic, secondary and higher education domains, the strategies took as a basis the following:

Access: Increase access and equity to education while eliminating disparity

- **Equity:** With regard to equity, significant local disparities still exist in the provision of educational structures and teaching staff. Nursery and Primary levels are particularly affected;
- **Geographical disparities:** The regional development plan endeavours to reduce the gaps of the least favoured localities;
- **Improving textbook policy:** the plan proposes the availability of textbooks and reducing the costs of and access to textbooks;
- **Quality of the education and training system:** The quality of the education and training system, employability, entrepreneurship, contents and quality of education provided do not always match up with the demand for the productive system in terms of manpower.
- **Governance**: Improve the management and control of the educational system

Vision

To develop and promote the full potentials of the Region's children and youths to become competitive, competent, responsible and productive citizens in all spheres of life by offering quality educational related services for sustainable socio-economic insertion and development.

Strategic Objectives

- To improve the transition rate from home to nursery, from nursery to Basic Education, from Basic Education to secondary and from secondary education to Tertiary and from Tertiary into the global economy;
- To restore the role of the parents as the primary stakeholders in education and child care in partnership with children, teachers and care givers;
- To improve the quality of care for every child by raising the standard of education qualification, skill, attitudes and values in teaching and learning across all levels and sectors of education;
- To increase financial, technical and human resource annually;

- A multi-sector approach to dignified care and safety for children; and
- To improve exposure and access to information in order to inspire transformation, create international thinking and establish global networking opportunities
- Extend access to education while correcting the disparities
- Ameliorate the efficiency and quality of education
- Develop an efficient partnership with different stakeholders of the social groups
- Improve the management and control of educational system
- Increase Employment, Literacy and Vocational Training opportunities in the Region
- To improve on retention rate
- To improve on completion rate
- To improve on success rate
- To promote the spirit of excellence through Excellence Awards at council level

Sector development needs priorities and strateties

In order to improve on the achievements at the Regional level, the following priorities and strateties in Table 4.4 below will be carried out.

Table 4.4: Development needs, Priorities and Strategies for Education wide sector

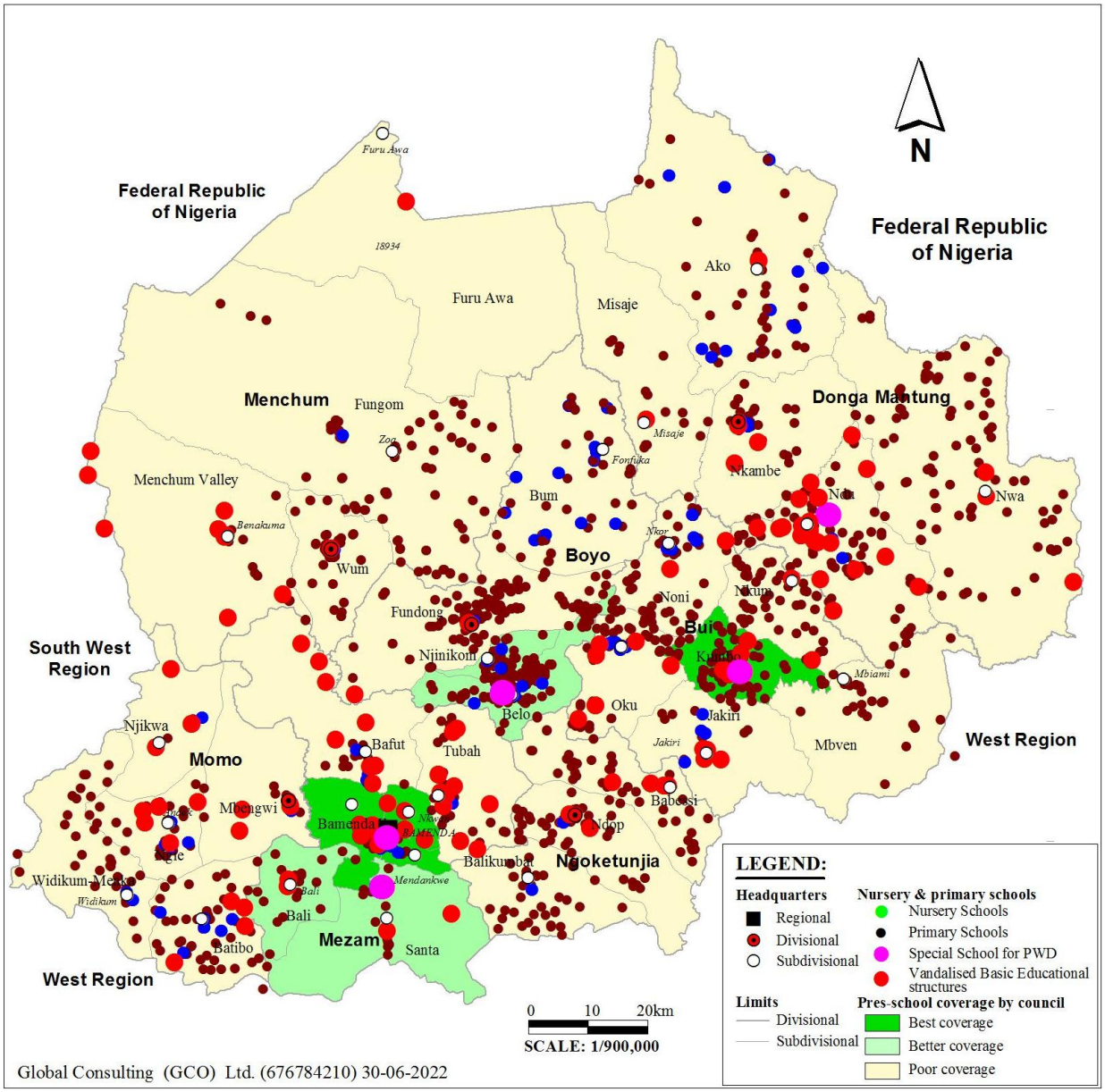
Development needs	Priorities	Strategies/actions
Increase access and equity in education while eliminating disparity	Develop the training of the young child	Construct/rehabilitate (49) existing nursery schools in the Region
		Create, construct and equip (16) Nursery Schools within the Region particularly priority zones
		Provision of equipment (hexegonal tables and chairs) in (24) existing public nursry schools within the Region by 2026
		State subventions to private/lay private and councils to take care of structures charged with the education of pre-school children (34) councils of the Region
	Increase access to primary education	Construction facilities (VIP toilets) in 591 public primary schools in the North West Region
		Sink boreholes (water point) in (591) public primary schools in the North West Region
		Construction of (50%) of needed 4,853 (classrooms blocks) in public primary schools by 2026 within the Region
		Recruitment of new teachers for primary and nursery education
		Re-construct destroyed/burnt (144) primary schools due to socio-political crises in the Region
	Increase access to secondary general education	Provision of infrastructure (classrooms) in secondary general education in priority Councils
		Provision of (80) libraries infrastructure in public secondary general education in priority Councils
		Provision of (161) ICT centres equiped with computer/assessories in secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026
		Provision of (80) Science laboratories in secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026

Development needs	Priorities	Strategies/actions
		Construction of (domestic science blocks) in (161) secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026
		Recruitment of teachers for secondary general education in priority (Councils) areas
		Reconstruct (264) destroyed and burnt secondary schools due to socio-political crises in the region
		Provision of infrastructure (classrooms which are accessible to students with impairments and can accommodate the evolution in technology in priority councils by 2026
		Construction of (07)inclusive education resource centres in divisional headquarters to care for learners with impairments by 2026
		Provision of WASH facilities(water points, VIP toilets, refuse pits, in (200)schools by 2026
		Provision of solar systems to(175) needy schools in priority divisions /councils (Boyo, Donga Mantung, Menchum and Momo by 2026
		Construction of(28) fences around schools with huge number of students by 2026
		Provision of (120) surveillance cameras to schools by 2026 to enhance the fight against violence and drugs in the school ilieu.
	Increase access to secondary technical education	Provision of (35) library infrastructure in public technical education colleges in priority Councils
		Provision of (70) ICT centres equiped with computer/assessories in public technical colleges in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026
		Provision of (35) Technical workshops in public technical colleges in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026
	Increase access to vocational training	Rehabilitate and equip (31) destroyed/vandalized vocational training centres within the Region
		Promote partnership with foreign partners to improve the sector for the promotion of competent skills for employment within the Region.
		Provision of scholarships training and startups to trainees for self-employment.
		Develop the skills of people seeking vocational qualifications or retraining in line with the needs of the economy and job markets.
		Increase the supply of vocational and technical training and direct it primarily towards promising sectors of the economy and structuring projects
	Increase access to higher education	Creation of (03) UBa university campuses within the Region (Vetrinary-Mankon, Agriculture-Nkambe, IRAD-Mankon)
Develop an effective partnership	Define and promote a partnership with private sector	Provision of incentives (subventions and diverse assistance) to the private sector for the creation of training institutions (nursery, secondary, professional and higher education)
Ameliorate the management, governance and control of the	Full transfer of resources relating to investment and the wage bill of primary and	Effective management of investment budget for basic education managed by RLAs (5%)

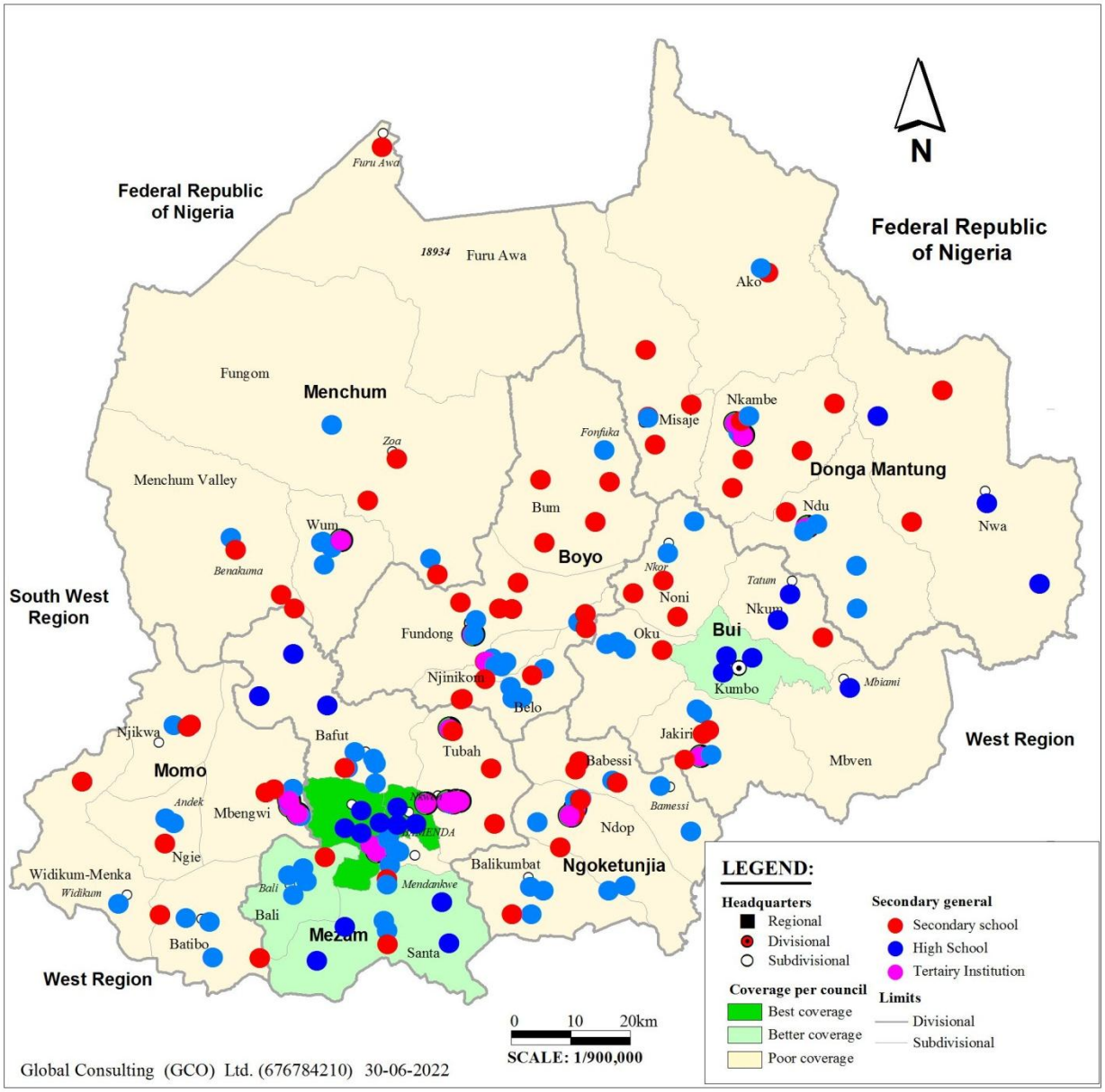
Development needs	Priorities	Strategies/actions
educational system	secondary school teachers to RLAs (5%)	

Source: IDC, (RDP)-NWR 2022

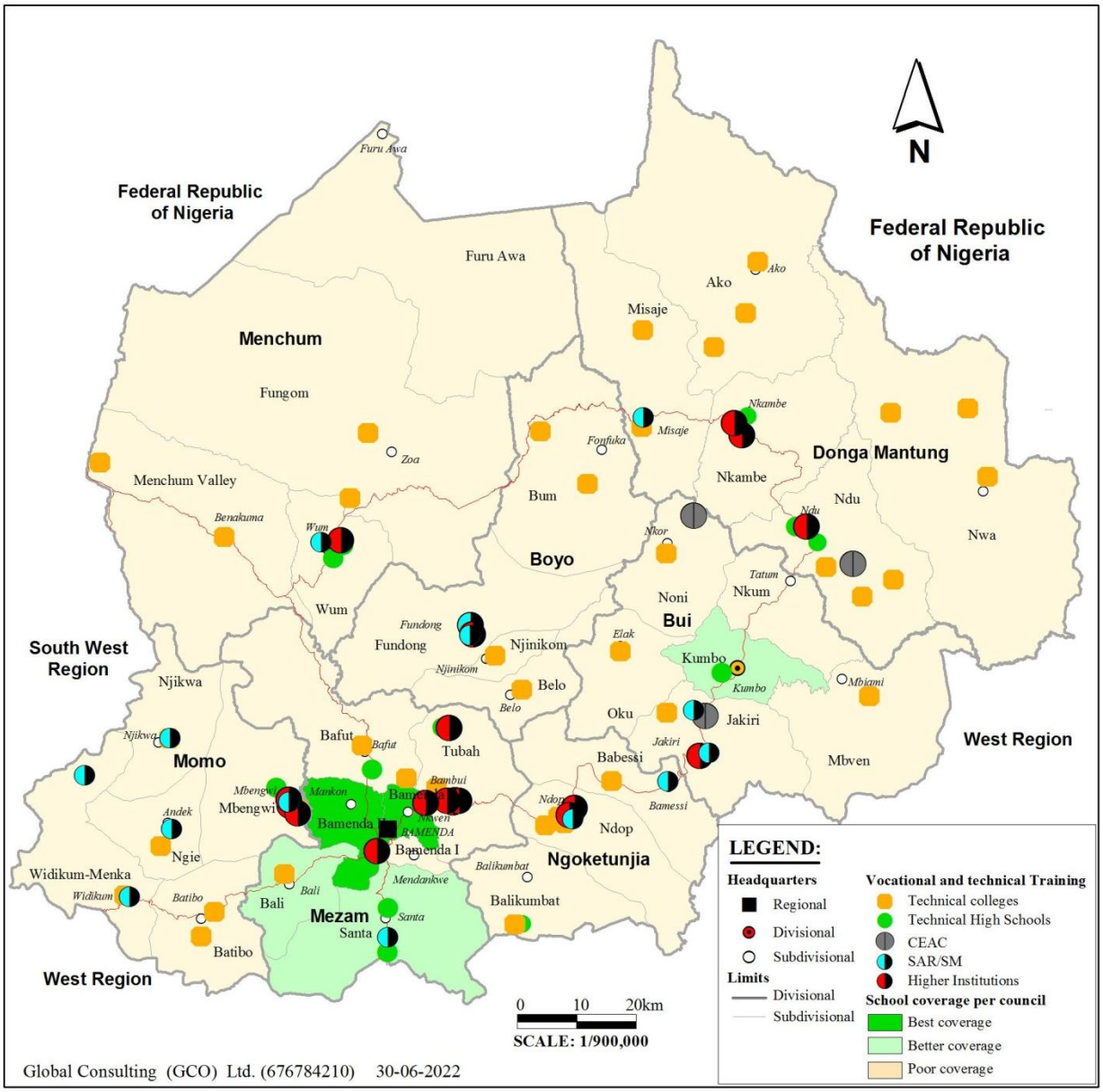
Map 4.4: Basic Education Instituions in the Region



Map 4.5: Secondary general and High Schools



Map 4.6: Vocational and Technical Training



4.6 Social sector

Social Affairs

Introduction

The sub-sectors that fall within the Social Sector are; Social Affairs, Women's Empowerment and the Family. Because of their percularity, other sub-sectors such as Acts and culture, Sports and Physical Education and Youth and Civic Education weretreated individually.

In Cameroon, the social protection system is still embryonic. Despite the existence of a dedicated legal and institutional framework, interventions are sparse in the areas of social security, social transfers, social action, gender promotion, and communication for social development.

With the aim of strengthening the social presence of the State and promoting the well-being of the most vulnerable populations, Government intends to consolidate achievements and extend the scope of social protection to the greatest number.

Sub sector mission: To formulate, mainstream and implement responsive programs through coordinated strategies for sustainable and balanced socio-economic development of the Region and empowerment of disadvantaged groups.

Goals:

- Social transfers: Enhancement of non-contributory systems
- Social insurance: Enhancement of contributory schemes and extension of social security;
- Social action services: Protection and promotion of groups with specific and temporary vulnerabilities;
- Promoting and Economic Integration of Vulnerable People;
- Support measures: To strengthen the legal framework for social security and improve its implementation

Objectives

The general objective is to expand social protection coverage for the population, particularly for the most vulnerable persons, with emphasis on the development of an integrated system. While specifically, the objectives are to:

- Strengthen the human capital of vulnerable populations by improving their access to basic social services and to basic needs;
- Guarantee social and health coverage for all segments of the population, particularly for the most vulnerable persons;
- Improve access to social services for groups with specific and temporary vulnerabilities;
- Improve access to economic activities for specific vulnerable population

Sector development needs priorities and strateties

In order to improve on the achievements at the Regional level, the abovementioned priorities and strategies will be elaborated upon in greater details in Table 4.5 below.

Table 4.5: Development needs, Priorities and strategies for the Social Affairs

Development needs	Priorities	Actions
Social transfers: Enhancement of non-contributory systems	Strengthen the human capital of vulnerable populations by improving their access to basic social services and to basic needs	Diversification, strengthening and extension of direct transfer programs (cash/in-kind).
		Enhancement and expansion of indirect transfer mechanisms
		Extension of the personal scope of social security
Social insurance: Enhancement of contributory schemes and extension of social security	Guarantee social coverage for all segments of the population, especially the most vulnerable persons persons (for the Ministry of Labour and Social Security)	Extension of the material scope of social security: Setting up of a system for universal health coverage
Social action services: Protection and promotion of groups with specific and temporary vulnerabilities	Improve access to social services for groups with specific and temporary vulnerabilities (Indigenous Persons, persons living with disabilities, elderly persons, orphans and vulnerable children, IDP, returnees and victims of disasters)	Support for risk prevention, crises/disaster management and assistance to the most vulnerable people
		- Diversifying and expanding training, supervision and economic insertion programs for vulnerable populations - Enhance access to education for Mbororo Children. - Civil Documentation (birth certificates and ID cards to vulnerable children and youths. - Promotion and protection of the rights of specific vulnerable groups through sensitization campaings, workshops, radio programs and advocacy meetings (Persons living with disabilities, children and elderly persons). - Vulgarise the educational Inclusion and Economic Integration of people, children and youths with disabilities. - Enhance economic assistance to victims of security crisis and natural disasters for their rapid

Development needs	Priorities	Actions
		return to normal living conditions
	Psychological first aid and psychosocial support to specific vulnerable groups	- Psychological first aid to victims of disaster. - Psychosocial support to vulnerable persons.
	Medical support to needy patiens	Medical support to needy persons
Promoting Economic Integration of Vulnerable People	Improve access to economic activities for vulnerable populations	- Reinforcing and intensifying High Intensity Labour Force (HIMO) approaches as social protection measures for vulnerable people - Enhance economic empowerment to these target population (Indigenous Persons, persons living with disabilities, elderly persons, orphans and vulnerable children, IDP, returnees and victims of disasters) through vocational training and provision of start up kits. - Material assistance to specific vulnerable groups (indigenous persons, children, persons living with disabilities, older persons and IDPs).
		Strengthening solidarity mechanisms for former athletes, football players, and artists (for the Ministry of Sports and Physical Education).
Support measures: To strengthen the legal framework for social security and improve its implementation	Strengthening the legal framework for social security (for the Ministry of Labour and Social Security)	Upgrading the legal framework for social safety and the implementation primary actions (popularize all the international and national texts on social security among the various actors in the field
		Improve the technical abilities for conceptualisation and Implementation of the various social safety, mechanisms and measures
		Upgrading of analytical data in order to better target the, neediest population
		Improvement of communication and social mobilization measures with a view to communication for development
		Strengthening partnerships around social safety order to promote the coordination of approaches and the effectiveness of programs.
Ameliorate the management, governance and control of the social system	Full transfer of resources relating to investment and the wage bill of social affairs to RLAs	Effective management of investment budget (15%) for social affairs managed by RLAs

Source: IDC, (RDP)-NWR 2022

4.6.1 Women's Empowerment and the Family

- **Gender Situation**

Cameroon's current national development policy is the "Vision 2035" strategy. Its fundamental values are democracy and unity in the diversity, not only about gender but also about ethnic groups, regions, languages and religions.

According to the National Gender Policy Document 2011-2020, gender situations in Cameroon vary by Regions, ethnic groups or religions, there is a persistent value of gender division of labour in which men take the productive and public roles and women take reproductive and domestic roles. Traditionally, women's life is mainly in the domestic sphere and they are not present much in the public sphere. Women marry early: about 50% of women get married by the age of 17 or 18. Bearing children is considered as the most important role of women, and it leads to the high fertility rate. Women in the rural areas and those with only basic education tend to keep traditional values.

The National Gender Policy Document explains that the perceptions about the roles, attitudes and behaviours of men and women in Cameroon have evolved with the change of the times. At the same time, it points out the differences between women in the cities and those in the rural areas, and between those with high educational attainment and those with only with basic education. Women in the rural areas and those with only basic education tend to keep traditional values.

Women and men are on more equal terms in the towns than in rural areas, but the perception of gender division of labour, in which a man is the main breadwinner and the woman takes domestic responsibilities is quite strong in the rural areas. Kindergartens are not common options among modest families in the towns, and children are taken care of by the family, especially parents of the mother while she works.

The participation rate of women in the labour force is high and they contribute to household income. However, women's work tends to be undervalued as it is perceived as supplementing the income of the husband, regardless of actual content of the task or income.

- **Promotion of gender and equity**

With regard to the promotion of gender, several actions have been carried out by the Government during the implementation of the Growth and Employment Strategy Paper (GESP). These include:

- Drawing up a National Gender Policy (NGP) document,
- Formulation of gender issues in ministerial strategies and budgets;
- Creation of a large number of projects and programmes for women at national and local levels;
- The implementation of various activities to promote women's rights.

Despite these efforts, gender issues remain a cause for concern. Indeed, while the gap in primary school attendance has decreased considerably (83.5% for girls and 87.3% for boys in 2014), disparities persist in the area of employment where the gap between underemployment of men and women was 19.3% in 2014. These gaps are even wider in politics where the proportion of women mayors, for illustrative purposes, is only 8%.

For the period 2020-2030, the Government will:

- Continue its policy of equitable access for girls and boys, men and women to education, training and information;
- Strengthen programmes designed to encourage women and youth entrepreneurship; and
- Intensify consultations with the banking system to open up credit to this segment of the population;
- Step up measures to combat gender-based violence (GBV); and
- Enact principles to ensure greater representation of women and youth in public and political life and
- Continue strengthening the institutional framework for the promotion and protection of women's rights.

Vision

The National Gender Policy Document 2011-2020 was developed based on the country's long-term development plan called the 'Vision 2035' strategy. The Vision declares that its principles are unity in the diversity, as well as equal rights and equal participation of women and men in development. The National Gender Policy Document is based on the principal value of equality, equity, social justice, and good governance,

Sector Mission: To formulate, mainstream and implement responsive programs through coordinated strategies for sustainable and balanced socio-economic development of the Region and empowerment of vulnerable and marginalized groups.

Sector development needs, priorities and strateties

In order to improve the achievements at the Regional level, the following priorities and strateties as seen in Table 4.6 below will be carried out.

Table 4.6: Development needs, Priorities and Strategies for Women's Empowerment and the Family

Development needs	Priorities	Actions
Education: Promote gender equality and empower women	To ensure equal access of women and men to education, training and information.	- Change the attitude towards girls' education in the family and the community, - Reduce drop-out of girls, - Reduce women's illiteracy rate - Improve women's access to information and communication technology (ICT).
Health: Reduce child mortality, improve maternal health, combat HIV/AIDS, malaria and other diseases and ensure environmental sustainability	To improve women's access to health services especially reproductive health.	- Reduce the ratio of maternal mortality - Reduce women's HIV prevalence rate - Enhance measures against sexually transmitted diseases among pregnant or young women, - Enhance health and sanitary education for women, - Reduce maternal mortality due to malaria by two thirds, - Improve prevalence rate of contraceptive among women of childbearing age, - Promote men's involvement in reproductive health, prevention of HIV/AIDS and sexually transmitted diseases.
Economy and employment: reduce the underemployment rate from 75.8% (2014) through the creation of employment.	To promote equal opportunity in economy and employment between women and men.	- Reduce the poverty rate among women - Ensure women's access to and control over the devices for production including in the rural areas, - Correct inequality between women and men in employment and vocational training, - Develop women's entrepreneurial capacity.
Laws: Provision of conducive laws and legislations in favour of the women folk	To respect women's rights and improve social and cultural environment.	- To advocate women's rights and relevant laws, - Halve the percentage of women who experienced violence including Female Genital Mutilation (FGM), - Rehabilitation of victims of gender-based violence and punish perpetrators adequately even in humanitarian crisis, - Improve national laws to protect women's rights so that they are in line with the international or regional standards, - Ensure application and implementation of laws about protection of women's rights, - Take measures to solve specific issues of rural women and women who lost husband.
Governance: Implement the 30% quota allocated to women's share in public positions	To promote women's participation in the public spheres and decision-making.	- To make women's share at least 30% in the following institutions. National Assembly, government, Council Executives , diplomats, army, Territorial Administration, judicial services, strategic positions in the administrations, state-owned enterprises, - Development of women's leadership
Promotion of gender policies	To strengthen the institutional framework for promotion of gender policies	- Integrate gender perspectives into the policies and budget of each sector, - Strengthen expertise in gender in the country, - Carry out efficient monitoring of implementation of the international and regional recommendations on gender.

Source: IDC, (RDP)-NWR 2022

4.6.2 Sports and Physical Education

Introduction

The provision of sport in Cameroon is largely led by the central government. In 1996, the President signed a law fixing the charter of sports and physical activities in Cameroon. The charter regulates the practice of sports and physical education and does so by defining the role of the key stakeholders in the development and provision of elite and grassroots sports. The International Monetary Fund (2010, p. 76) developed a poverty reduction strategy paper for Cameroon, which summarizes the three main aims of the sports charter, which are:

- Consolidation of governance in sports. This rest on improvement of the sporting milieu, introduction of good management rules, introduction of an effective policy on the maintenance of existing and future infrastructure, and introduction of various incentives to enable the private sector to bring in durable and multifaceted investments in sports;
- Supervision of sports associations. By providing qualitative and quantitative training for supervisors (educators and trainers), strengthening sports research and excellence centres, promoting the organization of all types of competition, improving social safety nets for sportsmen and professionals, facilitating the functioning of federations
- Development of sports infrastructure for elite and collective community sport. In terms of elite sport, quality and multipurpose stadia will be built nationwide, thereby enabling the organization of international competitions. Concerning sports in schools and promotion of sports practice by the masses, the government, in conjunction with local and regional authorities will encourage the construction of sports facilities for collective sports.

Challenges in the Region

The North West Region has several sporting and recreational infrastructures and has hosted several sports events like the FENASCO "A" and "B" games and the university games of 2017. The Bamenda Municipal Stadium has for several decades been the only sports complex used for every competition like the Elite One, Two and Three, the Top Cup competition, the FENASCO games as well as for other events like outdoor religious assemblies specifically by Pentecostal churches, trade fairs, etc.

In 2016 the foundation stone was laid for the construction of a 2,500 seats capacity stadium. Bamenda was amongst the major cities of the country to be chosen for equipment with a modern stadium under a national development program. The Bamenda Olympic Stadium will be the first ever modern sporting infrastructure of any kind to be constructed in the city and the North West Region as a whole. The 2,500 seated and covered stadium with floodlights covering all four corners of the paly ground and a synthetic pitch, will also have locker rooms for players and match officials, modern toilet facilities, reporting booths, press room, offices, an athletic track and two handball, one basketball and volleyball courts, a gymnasium and restaurant. The construction works that was expected to last for six months costing 780 million FCFA and solely financed by the Cameroon Football Federation (FECAFOOT) is still pending completion two years later.

There is also a fitness ground (PARCOUR VITA) at Ntamulung quarters, Bamenda II Subdivision, controlled by the Ministry of Sports and Physical Education and the Presidency of the Republic. In addition to these, other sporting and recreational facilities do exist in the private and public schools.

There are three annual national sports competitions: FENASCO A, FENASCO B and FENASU games for the Ministry of Basic education, Ministry of Secondary Education and the Ministry of Higher Education respectively, organized in collaboration with the Ministry of Sports. For primary schools, secondary schools and Universities to perform well during these annual sporting competitions, they must have sports infrastructure for training.

Playgrounds for some sporting disciplines like football, handball, basketball, lawn tennis exist in towns across the region opened by schools and colleges (both public and private) or by a sports academies. The second football stadium in the region is located at the Young Sports Football Academy, precisely in Ntenefor quarter, Nkwen Village of Bamenda III Sub-division, and presently host all Elite one, two and three football matches.

Handball has almost half of the total number of stadia in the region, which is 352 facilities representing 44.7%. This is simply because it is simple to construct and occupies a reduced space. Football stadia occupy over one third 37.7% of the total number of stadia.

Football remains the most cherished sports discipline. The other disciplines do have an insignificant number of playgrounds. The most important observation is the simple fact that the playgrounds in the North West Region are not up to standards. To host the 2017 university games, the University of Bamenda constructed several small stadia of high standards, however most of this infrastructure is in an advanced state of disrepair.

Several clubs in various disciplines do exist in football, volleyball, handball, basketball and athletics. The male football clubs are of the majority.

- **Sports clubs**
  Football clubs make up more than half, which is 53.3%, of the total number of clubs affiliated in the entire Region. Addidas FC, Cammark FC, PWD FC, Kumbo Strikers, Free-Boys FC, Bang Bullet, National Polytechnic FC, Young Sports Academy are some of the popular football teams which have existed or are active in the MTN one and two elite football championship. Despite the absence of a good stadium, Kumbo Strikers and Young Sports Academy and recently PWD have won the Cup of Cameroon. More than half of the affiliated clubs are found in Mezam Division (58.3%). The athletics clubs in Menchum and Donga Mantung Divisions are very active in the national scene as they are always amongst the top winners in the Mount Cameroon race of hope.
- **Sports infrastructure in the Region**
  Sports infrastructure in the North West Region which can be used for national sports events like the National Primary School Games, the FENASCO "B", the National Secondary School Games, the FENASCO "A", the National Federation of University Sports Games, the FENASU, the MTN Elite One and Two football championship, the Cameroon cup competition amongst other sports events can only take place in Bamenda in Mezam Division. Mezam Division has several sports infrastructures, the highest number of affiliated clubs and recognized coaches and referees. Sports infrastructure out of Mezam Division is a sore sight.
- **Non-state-led sports in the Region**
  Whilst sport is predominantly led by the government, a small number of private economic enterprises also contribute towards the promotion of national, regional and village sports in the North West Region. One of such institutions is the Yong Sports Academy, which has a football team that has been promoted to the Premier League.

Football dominates the headlines, popularity and associated funding, which is to the detriment of the development of other sports. There is a small yet emerging sport-for-development sector, which combines sport with other social messages, including health awareness, equality and empowerment.

Vision
Sector Vision: A sustainable and equitable socio economic empowerment of the Region's residents
Sector Mission: To formulate, mainstream and implement responsive programs through coordinated strategies for sustainable and balanced socio-economic development of the Region and empowerment of vulnerable and marginalized groups.

Sector development needs priorities and strategies
In order to improve on the achievements at the Regional level, the following priorities and strateties as seen in Table 4.7 below will be carried out.

Strategic Objectives:
- Provide adequate sport and physical education facilities and infrastructure
- To empower the youth with livelihood skills;
- To promote the development of sports in the Region; and
- Provide and maintain public entertainment and recreational facilities.

Table 4.7: Development needs, Priorities and Strategies for Sports and Physical Education

Development needs	Priorities	Strategies/actions
Supervision of sports associations and qualitative and quantitative training	Improved teacher practices included an increased use of ICT, greater consistency on curriculum delivery and greater gender equality and inclusion	Providing qualitative and quantitative training for supervisors (educators and trainers)
		Strengthening sports research and excellence centres
		Promoting the organization of all types of competition
		Improving social safety nets for sportsmen and professionals
		Facilitating the functioning of federations
Development of sports infrastructure for elite and	Development of sports infrastructure for elite and	Construction of (03) multipurpose stadia in the Region

Development needs	Priorities	Strategies/actions
collective community sport	collective community sport	Organization of regional and divisional competitions
		Improve sports in schools and promotion of sports practice,
		Improve other sports disciplines (Basketball, handball, volleyball etc.)
Consolidation of governance in sports	Improvement of the sporting milieu	Introduction of good management rules,
		Introduction of an effective policy on the maintenance of existing and future infrastructure
		Introduction of various incentives to enable the private sector to bring in durable and multifaceted investments in sports;

Source: IDC, (RDP)-NWR 2022

4.6.3 Youth and Civic Education

Introduction

In Cameroon, the decree No 63/DF/227 of July 16th 1963 describes the youthful population as anyone falling between the age bracket of 12 - 30 years. In a more general approach, youths consist, all those who even at 40 are still dependent on their parents. In light of the preceeding factors, the Cameroon National Youth policy however defines youths as "all persons aged between 15 and 35 years.

Strategic Domains

Cameroon National Youth Policy has ten (10) strategic intervention domain (MINJEC CAB 2015) as seen in Table 4.8 below.

Table 4.8: The (10) Strategic domain of the Youth and Civic Education

Domain	Strategic Objectives
Domain 1: Education and training	Increase the efficiency of the education system
Domain 2: Employment and socio economic insertion	Promote the access of youths to a decent employment
Domain 3: Ameliorate the health situation of youths	Ameliorate the Health situation of youths
Domain 4: Food and nutrition security	Guarantee a sufficient and quality nutrition supply to youths,
Domain 5: Youth participation in social life and decision-making	Promote the full and effective participation of youths in day to day social life
Domain 6: Youth, Communication and ICT	Ameliorate youth communication,
Domain 7: Youth, human rights and the culture of peace	To promote the respect of Human Rights and the culture of peace
Domain 8: Youth, leisure, sports, culture and tourism	Promote the access of youths to sporting, cultural, touristic and leisure activities
Domain 9: Partnership and Cooperation for the Promotion of youth	Strengthen partnership and cooperation for the benefit of young people
Domain 10: Youth and the environment.	Improve the level of involvement of young people in the process of management and sustainable protection of the environment

Source: IDC, (RDP)-NWR 2022

Vision

Become, by 2035, an accomplished, responsible, creative and dynamic youth, resolutely engaged towards the realisation of the Nations development goals. Specifically, the Cameroon National Youth Policy includes:

- A fulfilled youth is an individual who after the resolution of the problems he faces, is able to fully express himself as well as exploit his full potentials for his benefit

- A responsible youth is an individual who, befitting from a real autonomy and animated by a civic spirit, is capable to appreciate his/her actions as well as manifest his/her availability towards nation building
- A creative youth is an individual who, gifted with immagination and a high spirit of invention, is capable of developing the spirit of entrepreneurship towards sustaining economic development
- A dynamic youth is an individual who is full of energy and in a good state of health, who is vibrant in a bid to efficiently play a central role in the development of his nation
- A fully engaged youth is an individual who strongly adheres to the development goals of the nation, and who resolutely engages himself in Nation building

Values

The National Youth Policy is organized around the values of solidarity, peace, responsibility, civic duty, tolerance, autonomy, work, creativity, innovation, self-confidence, respect for each other, respect for the environment, democracy, initiative, openness, gender equality, social justice, inte-rcultural understanding, excellence, freedom of speech, humanism, consensus, success and sustainability

Mission

To develop and promote the full potentials of the Region children's and youth's to become competent, responsible and productive citizens in all spheres of life by offering quality educational related services for sustainable socio-economic insertion and development.

Strategic Objectives

- The elaboration and putting in place of programs geared towards youth development.
- Promotion of civic and moral education.
- The socio-economic integration of youths in developmental sectors.
- The promotion of national integration and living together.
- The promotion and follow up of youth associations.
- Fostering the spirit of patriotism amongst youth.

Sector development needs priorities and strateties

In order to improve on the achievements at the Regional level, the following priorities and strateties as seen in Table 4.9 below will be carried out.

Table 4.9: Development needs, Priorities and Strategies for the Youth and Civic Education

Domain	Development needs	Priorities activities	Strategies/actions
Associative live and Youth participation	Promotion and follow of youth associations in the NWR, contributing in the socio-economic, cultural and political development of the Region.	- Facilitation in the creation and registration of youth associations in the Region - Constant and continuous follow-up of youth associations within the Region. - Coordination of activities of youth associations. - Follow-up of projects of youth associations. - Working hand in hand with institutions fighting to eradicate pandemics like HIV/AIDS and the COVID19. - Training of young and dynamic leaders.	1) Sponsoring of training programs on the mounting of business plans for youths and personnel, 2) Acquisition of working equipment like computers, projectors, printers, photocopiers, chairs, TV sets, chairs, tables, 3) Provision of training equipment for the workshops in all the 42 Multipurpose Youth Empowerment Centers in the Region to facilitate training such as: - Wood work and carpentry equipment. - Secretariat duty equipment - Tailoring equipment - Saloon and aesthetics
Youth Volunteerism and Insertion	Promotion and follow-up of youths carrying out volunteering activities within institutions in the Region	- The planning and putting in place of volunteerism programs for youths. - Facilitating volunteering activities for graduates in preparation for the job market.	
Civic	Promotion of civic	- The creation and follow-up of civic	

Education and National Integration	actions and national integration by encouraging and facilitating the living together of the population of the NWR.	education clubs in schools to promote civic values. - Collaboration and facilitation of activities of youth groups and associations working in the promotion of peace and democracy within the region. - Planning, organization and coordination of activities of public manifestations within the region. - The promotion of the respect of National Symbols and Emblems in the NWR.	equipment - Electrical equipment - Farm tools and inputs - Livestock tools and inputs - Auto mechanical equipment - Moto mechanics (bike repairs) - Arts and craft tool - Building construction equipment. - Metal works equipment - Restaurant and cookery equipment - Pastry equipment - Catering and decoration equipment. - Agro-product transformation machines (palm kennel for palm oil, cassava grinding mills, coffee peeling mills, etc) 4) Sponsoring of youth projects identified by the Regional Delegation.
Economic Promotion and Empowerment of Youths.	Promotion and follow-up of activities of youth economically inserted in the NWR	- The following up of activities geared towards the economic insertion of youths. - Promotion of activities of young entrepreneurs. - Training and recycling of young entrepreneurs. - Updating of the data bank of young entrepreneurs. - Registration of youths in the National Youth Observation for easy identification and placement of their economic activities. - Training and elaboration of business plans	
Training of Youths	Inspection of training programs	- Follow-up of the methodological approach in the training of youths in the Youth Multipurpose Empowerment Centers (MYEC). - Evaluation of the methodology and training in the MYECS	

Source: (RDMINJEC-NRW) 2022

4.6.4 Communication

Introduction

For several centuries, the people of the North West Region have accumulated a rich cultural heritage. They remain closely attached to their culture whose traits like food, dress, songs and dances, tradition, arts and craft are all showcased openly during joyful and sad events, ceremonies like births and deaths, village gatherings, village festivals, public events like national day, religious events for enculturation like ordinations, etc. These activities are promoted by village cultural and development associations under the supervision of the custodian of tradition, the Fons.

Despite a very rich cultural heritage, facilities to accompany its development have not been put in place. Museums for example are needed to preserve the rich heritage in arts and craft works. Several villages have museums such as the Akum international museum, the Babungo museum, the Mankon museum and the Bafut museum. There is need to preserve the original pieces. The architectural designs of most palaces in the region demonstrate the strong attachment of the people to culture. The Bafut palace for example is a UNESCO world heritage site constructed in 1901. Other palaces are the Nso, the Kom, the Babungo, the Bali and the Mankon palaces designed with a rich experience of arts and craft work.

Vision

Sector Vision: A sustainable and equitable socio economic and cultural empowerment of the Region's residents

Sector Mission: To formulate, mainstream and implement responsive programs through coordinated strategies for sustainable and balanced socio-economic and cultural development of the Region.

Mission

To formulate, mainstream and implement responsive programs through coordinated strategies for sustainable and balanced socio-economic and cultural development of the Region.

Sector development needs priorities and strateties
In order to improve on the achievements at the Regional level, the following priorities and strateties as seen in Table 4.10 below will be carried out.

Objectives:
- Improve the promotion of local culture in the region and Development of cultural industries
- To empower the youth with livelihood skills;
- To harness the full potential of the Region's cultural heritage;

Table 4.10: Development needs, Priorities and Strategies for Communication

Intervention	Objectives	Actions
Audiovisual/Video and archives	To clarify the roles of the various institutional actors	Set up permanent frameworks (platforms) for concerted action between the various institutional actors of the sector
		Promote cinematographic production/activities of the Region
	Promotion and dissemination of information using local dialect	Promote/provide assistance to community radios
		Promote the speaking/writing of local languages of the Region
Empower the population with livelihood skills in order to harness the full potential of the Region's arts and cultural heritage	Improve artisanal works of the region	Promote Areas with artisanal works
	Capacity building	Sell the NW Culture to other Regions and abroad
		Encourage informal capacity building and training to provide employment and enable the sector to be viable
Improve the promotion of local cultures of the Region	Continued development, replication and preservation of culture and cultural practices;	Improve the cultural values of Communities in the North West Region
	Improvement of cultural infrastructures within council areas	Construction of needed infrastructures in council areas and villages
		Promotion of our national languages by development associations in collaboration with organizations specialized in this sector
	Promoted cultural activities and public manifestations	Enlist existing cultural catalogues and ensure they are programmed for various manifestations in the region regularly
		Carry out census of all chiefs, grade and status, upgrade and re-classify chiefdoms;

Source: IDC, (RDP)-NWR 2022

4.6.5 Arts and Culture

Introduction
In the 1980s, the Ministry of Arts and Culture was joined with that of Information and was referred to as the Ministry of Information and Culture. In 1993, it was split into two independent Ministries. Hence, the Ministry of Communication and the Ministry of Culture, having deconcentrated services across the Nation.
Another Presidential Decree of November 2011 transformed the Ministry of Culture to the Ministry of Arts and Culture. At the Regional level, the Ministry is represented by the Regional Delegation which is headed by the Regional Delegate.

The Regional Delegation of Arts and Culture for the North West has five (05) functional Services: the service of General Affairs, the service of cinematography and audio-visual production, the services of archives, books and

public reading, the service of cultural heritage and museums, and the service of arts performance, creative industries and cultural enterprises.

Sector composition

- Regional Delegation
- Divisional Delegations
- Sub Divisional Delegations
- Federations

The structurization movement of the Arts and Culture subsector entails the organization of this sector in Federations so as to ease the identification of actors of this subsector and bring a shift from animation "social aspect" to economic productivity of the subsector.

There are 26 federations, thus, with each having a national bureau followed by regional bureaus also known as Regional Poles then associations attached to it.

Specific objectives

- To gather by discipline professionals in associations for the qualitative and quantitative increase of the artistic and cultural production of Cameroon.
- Implement the cultural policy of Cameroon as defined by the President of the Republic, Head of state, in his book for community liberalism
- Ensure a professional framework for actors of arts and culture subsector
- To bring the artists in the complementarity of the work, to cover with original programs, the localities of the national territory
- Encourage artists to be in line with international standards
- Encourage artists to develop and create creative cultural industries, professional ethics, ambidexterity, frugal reliability, a set of qualities ensuring the growth of arts and culture
- Promote models of solidarity and social security that guarantee the peace of mind and full development of artists
- To encourage the transfer of endogenous knowledge and practices of the creative genius of our cultural heritage;
- Structuring therefore integrates the living arts, the visual and applied arts, the cultural heritage, the organization of knowledge and the artistic expressions in different levels of teaching.

Sector programs

The Ministry of arts and culture has the following programs:

a) Program 181: Preservation of arts and culture of Cameroon

- Action1: Safeguarding and protection of cultural and artistic memory
- Action 2: Reconstitution of collective national memory
- Action 3: Restoration and rehabilitation of cultural heritage

b) Program 182

- Action 1: Enhancement and extension of cultural heritage
- Action 2: Revitalization of the National and international cultural cooperation
- Action 3: Development and promotion of creative industries

c) Program 183

- Action 1: Coordination and follow up of cultural activities
- Action 2: Development of cultural policies
- Action 3: Amelioration of work conditions
- Action 4: Development of human resources
- Action 5: Internal audit and control
- Action 6: Communication

Strategic objectives of the sector

The strategic objectives of the sector are thus:

- To supervise all Artistic and Cultural activities in the Region;
- To approbate, follow-up and evaluate Artistic and Cultural programmes in the Divisions;

- To elaborate Artistic and Cultural projects and their realization;
- To create platforms where youths can exhibit their talents in Artistic and Cultural domains ;
- To manage human and financial resources from the hierarchy;
- To protect, promote and valorize the tangible and intangible cultural heritage of the Region;
- To collect Artistic and Cultural data and transmit to the Ministry.

Sector development needs, priorities and strategies

In view of ensuring a shift of the arts and culture sector that is from its social aspect "animation" to economic productivity, earmarked development needs, priorities and strategies will be mobilized and employed so as to participate in Economic transformation, development of human capital, promotion of employment and economic insertion in the nation (Table 4.11) below.

Table 4.11: Development needs, priorities and strategies for Arts and Culture

Development Needs	Priorities	Strategies/ Actions
Inventory of cultural heritage and showcase of North West heritage	Compile a data base on sites and monuments, identification and renovation of dilapidated heritage sites and monuments in the Region	Engage human resource available in Updating the cultural heritage data base of the region and to the sensitization of owners and promoters of museums, galleries, archives and libraries.
Structuring of corporations and artistic careers	Educate the population of the different career opportunities in Arts and mobilize artist to get affiliated to corporations	- Organize seminars at divisional and sub divisional levels in order to educate the population of the different career opportunities in Arts, - Follow-up the sensitization phase at the divisional land sub divisional levels on the law on cultural association.
Develop the Cinema sector	Provide facilities for the development of North West cinema	- Engage in partnerships for fundings to the cinema sector, - Construction of infrastructure like cultural halls - Educate film makers at all levels on peace building film productions, - Implement laws in line with the audio-visual sector, - Organize film shows in the Region
Intensify the teaching of arts in schools	Sensitize the school community on arts careers	- Theatre clubs created in schools, - Arts and Culture months proposed to principals of schools, - This month's will be used to educated students on the role of Arts and careers in the Arts domain
Create training structures under the supervision of CTD	Cooperation ties with foreign countries	Brainstorming sessions and building of concepts/projects for cooperation. For example: - The "Melting Pot" concept, this concept consist of searching Patners willing to build a center for the exchange of culture and arts of Cameroon in the North West Region

Source: (RDMINAC-NWR 2022)

4.7 Infrastructure sector

4.7.1 Development of Energy Mix

In the North West region, the main source of energy is the hydro energy that is provided by ENEO, the sole supplier of energy in the Region. This energy is used for both domestic and industrial activities. To supplement the energy supply, a thermal project with a capacity of 18 megawatts has been constructed in Bamenda. For adequate electricity supply the region requires high voltage transmission between 33kv-500kv.

Nwa, Fonfuka Zhoa and Furu Awa Councils are not connected to the ENEO electrical grid, meanwhile some councils have less than 25% of their communities connected to the ENEO electrical grid. The region has enough hydro and renewable energy potentials. Proposals have been made to develop these potential energy resources, so as to make enough energy available to the population for industrial and domestic activities.

Sub sector vision: A World class provider of cost effective energy, infrastructure facilities and services
Sub sector mission: To provide efficient, affordable and reliable infrastructure for sustainable economic growth and development through construction, modernization, rehabilitation and effective management of all infrastructure facilities.

Strategies
For the period 2022-2026 in order to meet the energy demand of the Regional Economy and considering surplus for export to neighboring countries, the Region intends to increase energy capacity by embarking on giant enrgy projects. To this end, it will pursue its policy of developing an energy mix based on:

- Hydroelectric power;
- Photovoltaic energy;
- Gas-based thermal energy; and
- Energy from biomass.

Sector development needs priorities and strateties
To ameliorate the Energy situation of the Region and ensure a steady supply of energy for Economic Development, the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision on Energy Supply (Table 4.12) and Map 4.7 below.

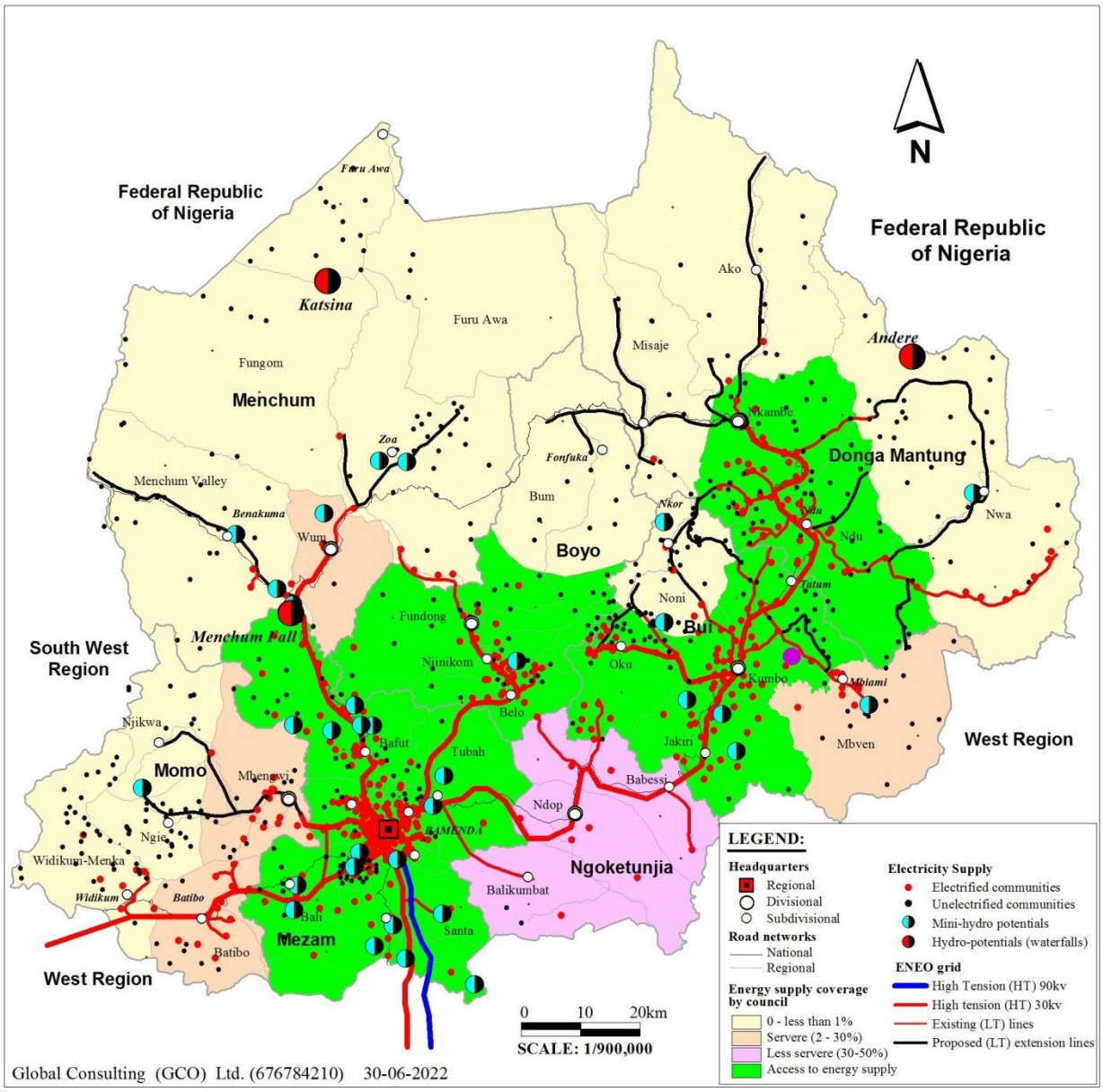
Development objectives/goal:
Making energy export surpluses in the ECCAS Sub-Region and Nigeria by rationalizing the use of biomass and optimising energy consumption.

Table 4.12: Development needs, priorities and strategies for the Energy Sector

Development needs	Priorities	Strategies/actions
Development of Energy-Mix	Rehabilitation of energy production infrastructures	Modernizing the capacity of energy production infrastructures and extending HT and MT within the entire Region
	Rehabilitation of the electric power distribution network	Upgrading of the electricity transmission and distribution network (HT and MT lines) across the Region
		Improving access to and service quality of the distribution network;
	Development of hydroelectric potential.	Construction of 72Mw Menchum hydroelectric dam
		Construction of 485Mw Katsina-Ala hydroelectric dam
	Development of renewable energies and production infrastructures	Development of (10) mini-hydro-electric resources of the Region
		Set-up renewable energy production units (solar and wind) (12) in remote Council areas of the Region
	Modernization of storage and distribution network of hydrocarbon products	Secure infrastructures meant for refining, transport and storage of petroleum products
		Expansion of the capacity of SCDP so as to have storage points across the region
		Modernization of the gas distribution network
	Provision of unelectrified communities (497) with electricity supply	Provision of 20% of unelectrified communities (100) with (MT) electricity networks by 2026
Ameliorate the management, governance and control of the energy-mix system	Full transfer of resources relating to investment and the wage bill of energy-mix to RLAs	Effective management of investment budget (15%) for energy-mix to be managed by RLAs

Source: IDC, (RDP)-NWR 2022

Map 4.7: Energy Supply



4.7.2 Development of hydraulic and sanitation infrastructures

The several water courses that run through the Region will be used as primary devices, while along the roads; concrete drainage structures will be developed for the evacuation of rainwater. Within the urban areas, the primary and secondary roads, and gutters will be buried under the sidewalks, and in permanent materials. Elsewhere, other forms can be used for areas necessitating crossing infrastructures such as culverts and small bridges and of important diameter.

Generally, water and sanitation sub-sector in the region is faced with the following problems:

- Poor knowledge of water resources;
- Inadequate access to potable water in urban and rural areas;
- Limited access to basic sanitation infrastructures in rural areas;
- Inadequate household waste disposal and treatment facilities;
- Quasi-inexistence of waste water collection and evacuation networks;
- Inadequate, mismatch and poor state of rain water evacuation networks;
- Limited and inefficient management system of structures and faecal sludge;
- Poor water distribution network due to dilapidated water network and very limited production capacity as compared to demand;

- Multiple stakeholders involved in the potable water production chain (State, RLAs, FEICOM, NPPD, PDUE, NGO…);
- Production difficulties to meet demand notably in the Bamenda and Kumbo towns.

Sector composition

a) **Urban hydraulic installations**
b) **Sanitation entail the following products:**
   - Evacuation through gutters and drainage channels of rain water so as to avoid destruction of human infrastructure as well as nature and goods;
   - Toilet systems with independent skeptic tanks or connected to the sewage system;
   - Drainage of wetlands so as to avoid the proliferation of flies, mosquitoes and other agents transmitting water-borne diseases.
c) **Solid waste**
   - Collection and treatment and/or treatment of solid waste;
   - Treatment of industrial effluents before dumping into nature;
d) **Waste water and urban sanitation**
   - Treatment of industrial effluents before dumping into nature;
   - Treatment of waste water and sewage before discharge into the natural environment;

Sub sector vision: A World class provider of hydraulic and sanitation infrastructures facilities and services
Sub sector mission: To provide efficient, affordable and reliable infrastructure for sustainable economic growth and development through construction, modernization, rehabilitation and effective management of all hydraulic and sanitation infrastructure facilities and services.

- **Strategic objectives of the sector**
  - To ensure a regular and sustainable supply of water for agricultural, domestic, industrial and other uses without contributing to climate change by identifying and managing water sources in the Region
  - To manage and conserve natural resources;
  - To control and mitigate environmental pollution;
  - To promote the integration of climate change adaptation and mitigation measures in the Region's projects/activities;
  - To increase water supply and sewerage coverage;
  - To reduce non-revenue water to acceptable global levels; and
  - To rehabilitate/expand the existing dilapidated water/sanitation systems.

- **Sector development needs priorities and strategies**

To consolidate the achievements of the GESP, NDS 2030 and the attainment of the SDGs, the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision in the domain of hydraulic and sanitation infrastructures (Table 4.13 and Map 4.8 below)

- **Development objectives/goal**

To ensure a regular and sustainable supply of water for agricultural, domestic, industrial and other uses, without contributing to climate change by identifying and managing water sources in the Region.

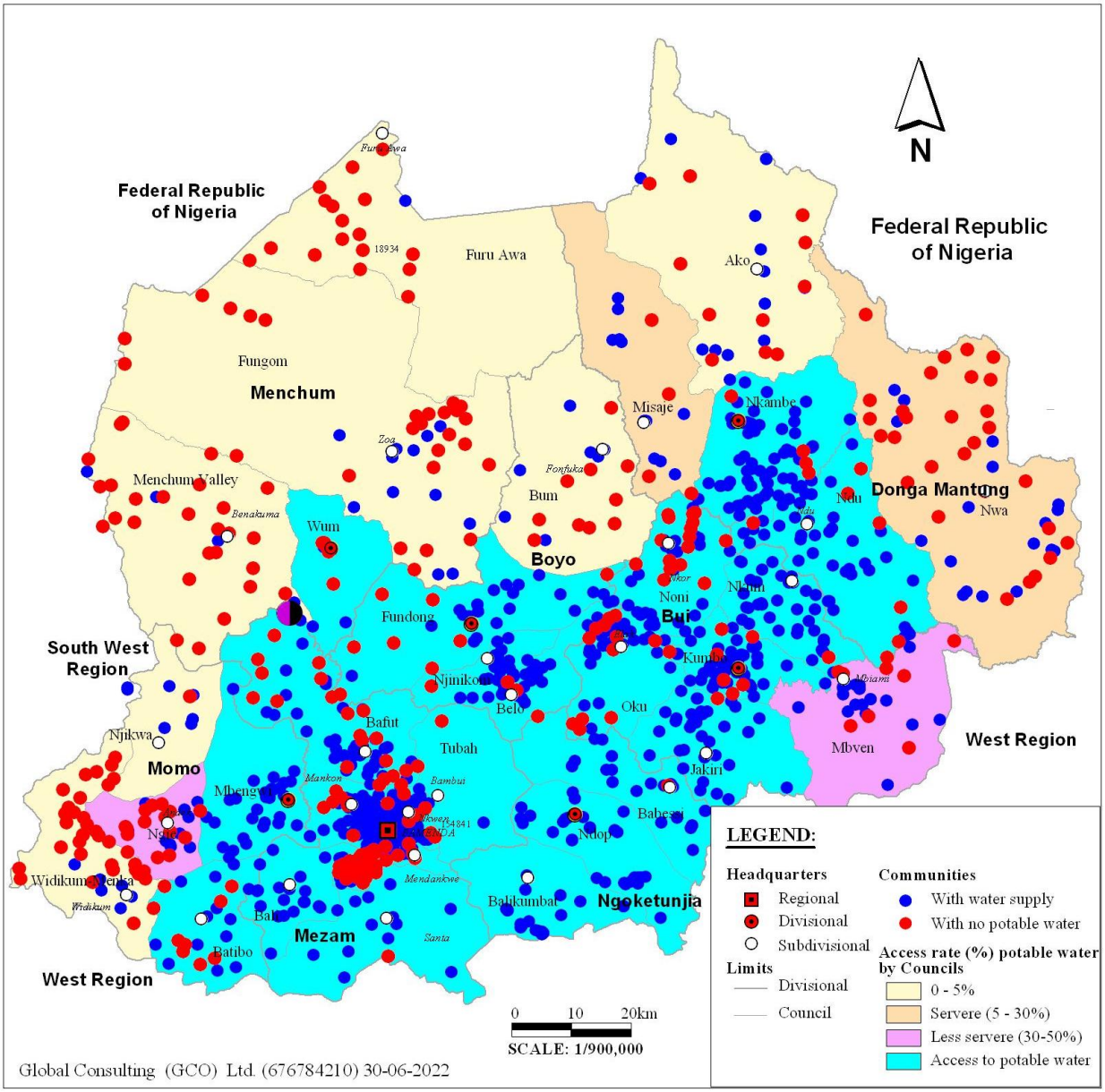
Table 4.13: Development needs,priorities and strategies for the Hydraulic and Sanitation Infrastructures

Development needs	Priorities	Strategies/actions
Improve access to potable water and sanitation services	Rehabilitation of the drinking water distribution network	Improving potable water production by the construction/rehabilitation of water storage tanks and the extension of networks
		Planning the expansion of water distribution services and sanitation depending on population growth

Development needs	Priorities	Strategies/actions
		Building capacities of Councils, civil society and water catchment committees in the domain of water and sanitation in all (34) Councils of the Region
		Declaring known wetlands as reserve areas with strict laws against deforestation, bushfires, and grazing,
		Implementation of Public-Private Partnerships for urban and rural hydraulics as well as sanitation
	Construction of new drinking water supply and sanitation structures	Construction of new water supply schemes in 30% of the (347) communities without water in the Region by 2026
Promote sustainable protection of water catchments and watershed management programs	Improve the protection of watershed/catchments programs	Protection of (20%) of the 400 unprotected water catchments, sheds of the Region through the planting of water retentive and native tree species by 2016
Ameliorate the management, governance and control of water and energy	Full transfer of resources relating to investment and the wage bill of water and energy to RLAs	Effective management of investment budget (15%) for water and energy managed by RLAs

Source: IDC, (RDP)-NWR 2022

Map 4.8: Provision of Potable Water-North West Region



4.7.3 Development of integrated multimodal transport infrastructures

Introduction

The strategies recommended for the transport and road networks are the maintenance, rehabilitation, extension/construction of the road networks. Firstly, all the priority roads (National and regional roads) have to be reconstructed and better widened to render it more functional. Some of the communal roads are to be reconstructed and tarred in a progressive and systematic manner. New roads will have to be created in some councils, to make them more accessible and functional. The Bamenda air transport, and airstrips located within the region are to be rehabilitated.

Roads account for the entire transport infrastructure in the North West Region. total 3696.56 km

Bituminous road surface

There are a total of 336.07 km of bituminous (tarred) road surfaces representing (24.95%) out of 1010.99 km.

Earth Roads

This category of roads comprises more than (87.82%) of the roads, measuring 3,356.59km.

Existing state of road networks and infrastructure
More than 90% of the road network within region needs to be developed and equally improved upon. Below is a clear characteristic of the existing situation of the road network within region:

- Incoherent and degraded state of road networks;
- Unplanned hierarchy of roads within all councils in the region;
- Poorly designed road networks;
- Poorly constructed road networks;
- Irregular maintenance and low level of rehabilitation of existing roads.

Sector composition
Among the important reforms carried out during the period under review, it is worth noting the adoption by the Government of a road nomenclature compatible with accelerating the desired decentralization process. Thus, decree 2017/144 of 20/04/2017 classifies all the roads within the national territory into four (4) categories as follows:

- Auto routes represented by the letter "A",
- National roads represented by letter "N",
- Regional roads represented by letter "R", and
- Communal roads represented by letter "C".

The responsibilities for the maintenance and construction of the above roads are within the following competencies:

- Auto roads: State (Central administration),
- National roads: State (Central administration),
- Regional roads: Regional delegations,
- Communal roads: Councils

Sub sector vision: A World class provider of cost effective physical and road infrastructure facilities and services
Sub sector mission: To provide efficient, affordable and reliable infrastructure for sustainable economic growth and development through construction, modernization, rehabilitation and effective management of all infrastructure facilities.

Strategic objectives of the sector

- Ensure the smooth circulation of traffic, movement of goods and services within the Region by ensuring that the national, urban, communal and farm to market roads including all associated hydraulic structures are in a good state of repairs at all times.
- To provide effective, efficient and safe transport systems for people, goods and services;
- To install, rehabilitate and maintain traffic signs and lighting;
- To provide firefighting and rescue services, advertisement and compliance

Sector development needs priorities and strategies
In order to improve on the quality of productive infrastructures in the North West Region, the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision in the domain on road infrastructures (Table 4.14 and Map 4.9 below).

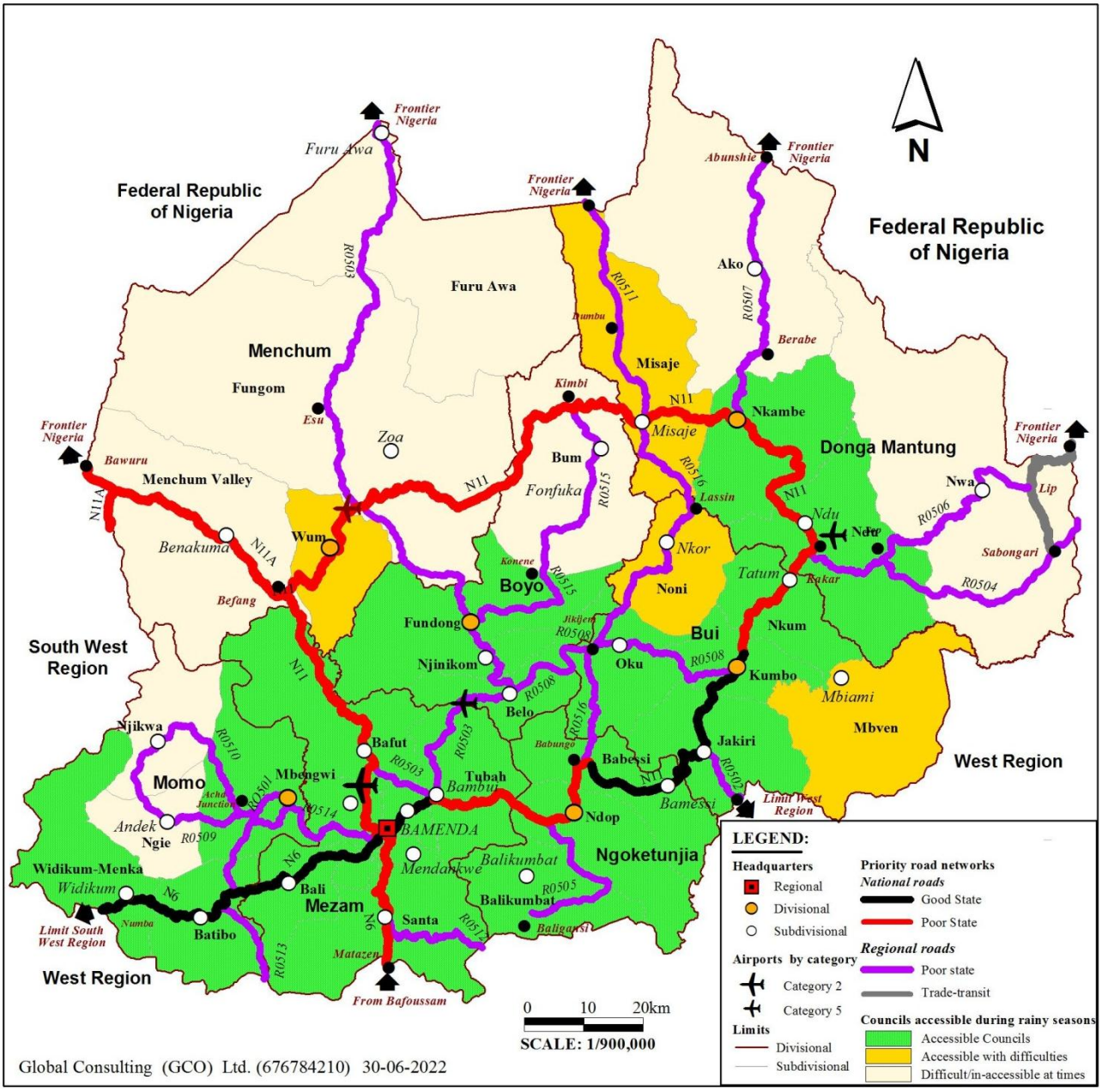
Development objectives/goal
Ensure the smooth circulation of traffic, movement of goods and services within the Region by ensuring that the national, urban, communal and farm to market roads including all associated hydraulic structures are in a good state of repairs at all times (Table 4.9) below.

Table 4.14: Development needs, priorities and strategies for the Road Infrastructure Sub Sector

Development needs	Priorities	Strategies/actions
Increase integrated multimodal transport supply	Modernization of transport infrastructures	Construction of Bambui-Babungo N11 segment 27.0km (paved) segments of the National Road
		Phase III – Construction of Ring Road: Resettlement (plan for project affected persons)
		Rehabilitation maintenance of 2349.50 km of communal roads using labour-intensive approach (HIMO) within the Region
		Constructtion of National Road (N6) Matezam to Welcome to Bamenda (19km)
		Construction of remaining (281.3km) segments of the Ring Road N11
		Rehabilitation of (08) Regional roads total 402.2km within the Region
		Construction of By-pass road 4.9km double lane
		Facilitation of foreign trade and transit road (26.7km)
		Creation and equiping (06) road equipment pools comprising of (i) a D7 bulldozer, (ii) A caterpillar grader G140, (iii) a 30-ton compactor, (iv) a wheel loader, (v) 2-20ton tipper trucks, (vi) 2 pickup trucks and (vii) heavy duty tool box within the Region by 2026
		Strengthen institutions and capacity building of personnel, technicians and equipment pool manager
Rehabilitation of Airports infrastructure	Rehabilitate Airports infrastructure	Rehabilitation of the Bamenda Airport
		Feasibility studies on the rehabiitation of airports and air strips in the Region
		Rehabilitate meteorological stations of the Region

Source: IDC, (RDP)-NWR 2022

Map 4.9: Priority road networks - North West Region



4.7.4 Housing and Urban Development

Introduction

The NWR in general and the city of Bamenda in particular is witnessing distorted land markets and ineffective urban land management resulting in the degradation of environmentally fragile land; occupation of hazard-prone areas; loss of cultural resources, open space, and prime agricultural land; and excessive urban sprawl. To prevent further degradation, Government Ministerial Departments concerned with land use matters should exert some degree of control over urban land use and development, but not unnecessarily constrain supply of land for housing or discourage the private sector from providing affordable housing in safe locations.

- *New growth points and spatial morphology in the divisional headquarters:* Bamenda and all six divisional headquarters is experiencing spontaneous growth. These expansions of the urban space are unprecedented and have no pattern. The main directions of urban expansion are influence by the major entering and exit points.
- *Characteristics of sprawl in all Divisional Headquarters:* The most frequently cited feature of sprawl is the abundance of large-lot (usually 1-5 acres depending on the development context), residential housing developments that consume large amounts of previously vacant or productive land. Density, in this sense, can be represented by median lot size, the number of dwelling units per neighborhood, or

median floor space of single-family units. These are common in the outskirts of Bamenda, Kumbo, Ndop, Nkambe, Wum and Mbengwi.

- *Leapfrogging patterns of development*: Another well-known characteristic of sprawl is dispersed development, which favors the development of parcels situated further out in the countryside over the vacant lands adjacent to existing development (Nkambe, Wum, Bamenda, Ndop and Kumbo). Leapfrogging creates a haphazard development pattern that consumes large amounts of land.

Sector composition

Vision and Mission of the sector

Sector vision: A Regional competitive Housing and Urban Development sector to promote equitable socio-economic development

Sector mission: To promote, cordinate and implement integrated socio-economic policies and housing programs for the rapidly growing Regional towns and cities.

Strategic objectives of the sector

- Constructing bypass and entrance roads
- Providing mobility and the inter-modal transport system (including metro, tramway or train);
- Providing access to housing
- Developing sanitation networks compatible with emergency requirements
- Improving access to other social services (education, health, water, energy including renewable energy)
- Promoting decent employment
- Promoting industrial zone development and service development
- Promoting governance, including strengthening planning and implementation instruments

Sector development needs priorities and strategies

In order to improve on the quality of housing, needs as well as demand and supply,the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Housing and Urban Development vision of the Region (Table 4.15).

Development objectives/goal: Modernizing housing and developing urban infrastructures

Table 4.15: Development needs, priorities and strategies for the Housing and Urban Development Sector

Intervention	Objectives	Actions
Urban modernization	Construction/rehabilitation of sanitation infrastructure	Build (02) Urban sewer systems in Bamenda and Kumbo
	Development of urban infrastructures	Rehabilitation, and construction of existing urban primary roads and drainage structures at all divisional and sub divisional headquarters within the Region
		Construction of diamond road intersection at Ngen Junction
		Construction of cloverleaf road intersections structures
	Provide social housing	Acquisition of land for the construction social houses in the Region
		Upgrading of slump areas within the Region
		Resettlement of people living in risky zones at Sisia escarpments
		Building the technical capacities of urban development actors
	Provision of basic urban services	Acquisition and demarcation of (05) cemeteries at all divisional headquarters
		Construction of (6) Fire-fighting services (*Sapeur pompe*) in all the Divisional Headquarters

Intervention	Objectives	Actions
		Improving provision of water in all divisional headquarters
		Improving access to electricity supply within the urban areas
		Provision of urban planning tools (POS, SP) for all divisional and subdivisional headquaters of the Region
	Protection of the protected areas	Protection of wetlands, and the Bamenda escarpment
	Improve on parks, playfields, and open space areas	Provision of recreational and leisure facilities at the Divisional and Sub Divisional headquarters
		Construction of district parks
	Improve industrial and commercial infrastructures	Acquisition and development of industrial areas as specified in the Master and Land use Plans
		Construction of multi-story shopping mall on part of the stadium
		Construction Trade faire centre in Bamenda

Source: IDC, (RDP)-NWR 2022

4.7.5 Development of ICTs

The present situation of communication networks and infrastructure in the North West Region is characterized by multiple mobile telephone providers; multiple information cable suppliers; limited individual landline connections and incoherent, unpleasant and haphazard overhead telephone and information cable networks. With the advent of mobile telephones, the rate of communication has increased. This has considerably reduced the need and regularity of moving to obtain services and information. In spite of improvements in communication, the North West Region experiences frequent disruption of communication; inadequate functional communication and information services and facilities; high cost of communication and information services.

Telecommunication and Print Media

1. **Radio and Television:** Thirty-two (32) private radio stations operate within the region. Out of this Number, there are six (06) religious radio stations.
2. **Cable Television Network:** Cable television network is available and distributed to potential subscribers while satellite dish communications are also operational complementing the cable distribution services where there is no access to cable network. The problem with cable providers is the haphazard connections and cris-crossing of their networks.
3. **Telephone Communication:** The main supplier of communication network is CAMTEL and it grants access to MTN, NEXTEL, ORANGE networks that provides telecommunication services to the population. Cameroon does not have satellite communication but rely on foreign supply networks. CAMTEL lines are found mainly within the urban areas, while the other telephone service suppliers have networks of various degrees in the villages of the North West region. CT Phones only covers very few urban areas.

Some of the challenges encountered by the sector is the high level of bureaucracy which delays service delivery. There is also the problem of resistnce to change culture within organisations which inhibits adoption of ICT for both the employees and other stakeholders. Corruption and vandalism of IT equipment has adversely affected the operations in ICT domain. The Region has been experiencing shortage of staff which has negatively affected the development of ICT.

Sector composition

- Mobile phone
- Internet
- Radio and Television broascasting

Vision and Mission of the Sub Sector

Sub Sector vision: A World class provider of cost effective physical and ICT infrastructure facilities and services

Sub Sector mission: To provide efficient, affordable and reliable infrastructure for sustainable economic growth and development through construction, modernization, rehabilitation and effective management of all infrastructure facilities.

Strategic objectives of the sector

- Improving on the quantity and quality services offered and at affordable prices
- Building and updating the institutional framework
- Enhancing the industrial fabric of ICT enterprises
- Improve access to ICTs for the greatest number of people by ensuring high-performance and secure digital space with an average access index of above 0.4 in 2026.
- Formulate appropriate policies and provide the necessary legal framework for the development of ICT and its optimal use in the Region.
- Facilitate, through the implementation of an E-government program, the electronical provision of divisional services anytime anywhere for the greater convenience of the citizens.
- Promote and facilitate the development of the ICT sector
- Promote the development of ICT enabled services including e-business
- Encourage the adoption of new technologies and best practices in the ICT sector
- Promote capacity building in ICT sub-sector the the divisions
- Promote and facilitate IT security within Regional and Divisional Government Services

Sector development needs priorities and strategies

In order to improve on the quality of ICT in the North West Region, the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision in the ICT Sector see Table 4.16 below.

Development objectives/goal: Making Cameroon ranks amongst the top most advanced African countries in the area of digital revolution while guaranteeing increased overall security of the State's Sovereignty

Table 4.16: Development needs, priorities and strategies for the ICT Sector

Development needs	Priorities	Strategies/actions
Generalisation of the use of ICT in society and systematisation of the digital economy in productive sectors	Development of broad band infrastructures and the use of ICTs	Installation and maintenance of a broadband mass data link throughout the Region
		Installation and maintenance of Radio communication towers throughout the Region
	Generalization of the use of ICT in society and systematization of the digital economy in productive sectors	Reduce the level of digital divide in the Region from the current 71.8% to 40% by 2026
		Increasing the bandwidth available for internet communication throughout the Region
		Densification of communication networks and structures

Source: IDC, (RDP)-NWR 2022

4.7.6 Modernisation of State property and land tenure management

Introduction

In this area, Government intends to pursue the modernization of state property, surveys and land management through the implementation of a vast programme to digitize land survey, secure the public state property and land documents. This will involve digitizing all land documents and setting up a computerized network between land registries at the national level, with a view to securing land transactions and developing economic activities.

Furthermore, Government undertakes to facilitate the completion of procedures, particularly to reduce delays and costs and enable citizens and economic operators to take full advantage of the opportunities and incentives contained in land and state property legislation. Government also intends to:

- Finalize the land reform program;
- Continue implementation of the programme for the constitution of land reserves and the creation and development of State housing estates;
- Ease the procedure for expropriation for purposes of public utility and the conditions of compensation by reducing the number of stages leading to the signing of the Compensation Decree;
- Facilitate land acquisition and compensation procedures for public investment projects;
- Establish a reliable, consistent and relevant database of the real situation of the State's real estate assets, particularly the built and un-built land.

a) Constitution of land reserves

The main problem is the poor access to land reserves developed for property, industrial or commercial purposes. Moreover, the registration of land documents is mainly done using traditional methods, at a time where ICT is increasingly gaining ground.

b) Development of new building plots and various highways and networks

Most urban agglomerations in Cameroon face an acute exhaustion of the private property of the State, leading to the absence of development of areas for building houses and specific industrial zones. The same holds true for various highways and networks.

c) Urban and Housing Modernization

Cameroon in general and the North West Region in particular faces the effects of rapid and poorly controlled urbanization and cities do not have economic infrastructure conducive for trade. Consequently, there is a rise in the phenomenon known as urban spread which largely results from the anarchical development of neighbourhoods and dislocation of urban fabric.

d) Development of urban infrastructures

Generally, Bamenda and other towns in the region suffer from the generalized overcrowding of roadways which reduces the spaces available for road circulation, and saturate crossroads, thereby increasing the traffic load on the road network. This phenomenon is particularly high in urban areas specifically on roads where circulation is carried out on a one and half-lane roadway per direction, thus leading to further degradation of urban roads.

e) Modernization of housing

Concerning housing and living conditions, the North West Region and Cameroon at large remains confronted with the effects of rapid and poorly controlled urbanization. In most towns, unhealthy and unsafe areas for housing represent a great proportion of the urban landscape. As such, the anarchical occupation of space, precarious housing, hygiene, and public health related problems constitute a set of factors which amplify the vulnerability of the population and step up the degradation of the living conditions in popular neighbourhoods. Access to housing remains a strong concern as a result of difficulties in accessing credit for the low-income population, deficit in developed lands and poor land reserves.

Sector composition

- Modernization of housing
- Urban Infrastructures (Urban roads, highways and networks)

Vision and Mission of the sector
Vision of the Sub sector: Modernization of State Property and Land Tenure Management
Mission of the Sub sector: To ensure sustainable land use management
Strategic objectives of the sector: Modernise state property and land tenure management

Sector development needs priorities and strategies
In order to improve the State property and land tenure subsector, the following developmental needs, priorities and strategies will be employed. As seen in (table 4.17) below, the goal is to improve on the implementation of the Regional Vision in Modernization of State property and land tenure.

Development objectives/goal: Modernise state property and land tenure management

Table 4.17: Development needs, priorities and strategies for the State Property and Land Tenure Sector

Development needs	Priorities	Strategies/actions
Constitution of land reserves	- Stimulate the creation of medium-sized and large agricultural and/or industrial farms in the rural sector, Develop layout on State property in an optimum manner and depending the needs of the primary and secondary sectors, - Set-up a computerized network among lands registration services, Constitute land reserves in order to meet the need of projects of general interest	- Creation and development of layouts on State property according to future needs , Digitalization of land documents, - Creation of new building plots by MAETUR
Development of new building plots and various Highways and Networks (VHN)	- Facilitate the construction of infrastructures for urban development and housing, - Develop parking areas,	- Organize space and land reserves for equipment and VHN - Create and develop parking areas within the urban areas

Source: IDC, (RDP)-NWR 2022

4.8 Rural Sector

4.8.1 The State of Agriculture in the Region

Introduction
Agriculture in effect is the backbone of the economy of the North West Region. It is estimated that about 80 % of the active population is involved in agricultural production and this constitutes their main source of livelihood. The farming population of the Region is estimated at 1.2 million and distributed in approximately 200.000 farm families. Crop production is dominated by smallholder farmers who cultivate between 0.4 and 1.5 hectare of farms annually. There is however a slow growing number of medium and large scale farm enterprises that are agri-business oriented.

The economic activities of the population are embedded in the value chain activities of these crops principally in: production, input supply, marketing and processing. The percentage of the population involved in each of the value chain activities has not been estimated but the classification in decreasing order is observed as: Production, marketing, processing and input supply.
The major crops targeted in the Regional Development Plan include: maize, rice, beans, groundnuts, solanum potato, yams, cassava, tomatoes, cabbages, carrots, coffee, cocoa, banana/ plantain, oil palm amongst others.
This sector comprises of the following stages and operations: Production, Postharvest Operations and Marketing
Vision and Mission of the sector
Sector vision: An innovative, commercially-oriented and modern agricultural Sector
Sector mission: To improve livelihoods of Region's residents through physical planning, promotion of competitive agriculture and innovative research, growth of a viable cooperatives sub sector, equitable distribution and sustainable management of land resources.

Strategic objectives of the sector
To contribute to the modernization of the Production Systems, improve Food Security, develop Agro-industry and substantially improve the incomes of the farmers.

Sector development needs priorities and strategies
In order to improve on Agricultural Production Technics, post-harvest losses and making agriculture a money making enterprise, the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision on Agriculture (see Table 4.18) and Map 4.10) below.

Development objectives/goal: Sustainable increase in the production and productivity of priority crop value chains

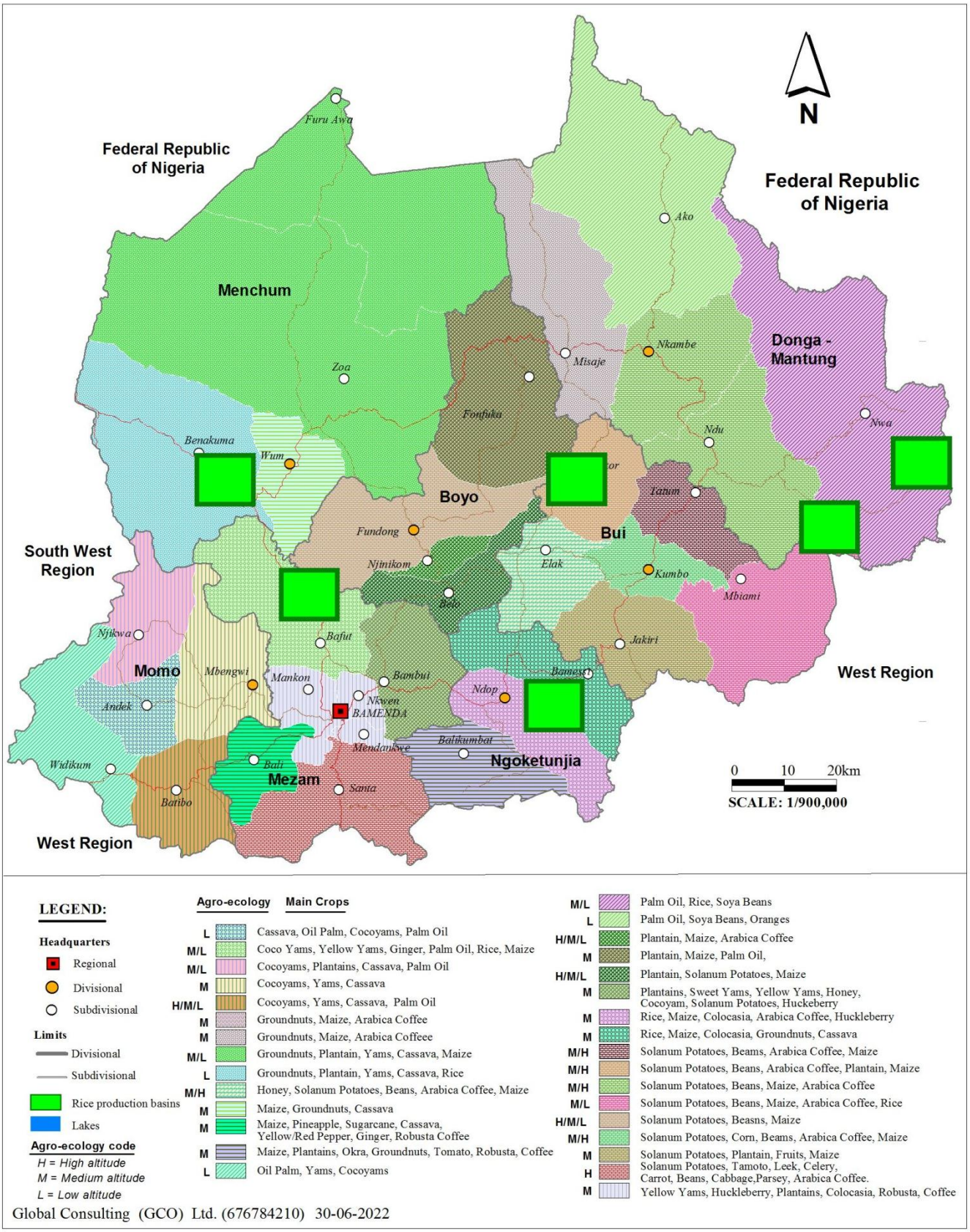
Table 4.18: Development needs, priorities and strategies for the Agriculture Sector

Development needs	Priorities	Strategies/actions
Increase production and supply of quality seeds and planting materials for major crops by 20% come 2030	Support farmers to access inputs (seeds and seedlings, fertilizers, phytosanitary products), materials, equipment (mechanization) and productive infrastructure	Produce basic seeds of various major crop varieties, provide financial support to farmers for the production of various crop varieties (Maize, rice, potatoes, beans,….)
		Produce certified seeds of various crop varieties, provide inputs and financial support to farmers for the production of various crop varieties (Maize, rice, potatoes, beans, plantains, cassava, oil palm,…)
		Promote the cultivation of Raffia palm, colanuts, colocassia (Crop species of economic importance that are gradually disappearing)
		Oil palm expansion in adapted ecological zones for increased palm oil production
To improve the collective infrastructure environment and access to production factors and markets	Support agricultural production infrastructure (irrigation, fencing, farm tracks/bridges……) for farmers, particularly for medium and large scale farmers	Supporting farmers with gravity irrigation kits for offseason production of vegetables and food crops
		Supporting farmers with barbed wires for fencing of farms prune to livestock damage
		Creating tractor and implement pools in main production basins in the Region to provide tractor services for medium and large scale farmers
		Animal traction to facilitate farm operations for small scale farmers. Animal traction kit consisting of (2 oxen, 2 ploughs, 2 ridgers, 1 bullock carte, I yoke including training)
	Construction and rehabilitation of infrastructures of decentralized services of MINADER	Identification and programming of the realization of needed infrastructures
	Review of the study carried out by MIDENO on the processing of agricultural produce in the Region	Reviewing and appropriate study on processing of agricultural produce in the Region

Development needs	Priorities	Strategies/actions
	Post-harvest losses of agricultural produce decreased to less than 10 % by 2030	Support farmers to access harvesting and post-harvest materials, equipment and infrastructure (packaging, preservation and primary processing - including those powered by renewable energies)
	Developing and structuring rural and collective infrastructure for production, conservation, storage, processing and marketing	Opening, rehabilitation and coordinated maintenance of council roads (to strengthen the communication network between production basins and markets) see Transport subsector
	Promotion of transparent, secure and fair access to land	Establish a multi-sectorial working group to manage the allocation of land to agro-industrial projects (priority to ecologically-friendly investors, sustainable food production) for national and sub-regional markets
Strengthen the resilience of production systems, the sustainable management of natural resources and the food and nutritional security of vulnerable populations in the face of climate change and other shocks	Strengthening and scaling up adaptation/mitigation measures in the face of climate change and the fight against pollution and nuisances	Finalization of land use plans and schemes (SNADDT, SRADDT and PLADDT) and development of soil mapping according to agro ecological zones
To strengthen the governance and human capital of the Sector in order to increase its overall performance	Building the capacities of public actors (Rural sector ministries), corporations under the supervisory authority of the compatent ministries & attached services (PE) and regional and local authorities (RLA)	Strengthening (05) vocational agricultural and entrepreneurial training institutions in the Region
Ameliorate the management, governance and control of Agriculture system	Full transfer of resources relating to investment (15%) to RLAs	Effective management of investment budget (15%) by RLAs

Source: IDC, RDP-NWR 2022

Map 4.10: Agro-ecology and main crops as per Council Areas of the Region



4.8.2 Livestock Fisheries and Animal Husbandry

Introduction

The North West Region is one of the main livestock-breeding regions of Cameroon. Almost all the species bred in Camroon are found in the North West Region. The Region presents many potential for livestock production. Despite the presence of many companies, the keeping of livestock is still at the subsistence level by the majority of producers. This situation leads to the low productivity and production. The major problems are use of low quality seeds, the technical know-how, the high cost of inputs, the degradation of pastures and the low level of transformation of livestock products before commercialization.

The improvement of livestock will concentrate on the provision of high quality breeds for egg and meat (beef and milk). For the fisheries sector the improvement strategies will focus on the revitalization of fingerlings production centres and the training of farmers on fish production. Bee keeping is an activity that is still gaining ground and its improvement will focus on the training on production, processing, storage, marketing of honey and honey products (Helvetas, 2001).

Vision and Mission of the sector

Sector vision: Development of an innovative, commercially-oriented and modern Livestock, Fisheries and Animal Husbandry Sector

Sector mission: To improve the livelihoods of the Region's residents through physical planning, promotion of competitive and sustainable livestock and fisheries development, growth of a viable cooperatives sub sector, innovative research, equitable distribution and sustainable management of land resources.

Strategic objectives of the sector

To achieve the sustainable transformation of the rural sector towards a green and inclusive growth economy that, enables the country to reach the stage of an emerging country by 2026 and reduces social inequalities

Sector development needs priorities and strategies

In order to improve on Livestock Fisheries and Animal Husbandry sector,the following developmental needs, priorities and strategies will be employed with a goal to improve the implementation of the Regional Vision in the Livestock Sector (see Table 4.19 and Map 4.11).

Development objectives/goal: Promote and protect animal's/fishery biodiversity, and to contribute to the national economy and also to put proteins on the tables of every household in the Region

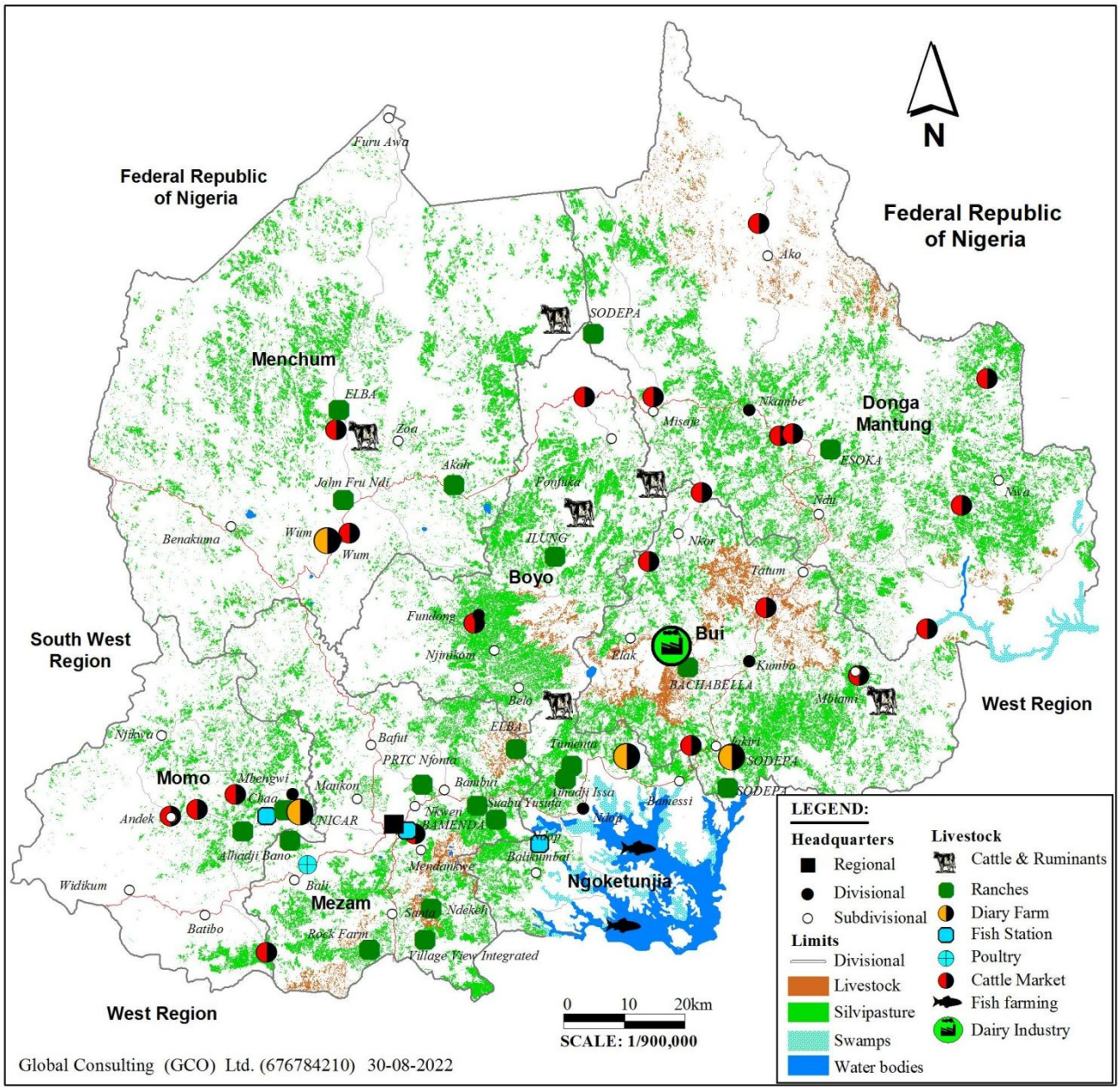
Table 4.19: Development needs, priorities and strategies for the Livestock Fisheries and Animal Husbandry Sector

Sector Program	Development needs	Priorities	Strategies/actions
Programme 053: Development of Animal Production	Milk Production	Training of cattle breeders on proper milk handling and preservation techniques	Training of (140) cattle breeders
	Promotion of Animal Industries	Preparation of Regional Agro-Pastoral show and organisation of best livestock farms competition.	Number of different exhibits chosen for different speculations
		Trainings of cattle breeders on Animal husbandry	Training of (350) cattle breeders
		Trainings of pig breeders on Animal husbandry	Training of (350) pig breeders
		Trainings of Small Ruminant breeders on Animal husbandry	Training of (350) sheep/goat breeders
		Pasture improvement and development	(7) Cattle grazing fields improved
	Securisation and amelioration of Animal feed.	Training of cattle breeders on feed formulation and compounding using local/sub-agro industrial by-products	Training of (350) cattle breeders on Animal feed formulation.
		Training of pig breeders on feed formulation and compounding using	Training of (350) pig breeders on Animal feed

Sector Program	Development needs	Priorities	Strategies/actions
		local/sub-agro industrial by-products	formulation.
		Training of small Ruminant breeders on feed formulation and compounding using local/sub-agro industrial by-products	Training of (350) small ruminant breeders on Animal feed formulation.
	Training on Construction of livestock infrastructures	Training of small Ruminant (sheep/goats) farmers on construction of livestock houses	Training of (350) farmers
		Training of pig farmers on construction of livestock houses	Training of (350) pig farmers.
	Veterinary Public health	Vaccination of pets (dogs/cats) against Rabies.	Vaccinate about 12,000 dogs/3,000 cats
		Vaccination of small Ruminants against PPR (Peste de Petit Ruminant.)	Vaccinate about 453,000 goats /223,000 sheep.
		Vaccination of local fowls against New castle disease	Vaccinate about 795,000 local fowls.
Programme 055 : Veterinary Public Health and Fight against Zoonoses	Veterinary Public health	Vaccination of pets (dogs/cats) against Rabies.	Vaccinate about 12,000 dogs/3,000 cats
		Vaccination of small Ruminants against PPR (Peste de Petit Ruminant.)	Vaccinate about 453,000 goats /223,000 sheep.
		Vaccination of local fowls against New castle disease	Vaccinate about 795,000 local fowls.
Programme 057: Development of Fisheries and Aquaculture	Sensitization and developpement of Aquaculture.	On spot training on control of fish predators	Field reports
		Training of fish farmers on fish feed formulation and pond management	Training of about (140) fish farmers
		Training on fish pond construction	Training of about (140) fish farmers.
		Training on site selection for fish pond construction / rehabilitation	Training of about (140) fish farmers
		Training on how to produce fingerlings, transportation and farm management techniques	Training of about (140) fish farmers.
Programme 059: Governance and Institutional support to MINEPIA Structures	Construction of MINEPIA structures	Construction of ZVCs	(30) ZVCs constructed
		Construction of DDEPIA	(2) DDMINEPIAs constructed
		Construction of vaccination crushes	(60) Vaccination crushes constructed

Source: IDC, RDP-NWR 2022

Map 4.11: Livestock fisheries and Animal Industries



4.8.3 Environment and Nature Protection

Introduction

The environmental situation in the North West Region highlights a variety of problems ranging from land degradation, biodiversity loss, environmental health and toxicology, through potable water quality, and urban pollution with the resultant harm to human health.

Strategic objectives of the sector

- To Ensure Sustainable Development through Conservation and Rational Management of Natural Resources and the Environment
- Sustainable Management of the Environment and Nature Protection (Ecosystems Management)
- Provision of Portable Water in the Region
- Provision of adequate Energy
- Document Natural hazards and disasters
- Sustainable Management of Waste
- Prevention of Land degradation/ Desertification
- Prevention of Bush fires

- Sustainable Management of Forestry and Wildlife
- Prevention of Deforestation
- Sensitization campaigns on Climate Variability/Change and Adaptation
- Sensitisation campaigns on toxic and hazardous substances or chemicals
- To manage and conserve natural resources;
- To control and mitigate environmental pollution;
- To enhance the management of the Region's forest reserves, sacred forests, shrines and other protected areas
- To promote the integration of climate change adaptation and mitigation measures in the Region's projects/activities;
- To increase water supply and sewerage coverage;

Sector composition

- Natural Resources
- Water
- Renewable Energy
- Forestry
- Climate Change and Adaptation

Vision and Mission of the sector

Sector vision: Excel in environmental management through the provision of water and sanitation services, and natural resource conservation.

Sector mission: To provide a clean, safe and healthy environment and improve access to water and sanitation services through promotion and facilitation of integrated, comprehensive, effective and efficient natural resource and environmental management and conservation systems for sustainable development.

Sector development needs priorities and strategies

In order to improve on the sustainability of projects, the management of the environment is primordial. In this light, the Region's natural environment shall be protected and preserved through the implementation of the following developmental needs, priorities and strategies (see Table 4.20).

Development objectives/goal: To Ensure Sustainable Development through Conservation and Rational Management of Natural Resources and the Environment.

Table 4.20: Development needs, priorities and strategies for the Environment Sector

Development needs	Priorities	Strategies/actions
Sustainable increase in agroforestry and fisheries production and productivity of priority value chains	Biodiversity conservation,	- Conserve and preserve/propagate indigenous species in sacred forests, shrines and around palaces
	Increase land use cover	- Promote agroforestry systems in farming through the use of vegetative multiplied subjects
	Ensure constant and affordable building materials Establish building material companies	- Preserve existing woodlands and restore degraded areas with indigenous species for continuous supply of local building materials - Establish council equipment pools and building material depots
Strengthen the resilience of production systems, the sustainable management of natural resources and food and nutritional security of vulnerable populations in the face of climate change and other shocks	Improve the production of potable water	Delimit and preserve existing catchments while improving the quality of vegetation
		Construct water schemes
		Construct and equip boreholes
	Improve sustainable /renewable energy supply	Develop and promote the use of improved cooking stoves among the vulnerable population
	Strengthen and scale-up adaptation/mitigation measures in the face of	Disseminate information on the impact of climate change and risk management

Development needs	Priorities	Strategies/actions
	climate change	
	Fight against pollution, nuisances and harmful and/or dangerous chemical substances and strengthen tools and capacities for environmental management (ESIA, ESMP, Corporate)	Sensitise population on toxic, harmful and dangerous chemicals
		Carryout environmental screening, environmental impact notices for all development and commercial projects falling within this category
		Promote smallholder waste management schemes
		Carryout sensitization campaigns on sustainable waste management
		Design a waste management plant for Bamenda City and any priority council
	Canalize the river Mezam spanning Bamenda III in Nkwen and Bamenda II in Mankon to ensure the smooth flow of the river channel	Canalize river Mezam from Bamenda III in Nkwen to Bamenda II in Mankon
	Improve sustainable /renewable energy supply	Construct improved cooking stoves in boarding schools
	Manage and renew forest resources, secure and develop wildlife resources and protected areas	Establishment and management of fuelwood plantations, council forests and protected areas/reserves
Strengthen governance and the human capital of rural sector actors	Develope an efficient research system to accelerate the transformation of the rural sector	Develop technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change
		Establish a meteorological information and monitoring system (including rehabilitatation and densification of the network of weather stations and the dissemination of weather reports)
		Carryout sensitization campaigns
		Carryout trainings in sustainable NR management
		Elaboration of an environmental education syllabus
Climate Change and adaptation	Climate Change and adaptation	Implement projects in the domains of climate change and renewable energy options in order to mitigate the adverse effects of CVC on agriculture, livestock, health and biodiversity;
		Climate Variability/Change and Adaptation (Construct Weather stations in the three agro-ecological zones of the Region (2 per agricultural zone)
		Encourage the dissemination of information on climate change impact, and sustainable energy options
		Equip 10 meteorological stations in the Region
		Produce sensitization brochures on topical environmental issues for use in training and radio programs to sensitize farmers on CVC

Source: IDC, RDP-NWR 2022

4.8.4 Land Use Planning

Introduction

For most actors in rural areas of the region, insecurity of land tenure remains a major hindrance to development and environmental protection . The informal recognition of traditional authorities as land managers is one of the courtesies granted by the State to chiefdoms.

There have been numerous initiatives geared towards formalizing and securing the land rights of local communities, however, to date these attempts have remained sparse and insufficiently coordinated from an operational viewpoint. The following are the challenges and proposals emanating from the Region:

- Recognize land tenure rights by simplifying the registration process and formalizing individual transactions in writing;
- Foster coordinated bargaining in land distribution for agricultural purposes and livestock breeding;
- Delimit land boundaries through negotiation and demarcation of transhumance routes and grazing areas;
- Facilitate the permanent settlement of cattle breeders and their land ownership;
- Secure pastoral land by rehabilitating transhumance corridors and routes;
- Formulate proposals for solutions to the development of pastoral resources;
- Strengthen dialogue between cattle breeders and councils;
- Make use of inter-council cooperation to secure and manage pastoral areas;
- Work out verbal agreements between users of local land and resources in several village territories;
- Set up Common Initiative Groups (CIG) and promote lobbying activities with traditional authorities to foster women's access to land.

Considering that the land question is complex and often a source of tension that may escalate into conflicts, the recommendations follow a precautionary and quality-based approach, taking into account the interests of relevant actors and of the various authorities (administrative, traditional and council) to effectively develop consensus-based practices built on experience and feedback. These recommendations could provide a basis for initiatives to:

- Demarcate grazing and farming areas as well as livestock routes to improve access, use and management;
- Advocate for the reform of texts governing the management access and usage of conflicts between rural land actors;
- Strengthen the effective participation of local institutions in land management (livestock corridors and routes, ponds);
- Promote local institutions responsible for preventing and managing land conflicts;
- Strengthen inter-council cooperation to enhance the management of rural land and natural resources;
- Propose a contract-based form of land management between councils and development bodies;
- Promote the permanent physical demarcation of different areas,
- Increase the acquisition land titles;
- Clarify and institutionalize the role of traditional authorities in local land management;
- Promote legislative and regulatory reforms as well as social norms to promote women's access to land.

Vision and Mission of the sector

Vision of the Sub sector: To ensure sustainable land use management

Mission of the Sub sector: Ensuring land use suitability and capabilities as exploited to the maximum.

Strategic objectives of the sector

Ensure sustainable land use management in the Region

Sector development needs priorities and strategies

In order to improve on Land Use Planning, the following developmental needs, priorities and strategies will be employed so as to improve the implementation of the Regional Vision in the Livestock Sector (see Table 4.21)

Development objectives/goal: Ensure sustainable land use management in the Region

Table 4.21: Development needs, priorities and strategies for the Land use sector

Intervention	Objectives	Actions
Constitution of land reserves	Stimulate the creation of medium-sized and large agricultural and/or industrial farms in the rural sector, Develop layout on State property in an optimum manner and depending on the needs of the primary and secondary sectors,	Creation and development of layouts on State property according to future needs,
	Set-up a computerized network among lands registration services, Constitute land reserves in order to meet the need of projects of general interest	Acquistion of new building plots by MAETUR
Development of new building plots and various Highways and Networks (VHN)	Facilitate the construction of infrastructures for urban development and housing,	Organize space and land reserves for equipment across the entire Region

Source: IDC, RDP-NWR 2022

4.8.5 Forestry and Wildlife

Introduction

As far back as the 1930s, Colonial Governments devised the strategy of creating reserves as a means of protecting nature and its vast range of natural resources. Successive ministerial departments in charge of Forestry and Environment continued this aggressive colonial policy. As of 2022, State Forest Reserves cover a total surface area of 125,550 ha, sixteen (16) Council Forests covering a total area of 7,583 ha, and thirteen (13) Community Forests covering a total area of 855.7 ha, in the North West Region. However, most of these forest reserves have been the subject of illegal exploitation and wanton destructions of flora and fauna despite admonitions from the Ministry of Forestry and Wild Life.

The total surface area covered by forest in the Region stands at 27.2 % (Rural Land Occupancy Plan report for the North West Region, (2008)) comprising of dense forest (4,742.977km^2), open Forest (773.801km^2), gallery forest (533.213km^2), forest blanks (0.906 km^2), and Forest Plantations (275.223 km^2).

Table 4.22: Development needs, priorities and strategies for Forestry and Wildlife

Development needs	Priorities	Strategies/Actions
Sustainable Management Forestry and Wildlife	Ensure Conservation of Ecosystems and Biodiversity	Protect sacred forests and shrines
Sustainable Management of Forestry and Wildlife	Promote Rational and Sustainable Management of the Forest and Wildlife in the Region	Improve on forest cover through the creation of fuel wood plantations by individuals, communities and councils;
		Adoption of fuel wood saving technologies such as the improve cooking stoves, biogas, solar heating for individual households, restaurants and boarding schools
		Encourage the creation of tree nurseries by women and youths, NGOs, and Councils.
		Promote agro-forestry farming systems suitable to farmers in the Region
Prevention of Deforestation	Promote land use cover through the planting of endemic and native tree species	Reforestation of ecological fragile zones in the Region;
		Creation of community and council forests;
		Reforestation of 1500 water catchment areas;
	Ensure Conservation of Ecosystems and Biodiversity	Increase the contribution of agriculture and forestry in maintaining and enhancing biodiversity by preparing and implementing forest management plans for reserves, community / council forests;

Source: IDC, RDP-NWR 2022

4.8.6 Scientific Research and Innovation (CRRI NW)

Introduction

The Regional Centre for Scientific Research and Innovation (CRRI NW) is one of the ten regional centres of the Ministry of Scientific Research and Innovation (MINRESI) charged with the overseeing of activities under the responsibility of the ministry in the region. More specifically, the Centre animates, coordinates and controls scientific research activities all over the region for the promotion of the socio-cultural and economic development of the people. It also exploits research results in collaboration with all the sectors of the national economy and related ministries and institutions. The Centre oversees the functioning of public research institutes as well as private researchers and innovators in the region. Among the public research institutes, Agricultural Research Institutes for Development (IRAD) and the Mission for the Promotion of Local Construction Materials (MIPROMALO). The Institute of Geological and Mineral Research (IRGM) only manifests its presence in the region through its intervention in the degassing of Lake Nyos and the reinforcement of the retention dike.

CRRI NW covers all the seven (7) Divisions of the North West Region. The centre coordinates the activities of public research institutes in the region as well as private research and innovation. IRAD Bambui has one research station (IRAD Mankon) and 5 research antennas namely Babungo, Santa, Befang, Batibo and Nkambe.

Development challenges of the sector include:

- Restrictions in areas of operation due to insecurity.
- Research structures (IRAD and MIPROMALO) are still inaccessible thereby causing difficulties in carrying out research work. The situation of the research structures is a cause for concern and needs to be addressed with all urgency so that we can preserve the many years of hard work that has brought research this far.
- The crisis has caused the exodus of innovators from the region and some have grounded their activities.
- The numerous lockdowns in the region have delayed research operations as most farmers and vendors close the stores thereby making it difficult for data collection.
- Insufficient funds for research activities

Sector composition

- Agricultural Research Institutes for Development (IRAD)
- Promotion of Local Construction Materials (MIPROMALO)
- Institute of Geological and Mineral Research (IRGM)

Sector development needs priorities and strategies

In order to improve on the achievements in the domain of Scientific Research , the following developmental needs, priorities and strategies will be employed with the aim to improve the implementation of the Regional Vision in the Scientific Research Sector (see Table 4.23)

Development objectives/goal: Enhance scientific and technological development in the North West Region

Table 4.23: Development needs, priorities and strategies for Scientific Research Sector

Development needs	Priorities	Strategies/actions
Enhance scientific and technological development in the North West Region	To improve the adoption of research findings and innovations in the Region	Sensitizing the population on research findings by 2026
		Train selected Stakeholders, beneficiaries on improved technologies and innovations: Improved agricultural technologies, improved livestock technologies, local building material resources by 2026
	Optimum utilization of research results and innovations especially in the domains of agriculture, livestock and building materials is increased	Opening of trials and demonstration centers across the Region by 2026
	Create, construct and equip agricultural processing units across the Region	Create quality processing units for basic agriculture products by 2026

Development needs	Priorities	Strategies/actions
	Produce quantity of improved basic seed	Produce improved seeds for basic food products across the Region by 2026
	Disseminate monitoring information across the region	Dissemination of Monitoring information, Follow-up and evaluation across the Region by 2026
	Create awareness of participatory research approachs	Create awareness of participatory research approaches across the Region by 2026
	Creation of a Center for medicinal plants	Create a Centre for Medical Research and the study of Medicinal Plants

Source: IDC, RDP-NWR 2022

4.9 Industry and Service Sector

The industry and service sector includes the following ministries:

- Ministry of Mines and Technological Development;
- Ministry of Trade;
- Ministry of Tourism;
- Ministry of Small and Medium-Sized Enterprises, Social Economy and Handicraft; and
- Ministry of Scientific Research and Innovation.

4.9.1 Industries, Mines and Technological Development in the North West Region

Introduction

North West Region has a lot of potential mines such as quarries, sand pits and clay pits which are being exploited manually. These sites are still poorly developed, most especially with poor, impassable / undeveloped roads leading to some of these mining sites.

Most of the mines are exploited by community members and the Council collects mining tax for these resources. As concern industries, there is little/absence of industrial activities within the Region.

The mining industry in the North-West is still at its infancy, with production being predominantly artisan in nature. However, the Region has significant potential, and large proportions of its landmass which are yet to be explored. As the state of infrastructure improves, it can be expected that mining in this fast growing Region will prosper. The region has considerable potential for mining with prospects of bauxite, iron ore, sapphire, ruby, diamond, tin, gold, titanium, rutile, kyanite, basalt, sand, pyroclastic materials among others. Of the region's 17,300 km2 surface area, less than 25% has been explored for minerals by five different exploration projects. In 2017, a total of 67,936 m2 of land was occupied by industrial quarry activities.

Sector composition

- Quarries
- Snad pits
- Stone pits
- Clay pits

Vision and Mission of the sector

Sub sector vision: A Regional competitive mining and industrial development sector with sustainable and equitable socio-economic development

Sub sector mission: To promote, co-ordinate and implement integrated socio-economic policies and programs for a rapidly industrializing economy.

Strategic objectives of the sector

- Improving the legal, regulatory and institutional framework (to make it more adapted to the requirements of the current economic and social context)
- Development and improvement of knowledge on mineral potentials
- Improving the exploitation of mineral resources
- Development of mineral resources (processing)

- Ensuring industrialization through the processing and valorization of local raw materials and promotion of exports in the Region.

Sector development needs priorities and strategies
In order to improve on Industries, Mines and Technological Development, the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision in the Industries, Mines and Technological Development Sector.

Development objectives/goal: Ensuring industrialization through the processing and valorization of local raw materials and promotion of exports in the Region

In the North West Region, a number of local commodities are processed; wood transformed into furniture, building materials rock transformation, hotel services, flour transformed to bread, milk transformed to yoghurt and other dairy products, palm fruits proceed to palm oil, dispensing of fuel and domestic gas.

- **Petroleum product**

  (60) Petroleum product sale stations were in existence in the region by 2020. About 194,485 gas cylinder bottles of 12.5kg were sold in the North West in 2018.

- **Consumers' points Petroleum Distribution**

  The North West Region has nine (09) consumers' points authorized although few of them are operational as result of the crisis. One consumers' point not authorized, with storage capacity of 720 m^3 is situated at the base of ENEO at Ntarikon and being supplied by TRADEX S.A.

  Due to insecurity, petrol stations are shut down in six divisions and only operate in Mezam, except Mondays and other days that are decleared as "ghost towns" by secessionists. This situation negatively affects sales at filling stations and largely profits those involved in the sale of contraband fuel.

- **Mining in the North-West Region**

  The mining industry in the North-West is still at its infancy, with activity being predominantly artisan in nature. However, the Region has significant potential, and large proportions of its landmass which are yet to be explored. As the state of infrastructure improves, it can be expected that mining activities in this fast growing Region will prosper. The region has considerable potential for mining with prospects of bauxite, iron ore, sapphire, ruby, diamond, tin, gold, titanium, rutile, kyanite, basalt, sand, pyroclastic materials among others. Of the region's 17,300 km2 surface area, less than 25% has been explored for minerals by five different exploration projects. In 2017, a total of 67,936 m2 of land was occupied by industrial quarry activities.

Sub sector vision: A Regional competitive mining and industrial development sector with sustainable and equitable socio-economic development
Sub sector mission: To promote, co-ordinate and implement integrated socio-economic policies and programs for a rapidly industrializing economy.

Development needs, priorities and strategies
In order to improve industrialization in the Region, the following priorities and strategies will be carried out in a bid to achieve the Regional Vision in the domain of Mines, industries and Technological Development (Table 4.24).

Table 4.24: Development needs, priorities and strategies for the Mines and Technological Development Sector

Development needs	Priorities	Strategies/actions
Capitalizing on the dynamism of national operators in the sector to finally develop the rich potential of mining resources and initiate the start of major mining projects in the medium term	Improvement of the business climate, development of research, innovation and technical standardization.	Detail studies to assess the natural resources potential of the North West Region by 2026
		Sensitizing potential investors
		Providing favorable conditions for investment in the Region

Development needs	Priorities	Strategies/actions
		Easing accessibility of mines and industrial sites
	Improve mining infrastructure and access to mining sites	Improving access to quarries
	Strengthen, capacity building of mining actors	Organize yearly workshops to refocus operators and engineers on the potentials of manufacturing processes in the Region

Source: IDC, RDP-NWR 2022

4.9.2 Small and Medium Sized Enterprises Social Economy and Handicraft

Introduction

The North West Region like many other regions in the country is lacking in enterprises that create wealth. To move the economy forward, it is very necessary for the inhabitants to be enterprising. The spirit of enterprise creation in the North West Region was at the take-off stage but has been dampened by the prevailing socio political crisis.

The mission of the Ministry

- Promote and supervise small and medium-sized enterprises and handicraft units;
- Develope the social economy;
- Build, in collaboration with the professional organizations, a data and project bank for investors in small and medium-sized enterprises and handicraft sectors;
- Promot the spirit of enterprises and private initiative;
- Monitor the activities of bodies offering assistance to small and medium-sized enterprises and handicrafts;
- Promot products of small and medium-sized enterprises and handicrafts, in collaboration with the professional organizations concerned;
- Monitor professional organizations of small and medium-sized enterprises and handicrafts;
- Monitor informal sector trends and conducting relevant studies;
- Identify and study possibilities of getting informal sector migrating towards handicrafts and micro-enterprises sectors;
- Study all measures aimed at informing and training actors in the informal sector.

The North-West Region though harbouring the second fastest growing town (Bamenda) in the country is not endowed with very big enterprises or even a good presence of medium enterprises which can provide jobs to the ever growing number of well-educated youths. The business sector is largely informal with an important proportion of very small enterprises; involved in petty trading and small holder shops as well as small holder farming businesses.

Distribution of enterprises by sector

Based on formal and registered businesses, the tertiary or service sector (comprised of commerce, transport, banking and insurance, communication and other service subsectors) makes up about 83% of the business and service industry in the North-West Region, followed by the secondary sector (comprised of extraction, food industry, other manufacturing industries, electricity, water and gas and construction) and at the bottom there is the primary industry (comprising about 0.3% of the business and service industry) (NIS/RGE 2009).

Other than the statistical figures for formal and registered businesses, expert knowledge based on observations/evaluations, reveals that the informal economy plays quite a vital role in the region, despite it atnot visible in the available statistics. As intimated earlier, well over 80% of the rural population in the region works in the informal sector, mainly as farmers; the implication of this is that if properly documented, the primary sector could account for much more than the 0.3% that is shown in the statistics.

The majority of the enterprises in the agriculture, breeding and forest exploitation sectors are very small enterprises.Agriculture has just one enterprise that is classified as a big enterprise, while breeding and forest exploitation has no big enterprise. This has great implications on the potentials of these sectors to generate employment in the Region. Most enterprises involved in fishery and fish farming are still 'undefined' or not registered. The tertiary sector, as opposed to the agriculture and breeding sectors, has a few large enterprises as well as a good number of small and medium enterprises . This is an indication of the tertiary sector's employment generation potential.

Some of the problems faced by this sector in the Region include:

- Inadequate promotion of small and medium-sized enterprises and handicraft units at the Divisional and Council levels;
- Underdeveloping social economy;
- Limited collaboration with professional organizations,
- No studies on identification and possibilities of getting informal sector migrating towards handicrafts and micro-enterprises sectors;
- Inadequate promotion of the spirit of enterprises and private initiative;
- Little or no assistance to organisations involved in small and medium-sized enterprises and handicrafts;
- Inadequate promotion of the products of small and medium-sized enterprises and handicrafts, of the region
- Lack of finance resources (capital)/ difficult access to loans
- Limited access to socioeconomic infrastructures (road, electricity, water, market)
- Excessive taxes
- Corruption
- Limited business and technical knowledge of private operators
- Rural Exodus of youths

Sector composition

- SMEs
- Crafts

Vision and Mission of the sector

- Vision of the Sector: A Regional competitive Small and Medium Size Enterprises Social Economy and Crafts sector with sustainable and equitable socio-economic development.

Mission of the Sector: To promote, co-ordinate and implement integrated socio-economic policies and programs for a rapidly growing Small and Medium Size Enterprises Economy.

Strategic objectives of the sector

Provide an enabling environment that promotes initiatives for processing of primary products and local craft production to boast employment creation around SMEs and private enterprises within the Region.

Sector development needs priorities and strategies

In order to improve on the achievements in the domain of Small and Medium Size Enterprises Social Economy and Crafts , the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision in the Small and Medium Size Enterprises Social Economy and Crafts Sector (Table 4.25).

Table 4.25: Development needs, priorities and strategies Small and Medium Sized Enterprises Social Economy and Handicraft

Development needs	Priorities	Strategies/actions
Promote & protect Small and Medium Sized Enterprises, Social Economy and Handicrafts works by providing financial and technical assistance etc. and publicity through public expositions,	Promoting entrepreneurship spirit through simplifying procedures for enterprise creation and better supervision of SMEs.	Promote local SMEs of the Region annually
		Promote entrepreneurial spirit
		Improve the competitiveness of SMEs
		Promote the development of handicraft
	Promoting the creation and structuring of Social Economy Units and Enterprises.	Supporting the creation and structuring of Social Economy Unites and Enterprises

Development needs	Priorities	Strategies/actions
Transformation and modernization of production	Increase local production of goods and services and thus reduce imports, ensure the emergence of companies, increase competitiveness and supply of finances to SMEs in the Region	Technical and financial support to SMEs targeting manufacturing industries.
		Technical and financial Support in the development of SMEs in the domain of innovation.
Promote private Initiative and Improve competitiveness of SMEs	Increase the processing of local raw materials through manufacturing added tax and promote the enterprise spirit in young graduates	Improve upon the business environment
	Improve the quality, visibility and consumption of the Region's handicraft and products	Improve the competitiveness of handicraft products
		Promote collective entrepreneurship
Governance and institutional support	Equip the various structures with infrastructure and equipment, improve the functioning and performance of services, increase the visibility of actions taken and ensure the coherence and effectiveness of interventions by the Ministry	Improve the working environment
		Communication and public relation
		Coordinate and follow-up of the activities of the services
	Improve the contribution of services to the achievement of programs and the quality and efficiency of expenditure	Coordinate and follow up the activities of the services of MINPMEESA in the Region
		Improve the working environment and conditions of the personnel of MINPMEESA in the North West Region
		Strategic studies and planning in MINPMEESA-NW

Source: IDC, (RDP)-NWR 2022

4.9.3 Trade and Commerce in the Region

Introduction

For any meaningful economic development to take place there must be a flow and exchange of goods and services between the household and the business sectors. For the flow and exchange of goods and services to take place, there must be a sustainable production base and the necessary infrastructures. The goods and services produced and circulated must be of good quality so as to increase the level of consumer protection.

Agriculture is the main economic activity in the region, trade and commerce, can be considered second as most of the food crops produced are being sold in the markets. Most villages in the region have people who are specialized in the selling of different articles needed by the population for day to day life. Some of business people are involved in petty trading while others operate off-licenses. The production and selling of palm oil is also one of the main economic activities in the Region.

The goods produced in the Region are exchanged by way of trade. The Region has a Central Market known as the Regional market in (Bamenda) which holds daily and attracts business people from all over the region. At the level of the Divisions, and to a lesser extend subdivisions, there are well organized main markets specialising inthe supply of various foodstuff and animals. The Councils have constructed sheds and hangers in these markets to facilitate trading activities.

As can be observed in the Region, a variety of food crops are being commercialized, and a greater part of this trade is carried out by the women. It is the women folk who mostly sell foodstuffs. Men are mostly involved in the sale of products as palm wine, meat, tobacco, wine from raffia and palms, artistic products etc. Men are also engaged in the retailing of manufactured goods. The products being sold have different local units of

measurements and with the prices varying from one season to another. Generally, during seasons of abundance the prices drop and during seasons of scarcity the prices rise.

It is worth noting that in most markets in the Region, there is no specialization on the part of those who sell foodstuffs. What is ready on the farm is harvested and displayed for sale. It is rather the buyer who specializes, goes round and buys what he/she is specialized in. Just as the prices in manufactured goods have risen so too is the prices of food stuffs.

Cash crops such as coffee and cocoa is also being sold in the Region. There are collection points and cooperatives which serve as markets. Most of these cash crops and other handcraft products are further transported either towards the small rural markets or directly to Bamenda town. There is a rapid rise in trading activities due to the fast development in road infrastructure in the Region. It is important to note that the Regional market in Bamenda remains the main market towards which agricultural products are directed.

- **Internal**

  In the Region, there are different types of markets: daily markets, cattle markets, rotatory markets and periodic markets. Table 4.72 elaborates on the types of markets in the Region. There is a gradual increase in the prices of goods due primarily to the prevailing socio political crisis in the Region. The Region also sell produce to some countries in the CEMAC Sub-Region (Garbon, Equatorial Guinea).
- **External trade**

  The great majority of the North West Region's external trade is conducted with the Federal Republic of Nigeria. It is for this reason that the markets are full of goods like used motor parts, motorcycle parts, sewing machines, household goods, building materials, electronics, electrical materials, medical drugs, cosmetic products, carpets, mesh, dresses, lace, can drinks, wines of all brands, biscuits, beverages etc. sold at a cheaper prices and putting down the purchase of our locally produced brands.

  However, export to Nigeria; include vegetables, fruits, some livestock, Ndop rice, coffee, cocoa, garri, maize, cabbage, spices, plantain, tomatoes etc. Miilions of francs (FCFA) goes out on an hourly basis to Nigeria in search of goods. And even when goods are exported to Nigeria, the Naira paid to is used again to buy more Nigerian goods. We therefore lose a lot of our currency in such transactions.
- **Artisanal Industry**

  Following a survey in 2018, embroidery, breading, knitting and weaving were documented as the main artisanal handicraft activities in all the divisions of the region. (North-West Region, Regional Planning Project in 2018).

  Weaving is dominant in the Donga-Mantung, Menchum and Momo divisions. This is indication that locally produced cloth through weaving is a growing activity in all divisions.

Sub sector vision: A Regional competitive trade and commerce sector with sustainable and equitable socio-economic development
Sub sector mission: To promote, co-ordinate and implement integrated socio-economic policies and programs for a rapidly growing trade economy

Sector composition

- Internal trade
- External trade

Vision and Mission of the sector
Vision of the sub sector: A Regional competitive trade and commerce sector with sustainable and equitable socio-economic development
Mission of the sub sector: To promote, co-ordinate and implement integrated socio-economic policies and programs for a rapidly growing trade economy

Strategic objectives of the sector

- To ensure good prices for commodities and the free movement of good and services in and out of the Region,
- Strengthen policy framework for trade,
- Create a conducive environment to conduct business,

- Improve technological capacity,
- Improve the performance level of micro and small scale enterprises,
- Improve market structures,
- Increase access to market information,
- Increase in the market for goods,
- Standardize measuring equipment and working kits,
- Increase awareness of consumer rights.

Needs, priorities and strategies for development of the Sector

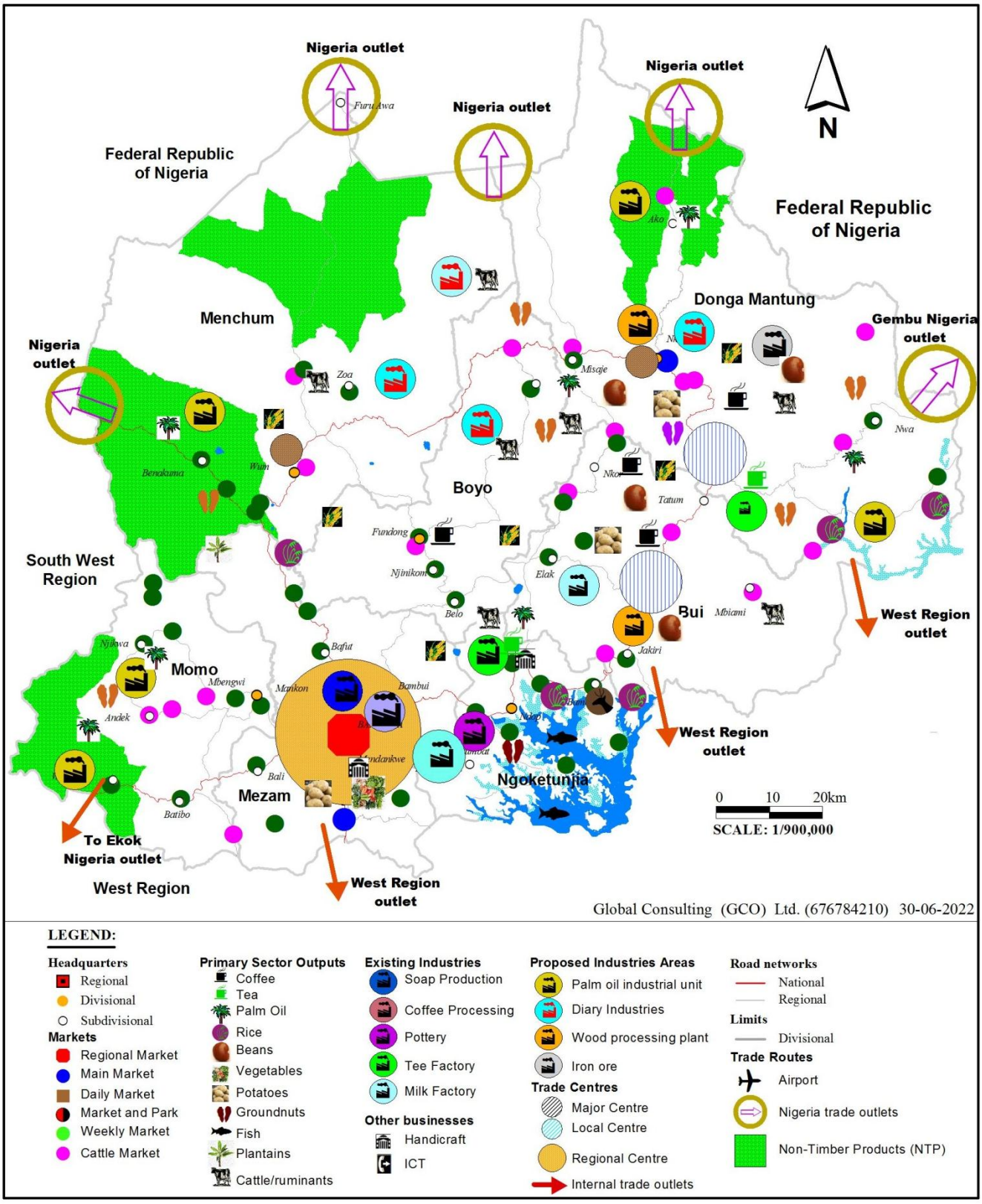
In order to improve on the Trade and Commerce Sector in the Region, , the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision in the Trade and Commerce Sector (Table 4.26 and Map 4.12).

Table 4.26: Development needs, priorities and strategies for the Trade and Commerce Sector

Development needs	Priorities	Strategies/actions
Promotion and protection trading activities, support the national economy throughout the Republic of Cameroon and international territory	Improve market infrastructures and market organization and access (internal and external)	- Construct border markets with Nigeria Rehabilitate daily markets - Improve access to markets for all in the Region through construction of farm to market roads
	Strengthen institutional issues relating to trade and commerce	- Reinforce security within the markets and along the highway - Prepare and adopt norms for electrifying markets - Extending branches of the Chamber of Commerce to all Divisional HQs
	Promote Commercial Activities through the use of ICT Solutions e.g. E-Commerce	- Create Regional digital markets - Create and run a website to provide trade information to sector actors

Source: IDC, RDP-NWR 2022

Map 4.12: Trade and Commerce



4.9.4 Tourism and Leisure

Introduction

The territorial planning and sustainable development of the North-West Region must enhance people, planet and profit (3 P-approach). Strategies, plans and projects should be socially acceptable, environmentally sustainable and economically feasible. The huge touristic potential of the Region is lying fallow and needs urgent intervention to reap the benefits of this sector which is quite promising. To bridge these gaps, the following actions will be taken: -

- Development of the geological and geomorphological potentials : high (-3,011m) volcanic mountains, with its pleasant climate and stunning scenery;
- Development of the rich cultural diversity with interesting museums (Mankon, Babungo and Akum), palaces (Nkwen, Bali, Kumbo, Bafut; the latter designated as a World Heritage site of international importance), cultural festivals (Bali, Bafut, Aghem and Kumbo and the Fulani horse race at Tobin/Kumbo);
- Sustainable management of the nine protected nature reserves with rare species like the Cross River Gorilla (Momo Division), the Nigerian Cameroonian Chimpanzee (Mezam and Boyo Division) and lots of endangered, red list bird species of which six are endemic to the region;
- Sustainable management of the Kimbi-Fungom National Park, soon to be nominated as a Category I National Park (IUCN), 150,000 ha, with various sites like the Python Gayama cave, the waterfall in the Katsina river, and the old German cable bridge at Nkang Kwep Akum over the Katsina, passing through a narrow and spectacular gorge;
- Construction of waterfalls (like Menchum, Abbi, Itiako and Chimney falls), a hot spring (Itiako) and as much as 35 volcanic crater lakes (like Mbi, Awing, Wum, Nyos, Atoe, Ashion, Ilum, Kuk and Benakuma) spread across the different divisions;
- Maintenance of the (artificial) huge Bamendjing lake at the borders of Ngoketunija Division and the West Region;
- Rehabilitation of the Bamenda airport that can be reached daily with modern airplanes, with good service by Camair-Co or any private company airlines for relatively low prices, from both international airports at Douala and Yaoundé.
- Rehabilitation and construction of roads to touristic sites (Some parts of Bamenda-Bafut-Wum) as well as the road stretches Bambui-Njinikom-Belo Fundong, Babungo-Oku, Bamenda-Bali-Batibo and Bamenda-Mankon-Mbengwi, Bamenda-Kumbo- Nkambe stretch of the Ring Road).
- Construction of modern hotels in all Divisional headquarters and improved service delivery.

Sector composition

Vision and Mission of the sector

Vision of the sub sector: A Regional competitive tourism sector with sustainable and equitable socio-economic development

Mission of the Sub sector: To promote, co-ordinate and implement integrated socio-economic policies and programs for a rapidly growing tourism economy.

Development objectives/goal: To develop and valorise the Touristic and Leisure potentials in order to make the North West Region a tourist destination

Needs priorities and strategies for development of the sector

In order to improve on the achievements at the national level in the domain of Tourism and Leisure, the following developmental needs, priorities and strategies will be employed to improve on the implementation of the Regional Vision in the Tourism and Leisure Sector (Table 4.27 and Map 4.13) below.

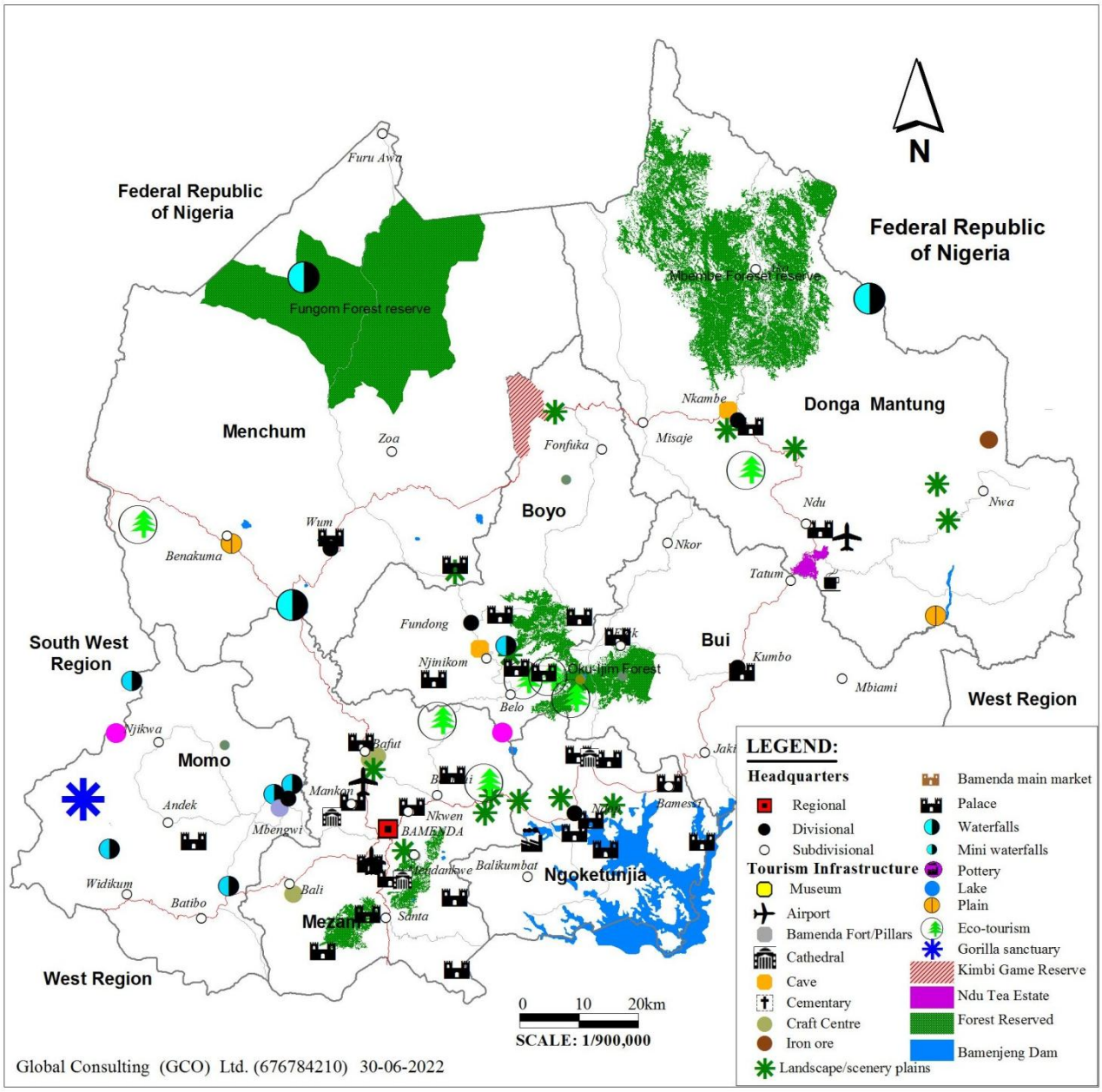
Table 4.27: Development needs, priorities and strategies for the Tourism and Leisure Sector

Development needs	Priorities	Strategies/actions
Promotion and protection of tourism potentials, assets, development of tourism sites and contribution to the national economy	Strengthen the capacity of the tourism sector	- Create inventories and maps of all touristic sites with the available facilities, - Diversify program for Eco-tourism, mountain-racing, besides visits to cultural sites and events

Development needs	Priorities	Strategies/actions
	Improve infrastructure and access to touristic sites in the Region	- Rehabilitate touristic sites - Construct a good road network to access the touristic sites in good time and in safety. - Creation of tourism board - Creation of website - Creation of new sites
	Promote tourism activities within the region	- Develop tourist products – crafts, documentation, artifacts etc., designed to sell the touristic potentials and opportunities of the North West Region - Introduce tourism programs on radios and TV stations - Organisation of trade fairs (after every 2 years) - Organisation of annual cultural festivals - Construction of a Regional Museum - Construction of recreation facilities

Source: IDC, (RDP)-NWR 2022

Map 4.13: Tourism Structures



4.10 Governance

Introduction

The Global objectives of NDS30 in connection with the missions of the Ministry of Decentralization and Local Development are as follows:

- Complete and deepen the decentralization process;
- Strengthen local development to make CTDs poles of growth and development;
- Involve local populations in the design and implementation of public policies at the local level;
- Promote the full participation of populations, particularly vulnerable populations, in the management of local affairs;
- Plan development action within the framework of decentralization;
- Contribute to bringing the share of resources transferred to Decentralized Territorial Communities to at least 15% of State revenue, in particular by increasing transfers for investment operations and accelerating the establishment of the local civil service.

Sectoral objectives

- Set up the special status for the North-West and South-West Regions;
- Strengthen the effective empowerment of other Regions and Communes;
- In-depth reform of the procedures for exercising supervision to lighten its burden on the operation of the CTDs and refocus its activities on the missions not transferred from the State;
- Substantially increase the resources transferred to the CTDs;
- Reform local taxation to diversify and improve its performance on the one hand, consolidate the mobilization and the methods of effective transfers of the products of the said taxation to the RLAs on the other hand;
- Review the mechanism for making funds available to CTDs;
- Ensure better equalization in the transfer of resources to RLAs, to better take into account local disparities;
- Optimize the mechanism for collecting and redistributing local and regional taxes to strengthen the intervention capacities of RLAs;
- Proceed quickly with the reform of FEICOM according to the methods mentioned above
- Supervise the process of setting up a local administration. If necessary, a transitional mechanism for the co-management of the personnel of the decentralized services of the ministries could be set up to allow the CTDs to have qualified human resources in their areas of competence;
- Strengthen the capacities of municipal and regional executives for a better exercise of local responsibilities, within the framework of a reduced administrative supervision
- Encourage the CTDs to make the most of inter-municipal cooperation, decentralized cooperation, territorial diplomacy as well as the various forms of partnership offered by the field of local development;
- Proceed with the restructuring of decentralization monitoring bodies and RLA support bodies with a view to optimizing the impact of their support actions.

Missions of the Ministry of Decentralization and Local Development

The Ministry of Decentralization and Development Local is responsible for the development, monitoring, implementation and evaluation of the Government's policy on decentralization, as well as the promotion of local development. As such, it is responsible for:

In the area of decentralization:

- The development of legislation and regulations relating to the organization and functioning of decentralized territorial communities;
- Evaluation and monitoring of the implementation of decentralization;
- Monitoring and control of decentralized territorial communities;
- The application of legislation and regulations on civil status;
- The exercise, under the authority of the President of the Republic, of the supervision of the State over the Decentralized Territorial Collectivities.

In the field of local development:

- Promoting the socio-economic development of Decentralized Territorial Communities;

- The promotion of good governance within decentralized territorial communities.

The MINDDEVEL exercises supervision over the public bodies implementing decentralization, in particular:

- The Special Fund for Equipment and Inter-municipal Intervention (FEICOM);
- The National Civil Status Office (BUNEC);
- The Training Center for Municipal Administration (CEFAM), which became the National School of Local Administration (NASLA) under decree n°2020/111 of 2 March 2020 on the creation, organization and operation of NASLA.

In line with the strategic orientations of the NDS30 in terms of decentralization and local development, the MINDDEVEL has set itself the strategic objective: **"To make CTDs, crucibles of national unity, poles of growth and local development".**

The Ministry of Decentralization and Local Development falling under the "Governance" sector, the strategic orientations contained in NDS30 in relation to the said sector are as follows:

- Decentralization and local development;
- Strengthening the rule of law and the security of persons and property;
- The improvement of the State's public service;
- Economic and financial governance;
- Territory planning;
- The promotion of bilingualism, multiculturalism and citizenship.

4.10.1 Reconstruction and Development of the North-West Region

On the basis of the recommendations of the aforementioned Major National Dialogue (MND), the main objective of this program is to restore the heritage of public and private persons destroyed during the crises and to take appropriate measures to improve the living conditions of the people and accelerate the development of the North-West, South-West and Far-North Regions.

Also in line with the Emergency Humanitarian Assistance Plan and the strategy for recovery and consolidation of peace in the North West Region, the preparation of a Regional Development Plan is timeed to address some of the problems through the implementation of priority projects. The recommendations of the Major National Dialogue (MND) can be fully realized when the RLAs effectively perform their devolved responsibilities.

4.11 Elaboration of Technical programs

The order, [CGCTD, art.409 (5)] of the Minister of Decentralization and Local Development fixed the program nomenclature for the preparation of planning logical frameworks for actions and activities. The four Technical programs are as follows:

- Program 1: Improvement of Basic Social Services;
- Program 2: Promotion of Economic Integration and Environmental Protection;
- Program 3: Citizenship, Culture, Sports and Youth Support;
- Program 4: Governance and Local Administration;

Consequently, the seven sectors with their respective ministries used in the previous RDP reports have been reclassified under four (4) Programs as follows:

Program 1: The Improvement of Basic Social Services
MINSANTE, MINAS, MINPROFF, MINSEP, MINTSS and MINEFOP, MINEDUB, MINESEC, MINESUP, MINEE, MINHDU
Program 2: Promotion of Economic Integration and Environmental Protection;
MINADER, MINEPIA, MINFOF, MINEPDED, MINEF, MINDAF, MINIMIDT, MINPMEESA, MINCOMMERCE, MINTOURL; MINTP, MINT, MINPOSTEL, MINRESI, MINTSS
Program 3: Citizenship, Culture, Sports and Youth Support
MINAC, MINJEC, MINJEUN
Program 4: Governance and Local Administration
MINAT, MINDDEVEL, MINJUSTICE, MINFOPRA

Sector composition

- All Sub Sectors

Vision and Mission of the sector

Vision of the Sector: A well planned Regional Modern Economy with effective and efficient leadership in the management of its affairs

Mission of the Sector: To enhance coordination of government programs for efficient and effective service delivery and enhance teamwork within the government departments

Strategic objectives of the sector

- Decentralization and local development
- The Rule of law and security of persons and properties
- Special Status: Renaissance, Reconstruction and Development Plan (RRDP)
- Improvement of State and local Council services
- Economic and Financial Governance
- Regional Development
- Promotion of Bilingualism, multiculturalism, and Citizenship

Sector development needs priorities and strategies

In order to improve on the achievements at the national level in the Governance Sector, the following developmental needs, priorities and strategies will be employed to improve on the implementation (see Table 4.28) below.

Table 4.28: Development needs, priorities and strategies for the Governance Sector

Development needs	Priorities	Strategies/actions
Strengthening the rule of law and security of persons and property	Strengthening the rule of law and the protection of human rights	Sensitize a greater proportion of state/private human rights structures
		Strengthened the capacityand authority of state human rights structures
	Strengthening the judicial system	Reduce the length of judicial proceedings
		Reduce the length of pre-trial detention
		Creation of specialised courts to settle commercial and financial disputes
		Provision of infrastructure to reduce prison overcrowding (occupancy rate)
	Improving the electoral system	Increase the rate of registration in the electoral register
		Fully computerized electoral operations
		Scrupulously respect electoral deadlines
		Deployment of a unique ballot paper during election
	Intensifying the fight against insecurity, crime and terrorism	Increase the daily number of motorized and pedestrian patrols deployed across the Region
		Increase the population's confidence in defence and security institutions
	Consolidation of the crisis prevention and management system	Set-up Citizen expression frameworks within Division and Municipal Councils
		Develop disaster prevention and management strategies to operate at Regional and Divisional levels

Development needs	Priorities	Strategies/actions
		Carry out mass information and education programme on civil protection
		Set-up Emergency Response Plan structure at Divisional levels
	Improve access to public information	Increase the proportion of the population exposed to mass information
	Improve the functioning of the administration	Implement code of conduct for public authorities and control system for administrative operations
	Improve the quality of public services	Reduce the duration of processing files
	Orientation of public procurement towards Regional operators	Increase the share of public procurement received by regional operators
	Establishment of mechanisms for the sustainability of State assets	Set-up infrastructure maintenance structures
	Improve the management of State human resources	Increase the rate of implementation of recruitment and training plans
	Strengthen the fight against corruption, embezzlement and conflicts of interest	Create an effective alert system for corruption and misappropriation of public funds
Economic and financial governance	Consolidation of the system for selecting and maturing public investment projects	Increase selection and maturation of public investment projects
	Improvement of the procurement system	Guarantee free competition and transparency during procurement
		Increase the rate of award of public contracts in compliance with regulations
	Development of an efficient statistical system	NIS to produce annual dissemination of statistical information
		Establish a regional and local database
	Improvement of the business climate	Reduce households affected by corruption in the Region
		Reduce costs and procedures related to the creation of businesses and the granting of land titles and building permits
		Reduce time limit for the creation of a company
	Increased involvement of the diaspora in financing Regional development	Provide framework (institutional, administrative, economic measures, etc,) for North West citizens living abroad to be involve in financing development
Regional development	Promotion of spatial equity and regional and local balances	Creation of Urban and rural development poles and networks
		Develop communication and service networks
		Border areas transformed into poles of economic development
Promotion of bilingualism, multiculturalism and citizenship	Promotion of the practice of bilingualism	Administrative documents are produced in English and French simultaneously
		Teach the historical heritage of the peoples of the North West in school
	Enhancement of the Region's multicultural heritage	All segments of the society are represented in decision-making spheres

Development needs	Priorities	Strategies/actions
	Development of a synthetic culture	Enhanced social justice and equal opportunities
		Develop and implement the principles of social dialogue, social cohesion and coexistence in the Region
Decentralization and local development with Special Status	Transfer of powers to RLAs	Services are devolved/transfer to RLAs
	Financial resources related to the powers vested are fully transferred	Transfer financial resources to accompany the powers vested on the RLAs
	Transfer of designated share of State resources	Regular allocation of resources to Regions and Councils
	Participation of the population in the effective management of local affairs	Participation of the population of the North West in the effective management of local affairs
	Proportion of RLAs that have an inclusive dialogue framework in place	Regional Assembly and Councils Authorities have an inclusive dialogue framework in place
	Fully functional House of Chiefs	The House of Chiefs should be fully funtional and promote the culture of the North West

Source: IDC, RDP-NWR 2022

4.12 Development prospectives of the North West Region according to the powers devolved to the Regional Assembly

Table 4.29: Prospectives of the North West Region

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
HEALTH AND SOCIAL DEVELOPMENT									
SOCIAL DEVELOPMENT AND WELL-BEING									
	Proportion of population living below the national poverty line	57.4% (2016)	55.3% (2014)	55.0%		45.0%	3	ECAM 4 2014	EC ECAM 4 2016
	General price level (inflation rate)	3.8% (2021)	2.5% (2020)	3.0%	Less than 3%	2.0%	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook
NDS30	Unemployment rate (Extended) for persons aged 15-64 years	4.7% (2016)	4.8% (2014)	4.0%	3.0%	3.5%	3	EC-ECAM4 (2016)	ECAM 4 2014
NDS30	Underemployment rate (overall with respect to ILO)	90.5% (2014)	78.3% (2010)	95.0%	75.0%	50.0%	1	ECAM4 (2014)	EESI 2 (2010)
	Percentage of ever-married women aged 15-49 per year who have ever undergone GBV (physical, emotional or sexual violence) by their current or most recent husband	36.7% (2018)	61.9% (2011)	25.0%	-	25.0%	3	CDHS 2018	CDHS 2011
NDS30	Proportion of households with access to drinking water from an improved source	79.6% (2018)	71.9% (2014)	85.0%	90.0%	90.0%	3	CDHS 2018	MICS 2014
NDS30	Electricity access rate	44.6% (2016)	48.7% (2014)	42.0%	50.0%	60.0%	3	EC-ECAM 4 2016	ECAM 4 2014

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
NDS30	Proportion of the population with access to housing with permanent materials	31.4% (2014)	16.1 (2007)	50.0%		50.0%	3	MICS 2014	ECAM3 2007
	Number of new households electrified by photovoltaic energy								
NDS30	Percentage of households using LPG/Natural Gas as a source of cooking energy	9.8% (2016)	7.1 (2014)	11.0%		17.0%	3	EC-ECAM 4 2016	MICS 2014
NDS30	Percentage of households using solid fuels (wood, coal, sawdust, straw/grass) as source of cooking energy	88.9% (2016)	91.0 (2014)	87.0%		80.0%	3	EC-ECAM 4 2016	MICS 2014
	Rate of access of the population to a sanitation service								
	Percentage of the population with basic sanitation service (using unshared improved sanitation facilities)	32.0% (2018)	27.9% (2014)	38.0%	40.0%	40.0%	1	CDHS 2018	MICS 2014
NDS30	Percentage of households with a mobile phone	82.8% (2014)	17.9% (2006)	95.0%	100.0%	100.0%	1	MICS 2014	MICS 2006
NDS30	Percentage of households with a television set	45.6% (2017)	39.8% (2014)	60.0%	70.0%	60.0%	3	MINPOSTEL Survey 2017	MICS 2014
NDS30	Number of mobile phone subscribers								
NDS30	Number of internet subscribers								
NDS30	Broadband internet access rate								
NDS30	Activity rate for persons aged 15-64 years	68.5% (2014)	84.1% (2007)	55.0%	80.0%	70.0%	1	ECAM4 2014	ECAM3 2007
NDS30	Visible underemployment rate	10.4% (2010)		8.0%	5.0%	6.0%	3	EESI2 2010	
NDS30	Invisible underemployment rate	74.8% (2010)		75.0%	50.0%	50.0%	3	EESI2 2010	
NDS30	Global underemployment rate	90.5% (2014)	70.6% (2010)	95.0%	<50%	60.0%	**3**		
NDS30	Unemployment rate (Extended) for persons aged 15-24 years								
NDS30	Unemployment rate for persons aged 15-24 years								
NDS30	Percentage of children under 14 years of age engaged in economic activity								
	Percentage of children aged 5-17 years engaged in economic activity	6.1% (2014)		8%	5%	5%	**3**	ECAM4 2014	

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
NDS30	Overall (global) underemployment rate of young people aged 15-24								
	Drinking water availability ratio (demand/supply)								
HEALTH DEVELOPMENT									
	Doctors/10,000 inhabitants ratio	0.7 (2021)	0.6 (2019)	0.7	1	1	1		
	Number of doctors	169 (2021)	132 (2019)	200	-	250	1	Regional Delegation Public Health	
NDS30	Percentage of births attended by skilled personnel	90.9% (2018)	95.6% (2014)	85.0%	95.0%	95.0%	1	CDHS 2018	MICS 2014
NDS30	HIV/AIDS prevalence rate (15 to 49 years old)	4.0% (2018)	6.3% (2011)	3.0%	2.8%	2.8%	1	CDHS 2018	CDHS 2011
NDS30	Malaria prevalence rate among children under 6-59 months	9.5% (2018)	15.0% (2011)	8%	6.7%	6.7%	3	CDHS 2018	CDHS 2011
	Total fertility rate	4.9% (2018)	4.3% (2014)	4.9		4.9	3	CDHS 2018	MICS 2014
NDS30	Prevalence of moderate to severe underweight in children under 5 years of age (%)	Moderate: 3.7% (2018) Severe: 1.1% (2018)	Moderate: 4.7% (2014) Severe: 0.9% (2014)	Moderate: 2.5% Severe: 0.7%	Moderate : 2.5% Severe: 0.7%	Moderate: 2.0% Severe: 0.5%	**3**	CDHS 2018	MICS 2014
NDS30	Low birth weight rate of newborns	5.3% (2018)	6.5% (2014)	5.0	-	4.5	**1**	CDHS 2018	MICS 2014
NDS30	Vaccination coverage rate (% of children aged 12-23 months)	67.8% (2018)	84.5% (2014)	70.0%	-	75.0%		CDHS 2018	MICS 2014
NDS30	Infant and child mortality rate (per 1000 live births)	57 (2018)	64 (2014)	50	-	50	**1**	CDHS 2018	MICS 2014
NDS30	Infant mortality rate (per 1000 live births)	32 (2018)	42 (2014)	30	23	23	**1**	CDHS 2018	MICS 2014
NDS30	Proportion of one-year-old children (12-23 months) immunized against measles (%)	87.4% (2018)	95.8% (2014)	85.0%	95.0%	95.0%	**3**	CDHS 2018	MICS 2014
NDS30	Maternal mortality ratio (per 100.000 live births): national value	406 (2018)	782 (2011)	203	70	70	**1**	CDHS 2018	MICS 2014
NDS30	Contraceptive use rate (any method) among women aged 15-49 (%)	24.3% (2018)	58.8 % (2014)	20.0%	-	50.0%	3	CDHS 2018	MICS 2014
	Contraceptive use rate (modern method) among women aged 15-49 (%)	22.0% (2018)	28.7% (2014)	20.0%	-	50.0%	3	CDHS 2018	MICS 2014
NDS30	Medical density ratio (Doctors/population) per 1000 inhabitants	0.07 (2021)	0.06 (2019)	0.07	0.1	0.1	1		
NDS30	Share of the health budget in the regional budget							MINEPAT/ MINFI	MINEPAT/MI NFI
	Percentage of health facilities in the								

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
	Region with a high technical platform								
	Number of health facilities built								
	Number of health facilities rehabilitated								
	Number of health facilities equipped								
	Number of qualified health personnel recruited								
ECONOMIC DEVELOPMENT									
SME PROMOTION									
	Share of SMEs in the economic fabric (staff, turnover, jobs) by size (very small, small, medium, large), sector (primary, secondary, tertiary) and branch of activity	17.6% (2016)		17.6%	-	20.0%	1	RGE 2016	RGE 2009
	Average turnover per company (in millions FCFA)	24.5 (2016)	28.9 (2009)		-	30	3	RGE 2016	RGE 2009
	Average number of permanent employees per company	2.4 (2016)	2.8 (2009)	2	-	5	3	RGE 2016	RGE 2009
	Male-female ratio of permanent employees	1.0 (2016)	2.4 (2009)	1	-	1	3	RGE 2016	RGE 2009
	Enterprise informality rate								
PROMOTION OF AGRICULTURAL AND PASTORAL ACTIVITIES									
	Value and volume of agricultural production (in tons): Rice	10214 (2021)	54558.4 (2020)	35000		50000	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Corn	169646 (2021)	84680 (2020)	170000		220000	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Cassava	… (2021)	146533 (2020)	150000		200000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Irish Potato	71537 (2021)	85259 (2020)	85000		95000		2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Cocoyam (colocassia, macabo)	9307 (2021)	112256 (2020)	95000		100000	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Sweet potato	42015 (2021)	32014.7 (2020)	45000		50000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	**Scenario 1 (story)**	**Scenario 2 (SND30)**	**Scenario 3 (Regional Council)**	*(choice of scenario: 1, 2 or 3)*		
	Value and volume of agricultural production (in tons): Yam	68480 (2021)	39408 (2020)	70000		80000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Pineapple	1750 (2021)	1728 (2020)	1700		2000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Watermelon	… (2021)	887 (2020)	950		1100	**3**	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Cocoa	851 (2021)	120.5 (2020)	1000		1100	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Palm oil	2221 (2021)	55703.2 (2020)	50000		60000	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Arabica coffee	… (2021)	788.2 (2020)	700		1200	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Robusta Coffee	2067 (2021)	78 (2020)	2200		2500	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Banana	23295 (2021)	28893 (2020)	22000		30000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Plantain	349422 (2021)	152876.3 (2020)	300000		500000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Soya bean	111 (2021)	2196.3 (2020)	1500		2000	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Peanut	2180 (2021)	5159 (2020)	3000		5000	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): cowpea	… (2021)	6 (2020)	50		100	**3**	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Bean	45647 (2021)	105000 (2020)	70000		100000	**3**	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Voandzou	… (2021)	4292.3 (2020)	4200		4500	**3**	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
	Value and volume of agricultural production (in tons): Tomato	18663 (2021)	40000 (2020)	30000		40000	**3**	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of agricultural production (in tons): Onion	… (2021)	… (2020)	800		1200	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of animal production: Cattle	371 760 (2021)	402 307 (2020)	400,000		500,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of animal production: goats	452 449 (2021)	460 532(2020)	250,000		300,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of animal production: Sheep	192 632 (2021)	211 072 (2020)	450,000		500,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of animal production: Pigs	381 423 (2021)	438 919 (2020)	400,000		450,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Value and volume of animal production: poultry	1 243 128 (2021)	1 434 187 (2020)	1 200 000		1,500,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
NDS30	Value and volume of fish production: Fish (Tons)	79776.6 (2021)	88325.3 (2020)	70,000		95,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
NDS30	Milk production (litres)	22 048 (2021)	1 299 (2020)	15,000		20,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Yogurt production (litres)	2 999 428 (2021)	3 476 463 (2020)	3 500 000		4 000 000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Butter production(kg)	13 634 (2021)	100 520 (2020)	50,000		60,000	1	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Cheese production(kg)	347 (2021)	1 223 (2020)	800		1,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Small ruminant skin (kg)	443 (2021)	1 169 (2020)	800		1,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Beef skin (kg)	3 842 (2021)	5 689 (2020)	40,000		5,500	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	**Scenario 1 (story)**	**Scenario 2 (SND30)**	**Scenario 3 (Regional Council)**	*(choice of scenario: 1, 2 or 3)*		
	Egg (number)	18 026 (2021)	25 553 (2020)	18,000		25,000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Honey (litres)	23 279 829 (2021)	46 123 103 (2020)	30 000 000		45 000 000	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
TOURISM PROMOTION									
	Amount of revenue generated by tourism activities: revenue from hotel establishments	265 905 734 (2021)	87 569 927 (2020)	500 000 000		800 000 000	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of hotel establishments	136	137	138		150	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Average daily amount of hotel income								2021 edition of Regional Statistical Yearbook for the NW
	Number of arrivals	9 425 (2021)	4 366 (2020)	15 000		25 000	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of nights spent	14 997 (2021)	6 136 (2020)	25 000		40 500	3	2022 edition of Regional Statistical Yearbook for the NW	2021 edition of Regional Statistical Yearbook for the NW
	Number of tourist structures								2021 edition of Regional Statistical Yearbook for the NW
	Proportion of hotel establishments of 3* and above	5.9% (2021)	5.8% (2020)	7.1%		10.0%	**3**	2022 edition of Regional Statistical Yearbook for the NW	
ENVIRONMENT, FOREST AND FAUNA									
	Area of managed forests								
	Area of green spaces								
	Mapping of protected areas (Number, Area and Typology): -Bafut - Ngemba forest reserve	3 248 ha (2021)	3 248 ha (2020)	3 248		3 428	3	2022 edition of Regional Statistical Yearbook for the NW	
	Mapping of Protected Areas (Number, Area and Typology): Bali - Ngemba forest reserve	1 147 (2021)	1 147 (2020)	1 147		1 147	3	2022 edition of Regional Statistical Yearbook for the NW	
	Mapping of Protected Areas (Number, Area and Typology): Tubah forest reserve	85 (2021)	85 (2020)	85		85	3	2022 edition of Regional Statistical Yearbook for the NW	

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
	Mapping of Protected Areas (Number, Area and Typology): Mbembe Ako forest reserve	28 296 (2021)	28 296 (2020)	28 296		28 296	3	2022 edition of Regional Statistical Yearbook for the NW	
	Mapping of Protected Areas (Number, Area and Typology): Kom-Wum forest reserve	8 029 (2021)	8 029 (2020)	8 029		8 029	3	2022 edition of Regional Statistical Yearbook for the NW	
	Mapping of Protected Areas (Number, Area and Typology): Kilum/Ijim plant life sanctuary (KILPS)	1000 (2021)	1000 (2020)	1,000		1,000	3	2022 edition of Regional Statistical Yearbook for the NW	
	Mapping of Protected Areas (Number, Area and Typology): Mbi crater	370 (2021)	370 (2020)	370		370	3	2022 edition of Regional Statistical Yearbook for the NW	
	Mapping of Protected Areas (Number, Area and Typology): Kagwen gorilla sanctuary	1 944 (2021)	1 944 (2020)	1,944		1,944	3	2022 edition of Regional Statistical Yearbook for the NW	
	Mapping of Protected Areas (Number, Area and Typology): Kimbi - Fungom national park	95 380 (2021)	95 380 (2020)	95,380		95,380	3	2022 edition of Regional Statistical Yearbook for the NW	
	Proportion of municipalities with facilities for the treatment of solid waste								
	Proportion of municipalities with facilities for the treatment of liquid waste								
	Volume of locallly sold wood (m3)	2 231 (2021)	3 577 (2020)	2 000		3,500	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of logging permits issued								
MINING									
	Volume of mining revenue (in FCFA)								
DEVELOPMENT OF ROADS AND TRANSPORT INFRASTRUCTURES									
	Road density: This is the linear ratio of paved roads developed for an area of 1000 km^2 (to be disaggregated in relation to the type of road if necessary)								
	Length of regional paved network roads (km)	344.6 (2021)	344.6 (2020)	446.6	450	450	3	2022 edition of Regional Statistical Yearbook for the NW	

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	**Scenario 1 (story)**	**Scenario 2 (SND30)**	**Scenario 3 (Regional Council)**	*(choice of scenario: 1, 2 or 3)*		
	Proportion of the regional paved network in good condition								
	Length of regional earth network (km)	1080.3 (2021)	1080.3 (2020)%	1180.3	1450	1200	3	2022 edition of Regional Statistical Yearbook for the NW	
	Proportion of the regional earth network in good condition								
	Length of municipal paved network (km)	5.7 (2021)	5.7 (2020)	10.2	.12.2	12.2	3	2022 edition of Regional Statistical Yearbook for the NW	
	Part of the municipal asphalt network in good condition								
	Length of municipal earth network (km)	2783.7 (2021)	2783.7 (2020)	2783.7		2783.7	3	2022 edition of Regional Statistical Yearbook for the NW	
	Share of municipal earth network in good condition								
	Road density: This is the ratio of the length of dirt roads developed for 1000 inhabitants (to be disaggregated in relation to the type of road if necessary)								
	Rural accessibility index: This is the percentage of rural populations living less than 2 km from a road that is passable in all seasons.								
	Linear of national tarred road	242.07 km (43.70% of the length)		281.48 km (50% of the length)		281.48 km (50% of the length)	3		
	Linear of regional tarred road	94 km (11.9% of the length)		118.49 km (15% of the length)		118.49 km (15% of the length)	3		
	Urbanization rate								
	% Linear of navigable waterways								
DEVELOPMENT OF WATER AND ENERGY INFRASTRUCTURES									
	Number of source substations built (power less than 5 MW)								
	Hydroelectric Production Capacity of the Region (in Megawatt)								
NDS30	Electricity access rate	44.6% (2016)	48.7% (2014)	42.0%	50.0%	60.0%	3	EC-ECAM 4 2016	
NDS30	Percentage of the population with	32.0% (2018)	27.9% (2014)	38.0%	40.0%	40.0%	1	CDHS 2018	

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
	basic sanitation service (using unshared improved sanitation facilities)								
EDUCATIONAL, SPORTS AND CULTURAL DEVELOPMENT									
EDUCATIONAL DEVELOPMENT									
	Net secondary school enrollment rate	37.2% (2018)	59.7% (2011)	35.0%	50.0%	60.0%	3	CDHS 2018	
	Gross secondary school enrollment rate	47.9% (2018)	76.6% (2011)	45.0%	50.0%	60.0%	3	CDHS 2018	
NDS30	Pupil/classroom ratio in public secondary	10 (2021)	5 (2020)	15		30	3	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	Student/teacher ratio by subject in secondary school	6 (2021)	3 (2020)	10		20	3	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	Girls/boys parity index in secondary schools	1.37 (2018)	1.18 (2014)	1.2		1.1		CDHS 2018	
	Transition rate CM2-6ème (French-speaking system)	82% (2014)	54.0% (2006)	85.0%		90.0%	3	MICS 2014	
	CM2-6th transition rate (English system)								
	BEPC Success rate	85.9% (sat 135, 2021)	80.7% (sat 119, 2020)	85.0%		90.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	CAP Success rate	78% (sat 305, 2021)	72.6% (sat 492, 2020)	75.0%		80.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	CAPIEMP Success rate	99.2% (sat 782, 2021)	96.4% (sat 609, 2020)	97.6%		100.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	CAPIET Success rate	98.4% (sat 182, 2021)	99.2% (sat 121, 2020	97.2%		100.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	GCE AL GENERAL Success rate	66.3% (sat 5097, 2021)	75.1% (sat 3568, 2020)	65.0%		70.0%	**1**	MINESEC STATISTICAL YEARBOOK 2020/2021	

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
								(calculated)	
	GCE AL TECHNICAL Success rate	72.9% (sat 3482, 2021)	76.9% (sat 1261, 2020)	70.0%		75.0%	**1**	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	GCE OL GENERAL Success rate	59.4% (sat 8278, 2021)	66% (sat 5167, 2020)	64.2%		70.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	GCE OL TECHNICAL Success rate	57% (sat 5140, 2021)	66.9% (sat 1887, 2020)	60.0%		70.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	BACC GENERALE Success rate	74.3% (sat 210, 2021)	64.1% (sat 206, 2020)	75.0%		80.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	BACC TECHNIQUE ET INDUSTRIEL Success rate	… (sat 0, 2021)	… (sat 0, 2020)					MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	PROBATOIRE GENERAL Success rate	53.5% (sat 434, 2021)	46.9% (sat 204, 2020)	50.0%		60.0%	1	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	PROBATOIRE TECHNIQUE ET INDUSTRIEL Success rate	… (sat 0, 2021)	… (sat 0, 2020)					MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
	Number of young people with a professional qualification (SAR/SM)								
	Number of students in secondary vocational training establishments (SAR/SM)	173 (2021)	118 (2020)	250		300	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of personnel in secondary vocational training establishments (SAR/SM)	186 (2021)	206 (2020)					2022 edition of Regional Statistical Yearbook for the NW	
	Number of secondary vocational training establishments								

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
	(SAR/SM)								
	Proportion of the population having followed vocational training								
	Number of classrooms built secondary establishments	4514 (2021)	4047 (2020)					MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
NDS30	Pupil/classroom (only classrooms built with permanent and semi-permanent materials) ratio at primary level (public)	57.0 (2015/2016)	93.0 (2014/2015)	60	50	50	**3**	Rapport d'analyse MINEDUB 2015/2016	
NDS30	Pupil/classroom (including classrooms constructed of temporary materials) ratio at primary level (public)	47.8 (2015/2016)	47.5 (2014/2015)	47	40	40	3	Rapport d'analyse MINEDUB 2015/2016	
NDS30	Primary pupil/teacher (paid by the State) ratio (public)	69 (2015/2016)		60	60	60	1	Rapport d'analyse MINEDUB 2015/2016	
NDS30	Primary pupil/teacher (all teachers) ratio (public)	41 (2015/2016)	42.3 (2014/2015)	40	40	40	1	Rapport d'analyse MINEDUB 2015/2016	
NDS30	Gross primary school enrolment rate for girls	81.9% (2018)	125.1% (2011)	75.0%	100.0%	100.0%	1	CDHS 2018	
NDS30	Gross primary school enrolment rate for boys	78.2 (2018)	124.5% (2011)	72.0%	100.0%	100.0%	1	CDHS 2018	
NDS30	Primary school completion rate for girls	22.2% (2020/2021)	83.0% (2015/2016)			65.0%	3	Rapport d'analyse MINEDUB 2020/2021	
NDS30	Ratio of girls to boys in primary school	1.00 (2020/2021)	0.94 (2015/2016)	1	1.1	1.1	3	Rapport d'analyse MINEDUB 2020/2021	
NDS30	Ratio of girls to boys in secondary school	1.26 (2020/2021)	1.06 (2016/2017)	1.2	1.1	1.1	3	MINESEC STATISTICAL YEARBOOK 2020/2021 (calculated)	
NDS30	Ratio of girls to boys in higher education (University of Bamenda)	1.16 (2020/2021)	1.22 (2019/2020)	1.1	1.1	1	1	University of Bamenda	
NDS30	Primary completion rate	42.6% (2020/2021)	47.3% (2019/2020)	50.0%	60.0%	60.0%	3	Rapport d'analyse MINEDUB 2020/2021	
NDS30	Share of the education budget in the overall regional budget	22.0 (2020/2021)	84.1 (2015/2016)	40.0%	85.0%	70.0%	1		
	Literacy rate (Men aged 15 to 49)							CDHS 2018	

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
	Literacy rate (Women aged 15 to 49)	27.7% (2020/2021)	11.5% (2017/2018)	30.0%	24.1%	30.0%	3	CDHS 2018	
SPORTS AND CULTURAL DEVELOPMENT									
	Number of amateur licenses (football, basketball, volleyball, boxing, tennis, cycling, swimming)	74.7% (2018)	80.0% (2011)	72.0%	90.0%	90.0%	1		
	Number of professional licenses (football, basketball, volleyball, boxing, tennis, cycling, swimming). NB the figures here are for football (2021 and 2016), and athletism (2016).	642 (2021)	716 (2016)	500		700	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of functional leisure centers					7	3		
	Number of sports facilities (by municipality and by type)								
	Number of tourist and cultural sites and attractions					7	3		
	Number of cultural centres	3 (2021)	4 (2020)	3		6	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of museums	9 (2021)	6 (2020)	12		12	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of traditional chiefdom museums	39 (2021)	41 (2020)	40		50	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of cultural sites and monuments	55 (2021)	55 (2020)	55		60	3	2022 edition of Regional Statistical Yearbook for the NW	
	Number of cultural festivals organized	40 (2021)	64 (2019)	40		50	1	2022 edition of Regional Statistical Yearbook for the NW	
	Number of cinema halls	0 (2021)	0 (2020)	0	0	1	1	2022 edition of Regional Statistical Yearbook for the NW	
GOVERNANCE									
	Availability of the organization chart of the Regional administration	YES							
	Number of public officials in office recruited by the regional council (to								

Areas	Indicators	Reference year value	Previous value	Screenings (2026)			Ranking	Source (Last Known indicator)	Source (Previous value)
		(Last known indicator value)	at the last known value	Scenario 1 (story)	Scenario 2 (SND30)	Scenario 3 (Regional Council)	*(choice of scenario: 1, 2 or 3)*		
	be disaggregated by area of competence)								
	Amount of revenue and taxes generated by the region (by type)								
	Corruption perception index in the region								
	Occupancy rate of detention facilities	129.9% (2017)	77.3% (2013)	150%	100%	120%	3		
	Percentage of women mayors	0% (2020)				11.4%	3		
	Percentage of women municipal counsellors	22.9 (2020)				30.0%	3		
	Percentage of women regional counsellors								
	Percentage of women members of council executives	33.3% (2020)				40.0%	3		
	Percentage of seats held by women in the national assembly								
	Percentage of seats held by women in the Senate								
	Participation rate of the population in elections								

Source: NIS-NWR 2023

4.13 The Logical Frameworks

The Logical Framework for the RDP was developed to facilitate the design of projects and the analysis of the assumptions on which they are based. The developed logical framework (Appendix 1) has proven to be of great use in the design, execution, monitoring and evaluation of RDP projects.

The logical frameworks which were elaborated according to the Four (4) development pillars as shown in (Appendix 1) below. The logical framework has actions which respond to the (set of objectives) and their corresponding outputs. The actions selected are those with strong impact, responding to the needs of the population of the Region, and if carried out, shall serve the general interest of the greatest number of people.

CHAPTER V: IMPLEMENTATION TERMS, CONDITIONS, MONITORING AND EVALUATION FRAMEWORK

5 Introduction

This chapter outlines the institutional framework and organizational flow that will guide the implementation of the North West Regional Development Plan. It also outlines the stakeholders in the Region and the roles that they will play and how their functions will be accommodated. It also presents details on the process of collecting, collating and storing data. Further, it identifies types of data to be collected, establishes a reporting framework and the reports that will be prepared annually.

5.1 Implementation terms and conditions

The implementation of all the projects, programmes and initiatives proposed in the RDP will be organised and conducted in two ways. The first is using the established functional units within the Regional structure (Divisions and subdivisions) and second is using coordinating units that will incorporate the Region's functional units and the stakeholders representing diverse members of the public.

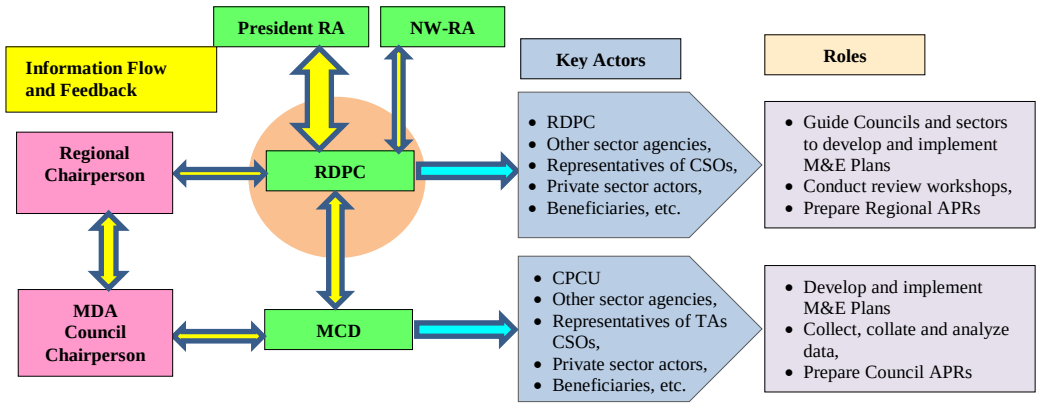
- **Functional Units**
  The functional units identified for the implementation of the RDP are government designated divisions, city, urban areas, and subdivisions. The RDP shall thus, be a binding tool for development activities in all the functional units cited above. In the case of joint implementation of programmes and projects by neighbouring Regions, appropriate measures shall be taken to define the functional unit(s) under consideration within the implementation framework.

- **Coordinating Units**
  In respect to this provision, the implementation framework has created coordinating units from the highest office in Region planning to the lowest level at the subdivisions. The overall responsibilities of these units are to receive planning and M&E reports, provide input and suggestions for decision making by the responsible officers.

5.1.1 Institutional framework of Governance for the implementation of the plan

a) Regional Development and Planning Commission (RDPC)

The Regional Development and Planning Commission (RDPC) shall be established and mandated to guide the formulation of development policies and plans and to undertake the monitoring and evaluation of the Region's development efforts. RDPC advises the President and Regional Assembly (on request) on the performance of public policy and programmes, their impact, and on the need for policy reforms. It shall equally specify the planning, coordination, monitoring and evaluation functions. The RDPC shall be in continuous consultation with the President of the Regional Assembly and development partners as well as civil society organizations and other stakeholders (Figure 5.1) below.



RDPC = Regional Development and Planning Commission
RA = Regional Assembly
MDAs = Ministries, Departments services
CCMC = City Council, and Municipal Council
CSOs = Civil Society Organization
TA = Traditional Authority
DCPCU = Divisional/Council Planning Coordinating Unit

Figure 5.1: Regional M&E Institutional Framework

The Regional Development and Planning Commission shall oversee the implementation of the programs /projects in the Region. This commission shall be chaired by the President of the REC. The President shall ensure that all the structures created are operational and generating the desired outcomes. The President shall assign duties and responsibilities to the members who shall in turn assign tasks to their respective service heads based on the programmes and sub-programmes under their responsibility. The President shall be the chairperson for the monitoring and evaluation of performance and shall prepare performance contracts for each RDP sector programmes.

5.1.1.1 Apportioning responsibility

The North West Region needs to identify and recognize key stakeholders who have an interest, effect or can be affected by the programmes /activities undertaken within the Region. It is imperative that the Region analyses the level of power and influence on the decision making process, implementation of programs and projects. The key internal or primary stakeholders include employees and members of the Regional Executive Council. The national government is a key partner in the development of policies through Ministries which are at Regional, Divisional and subdivisional levels. The Regional Assembly prepares the legislation that supports this process by overseeing the implementation of the RDP. The national government is constitutionally obligated to provide funding. The President of the Regional Assembly as the Chief Executive oversees how the Region implements its budget while also overseeing the human resources function as well as the technical support needed to implement the programmes.

These stakeholders have different roles as outlined below:

a) **Office of the President of the Regional Assembly:** As the key recipient and user of M&E information, the President has a key role to play in ensuring that M&E is adequately resourced and taken seriously by all MDAs and CCMCs,
b) **Regional Assembly (RA):** The RA plays an important role in monitoring policies, programmes and projects. Members of the RA are key players in regional development and use M&E results to influence policies,
c) **Cross-Sectoral Planning Groups (CSPGs)** The Regional Development and Planning Commission provides for the establishment of Cross-Sectoral Planning Groups by the Commission for the integration and coordination of planning and development activities. The CSPGs consists of government and non-government actors: MDAs, research institutions, civil society and non-governmental organizations (CSO/NGO), the private sector and selected individuals at regional level. RDPC helps to organize the CSPGs to define Regional core indicators, review M&E reports, make suggestions on the conduct of evaluations (including participatory M&E) and perform other M&E functions. (Figure 5.2)

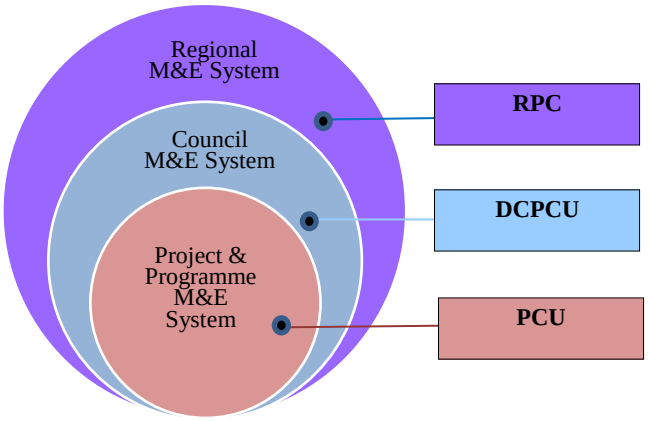


Figure 5.2: Main Levels of the Regional M&E System

d) Regional Services

- Provide guidance to decentralized services at divisional level on how to implement their sector M&E Plans;
- Collate and validate sector data from decentralized divisional services through site inspections and regional workshops;
- Harmonize and forward the collated Divisional M&E reports to the RDPCs.

e) **Divisional and subdivisional Services**
   - Collect data on sector-specific indicators and report to the RDPCs and heads of services at regional level;
   - Support the CPCUs to conduct evaluations and Participatory M&E (PM&E) relating to the sector;
   - Support RA formal survey interventions relating to the sector.

5.1.1.2 Regional M&E Institutions, Roles and Responsibilities

Regional Delegates/service heads

Regional Delegates and service heads are key stakeholders in the establishment of a functional M&E system at the Regional and Divisional levels. Their specific roles in M&E activities are to:

1) Ensure that CCMCs prepare M&E Plans following the guidelines issued by RDPC;
2) Raise awareness of the need and make demands for measuring performance and development outcomes by all CCMCs;
3) Use the M&E reports produced by CCMCs and RDPC to enhance evidence-based decision making at divisional and regional levels;
4) Increase the demand and use of M&E results by CCMCs through regular interactions to assess their response to the recommendations in the Annual Progress Report,
5) Ensure that the recommendations in the Annual Progress Reports are used for the improvement of development plans and budgets of CCMCs,
6) Periodically visit key project or programme sites to undertake the different types of monitoring,
7) Facilitate the work of the Regional Council by ensuring that:
   - M&E capacities of the RPCs are developed to the required standard;
   - RPCUs are adequately resourced with vehicles, logistics and operational costs to enable them to collect, analyze data and generate reports in an accurate and timely manner.

5.1.1.3 Monitoring and Evaluation Mandate and Functions of the RPC

The Regional Assembly (RA) shall enact an Act establishing the Regional Planning Commission and to provide it with a secretariat to perform its coordination, monitoring, evaluation and harmonization functions properly.

The membership of the group should be gender sensitive. To fulfill its M&E functions, the roles and responsibilities of the RPCU include the following:

- Provide guidance to the divisions in the development and implementation of their M&E Plans,
- Demand, collate and evaluate data from the divisional level,
- Evaluate, recommend and support capacity building and other M&E needs for the CCMCs,
- Review data and verify inconsistencies,
- Verify the indicators submitted from the Divisions through workshops,
- Periodically visit key project sites and report on development progress in the Divisions,
- Facilitate dissemination of M&E reports to all the Divisions and stakeholders,
- Ensure that gender equality or equity indicators are clearly outlined in M&E Plans and the information analyzed from a gender perspective,
- Review and collate the Divisional Annual Progress Reports to produce the Regional Annual Progress Report.

5.1.1.4 Roles and Responsibilities of Divisional/Councils M&E Institutions

The Members and Council Chairpersons, Members and their Coordinating Chairpersons are key stakeholders in the establishment of a functional M&E system at Divisional and Council project levels. Their specific roles in M&E activities are to:

1. Ensure that CCMCs prepare M&E Plans following the Council M&E Guidelines issued by Regional Commission,
2. Ensure that all projects are systematically monitored and evaluated in accordance with their approved M&E Plans,
3. Raise awareness of the need and make demands for measuring performance and development outcomes by all project managers,

4. Use the M&E reports produced by CCMCs and RDPC to enhance evidence-based decision making at Council level,
5. Increase the demand and use of M&E results by CCMCs through regular interactions to assess their response to the recommendations in their Annual Progress Reports,
6. Ensure that the recommendations are used for the improvement of development plans and budgets of CCMCs,
7. Facilitate the work of the RPCUs by ensuring that:
    - M&E capacities of the DPCUs are developed to the required standard;
    - DPCUs are adequately resourced with vehicles, logistics and operational costs to enable them to collect, analyze data and generate reports in an accurate and timely manner.
8. Periodically visit key project or programme sites to undertake the different types of monitoring.

5.1.1.5 M&E Roles of Civil Society Organization (CSO) and Traditional Authorities (TA)

Civil Society Organization (CSO) and Traditional Authorities (TA) have contacts with the people at the grassroots level and are therefore well positioned to express the views and experiences of people. On the whole, TAs and CSOs can hold Ministries, Departments and Agencies and Council Assembly more accountable and responsible for the delivery of goods and services as well as exposing malpractices and corruption. TAs and CSOs, as partners in social and economic development, are a source of independent and useful information and perspectives on how the RLAs and other key government officials are performing.

M&E Roles of CSO and the TA will be significant in shaping and enhancing M&E at regional and divisional levels. Specifically, they shall:

- Provide support to enhance capacity building in M&E for the preparation and implementation of sector and divisional M&E Plans and Annual Progress Reports;
- Help strengthen the sector/division and subdivisional-level institutional framework for evidence-based policy formulation, planning, monitoring and evaluation;
- Assist government agencies to develop efficient information and reporting systems and reduce support for separate, additional monitoring and reporting procedures.

5.1.2 Monitoring process

Monitoring is the process of collecting, analyzing and reporting data on a project or programme's input, activities, outputs, outcomes and impacts. It provides the Regional Assembly (RA) with regular feedback on progress in the implementation of activities specified in the RDP. It also provides information on the direction of change and identifies unanticipated changes. The underlying goal of monitoring is to know whether the policies, programmes and projects are moving in the intended direction. To monitor the implementation of the RDP through sector projects, policies and programmes in each sector, there shall be a system to capture and collect data on each indicator of each component of the sectors' logical frameworks. The M&E officer in each sector will be responsible for developing such a system to capture and collect the required data in liaison with the RDPC. The RDP has identified indicators to track progress annually in each sector. Furthermore each sector's work plan will also have indicators for the specific activities that will be undertaken and the level of services that will be provided annually to the citizens and beneficiaries.

The establishment of a mechanism for the collection of data on indicators in each sector's work plan essentially means that each sector will have a "mini" M&E system that will capture data on indicators in the RDP based on the identified outcomes, data of indicators for other planning frameworks including SDGs, and others. It is the amalgamation of data on indicators from all the planning frameworks collected annually that constitute the Monitoring and Evaluation framework. Through M&E, the North West Region will be able to assess progress in achieving its development outcomes.

5.1.2.1 Monitoring the implementation of the RDP

The RDP will be implemented over a period of five years (2023-2026). Annually, an Annual Investment Plan (AIP) will be prepared. Based on development outcomes identified, a work plan based on the projects and programmes identified, which will also be aligned to the sectors' development outcomes specified in the RDP. Each sector's work plan will specify the **inputs** required the **activities** to be undertaken, the **benefits or service**

that will be provided or enjoyed by the targeted beneficiaries, the desired change on the people (outcomes) and the linkage with the strategic objectives of the Region. Other than linkages with the Region's development objectives, each sector will be required to establish how its budgetary investments through policies, projects and programmes contribute towards the achievement of the objectives of other planning frameworks such as SDGs, NDS30 among others.

A. Types of Data

Three types of data will be collected at the level of the devolved units. These are:

- **Routine Data**: This data will by collected in an on-going manner as activities are implemented by all sectors. This data will include statistics on demand for services, financial figures, numbers on levels of supply of services such as the number of people served in hospitals and clinics.
- **Periodic Data:** This data will be collected at regular intervals either quarterly or annually independent of the interventions. It will be collected using the same instruments to monitor specific programmes.
- **Once-off Data:** This data will be collected only once to answer critical evaluation questions such as the extent to which the RA has achieved its development goals.

5.1.2.2 Reporting of RDP interventions

The RA is mandated to share performance progress reports with the public in respect to the implementation of the Region's development programme. Further, it equally requires the President to submit annual performance reports to REC and RA.

Data collected from all the sectors on all the interventions (projects, policies, and programmes) implemented in the North West Region will form the basis for analysis and generation of reports to the Regional Assembly and for the public. M&E reports will be produced from all the components of each sector's (inputs, activities, outputs & outcomes) as indicated in Table 5.2 below. Therefore, data collected on the inputs, activities, outputs and outcomes on a regular basis will be used to produce the following three types of reports:

- **Monthly summary reports –** These are primarily for a sector's consumption. The M&E officer stationed in each sector will be responsible for the production of these reports for decision making. Copies of these summaries will be forwarded to the Head of M&E.
- **Quarterly reports –** Based on the monthly summaries by sectors', these reports will be compiled for the President of REC's to review and make decisions. They will provide data on all the RDP activities, projects, programmes and policies implemented in each quarter.
- **Annual reports** – This reports that the President will present to the Assembly and the public annually. They contain details of performance specifically on the progress of the RA in implementing its development objectives, the milestones achieved in the attainment of the RDP's development outcomes as reflected through the sector interventions, projects, policies, and programmes.

Table 5.1: Time line for the submission of reports.

No	Type of Report	Submitted By	Responsibility
1	Monthly sector summaries on activities, projects and programmes undertaken	Within the first five (5) days of a month preceding the month under review	M&E Officer
2	Quarterly Reports	Within two (2) weeks of the start of a new quarter	Economic Development Unit (RA)
3	Annual Report	30th July each year	Economic Development Unit (RA)

Source: IDC, (RDP)-NWR 2022

B. Reporting templates

For uniformity, reporting templates for monthly summaries will be prepared by the RDPC. For the quarterly reporting, a sample template is provided in Table 5.3 below for customization and adoption.

Table 5.2: Quarterly reporting template

Sector Name:
Water…….....…….
Planned Outcome: Increased Access to clean safe drinking water…….....…….
Expected Output: Availability of clean, safe drinking water…….....…….

Activity	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
	Reached	Spent (millions FCFA)	Reached	Spent (millions FCFA)	Reached	Spent (millions FCFA)	Reached	Spent (millions FCFA)
Connection of household to piped water	2500 households	26	4000 households	24	5000 households	40	5000 households	45
	Total	**26**		**24**		**40**		**45**

Source: IDC RDP 2022

C. Evaluation of the development outcomes

Evaluation is a systematic and objective assessment of on-going or completed projects, programmes or policies, their design, implementation and desired results. Regular collection of data for the generation of progress reports is important and obligatory.

The RA will conduct evaluations on specified programmes and interventions as may be determined through the advice of the Economic Development Unit for purposes of informing policy and decision makers about the effectiveness of the Region's strategies in achieving the desired development results. Additionally, evaluations will be conducted in order to incorporate lessons learnt into the decision making process.

These evaluations will be conducted to help decision makers assess the logic of their intervention programmes through the budgeted activities to ascertain the likelihood of achieving the desired development outcomes. From a performance management perspective, evaluations will be conducted to help the Executive Council establish linkages between inputs, activities, outputs and outcomes in achieving the Region's development implementation of projects as shown in (Appendix 1).

5.1.3 Budget Projection and Resource Availability

In a decentralize entity, the Regional Development plan has a number of major sources of financing as provided for by the Constitution, i.e. the share from the central government, grants from development partners, the public-private partnerships (PPPs) and arrangments (cash/kind) from the beneficiaries (communities). Considering that the devolved services don't have huge sums for investments, it is but certain that huge capital investment projects shall depend on the central government for funding.

The budget projection and resource availability as seen in Table 5.2 below. It is quite difficult to tag certain budgetary figures because:

1. The system of governance is part centralize and party decentralize: Here unlike elsewhere, where there is total decentralization including resources, and where the RLAs have numerouse sources to lobby for fundings for the various departments and service programs/projects, we have a system whereby the budgets of Regional, Divisional and Subdivisional delegations and services, are directly funded from the central government most often without consultation with the local service,
2. Unlike in a fully decentralized entity, where the institution(s) have assets, business ventures and investments from where they acquire income for development programmes/projects, the devolved services largely depend on the central government,

This therefore requires delicate arrangements to throughly implement actions outlined in the Regional Development Plan. On the other hand, the Regional Assembly can programme out investments programmes/projects and source for funding using conventional model of resource mobilization and budget

projections because they have the latitude to go an extra-mile to search for fundings as outline in (section 5.1.3.4 below), but the Regional Delegation of MINDDEVEL (same ministry) cannot do the same.

Table 5.3: Summary of proposed budget by sector

Technical Programs	Actions (Sub-Programs)	Amount (FCFA)
Program 1: Improvement of Basic Social Services	Health	31,584,242,506
	Education	1,431,873,405,022
	Social Affairs	0
	Women's Empowerment & Family Protection	2,155,000,000
	Hydraulic and sanitation infrastructures	5,695,000,000
	Housing and Urban Development	185,555,000,000
	Subtotal: Improvement of Basic Social Services	**1,625,278,405,022**
Program 2: Promotion of Economic Development and Environmental Protection	Integrated Multimodal Transport	362,508,961,175
	Energy-Mix	8,600,000,000
	Telecommunication and ICTs	0
	Agriculture and Rural Development	22,251,680,000
	Livestock Fisheries and Animal Industries	21,171,000,000
	Environment and Nature Protection	138,650,000,000
	Forestry and Wildlife	5,260,000,000
	State Property and Land Tenure	0
	Scientific Research and Innovation	4,970,000,000
	Industry, Mines and Technological Development	275,000,000
	Small and Medium-Sized Enterprises	3,435,000,000
	Trade and Commerce	925,000,000
	Tourism and Liesure	1,545,000,000
	Subtotal: Promotion of economic development and environmental protection	**569,591,641,175**
Program 3: Promotion of Culture, Sports and support to Youths	Communication	315,000,000
	Sport and Physical Education	9,580,000,000
	Arts and Culture	4,920,000,000
	Youth & Civic Education	4,260,000,000
	Subtotal: Promotion of Culture, Sports and support to Youths	**19,075,000,000**
Program 4: Governance and Local Administration	Decentralization and Local Development	6,263,437,863
	Subtotal: Governance and Local Administration	**6,263,437,863**
GRAND TOTAL		**2,220,208,484,060**

5.1.3.1 Resource Mobilization Framework

The following principles must be established and adhered to in resource mobilization:

- Financial transparency on expenditures;
- Cost efficiency principles;
- Conflict of interest and open disclosure principles;
- Articulate key priorities of the Region;

- Clarity on projects the Region can finance; and
- Mechanisms to close the budget deficits/gaps.

5.1.3.2 Approaches to Resource Mobilization

Resource mobilization is a comprehensive process involving strategic planning for programme funding, close communication and effective negotiation with donors, sound management of resources, improving the image and credibility of the Region and ensuring good coordination among all partners. Resource mobilization includes developing an appropriate fundraising strategy which meets the needs of the community with achievable timelines through the following:

- Donor mapping - Identifying and networking with key national donors or international bodies that have the potential to support relevant research or developmental ideas.
- Proposal-writing - Guiding Regional staff in the development of effective proposal submissions that communicate to potential supporters and donors.
- To advocate and promote an enabling environment for resource mobilization at local, Regional and international levels (e.g. meeting with donors at local, Regional and international levels).
- General Resource Mobilization - Coordinating strategies to raise funds in the context of the environment while also gaining local community support from key decision-makers and stakeholders.
- Grants management and administration - Develop good communications and manage relations with donors, partners and other stakeholders.

5.1.3.3 Resource Mobilization Strategies

- **Eliminate Revenue Leakages**
  The Region shall commission a baseline survey to establish existing revenue base and identify bottlenecks in revenue generation. Remedial measures to minimize revenue leakage will be undertaken to enhance efficiency.
- **Enhance Use of ICT**
  The Regional Assembly shall use ICT to automate revenue management and enhancement. Hence, reduce human interface and minimize corruption. The Regional Assembly shall also consider outsourcing of revenue collection to professionals or financial institutions.
  Engagement and Mapping of Development Partners

  The Region will involve development partners to comprehensively address development challenges. The Region shall also undertake comprehensive donor mapping with a view to understand core areas of focus for development partners and charting engagement frameworks.

  The Regional Assembly has embedded resource mobilization strategies in the Regional Development Plan. This will increase transparency and confidence of development partners, assess and determine the funding needs, gaps and priorities. Plans and budgets on which donors can base funding decisions will be formulated. This will give confidence to donors that activities for which the Region requests financial support have been subjected to thorough review and prioritization and that their contributions are managed efficiently.

  The implementation of the Regional Development Plan will provide comprehensive, clear and distinct overviews of all planned activities and financial requirements. It will serve as the main resource mobilization tool, encourage predictable and flexible funding, promote an equitable spread of contributions and encourage long-term planning of activities, thus projecting a professional image of the Region.

- **Creating a Transparent Reporting System**
  The Region will develop a transparent reporting system of all its projects, programmes and activities. Political groups, civil society and community members will be informed of all activities in a transparent manner. Additional funding submissions tailored to meet donors' criteria and formats will be prepared where necessary, based on long-term and annual plans. This will be required in particular for the private sector where fund-raising is likely to build on cooperation around themes or specific projects. The Regional Development Plan, annual plans and reports will serve as a basis for the reporting system.

The Region will devise a uniform system for reporting that is acceptable to a wide spectrum of development partners to avoid a multitude of reporting formats. Reports should mirror the plans long term and annual plans and provide an overview of implementation of activities, achievements and use of funds. The system should be analytical in approach and present difficulties and shortcomings, as well as propose solutions.

Additional reports tailored to meet donors' requirements will be prepared as need arises. The introduction of a planned and systematic approach to evaluation will be helpful in resource mobilization efforts.

- **Setting up a Resource Mobilization Unit**

  The Regional Assembly shall set up a resource mobilisation unit domiciled under the Regional Executive Council to coordinate and spearhead resource mobilization strategies. The unit will be mandated to recommend resource mobilization priorities for the Region by auditing the resource need, identifying the potential donors, outlining the approach for each donor, develop targeted messages for advocacy and tracking the performance of funds for accountability. The unit will create an open avenue for pledges and voluntary contributions.

  The unit will further ensure that conditions and earmarking will be respected and donors shall be requested to formulate pledges in a manner that leaves no doubt as to how the contribution should be used. Most funding is provided under agreements setting special conditions. These shall be kept simple and clear and include conditions that are practical and consistent with Regional policies which shall be put in place and the national policy. Pledges/agreements shall be acknowledged in writing and receipt of payments must always be confirmed. Funds provided with broad or no earmarking should be allocated according to the priorities set by the Regional Executive Council.

5.1.3.4 Resources mobilisation circiuts

Considering that the Regional Assembly is a recently created institution, and recognizing the fact it does not have assets upon which to depend for revenue, it shall be a dunting task to raise such huge amounts to finance the RDP.

Based on the above outlook the RDP identified a number of resource mobilization circuits which are local, national or external to help bridge the resources gap and to mitigate the risks posed by over-reliance on few (national government) revenue sources. This would be attained through the following:

a) Allocation from the Central Government

Transfers from National Government: The Region's revenue allocation from central administration is not expected to change over time. However, the allocation parameters are not favourable to the Regions's situation especially in view of the Region's population; the Regional Assembly intends to lobby for a revision of the revenue allocation formula. This will lead to an expected upward trend in income from the State considering that the North West Region falls under a special Status.

b) Public Private Partnerships

The Regional Assembly shall attract external funding through public private partnerships. The institutional framework shall be strengthened for operationalizing the Public Private Partnership (PPP) and relevant legislation will be made by the Regional Assembly to encourage private investment in public projects. Key strategies to be applied will include, but not limited to:

- Build-Own Operate Scheme, where the private party designs, finances, constructs, operates and maintains the infrastructure facility and provides services for a specified period.
- Land swap, where a Regional Assembly transfers existing public land or an asset to the private party in compensation for an asset facility that was developed by that private party.
- Build-Transfer-and-Operate, where a private party constructs an infrastructure facility and assumes the costs and risks associated with the construction of the building. Upon completion, the private party transfers the ownership of the facility to the Regional Assembly and continues to operate the facility on behalf of the contracting authority.
- Joint venture. In some cases, the Regional Assembly shall consider joint ownership of a facility with a private investor for mutual benefit.

- Lease, whereby the private party pays the Regional Assembly rent or royalties and manages, operates and maintains the facility or utilizes the leased property for the exploration, production and development of minerals. The private party receives fees, charges or benefits from consumers for the provision of the service or sale of products for a specified period.

c) Local funding

- **Community Contribution**
  The North West Region is endowed with the spirit of community development. To enhance the projects ownership and sustainability, the contribution of the community, be it in cash or in kind, is an important aspect that should be promoted. In this regard, the Region shall develop a community volunteerism scheme to help mobilize community input into development. The scheme will entail labour, time, local materials or cash.
- **Other Sources**
  In the short and medium term, the Region is expected to attract new and retain existing CSOs in the form of aid, grants and bilateral development assistance. The Region has a relatively large network of NGOs, donors and development partners. With the development of this plan, they are expected to identify strategic areas to support development initiatives. The RA shall provide coordination to avoid duplication and assure sustainability of the development initiatives in the long term.
- **Ministeries**
  Every ministry is represented at the Region i.e. Regional, Divisional and to a lesser extent subdivisional. Some sources of finances for the implementation of this plan shall come in through State investment budget. This shall be through decentralized services and national programmes.
- **International Funding**
  The Regional Assemby shall aggressively initiate partnerships with development partners and tap on climate change funding and carbon credits for conservation of environment and increasing forest cover.

5.1.4 Revenue allocation and projection

This section of the report provides a review of the allocation of Public Investment Budgets by Divisions of the North West Region between 2019 and 2022 (Projects logbooks 2019 to 2022). This review was unable to capture all streams of revenues because the allocations of some ministerial departments' were left out in the project logbooks, while blocked allocations such as Fond Routier, FEICOM etc. were unavailable.

5.1.4.1 Allocation of Public Investment Budget (PIB) by Division from (2019-2022)

The extracted Public Investment Budget (PIB) summaries by Divisions of the Region are as seen in Table 5.4 below. It was observed that the past four Public Investment Budget (PIB) allocations to the Region ranged from (8 Billion to 9.5 Billion) FCFA. Mezam Division usually received the highest allocations because it hosts the Regional headquarters and Regional Delegations/Services which receive high allocations because of their functions. For additional detailed divisional allocations, see Annex 1.

Table 5.4: Allocation of Public Investment Budget (1x million) by Division of the Region from (2019-2022)

Division	BIP 2019	BIP 2020	BIP 2021	BIP 2022	Total (4 Years)	Average Yearly	Projected 2026
Mezam	2,253.30	1,543.00	1,810.20	2,513.10	8,119.60	2,029.90	6,089.70
Menchum	982.2	1,022.60	880.6	834.4	3,719.80	929.95	2,789.85
Donga Mantung	669.9	1,553.80	1,452.50	1,628.90	5,305.10	1,326.28	3,978.83
Bui	1,844.30	1,561.00	1,386.70	1,245.40	6,037.40	1,509.35	4,528.05
Momo	1,062.80	1,208.90	1,061.40	1,371.00	4,704.10	1,176.03	3,528.08
Ngoketundjia	1,028.50	861.2	736	946	3,571.70	892.93	2,678.78
Boyo	1,160.40	780.9	984.6	1,003.90	3,929.80	982.45	2,947.35
North West Regional Assembly			300	4.314			18,445.35
Total North West Region	**9,001.40**	**8,531.40**	**8,612.00**	**9,547.00**	**35,387.50**	**8,846.88**	**44,985.98**

Division	BIP 2019	BIP 2020	BIP 2021	BIP 2022	Total (4 Years)	Average Yearly	Projected 2026
National	4,850,000	4,951,000	4,670,000	5,599,000	20,070,000	5,017,500	15,052,500
Percent (%) allocations to North West Region	**0.19%**	**0.17%**	**0.18%**	**0.17%**	**0.18%**	**0.18%**	**0.30%**

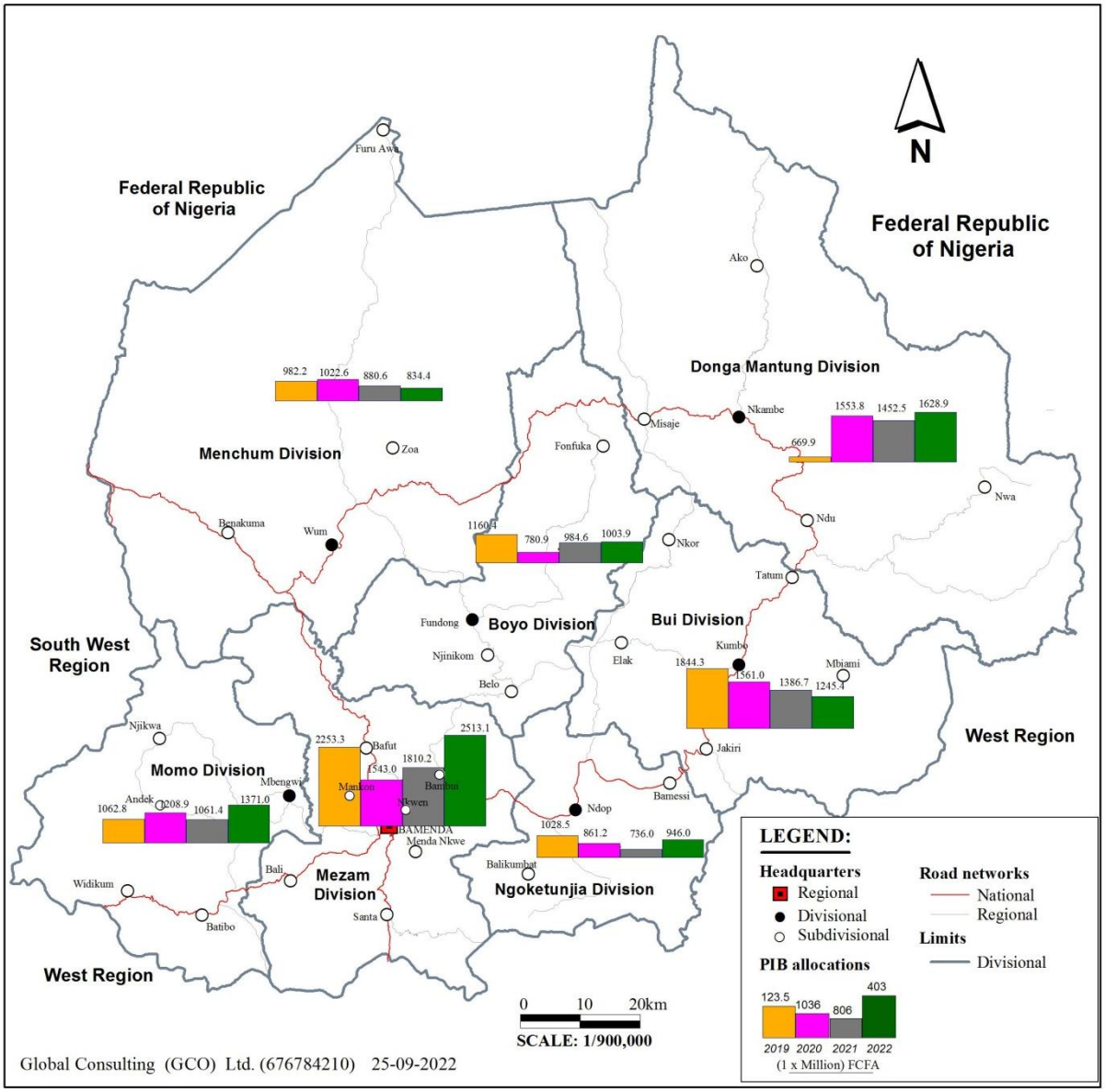
Source: PIB (2019-2022), IDC (RDP) 2022 extract & analyses

Further analysis of PIB within the same period showed that Bui Division followed Mezam Division in terms of allocation, while the five (5) remaining Divisions (Donga Mantung, Menchum, Boyo, Momo and Ngoketudjia) received very low PIB allocations see (Table 5.4 and Map 5.1) below. It was equally observed from the analysis that:

- 2019 PIB: (10) sub-sectors (Services had no budget allocation in the seven divisions of the Region);
- 2020 PIB: (11) sub-sectors (Services had no budget allocation in the seven divisions of the Region);
- 2021 PIB: (12) sub-sectors (Services had no budget allocation in the seven divisions of the Region);
- 2022 PIB: (11) sub-sectors (Services had no budget allocation in the seven divisions of the Region);

Other general observations were budget allocation to few Divisions of the Regions. Vision 2035 requires that the population in all the divisions should emerge i.e. concerted efforts must be done to rationally distribute the limited resources across the board.

Map 5.1: Allocation of Public Investment Budgets (Billion) FCFA by Division (2019-2022) - NWR



5.1.4.2 Revenue of the Regional Assembly

Income for the Regional Assembly is made up of:

- State and local taxes
- Proceeds from the use of landed property
- Cash in hand and financial resources;
- Other revenue (bonuses, fees, dividends, etc….); and
- The general grants for Decentralization (both for Running and Investment expenditure).

Section 118 of law No 2009/019 of 15th December 2009 on Local Taxes, provides that: The proceeds from the following taxes shall be partially or wholly transferred to the Regions:

- Stamps of vehicle registration (Cartes Grises);
- Airport fees
- Charges for the use of forest, animal and fishing resources;
- Charges for the use of water resources;
- Dues from petroleum resources
- Taxes or dues from Mineral resources
- Fees from fishing and animal breeding;

- Taxes and/or fees from touristic resources;
- Taxes and /or dues from resources of the Gas Sector;
- Charges for using the road
- Fees for the use of dangerous, unhealthy or uncomfortable premises;
- All other taxes, dues or charges transferred by the State

Subsection 2 of section 119 of the above cited law provides that *"The proceeds and /or the share of taxes, charges and fees owed to the Regions, are issued and recovered through distinct Bulletins and receipts established for the benefit of FEICOM or any other centralization or equalization body, for the purpose of centralization and distribution to the Regions".*

Subsection 3 of the same section concludes by indicating that "The modalities of centralization, distribution and transfer of tax revenue owed to the Region are determined through regulatory instruments".

That notwithstanding, in order to programme activities for 2023, the Budgetary allocation of the North West Regional Assembly shall only benefit from the General Grants for Decentralization. However, it was proposed in the deliberation on the adoption of the budget, that a resolution authorizing the President of the Regional Assembly to continue assessing potential revenue sources from local taxes and seek the legal instruments which should enable the mobilization of funds at the local level. There was also the case concerning the creation and putting into place of a North West Investment Fund. Other areas of resource mobilization are analyzed in **(section 5.1.3.4)** of this report.

5.1.5 Budget framework and projections

The budget framework and projections for the Regional Assembly is based on Administrative Accounts of 2021 and 2022. As seen in Table 5.4 below, the initial allocation in 2021 was 3,000,000,000 FCFA, with 1,276,920,000FCFA meant for running expenses and 1,723,080,000FCFA for investment expenses. In 2022 budgetary year, the allocation is 4,313,942,863FCFA representing an increase of (43.80%), with 1,718,145,000FCFA for running expenses and 2,595,797,863FCFA for investment.

Table 5.5: Budgetary framework based on Administrative Accounts (2021, 2022)

Budgetary Year	Budget Allocation	Percent increase (43.798%)	Budget projection	Running Expenses (39.82%)	Investment expenses at (60.18%)
2021	3,000,000,000	-	-	1,276,920,000	1,723,080,000
2022	4,313,942,863	-	-	1,718,145,000	2,595,797,863
2023	6,203,367,675	1,889,424,812	6,203,367,675	3,552,761,892	5,367,562,677
2024	8,920,324,569	2,716,956,894	8,920,324,569	5,108,803,937	7,718,452,900
2025	12,827,256,837	3,906,932,267	12,827,256,837	7,346,362,760	11,098,988,267
2026	18,445,351,027	5,618,094,190	18,445,351,027	10,563,929,730	15,960,133,737

Source: Administrative Accounts of the Regional Assembly 2021 and 2022, (IDC) projection 2022

The budget projected for the next five years were based on the (43.80%) annual increase on the preceeding year (between 2021and 2022) as seen in Table 5.5 above. The running and investment expenses were projected based on those of 2022 budgetary year representing (39.82%) and (60.18%) for running and investment expenses respectively.

Based on the PIB allocations for the past two years, the projected accumated allocation for the next five years (2022- 2026) shall be fifty billion seven hundred and ten million two hundred and forty two thousand nine hundred and seventy one francs (50,710,242,971FCFA). The proportion to be used for investment shall be (60.18%) corresponding to thirty billion five hundred and seventeen million four hundred and twenty four thousand two hundred and twenty (30,517,424,220FCFA). This means that the Regional Assembly shall spend an average of 6,103,484,844FCFA per year on investment. If other resource circuits are mobilized both internal and externally, this amount could be tripled.

5.1.5.1 Resource gaps and Strategies of financing

The main source of revenue for the Regional Assembly is the Central Government transfers. As a new institution, the Regional Assembly obtains 100% of its revenue from the state. It is therefore important that the Regional Assembly adopts revenue raising strategies to improve its credit worthiness and enable it to carry out its functions. It is also important to have a reasonable degree of certainty on the source, amount and timing of revenue.

Specific measures to bring the Regional wage bill to sustainable levels are essential from the out-set. The target for wage bill is (35%) of the total annual budget in the medium term. This will be archived in future by the formulation and implementation of an early voluntary retirement programme for aged and less essential personnel, while seeking to enhance revenue.

5.1.5.2 Measures designed to address resource gaps

The following measures shall be undertaken to address the resource gap;

a) Maintaining a lean workforce shall also assist in checking the wage bill. This will create fiscal space for spending on the Region's key priorities notably in the social sectors and other development programmes. This will further provide adequate room for future counter-cyclical fiscal policy in the event of a shock;
b) Fiscal consolidations while ensuring that the Region's resources are adequate to promote growth. The Regional Assembly is committed to a reduction in the recurrent expenditure to devote more resources to development. At least 40% of the Region's annual total revenue shall be used in the implementation of development projects;
c) Strengthening planning and budgeting capacities at the Regional level through provision of adequate resources. Sufficient budget allocation to be managed by RLAs;
d) The Regional Assembly shall continuously look into ways of enhancing revenue collection and achieving greater efficiency in terms of cost saving in recurrent expenditure to ensure priority is given to development projects;
e) Effectively operationalizing the MTEF, through deepening the existing institutional framework;
f) Increased partnership between the public, private, civil and community organizations in prioritizing of needs and allocation of resources;
g) Improving on the systems of accountability and transparency and ensuring that all financial processes are grounded on a firm legal framework;
h) The Regional Assembly shall venture into public private partnerships with potential local and foreign investors and other development partners to assist in the development of the North West Region,
i) The Regional Assembly shall enhance prudent financial management so as to improve efficiency and reduce waste.

APPENDICES

Appendix 1: The Logical Frameworks According to Development Pillars

Table Appendix 1.1: Pillar 1- Structural transformation of the economy of the Region of North West

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
Pillar 1: Structural transformation of the economy of the Region of North West					**Infrastructure Development Index**							
Objective 1	**Increase integrated multimodal transport supply**											
	Sub Objective 1	**Modernization of transport infrastructures**										
		Action 1	Construction of road networks and infrastructure									
			Action 1.1	Construction of Bambui-Babungo N11 segment 27.0km (paved) segments of the National Road	27.0km of N6 tarred				27.0 km National road	27.0 km National road constructed	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.2	Phase III – Construction of Ring Road: Re-settlement (plan for project affected persons)	(Km) of road networks maintained					Amount (FCFA) paid	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.3	Rehabilitation/maintenance of 2349.50 km of communal roads using labour-intensive approach (HIMO) within the Region	(281.3km) of Communal road networks maintained				50% of communal roads rehabilitated	50% of communal roads rehabilitated	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.4	Construction of National Road (N6) Matezam to Welcome to Bamenda (19km)	Percentage of the asphalt network 216.14km Ring road (N11) constructed, (53.44km) National road (N11A				19 km road constructed	Number of (19 km) of roads constructed)	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.5	Construction of remaining (281.3km) segments of the Ring Road N11	At least 183.17km Regional roads constructed, 12.54km Regional road networks (R0503) constructed				281.3 km of Ring road constructed	281.3 km of Ring road constructed	MINTP, RLAs Reports	Peace, funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.6	Rehabilitation of (08) Regional roads total 402.2km within the Region	402.2 Km of new roads constructed				402.2 km of Regional roads rehabilitated	402.2 km of Regional roads rehabilitated	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.7	Construction of By-pass road 4.9km double lane	03 By-passes constructed				(03) By-pass road constructed	4.9 km of By-pass road constructed	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.8	Facilitation of foreign trade and transit road (26.7km)	26.7km of road constructed				26.7 km of transit road constructed	26.7 km of transit road constructed	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.9	Creation and equipping (06) road equipment pools comprising of (i) a D7 bulldozer, (ii) A caterpillar grader G140, (iii) a 30-ton compactor, (iv) a wheel loader, (v) 2-20ton tipper trucks, (vi) 2 pickup trucks and (vii) heavy duty tool box within the Region	34 equipment pools comprising of (i) a D7 bulldozer, (ii) A caterpillar grader G140, (iii) a 30-ton compactor, (iv) a wheel loader, (v) 2-20ton tipper trucks, (vi) 2 pickup trucks and (vii) heavy duty tool box				17 Equipment pools created	Number of Equipment pools created and equipped	MINTP, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.10	Rehabilitation of some roads and hydraulic structures	(2) Emergency centers constructed				-1	Number (01) Projects realized and report submitted	RA	RA
			Action 1.11	Strengthen institutions and capacity building of personnel, technicians and equipment pool manager	Number of equipment pools and number of trained personnel in engineering and equipment pool management					Number of capacity workshops, Number of participants	MINTP, RLAs Reports	Peace, funding and budgetary allocations
	Sub Objective 2	**Rehabilitation of Airports infrastructure**										
		Action 1	Airports infrastructure									
			Action 1.1	Rehabilitation of the Bamenda Airport	(02) Airports, Bamenda and Bali are rehabilitated				02 Airports	Number of Airports rehabilitated	MINT, MINTP	Funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.2	Feasibility studies on the rehabilitation of airports and air strips in the Region	(02) Wowo and Weh Airstrips are rehabilitated,				02 Airstrips	Number of reports of studies conducted	MINT, MINTP	Funding and budgetary allocations
			Action 1.3	Rehabilitate meteorological stations of the Region	(06) meteorological stations rehabilitated				06 meteorological stations	06 meteorological stations rehabilitated	MINT	Funding and budgetary allocations
	Sub Objective 3	**Ameliorate the management, governance and control of MINT**										
		Action 1	Full transfer of resources from MINT to RLAs									
			Action 1.1	Effective management of investment budget (15%) of MINT managed by RLAs	Amount of budgetary allocations				15% of MINT budget	Budget (FCFA) allocated	MINT, RLAs, Reports	Funding and budgetary allocations
Objective 2	**Development of an energy-mix**											
	Sub Objective 1	**Rehabilitation of energy production infrastructures**										
		Action 1	Modernization of the capacities of energy production infrastructures and extending HT and MT within the entire region									
			Action 1.1	Modernizing of the capacities of energy production infrastructures and extending High Tension (HT) and Medium Tension (MT) within the entire Region	100% transportation networks extended into communities in the Region				200 communities	Number (km) HT and MT lines extended	MINEE, SONATRA, AER, RLAs Reports	Budgetary allocation, Security,
		Action 2	Rehabilitation of the electric power distribution network									
			Action 2.1	Upgrading of the electricity transmission and distribution network High Tension (HT) and Medium Tension (MT) across the Region	100 % access and service delivery of quality distribution network					Number (km) HT and MT lines extended	MINEE, ENEO, AER, RLAs Reports	Budgetary allocation, Security,
			Action 2.2	Improving access to and service quality of the distribution network;	Number of communities and villages lighted					Number of communities electrified	MINEE, ENEO, AER, RLAs Reports	Budgetary allocation, Security,
		Action 3	Development of hydroelectric potential.									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 3.1	Construction of 72Mw Menchum hydroelectric dam	Menchum dam (72MW PPP) constructed and increase production rate KWH,				Menchum hydro electric dam constructe d	(72MW) dam operational	MINEE, ENEO, RLAs Reports SONATRA,	Budgetary allocation, Security,
			Action 3.2	Construction of 485MW Katsina-Ala hydroelectric dam	Katsina-Ala dam (607 MW PPP project) constructed and increase production rate KWH				Katsina Ala hydro electric dam constructe d	(607MW) dam operational	MINEE, ENEO, MINEPDED, RLAs Reports SONATRA, NGOs Reports	Budgetary allocation, Security,
		Action 4	Development of renewable energies and production infrastructures									
			Action 4.1	Development of (10) mini-hydro-electric resources of the Region	Share of renewable energies in total energy production					Number households connected	MINEE, ENEO, MINEPDED, RLAs Reports SONATRA, NGOs Reports	Budgetary allocation, Security,
			Action 4.2	Set-up renewable energy production units (solar and wind) (12) in remote Council areas of the Region	Share of renewable energies in total energy production				12 remote Council areas served with renewable energy	Number households connected	MINEE, MINEPDED, RLAs Reports ENEO, NGOs Reports	Budgetary allocation, Security,
		Action 5	Modernization of storage and distribution network of hydrocarbon products									
			Action 5.1	Secure infrastructures meant for refining, transport and storage of petroleum products	Number of refining infrastructure put in place and used					Number of refining infrastructure constructed	MINEE Reports	Budgetary allocation, Security,
			Action 5.2	Expansion of the capacity of SCDP so as to have storage points across the Region	Number of SCDP facilities					Number of SDDP created	MINEE Reports	Budgetary allocation, Security,
			Action 5.3	Modernization of the gas distribution network	100% availability of gas distribution					% availability of gas	MINEE Reports	Budgetary allocation, Security,
		Action 6	Provision of non-electrified communities (497) with electricity supply									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 6.1	Provision of 20% of non-electrified communities (100) with (MT) electricity networks	415km MT transportation networks extended into communities in				415 km of transportation network	Number of communities electrified	MINEE, ENEO, AER, RLAs Reports	Budgetary allocation, Security,
	Sub Objective 2	**Ameliorate the management, governance and control of MINEE**										
		Action 1	Full transfer of resources relating to investment and the wage bill of water and energy to RLAs									
			Action 1.1	Effective management of investment budget (15%) of MINEE RLAs	Amount of budgetary allocations				15% of MINEE budget	Amount (FCFA) allocations disbursed	MINFI, MINEE, RA, Reports	Budgetary allocation, Security,
Objective 3	**Development of ICT**											
	Sub Objective 1	**Development of broad band infrastructures and the use of ICTs**										
		Action 1	Install and maintain a broadband mass data link throughout the Region									
			Action 1.1	Installation and maintenance of a broadband mass data link throughout the Region	Number of broadband mass data installed in the Region					% of communities and population connected	MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	Peace & security, Budgetary allocations
			Action 1.2	Installation and maintenance Radio communication towers throughout the Region	Number of functional radio communication towers in the Region					Quality of signals received	MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	Peace & security, Budgetary allocations
		Action 2	Generalization of the use of ICT in society and systematization of the digital economy in productive sectors									
			Action 2.1	Reduce the level of digital divide from the currently 71.8% in the Region to 40%	% digital divide reduced					% of digital divide	MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	Peace & security, Budgetary allocations
			Action 2.2	Increasing the bandwidth available for internet communication throughout the Region	Functional bandwidth for internet communication					% of communities and population connected	MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	Peace & security, Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 2.3	Densification of communication networks and structures	Number of communication networks and structures densified					% of communities and population connected	MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	Peace & security, Budgetary allocations
Objective 4	**Urban and Housing modernization**											
	Sub Objective 1	**Development of urban infrastructures**										
		Action 1	Construction, rehabilitation of sanitation infrastructure									
			Action 1.1	Construction of two (02) Urban sewer systems built in Bamenda and Kumbo	02 Sewage systems constructed				02 Sewage systems	Number	MINTP, RLAs, MINHDU Reports	Peace, funding and budgetary allocations
		Action 2	Development of urban infrastructures									
			Action 2.1	Construction of drainage structures in all divisional headquarters and sub divisional headquarters within the region	41 Urban centres (Divisional and Sub Divisional headquarters				41 Urban centres (Divisional and Sub Divisional headquarters	Number	MINTP, RLAs, MINHDU Reports	Peace, funding and budgetary allocations
			Action 2.2	Construction of diamond road intersection at Ngeng Junction	(01) diamond road structured constructed				One (1)	Diamond road constructed	MINTP, RLAs, MINHDU Reports	Peace, funding and budgetary allocations
			Action 2.3	Construction of cloverleaf road intersections structures	(01) cloverleaf road constructed				One (1)	cloverleaf road constructed	MINTP, RLAs, MINHDU Reports	Peace, funding and budgetary allocations
		Action 3	Provide social housing									
			Action 3.1	Acquisition of land for the construction social houses in the Region	Number of plots provided					Number of Hectares acquired	RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
			Action 3.2	Upgrading of slump areas within the Region	Number of Social housing units built					Number of slums upgraded	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
			Action 3.3	Re-settlement of people living in risky zones at the Sisia escarpments	Number of re-settlements camps built for people living in risky					Number of persons re-settled	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
					zones							
			Action 3.4	Building the technical capacities of urban development actors	Number of building the technical capacities of urban actors organized					Number of capacity workshop organised	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
		Action 4	Provision of basic urban services									
			Action 4.1	Acquisition and demarcation of (05) cemetery grounds at all divisional headquarters	Number of cemeteries established				05 cemeteries	Number hectares acquired	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
			Action 4.2	Construction of (6) Fire-fighting services (*Sapeur pompe*) in all the Divisional Headquarters	06 firefighting services constructed				06 firefighting brigades	Number of fighting services constructed	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
			Action 4.3	Improving provision of water in all divisional headquarters	Proportion of households in urban areas covered by an effective potable water supply networks				75% of urban households	Number of households benefited	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
			Action 4.4	Improving the access to electricity supply within the urban areas	Proportion of households covered by an effective electricity supply networks				75% of urban households	Number of households connected	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
			Action 4.5	Provision urban planning tools (POS, SP) for all Divisional and subdivisional headquarters of the Region	Number of Summary and Detailed land use plans				29 POS	Number of studies carried out	MINTP, RLAs reports, MINHDU Reports	Peace, funding and budgetary allocations
		Action 5	Protection of the protected areas									
			Action 5.1	Protection of wetlands, and the Bamenda escarpment	Number and hectares of wetlands protected				05 Wetlands	Number of hectares protected	MINEPDED, RLAs reports MINHDU Reports	Peace, funding and budgetary allocations
		Action 6	Improve on parks, playfields, and open space areas									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 6.1	Provision of recreation and leisure facilities at the Divisional and Sub Divisional headquarters	Recreation and leisure facilities constructed and in used at Divisional and Sub Divisional levels				34 recreational leisure facilities	Number of of recreation and leisure facilities constructed	MINJEC, MINTOUR, RLAs reports MINHDU Reports	Peace, funding and budgetary allocations
			Action 6.2	Construction of district parks	Bamenda City Park constructed				01 City park	Number of parks constructed	MINJEC, MINTOUR, RLAs reports MINHDU Reports	Peace, funding and budgetary allocations
		Action 7	Improve industrial and commercial infrastructures									
			Action 7.1	Acquisition and development of industrial areas as specified in the Bamenda Master and Land use Plans	Industrial sites acquire and demarcated by MAZI, tertiary market constructed in Bamenda and occupied					Number of hectares acquired and demarcated	MINDCAF, RLAs reports MINHDU Reports	Peace, funding and budgetary allocations
			Action 7.2	Construction of multi-story shopping mall on part of the Bamenda stadium	Multi-shopping mall constructed as part of the Bamenda Stadium					Number of malls	MINCOMMERCE, RLAs reports MINHDU Reports	Peace, funding and budgetary allocations
			Action 7.3	Construction Trade faire centre in Bamenda	Bamenda Trade centers constructed				01 trade centre	Number of trade fares organized	MINCOMMERCE, RLAs reports MINHDU Report	Peace, funding and budgetary allocations
	Sub Objective 1	**Ameliorate the management, governance and control of MINHDU**										
		Action 1	Full transfer of resources MINDHU to RLAs									
			Action 1.1	Effective management of investment budget (15%) of MINHDU managed by RLAs	Amount of budgetary allocations				15% of MINHDU budget	Amount (FCFA) allocated	MINHDU Reports	Peace, funding and budgetary allocations
Objective 5	**Sustainable increase in the production and productivity of priority crop value chains**											
	Sub Objective 1	**Increase production and supply of quality seeds and planting materials for major crops by 20% come 2030**										
		Action 1	Support farmers to access inputs (seeds and seedlings, fertilizers, phytosanitary products), materials, equipment (mechanization) and productive infrastructure									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Producing maize basic seeds	Kgs and tons of maize produced				1000	Kgs and tons of maize produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 1.2	Producing rice basic seeds	Kgs and tons of rice produced				10,000	Kgs and tons of rice produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 1.3	Producing solanum potato basic seeds	Kgs and tons of solanum potato produced				1000	Kgs and tons of solanum potato produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 1.4	Producing Arabica coffee basic seeds	Kgs and tons of Arabica produced				1000	Kgs and tons of Arabica produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 1.5	Producing chitted nuts basic seeds	Kgs and tons of chitted nuts produced				150000	Kgs and tons of chitted nuts produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
		Action 2	Production of certified seeds									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 2.1	Producing certified seeds (by mostly youths and women groups):	Tons of certified seed produced / Number					Tons of certified seed produced / Number	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 2.2	Producing maize certified seeds	Kgs and tons of maize produced				1000	Kgs and tons of maize produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 2.3	Producing rice certified seeds	Kgs and tons of rice produced				10,000	Kgs and tons of rice produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 2.4	Producing Irish potato certified seeds	Kgs and tons of solanum potato produced				1000	Kgs and tons of solanum potato produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 2.5	Producing bbanana plantain certified seeds	Tons of certified seed produced / Number				660000	Number of banana plantain suckers produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 2.6	Producing oil palm certified seedlings	Number of oil palm seedlings produced				120000	Number of oil palm seedlings produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations	Peace, funding and means provided in budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
											, IRAD Reports	
			Action 2.7	Producing certified Arabica coffee seedlings	Tons of certified seed produced / Number				1560000	Number of Arabica coffee seedlings produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 2.8	Producing certified yam setts	Tons of certified seed produced / Number				6000000	Number of yam setts produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
			Action 2.9	Producing certified cassava cuttings	Tons of certified seed produced / Number				6000000	Number of cassava cuttings produced	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations , IRAD Reports	Peace, funding and means provided in budgetary allocations
		Action 3	Support agricultural production infrastructure (irrigation, fencing, farm tracks/bridges,……) for farmers, especially for medium and large scale farmers									
			Action 3.1	Supporting farmers with solar irrigation kits for offseason production farms for vegetables and food crops for women and youths	Number of Youths and Women with solar kits for off season production				1000	Number of Youths and Women with solar kits for off season production	MMINADER , MINJEC, MINEE Reports	Peace, funding and means provided in budgetary allocations
		Action 4	Supporting farmers with barb wires for fencing of farms prune to livestock damage									
			Action 4.1	Support farmers with wire fence for fencing of farms prune to livestock damage	Subventions for fencing of agricultural farms at risk of livestock damage provided				2000	Number of farmers supported with barb wire for fencing	MMINADER , MINEPIA Reports	Peace, funding and means provided in budgetary allocations

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
		Action 5	Maintain existing farm to market roads in the different production basins								
		Action 5.1	Maintaining existing farm to market roads in the different production basins	Develop and maintain farm to market roads	3 roads			20 roads (186.5 km)	Km of farm to market roads maintained	MMINADER, MINTP, MINEPDED Reports	Peace, funding and means provided in budgetary allocations
		Action 6	Creating tractor and implement pools in main production basins in the Region to provide tractor services for medium and large scale farmers								
		Action 6.1	Create tractor and implement pools in main production basins in the Region to provide tractor services for medium and large scale farmers. (a tractor pool consists of: 4 tractors of 90HP, 6 ploughs, 6 harrows, 4 carriages)	Tractor equipment pools created				78	Number of tractor equipment pools created	MINADER, MIDENO, UNVDA, COUNCILS Reports	Peace, funding and means provided in budgetary allocations
		Action 7	Animal traction to facilitate farm operations for small scale farmers. Animal traction kit consisting of (2 oxen, 2 ploughs, 2 ridgers, 1 bullock carte, I yoke including training)								
		Action 7.1	Animal traction to facilitate farm operations for small scale farmers. Animal traction kit consisting of (2 oxen, 2 ploughs, 2 ridgers, 1 bullock carte, I yoke including training)	Promote agricultural mechanization and labor saving equipment for the expansion of farms (smallholder, medium and large scale farmers)				300	Number of agricultural mechanization and labor saving equipment for the expansion of farms supplied to farmers	MMINADER, MINEPIA Reports	Peace, funding and means provided in budgetary allocations
		Action 8	Post-harvest losses of agricultural produce decreased to less than 10 % by 2026								
		Action 8.1	Supporting farmers to access harvesting and post-harvest materials, equipment and infrastructure (packaging, preservation and primary processing - including those powered by renewable energies)	Farmers supported to access harvesting and post-harvest materials, equipment and infrastructure						MMINADER, MINEE Reports	Peace, funding and means provided in budgetary allocations.
		Action 8.2	Supporting for the development and transfer of appropriate technologies for women and youth	Appropriate technology packages for youths and women provided					Number of appropriate technology packages for youths and	MMINADER, MINJEC, MINPROF Reports	Peace, funding and means provided in budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
										women provided to youths and women		
			Action 8.3	Supporting farmers needs in preservation and storage structures for large producers and marketers	Support the acquisition and use of storage and preservation structures for farm produce					Number of farmers supported with storage and preservation structures for farm produce	MINADER, MIDENO, UNVDA, IRAD, MINRESI Reports	Peace, funding and means provided in budgetary allocations
			Action 8.4	Supporting famers/farming groups with preservation and drying structures and equipment (CIGs and Cooperatives)	Support the purchase, installation and operation of preservation and drying structures and equipment of agricultural produce					Number of preservation and drying structures and equipment of agricultural produce supplied to farmers	MINADER, MIDENO, UNVDA, IRAD, MINRESI Reports	Peace, funding and means provided in budgetary allocations
			Action 8.5	Supporting farmers to add value (processing of agricultural produce)	Support farmers to add value to produce(processin g of agricultural produce)or value addition					Number of farmers supported to add value (processing of agricultural produce)	MMINADER Reports	Peace, funding and means provided in budgetary allocations
		Action 9	Reduce the residue of chemicals in agricultural products									
			Action 9.1	Supporting famers to implement SWC measures	Soil and water conservation measures implemented					Number of farmers implementing SWC measures	MMINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 9.2	Supporting farmers to implement agroforestry techniques	Agroforestry technics implemented by farmers					Number of agroforestry technics implemented by farmers	MMINADER , MINFOF Reports	Peace, funding and means provided in budgetary allocations
		Action 10	Developing and structuring rural and collective infrastructure for production, conservation, storage, processing and marketing									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 10.1	Opening, rehabilitation and coordinated maintenance of council roads (to strengthen the communication network between production basins and markets)	Council roads rehabilitated and maintained					Km of of council roads rehabilitated and maintained	MMINADER, MINTP Reports	Peace, funding and means provided in budgetary allocations
		Action 11	Development of innovative/alternative financing mechanisms and adapted and accessible agricultural insurance systems									
			Action 11.1	Validating the National Policy for the granting of agro-pastoral subsidies and its procedural manuals	National Policy for subsidies and its procedural manuals validated					National Policy for subsidies and its procedural manuals validated	MMINADER, MINFI Reports	Peace, funding and means provided in budgetary allocations
			Action 11.2	Supporting existing institutions and for the emergence of specialized financial institutions/funds and encouragement of adaptation of financial structures and services	Existing financial institutions supported					Number of existing financial institutions supported	MMINADER, MINFI Reports	Peace, funding and means provided in budgetary allocations
			Action 11.3	Mobilizing financial resources and introduction of functional mechanisms for agro-pastoral subsidies	Financial resources and mechanisms for agro-pastoral subsidies put in place					Functional financial resources and mechanisms for agro-pastoral subsidies put in place	MMINADER, MINFI Reports	Peace, funding and means provided in budgetary allocations
			Action 11.4	Strengthening insurance mechanisms in the agricultural and rural sector	Agricultural insurance mechanisms and rural sector strengthened					Number of agricultural insurance mechanisms put in place	MMINADER, MINFI Reports	Peace, funding and means provided in budgetary allocations
		Action 12	Promotion of transparent, secure and fair access to land									
			Action 12.1	Finalizing and implementing of the land reform and the rural code (improvement of the legal environment for an equitable recognition of rights)	Land reform and the rural code finalized and implemented					Number of land reform and the rural code finalized and implemented	MMINADER ,MINCAF Reports	Peace, funding and means provided in budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 12.2	Strengthening of institutional and consultation frameworks for an effective management of land issues)	Institutional and consultation frameworks for an effective management of land issues					Number of institutional and consultation frameworks for an effective management of land issues put in place	MMINADER, MINCAF Reports	Peace, funding and means provided in budgetary allocations
			Action 12.3	Establishing of mechanisms to facilitate and secure access to land in order to allow for the development of modern and diversified farms (priority and secured access) and small-scale agriculture	Mechanisms to facilitate and secure access to land in order to allow for the development of modern and diversified farms established					Number of mechanisms to facilitate and secure access to land in order to allow for the development of modern and diversified farms established	MMINADER, MINCAF Reports	Peace, funding and means provided in budgetary allocations
			Action 12.4	Establishing of mechanisms to manage the allocation of land to agro-industrial projects (priority to ecologically-friendly investors, sustainable food production) for national and sub-regional markets	Mechanisms to manage the allocation of land to agro-industrial projects for national and regional markets					Number of mechanisms to manage the allocation of land to agro-industrial projects for national and regional markets established	MMINADER, MINCAF Reports	Peace, funding and means provided in budgetary allocations
		Action 13	The profitability of farm enterprises is improved and sustained									
			Action 13.1	Studying the marketing channels, marketing actors, price setting mechanism, marketing constraints and recommendations for improvement	Marketing channels, actors, and constraints studied and improved					Number of marketing channels, actors, and constraints studied and improved	MINADER, MIDENO, MINCOMMERCE, UNVDA, Reports	Peace, funding and means provided in budgetary allocations
			Action 13.2	Construct frontier markets at border of Cameroon and Nigeria	Border markets with Nigeria constructed					Number of border markets with	MMINADER, MINCAF, MINCOMME	Peace, funding and means provided in budgetary

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
										Nigeria constructed	RCE Reports	allocations
			Action 13.3	Support processing projects of agricultural produce	Subventions for Processing equipment and infrastructures provided					Number of processing projects of agricultural produce supported	MMINADER Reports	Peace, funding and means provided in budgetary allocations
Objective 6	**Strengthening the resilience of production systems, the sustainable management of natural resources and the food and nutritional security of vulnerable populations in the face of climate change and other shocks**											
		Action 1	Strengthening and scaling up adaptation/mitigation measures in the face of climate change and the fight against pollution and nuisances									
			Action 1.1	Strengthening political commitment to take into account investments in the planning, programming and budgeting of investments in Climate smart agriculture.	Improving the sustainable management of rural areas and natural resources by the different categories of users					The exposure and vulnerability of Farmers to climatic hazards are reduced Natural resources are monitored and managed in an efficient and sustainable manner	MINEPDED, MINADER, MIDENO, UNVDA Reports	Peace, funding and means provided in budgetary allocations
			Action 1.2	Improving the legislative and regulatory framework for climate change, effective implementation of the existing legal provisions and plans/programs, use of international climate finance mobilization mechanisms and development of carbon sequestration and offset mechanisms	Legislative and regulatory framework for climate change, effective implementation of the existing legal international climate finance mobilization mechanisms and development of carbon sequestration and offset mechanisms					Number of conventions and legislative and regulatory framework for climate change, international climate finance and mobilization	MINADER, MINEPDED Reports	Peace, funding and means provided in budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.3	Finalization of land use plans and schemes (SNADDT, SRADDT and PLADDT) and development of soil mapping according to agro ecological zones	Land use plans and schemes (SNADDT, SRADDT and PLADDT) and development of soil mapping according to agro ecological zones					Number of land use plans and schemes developed	MINEPDED, MINCAF	Peace, funding and means provided in budgetary allocations
		Action 2	Strengthening the resilience and food and nutritional security of vulnerable populations									
			Action 2.1	Establishing and operation of the national food crisis prevention and management system Improving the sustainable management of rural areas and natural resources by the different categories of users	Quality food products are available and accessible to people living in rural areas, and the incidence of endemic and pandemic diseases decreases in rural areas					Food and nutritional security of vulnerable populations assured	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 2.2	Strengthening the food and nutritional security information system and early warning	Food and nutritional security information and early warning system strengthened					Functional food and nutritional security information and early warning system	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 2.3	Formulating, validating and implementing the annual response to cyclical food insecurity	Annual response to cyclical food insecurity mastered					Implementing an annual response to cyclical food insecurity	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 2.4	Implementing of malnutrition prevention activities in the response to food insecurity	Malnutrition prevention activities in the response to food insecurity implemented					Number of malnutrition prevention activities in the response to food insecurity implemented	MINADER Reports	Peace, funding and means provided in budgetary allocations.
Objective 7	**To strengthen the governance and human capital of the Sector in order to increase its overall performance**											

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
		Action 1	Building the capacities of public actors (Rural sector ministries), corporations under the supervisory authority of these ministries & attached services (PE) and regional and local authorities (RLA)									
			Action 1.1	Strengthening vocational agricultural and entrepreneurial training	Strengthening the professional skills of trainers						MINADER , NGOs Reports	Peace, funding and means provided in budgetary allocations
			Action 1.2	Developing vocational training institutions	Vocational training institutions developed					Number of vocational training institutions developed	MINADER , MINFOP, NGOs Reports	Peace, funding and means provided in budgetary allocations
			Action 1.3	Improving the quality of vocational training	Quality of vocational training improved					Quality of vocational training improved	MINADER ,MINFOP, NGOs Reports	Peace, funding and means provided in budgetary allocations
			Action 1.4	Strengthening gender mainstreaming in the implementation of the RSDS/NAIP	Gender mainstreaming in the implementation of the RSDS/NAIP strengthened					Gender mainstreaming in the implementation of the RSDS/NAIP strengthened	MINADER ,MINPROF, NGOs Reports	Peace, funding and means provided in budgetary allocations
			Action 1.5	Strengthening agricultural and entrepreneurial vocational training	Agricultural and entrepreneurial vocational training Strengthened					Agricultural and entrepreneurial vocational training Strengthened	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 1.6	Improving the business climate and strengthening private sector and non-state actors (PAOs, NGOs, etc.) Improving inter-sectoral coordination of the systems of monitoring and evaluation, agricultural statistics, information and communication in the rural sector	Business climate and inter-sectoral coordination improved					Improved business climate and inter-sectoral coordination	MINADER , NGOs Reports	Peace, funding and means provided in budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.7	Developing an efficient agricultural research system to accelerate the transformation of the rural sector	Agricultural research developed to transform the rural sector					Agricultural research developed to transform the rural sector	MINADER., MINRESI Reports	Peace, funding and means provided in budgetary allocations
		Action 2	Improving the business climate and strengthening private sector and non-state actors (PAOs, NGOs, etc.)									
			Action 2.1	Promoting private investments and Public-Private Partnerships for the creation of added value and jobs in the priority sectors	Private investments and Public-Private Partnerships created for added value and jobs in the priority sectors					Private investments and Public-Private Partnerships created for added value and jobs in the priority sectors	MINADER, MINCOMMERCE Reports	Peace, funding and means provided in budgetary allocations
			Action 2.2	Supporting the operationalization of the Chamber of Agriculture, Fisheries, Livestock and Forestry (CAPEF) and the implementation	Regional Chambers of Agriculture, Fisheries, Livestock and Forestry (CAPEF) supported					A buoyant Regional Chambers of Agriculture, Fisheries, Livestock and Forestry (CAPEF)	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 2.3	Supporting the development of regional distributor networks (agro-dealers) for the marketing of machinery, tools and inputs (improved seeds, genetic resources, fertilizers, phytosanitary products, veterinary products, livestock and fish feed, improved breeding stock)	Regional distributor networks (agro-dealers) for the marketing of machinery, tools and inputs supported					Regional distributor networks for the marketing of machinery, tools and inputs functional	MINADER, MINCOMMERCE Reports	Peace, funding and means provided in budgetary allocations
		Action 3	Improving the inter-sectoral coordination of the monitoring and evaluation system of agricultural statistics, information and communication in the rural development sector									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 3.1	Operationalizing of sub-sectoral and sectoral steering and coordination organs (agriculture, livestock, fisheries, aquaculture, forestry, wildlife and environment)	Sub-sectoral and sectoral steering and coordination organs operationized					Operational sub-sectoral and sectoral steering and coordination organs	MINADER, MINEPIA Reports	Peace, funding and means provided in budgetary allocations
			Action 3.2	Strengthening dialogue between the State, POs and private CSOs at local, regional and national level (joint sectoral reviews of sector performance)	Dialogue between the State, POs and private CSOs at local, regional and national level strengthened					Strengthened dialogue between the State, POs and private CSOs at local, regional and national level	MINADER, MINEPDED, MINEPIA, MINCOMMERCE Reports	Peace, funding and means provided in budgetary allocations
			Action 3.3	Finalizing the RGAE and implementation of the permanent and integrated system of agricultural statistics (specific support to the sectoral directorates/divisions in charge of statistics, reinforcement of the statistical systems	Agricultural statistics finalized and support given to other sectoral ministries (MINEPIA, MINFOF,MINEPDED) agricultural statistics					RGAE finalized and implementation of the permanent and integrated system of agricultural statistics	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 3.4	Strengthening the agricultural market and input information systems (observatories)	Agricultural market and input information systems (observatories) strengthened					Strengthened agricultural market and input information systems	MINADER, Reports	Peace, funding and means provided in budgetary allocations
			Action 3.5	Establishing of a meteorological information and monitoring system (including rehabilitating and densifying the network of weather stations and the dissemination of weather reports)	Meteorological information and monitoring system established					Established and functional meteorological information and monitoring system	MINADER, MINEPDED Reports	Peace, funding and means provided in budgetary allocations
		Action 4	Development of an efficient agricultural research system to accelerate the transformation of the rural sector									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 4.1	Strengthening the valorization of research results in the agro-sylvopastoral and halieutic extension systems	Research results in the agro-sylvopastoral and halieutic extension systems valorized					Valorized research results in the agro-sylvopastoral and halieutic extension systems	MIN MINADER, MINRESI Reports	Peace, funding and means provided in budgetary allocations
			Action 4.2	Rehabilitating infrastructure and acquisitions	Agricultural research infrastructures rehabilitated					Rehabilitated agricultural research infrastructure s		Peace, funding and means provided in budgetary allocations
			Action 4.3	Strengthening research the modernization of the production apparatus	Research for the modernization of the production apparatus strengthened					Strengthened research for the modernizatio n of the production apparatus	MIN MINADER, MINRESI Reports	Peace, funding and means provided in budgetary allocations
			Action 4.4	Developing technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	Development of technologies adapted to climate change and dissemination of crop varieties adapted to climate change					promotion and dissemination of varieties adapted to climate change	MINADER, MINRESI, MINEPDED Reports	Peace, funding and means provided in budgetary allocations
			Action 4.5	Developing financing mechanisms for public and private research	Financing mechanisms for public and private research developed					Developed financing mechanisms for public and private research	MINADER, MINRESI, NGOs Reports	Peace, funding and means provided in budgetary allocations
			Action 4.6	Promoting collaboration between research institutions and rural sector ministries	Collaboration between research institutions and rural sector ministries promoted					Reinforced collaboration between research institutions and rural sector ministries		Peace, funding and means provided in budgetary allocations
		Action 5	Stimulate the emergence of youth economic structures in agriculture									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 5.1	Strengthening gender mainstreaming in the implementation of the RSDS/NAIP	Improved consideration of women and youth					Gender mainstreaming in the implementation of the RSDS/NAIP strengthened	MINADER, MINJEC Reports	Peace, funding and means provided in budgetary allocations
			Action 5.2	Upgrading knowledge and skills of farmers in modern agricultural techniques	Farmers knowledge and skills in modern agricultural technics upgraded					Number of farmers whose knowledge and skills in modern agricultural technics are upgraded	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 5.3	Improving knowledge and skills of farmers in business agriculture	Farmers knowledge and skills in business agriculture upgraded					Number of farmers whose knowledge and skills in business agriculture are upgraded	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 5.4	Legalizing youth economic structures	Legalized youth economic structures					Number of youth economic structures legalized	MINADER , MINJEC Reports	Peace, funding and means provided in budgetary allocations
			Action 5.5	Upgrading knowledge and skills of youth in cooperative dynamics	Youths knowledge and skills in cooperative group dynamics upgraded					Number of youths whose knowledge and skills in cooperative dynamics are upgraded	MINADER , MINJEC Reports	Peace, funding and means provided in budgetary allocations
			Action 5.6	Upgrading knowledge and skills of youth in record keeping, accounting and management	Youths knowledge and skills in record keeping, accounting and management upgraded					Number of youths whose knowledge and skills in record keeping, accounting and management are upgraded	MINADER , MINJEC Reports	Peace, funding and means provided in budgetary allocations

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
		Action 6	Improve knowhow on production techniques								
			Action 6.1	Upgrading knowledge and skills of farmers on safe use of chemicals	Farmers schooled on the safe use of chemicals					Number of farmers schooled on the safe use of chemicals	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 6.2	Implementing knowledge and skills in FBS	FBS knowledge and skills implemented					Farmers implementing FBS knowledge and skills	MINADER Reports	Peace, funding and means provided in budgetary allocations
			Action 6.3	Upgrading knowledge and skills of seed producers	Seed producer's knowledge upgraded					Number of seed producers whose knowledge are upgraded	MINADER Reports	Peace, funding and means provided in budgetary allocations
		Action 7	Support the emergence of youth agricultural entrepreneurs								
			Action 7.1	Upgrading knowledge and skills of youth	Youths knowledge and skills in resource mobilization upgraded					Number of youths whose knowledge and skills in resource mobilization are upgraded	MINADER , MINJEC Reports	Peace, funding and means provided in budgetary allocations
			Action 7.2	Training Youths in vocations	Vocational trainings received by youths					Number vocational trainings received by youths	MINADER , MINJEC Reports	Peace, funding and means provided in budgetary allocations
		Action 8	Promote Exchange between farmers, economic operators, service organization and other stakeholders								
			Action 8.1	Youths receive support to boost their agricultural production projects	Financial support to youths for agricultural production					Number of youths who receive support to boost their agricultural production projects	MINADER , MINJEC Reports	Peace, funding and means provided in budgetary allocations
			Action 8.2	Financing youths projects	Youth projects financed					Number of youth projects financed	MINADER , MINJEC Reports	Peace, funding and means provided in budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 8.3	Organizing Council and Regional Agro-Pastoral Shows are	Organized council and regional agro-pastoral shows					Number of Council and Regional Agro-Pastoral Shows are organized	MINADER Reports	Peace, funding and means provided in budgetary allocations
Objective 8	**Improve on Livestock and Fisheries Productivity in the Region**											
	Sub Objective 1	**Sustainable increase in agroforestry and fisheries production and productivity of priority value chains**										
		Action 1	Improving the production, productivity and competitiveness of the following sub-sectors: (i) cattle, (ii) pigs, (iii) poultry, (iv) sheep/goats, (v) beekeeping / non-conventional livestock and (vi) pets, horses and donkeys									
			Action 1.1	Improving cattle production						Number	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 1.2	Supporting livestock farmers with improved breeds						Number	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 1.3	Supporting cattle breeders with improved cattle breeds	10,000 farmers supported					10,000 farmers	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 1.4	Supporting pig farmers with improved piglets	1000 farmers supported					Numbe	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 1.5	Supporting poultry farmers with improved day old chicks	1500 farmers supported					1,500 farmers	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 1.6	Supporting sheep and goat rearers with improved varieties	1000 goat and 500 sheep farmers supported					1000 goat and 500 sheep farmers	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 1.7	Supporting bee farmers with improved bee keeping infrastructures	350 bee farmers supported					350 bee farmers	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 1.8	Supporting non-conventional sectors (cane rat, snails)	300 cane rat and 50 snail farmers supported					300 cane rat and 50 snail farmers	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.9	Supporting fish farmers with fingerlings	5370 fish farmers supported					5370 fish farmers	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
	Sub Objective 2	**Improvement of the collective infrastructural environment and access to production factors and markets**										
		Action 1	Development of structuring rural and collective infrastructure for production, conservation, storage, processing and marketing									
			Action 1.1	Rehabilitating and constructing of collective livestock, fishery and aquaculture infrastructures (slaughter-houses, slaughtering floors, cold stores, etc.)							MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
		Action 2	Construction and equipping of livestock infrastructure at the level of cooperative societies and livestock farms and businesses)									
			Action 2.1	Constructing hatcheries	07 hatcheries constructed					07 hatcheries	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 2.2	Constructing animal breeds Centres	07 animal breed centres constructed					07 animal breed centres	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 2.3	Constructing artificial insemination stations	07 artificial insemination Stations					07 artificial insemination Stations	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 2.4	Rehabilitating fish seed(fingerlings) production stations	03 fish stations rehabilitated					03 fish stations	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 2.5	Constructing fingerling production stations	07 new fingerling production stations constructed					07 new fingerling production stations	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
			Action 2.6	Constructing border livestock markets	05 livestock border markets constructed					05 livestock border markets	MINEPIA, LIFIDEP, MIDENO Reports	Peace, Budgetary allocations
	Sub Objective 3	**Strengthening the resilience of production systems, the sustainable management of natural resources and food and nutritional security of vulnerable populations in the face of climate change and other shocks**										

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
		Action 1	Improving the sustainable management of rural areas and natural resources by the different categories of users									
			Action 1.1	Finalizing of land use plans and schemes (SNADDT, SRADDT and PLADDT) and development of soil mapping according to agro ecological zones	Land use plans and schemes finalized						MINDCAF, MINEPDED, MINEPIA, MINADER, MIDENO Reports	Peace, Budgetary allocations
	Sub Objective 4	**Strengthening governance and human capital of rural sector actors**										
		Action 1	Building the capacities of public actors (Rural sector ministries), corporations under the supervisory authority of these ministries and attached services (PE) and regional and local authorities (RLA)									
			Action 1.1	Improving of the working framework and coordination of the operational and support programs of the sectoral ministries (MINADER, MINEPIA, MINFOF, MINEPDED)	Working group framework established						MINADER, MINEPIA, MINFOF, MINEPDED, Reports	Peace, Budgetary allocations
		Action 2	Development of an efficient research system to accelerate the transformation of the rural sector									
			Action 2.1	Strengthening of the valorization of research results in the agro-sylvopastoral and halieutic extension systems	Research results in agro-sylvopastoral and halieutic extension systems vulgarized						MINEPIA, MINRESI Reports	Peace, Budgetary allocations
			Action 2.2	Developing technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	Climate change adapted technologies developed						MINEPIA, MINEPDED, MINT MIDENO Reports	Peace, Budgetary allocations
			Action 2.3	Organizing workshops on conflict resolution	Number of conflict resolution workshops organized						MINEPIA, NGOs, MINAT, MIDENO Reports	Peace, Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 2.4	Demarcate grazing and pasturelands	Hectares of grazing and pasturelands demarcated						MINEPIA, MINADER, MINDCAF, MIDENO Reports	Peace, Budgetary allocations
			Action 2.5	Organizing annual regional agro pastoral shows,	Number of Regional shows organized						MINADER, MINEPIA, MINFI, MIDENO Reports	Peace, Budgetary allocations
			Action 2.6	Organizing council agro pastoral shows	Number of Council shows organized						MINADER, MINEPIA, MINFI, MIDENO Reports	Peace, Budgetary allocations
			Action 2.7	Construction & rehabilitation of ten (10) SDDL in the Region	10 SDDLs constructed						MINEPIA, MINFI, MIDENO Reports	Peace, Budgetary allocations
	Sub Objective 5	**Ameliorate the management, governance and control of Agriculture system**										
		Action 1	Full transfer of resources relating to investment and the wage bill of water and energy to RLAs									
			Action 1.1	Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations					15% of MINEPIA Budgets for 2022-2030	MINFI, MINEPIA Reports	Peace, Budgetary allocations
Objective 9	**Biodiversity conservation**											
	Sub Objective 1	**Sustainable increase in agroforestry and fisheries production and productivity of priority value chains**										
		Action 1	Biodiversity conservation,									
			Action 1.1	Conserving biodiversity	50 EISA conducted on projects in the Region				50 ESIA	Number	MINEPDED, MINFOF, MINADER, COUNCILS Reports	Peace & security, funding and Budgetary allocations
			Action 1.2	Stocking rivers, streams, and lakes, with various species of fish resources	100,000 different species of fish stocked rivers, streams, lakes, and wetlands					Number	MINEPIA, MINEPDED Reports	Peace & security, funding and Budgetary allocations
		Action 2	Ensure constant and affordable building materials Establishing building materials companies									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 2.1	Establishing council equipment pools and building materials depots	Number of councils with functional building materials company and equipment				17 Councils	Number	MINFI, MINEPDED Reports	Peace & security, funding and Budgetary allocations
	Sub Objective 2	**Strengthening the resilience of production systems, the sustainable management of natural resources and food and nutritional security of vulnerable populations in the face of climate change and other shocks**										
		Action 1	Improving the sustainable management of rural areas and natural resources by the different categories of users									
			Action 1.1	Conserving biodiversity, conservation and stocking of wetlands with fish varieties	Number of species conserved,					Number	MINEPIA, MINEPDED Reports	Peace & security, funding and Budgetary allocations
		Action 2	Improvement in the production potable water									
			Action 2.1	Protecting water catchments/sheds	400 catchments/sheds planted with trees				400 water catchments /sheds	Number	MINEPDED, MINFOF Reports	Peace & security, funding and Budgetary allocations
			Action 2.2	Constructing water schemes	120 functional water supply schemes				120 water supply schemes	Number	MINEE, MINEPDED, COUNCILS Reports	Peace & security, funding and Budgetary allocations
			Action 2.3	Constructing and equipping bore holes	100 functional boreholes				100 bore holes	Number	MINEE, MINEPDED, COUNCIL Reports	Peace & security, funding and Budgetary allocations
		Action 3	Canalization of the river Mezam spanning from Bamenda III to Bamenda II in Mankon to ensure the smooth flowing of the river channel									
			Action 3.1	Canalizing river Mezam spanning from Bamenda III to and II in Mankon	Km of river bed canalized					Number	MINDHU, MINEPDED, COUNCILS Reports	Peace & security, funding and Budgetary allocations
		Action 4	Improve sustainable /renewable energy supply									
			Action 4.1	Constructing improved cock stoves in boarding schools	20 functional improve cook stoves in boarding schools				20 improved cook stoves	Number	MINEPDED, MINSEC Reports	Peace & security, funding and Budgetary allocations
		Action 5	Managing and renewing forest resources, securing and developing wildlife resources and protected areas									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 5.1	Establishment and management of fuelwood plantations, council forests and protected areas and reserves	Total hectares and 100 community and council forest created				100 hectares	Number	MINEPDED, MINFOF, COUNCILS, NGOs Reports	Peace & security, funding and Budgetary allocations
		Action 6	Strengthening and scaling up adaptation/mitigation measures in the face of climate change and the fight against pollution and nuisances									
			Action 6.1	Disseminating information on climate change, impact and risk management	Quantity of information on climate change impact and risk management					Number	MINCOM, MIEPDED Reports	Peace & security, funding and Budgetary allocations
		Action 7	Fight against pollution, nuisances and harmful and/or dangerous chemical substances and strengthening of tools and capacities for environmental management (ESIA, ESMP, Corporate)									
			Action 7.1	Promoting small holder waste management schemes	Number of sensitization campaigns on sustainable waste management					Number	MINEPDED, COUNCILS Reports	Peace & security, funding and Budgetary allocations
			Action 7.2	Carrying out sensitization campaigns on sustainable waste management	Number of sustainable managed waste sites to avoid soil pollution					Number	MINEPDED, COUNCILS Reports	Peace & security, funding and Budgetary allocations
			Action 7.3	Design a waste management plant for Bamenda City and Kumbo Urban Councils	Energy and tons of manure produced Quantity of energy produced from waste					Number	MINEPDED, MINFI, COUNCILS Reports	Peace & security, funding and Budgetary allocations
	Sub Objective 3	**Strengthening governance and human capital of rural sector actors**										
		Action 1	Development of an efficient research system to accelerate the transformation of the rural sector									
			Action 1.1	Developing technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	Developed technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change					Number	MINRESI, MINADER, MINEPIA, MINEPDED Reports	Peace & security, funding and Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.2	Establishing a meteorological information and monitoring system (including rehabilitating and densifying the network of weather stations and the dissemination of weather reports)	Meteorological stations rehabilitated, maintained and equipped				10 Meteorological stations	Number	MINEPDED, MINADER Reports	Peace & security, funding and Budgetary allocations
			Action 1.3	Carrying out sensitization campaigns	200 Sensitization campaigns carried out				200 Sensitization campaigns	Number	MINEPDED	Peace & security, funding and Budgetary allocations
			Action 1.4	Carrying out trainings in sustainable NR management	41 trainings modules realized and training brochures distributed				41 trainings modules	Number	MINEPDED	Peace & security, funding and Budgetary allocations
			Action 1.5	Elaborating an environmental education syllabus	Functional Environmental curricula in primary and secondary schools					Number	MINEPDED, MINDUB, MINSEC, COUNCILS Reports	Peace & security, funding and Budgetary allocations
	Sub Objective 4	**Climate Change and adaptation**										
		Action 1	Climate Change and adaptation									
			Action 1.1	Implement projects in the domains of climate change and renewable energy options in order to mitigate the adverse effects of CVC on agriculture, livestock, health and biodiversity;	Climate change/Adaptation and mitigation project implemented					Number	MINEPDED, MIDENO Reports	Peace & security, funding and Budgetary allocations
			Action 1.2	Climate Variability/Change and Adaptation (Construct Weather stations in the three agro-ecological zones of the Region (2 per agricultural zone)	06 meteorological stations constructed				06 meteorological stations	Number	MINEPDED, MINFI Reports	Peace & security, funding and Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.3	Encourage the dissemination of information on climate change impact, and sustainable energy options						Number	MINEPDED Reports	Peace & security, funding and Budgetary allocations
			Action 1.4	Equip 10 meteorological stations in the Region	10 meteorological stations equipped				10 meteorological stations	Number	MINEPDED Reports	Peace & security, funding and Budgetary allocations
			Action 1.5	Produce sensitization brochures on topical environmental issues for use in training and radio programs to sensitize farmers on CVC	Number of sensitization brochures on CVC produced					Number	MINEPDED Reports	Peace & security, funding and Budgetary allocations
	Sub Objective 5	**Ameliorate the management, governance and control of MINEPDED**										
		Action 1	Full transfer of resources relating to investment (15%) to RLAs									
			Action 1.1	Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations				15% of MINEPDED budget	Number	MINFI, MINEPDED Reports	Peace & security, funding and Budgetary allocations
Objective 10	**Capitalizing on the dynamism of national operators in the sector to finally develop the rich potential of mining resources and initiate the start of major mining projects in the medium term**											
		Action 1	Improvement of the business climate, development of research, innovation and technical standardization.									
			Action 1.1	Detail studies to assess the natural resources potential of the North West Region	Number of natural resources assessed					Number of municipality potentials assessed	MINIMIDT Reports	Peace, funding and budgetary allocations
			Action 1.1	Sensitizing potential investors	Number of potential investors sensitized					Number of potential investors sensitized	MINIMIDT Reports	Peace, funding and budgetary allocations
			Action 1.1	Providing favorable conditions for the investment in the municipality	Increased favorable conditions for investments in the municipality					Increased favorable conditions for investments in the municipality	MINIMIDT Reports	Peace, funding and budgetary allocations
			Action 1.1	Providing accessibility of mines and industrial	(km) roads in to mines and					Increased accessibility	MINIMIDT Reports	Peace, funding and budgetary

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
				sites	industrial sites improved					of mines and industrial sites		allocations
		Action 1	Improve mining infrastructure and access to mining sites									
			Action 1.1	Improving access to quarries	(km) Access roads into quarries improved					Access to quarries is improved	MINIMIDT Reports	Peace, funding and budgetary allocations
		Action 1	Strengthen, capacity building of mining actors									
			Action 1.1	Organizing workshops, each lasting one week to refocus operators and engineers on manufacturing processes	Number of workshops organized					Number of workshops organized	MINIMIDT Reports	Peace, funding and budgetary allocations
Objective 11	**Ameliorate the management, governance and control of MINIMIDT**											
		Action 1	Full transfer of resources relating to investment (15%) to RLAs									
			Action 1.1	Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations					15% of MINIMIDT Budgets for 2022-2030	MINIMIDT Reports	Peace, funding and budgetary allocations
Objective 12	**Promote & protect Small and Medium Size Enterprises, Social Economy and Craft works by providing financial and technical assistances etc and publicity through public expositions,**											
	Sub Objective 1	**To ensure sustainability of enterprises created, stimulate an entrepreneurial profession amongst the population, ensure the migration of craft persons to the formal sector and sustainability of jobs and economic integration of the population**										
		Action 1	Promoting entrepreneurship spirit									
			Action 3.1	Local SMEs promoted	Number of enterprises identified & promoted					Number	MINPMEES A Reports	Peace & budgetary allocations
		Action 2	Promotion and development of handicraft									
			Action 2.1	Registration of craft persons in all the council	44 craft persons registered into the council register					Number	MINPMEES A Reports	Peace & budgetary allocations
Objective 13	**Transformation and modernization of production**											
	Sub Objective 2	**Increase local production of goods and services and thus reduce imports, ensure the emergence of companies, increase competitiveness and supply of finances to SME**										
		Action 1	Support to SMESEH in targeting manufacturing industries									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Number of SMEs in the domain of manufacturing industries supported	8 SMESEH supported					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
		Action 2	Supporting the development of SMEs in the domain of innovation									
			Action 2.1	50 enterprises identified in the domain innovation supported	Development of innovation SMESEH supported					Number	MINPMEES A Reports	Budgetary allocations
		Action 3	Development of the economic fabric									
			Action 3.1	Development of the economic fabric (Study NOWEDIF/Dry Port)	(Study NOWEDIF/Dry Port)					Number	MINPMEES A Reports	Budgetary allocations
			Action 3.2	Provision of micro projects to Regional Council to be executed through HIMO	(01) Elaborated projects for the Region					Number	MINPMEES A Reports	Budgetary allocations
Objective 14	**Promotion of private Initiative and Improvement of Competitiveness of SMEs**											
	Sub Objective 1	**Improvement of SMEs competitiveness, contributing to improve business climate through simplifying procedures of enterprises creation and better supervision of SMEs, increase the processing of local raw material through manufacturing added tax and promoting enterprise spirit in young graduates**										
		Action 1	Improving the competitiveness of SMEs									
			Action 1.1	Increased SMEs upgraded	Number of SMEs upgraded					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
		Action 2	Improving upon the business environment									
			Action 2.1	Increased new enterprises created in the ECPC	Number of new enterprises created in the ECPC					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
	Sub Objective 2	**Improving the quality, visibility and consumption of Region's handicraft and products**										
		Action 1	Improving the competitiveness of handicraft products									
			Action 1.1	Competitiveness of handicraft products improved	Number of Craftsmen upgraded in the Region					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
			Action 1.2	Promoting collective entrepreneurship	Number of social Economy organizations updated						MINPMEES A Reports	MINPMEESA
Objective 15	**Governance and institutional support for the SME sub-sector**											

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
	Sub Objective 1	**Equip the various structures with infrastructure and equipment, improve the functioning and performance of services, increase the visibility of actions taken and ensure the coherence and effectiveness of interventions of the Ministry**									
		Action 1	Improve the working environment								
			Action 1.1	Increased infrastructures to host services completed	Number of constructed Delegations					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
		Action 2	Communication and public relation								
			Action 2.1	Increased visibility of actions taken	Number of Radio announcement on the activities,					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
			Action 2.2	Coordinating and follow-up of the activities of the services	Reception and execution of correspondences from hierarchy and partners					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
	Sub Objective 2	**Improving the contribution of services to the achievement of programs and the quality and efficiency of expenditure**									
		Action 1	Coordinating and following up the activities of the services of MINPMEESA in the region								
			Action 1.1	Implementation of activities by technical structures	Number of activities implemented by technical structures					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
		Action 2	Improving the environment and the working conditions of North West MINPMEESA personnel								
			Action 2.1	Increased offices equipped with computer equipment and office furniture	Number of personnel deployed to all Divisions services Number of offices equipped					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
		Action 3	Strategic studies and planning in MINPMEESA NW								
			Action 3.1	Budgetary and financial documents produced annually on time in MINPMEESA	Number of financial documents produced					Number	MINPMEES A Reports	Peace, funding and budgetary allocations
	Sub Objective 3	**Governance and institutional support for MINPMEESA**									
		Action 3	Full transfer of resources relating to investment (15%) to RLAs								

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 3.1	Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations					15% of MINPMEES A Budgets for 2022-2030	MINPMEES A Reports	Peace, funding and budgetary allocations
Objective 16	**To promote and protect trading activities and support the regional economy**											
		Action 1	Improve market infrastructures and market organization and access (internal and external)									
			Action 1.1	Constructing (02) Borders markets along the Nigeria borders	02 border markets constructed				02 border markets	Number	MINCOMMERCE Reports	Peace, Free movement of goods and services, funding and budgetary allocations
		Action 2	Strengthen institutional issues relating to trade and commerce									
			Action 2.1	Improving access to the market for all in the Region through construction of farm to market roads	Length of farm to market roads rehabilitated					Number	MINCOMMERCE Reports	Peace, Free movement of goods and services, funding and budgetary allocations
			Action 2.2	Reinforcing market controls to ensure respect of marketing norms	Number of controls carried out					Number	MINCOMMERCE Reports	Peace, Free movement of goods and services, funding and budgetary allocations
			Action 2.3	Extending branches of the Chamber of Commerce in all Divisional HQs	07 Branches of Chamber of Commerce				07 Branches of Chamber of Commerce	Number	MINCOMMERCE Reports	Peace, Free movement of goods and services, funding and budgetary allocations
		Action 3	Promote Commercial Activities through the use of ICT Solutions e.g. E-Commerce									
			Action 3.1	Creating Regional digital markets	Number of digital markets created					Number	MINCOMMERCE Reports	Peace, Free movement of goods and services, funding and budgetary allocations
			Action 3.2	Creating and run a website to provide trade information to sector	Functional website					Number	MINCOMMERCE Reports	Peace, Free movement of goods and services,

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
				actors								funding and budgetary allocations
Objective 17	**Governance and institutional support for Trade and Commerce**											
		Action 1	Full transfer of resources relating to investment (15%) to RLAs									
			Action 1.1	Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations					15% of MINCOMMERCE Budgets for 2022-2026	MINFI, MINCOMMERCE Reports	Funding and budgetary allocations
Objective 18	**Promotion and protection of tourism potentials, assets, development of tourism sites and contribution to the national economy**											
		Action 1	Strengthen the capacity of tourism sector									
			Action 1.1	Creating Inventories and maps of all touristic sites with the available facilities of the North West Region	Number of touristic sites and maps produced					Number	MINTOUR Reports, RLAs reports	Peace, funding and budgetary allocations
			Action 1.2	Diversifying program for Eco-tourism, mountain-racing,	Number of pamphlets and brochures advertising the potentials and touristic sites of the Region					Number	MINTOUR Reports	Peace, funding and budgetary allocations
		Action 2	Improve infrastructure and access to touristic sites in the Region									
			Action 2.1	Creating of Tourism Board at all Divisional Headquarters	Number of Tourism Board end created					Number	MINTOUR Reports, RLAs reports	Peace, funding and budgetary allocations
			Action 2.2	Constructing good road network to access the touristic sites in good time and in safety.	Number of roads constructed, Number of touristic sites rehabilitated		-			Number	MINTOUR Reports, RLAs reports	Peace, funding and budgetary allocations
		Action 3.	Promote tourism activities within the Region									
			Action 3.1	Developing tourist products – crafts, documentation, artifacts etc., of the North West Region	Number of touristic products depicting the rich touristic potentials and opportunities					Number	MINTOUR Reports	Peace, funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
					of the Region							
			Action 3.2	Introducing tourism programs on radios and TV stations	Number of radio broadcast programs on tourism on national and private radio stations					Number	MINTOUR Reports	Peace, funding and budgetary allocations
Objective 19	**Governance and institutional support for Tourism and Leisure**											
		Action 1.1	Full transfer of resources relating to investment (15%) to RLAs									
			Action 1.1	Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations					15% of MINTOUL Budgets for 2022-2026	MINTOUR Reports, RLAs reports	Budgetary allocations

Table Appendix 1.2: Pillar 2 - Development of Human Capital and Well-Being

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
Pillar 2: Development of Human Capital and Well-Being											
Objective 1	**Health promotion and nutrition**										
	Sub Objective 1	**Make the population to adopt healthy and supportive behaviors**									
		Action 1	Increase post natal care (delivery and postnatal care)								

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Sensitization of pregnant women on the necessity of clinical attendance, postnatal checkup during gestation period of pregnancy in (20) HDs of the Region	% new born who received postnatal care				75%	75% by 2026	EDS, MICS, ECAM, Studies	Peace, funding and budgetary allocations
		Action 2	Improve on vaccination coverage in rural areas from 68% to 80% coverage									
			Action 2.1	Sensitization on the merits of vaccinations for good health and timely supply of vaccines in (20) HDs of the Region	Vaccination coverage rate						EDS, MICS, ECAM, Studies	Peace, funding and budgetary allocations
			Action 2.2	Ensure wide coverage of vaccinations through campaigns and timely supply of vaccines in (20) HDs of the Region	Infant mortality rate (per thousand live births)						EDS, MICS, ECAM, Studies	Peace, funding and budgetary allocations
			Action 2.3	Ensure all age under 5 years receive measles vaccines	Proportion of one-year-old children (12-23 months) immunized against measles					Reduce infant and child mortality to 40 by 2026	EDS, MICS, ECAM, Studies	Peace, funding and budgetary allocations
		Action 3	Increase of births attended by skilled personnel (19 per 10,000 national) 2019 baseline									
			Action 3.1	Recruit (5) skilled health personnel per (20) HD to meet acceptable personnel/patient ratio from the 23.8 per 10,000 as of (2019) baseline	Percentage of births attended by skilled personnel					Recruit (5) skilled health personnel per (19) HD	MINSANTE, RLAs report	Budgetary allocations
			Action 3.2	Improved multi-sectoral coordination in the implementation of health promotion and nutrition actions in 34 (Subdivisional)	Number of coordination meetings held						EDS, RLAs reports, CSOs reports	Budgetary allocations
		Action 4	Improve the living environment of populations in at least 70% of Health Districts									
			Action 4.1	Improving environmental health (water, hygiene and sanitation) in 40% in (20) HDs	Percentage of households accessible to potable water and improve sanitary					70% of households adopt essential family practices	MINEE, MINHDU, RLAs reports	Peace, funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
					facilities					from communicatio n media outlets		
		Action 5	Develop promotion actions in at least 80% of Health Districts to strengthen the health-promoting skills of individuals and communities									
			Action 5.1	Carry promotion of good eating and nutritional habits for (20) HDs for 5years						92% DTC3, VPO3, BCG vaccination coverage among children 0 to 11 months	EDS, MINCOM, CSOs, MINSANTE, RLAs, Reports	Peace, funding and budgetary allocations
			Action 5.2	Increase children's nutritional status per HDs of the Region	Prevalence rate of underweight in children under 5 years of age				25%	60% Proportion of infant aged 00 to 06 months exclusively breastfeed & 100% of children adequately receive vitamins A	EDS, MICS, ECAM, Studies, MINSANTE, RLAs, Reports	Peace, funding and budgetary allocations
			Action 5.3	Fight against smoking, alcohol abuse and the use of illegal substances, (modifiable risk factors for non-communicable diseases)	Prevalence rate of cigarettes, drugs , and alcohol abuse,					Low (%) drug addiction and abuse	EDS, MINCOM, CSOs	Peace, funding and budgetary
		Action 6	Make 75% of families to adopt essential family practices including family planning									
			Action 6.1	Intensify campaigns on use of modern methods Family Planning (FP) and the use of contraceptives in (20) HDs of the Region	Contraceptive use rate among women aged 15-49					(%) rate contraceptive s prevalence usage increase,	MINSANTE, RLAs, Reports	Peace, funding and budgetary allocations
Objective 2	**Disease Prevention**											
	Sub Objective 1	**Reduce premature mortality from preventable diseases through prevention**										
		Action 1	Reduce by at least 30% the incidence, prevalence of major communicable diseases (HIV, malaria and TB) and eliminate some NTDs (lymphatic filariasis and HAT)									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Improving prevention/ intensify sensitization on HIV/AIDS, tuberculosis, STIs and viral hepatitis with priority given to the most vulnerable groups,	Prevalence rate HIV/AIDS				Reduce prevalence to 1.5% by 2026	Number of persons having collected screening tests, Proportion of PLHIV under ART (30% of adults & 50% of HIV positive children	EDS, MICS, NIS, MINSANTE, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.2	Intensify campaigns for the use of mosquito treated nets ITN, environmental hygiene around households	Rate of malaria prevalence among children under 5 years of age 10% (2018 CDHS)				Reduce prevalence to less than 5%	Number of households with ITN, Malaria prevalence rate	EDS, MICS, Studies, MINSANTE, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.3	Increase the prevention of NTDs and other communicable diseases	NTD prevention and coordination actions strengthened					% reduction in NTD diseases	MINSATE Studies	Funding and budgetary allocations
		Action 2	Improve the prevention of diseases with epidemic potential (DWEPs) not covered by the expanded vaccination programme (EVP).									
			Action 2.1	Strengthening malaria prevention, preparedness and response to epidemics and major public health events						%	MINSANTE, RLAs Reports, ECD report, CSOs, HDs report	Peace, funding and budgetary allocations
		Action 3	Increase by at least 80% the coverage of high impact prevention actions for mother, newborn and child targets in at least 80% of HDs									
			Action 3.1	Improve the coverage of MNCAH actions	Number of vaccinations carried out						ECD report, CSOs, HDs report	Peace, funding and budgetary allocations
		Action 4	Reduce by at least 10% the prevalence of major non-communicable diseases (diabetes and hypertension)									
			Action 4.1	Strengthening the coordination and integration of NCD prevention actions	% Epidemiological situation					% Epidemiological situation of non-communicable diseases	ECD report, CSOs, HDs report	Peace, funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 4.2	Strengthening the prevention of sickle cell disease and other genetic and degenerative diseases	Sickle cell and other generative diseases prevented					% prevalence rate	ECD report, CSOs, HDs report, RLAs, Reports	Peace, funding and budgetary allocations
Objective 3	**Case Management**											
	Sub Objective 2	**Reduce overall mortality and fatality in health facilities and in the community**										
		Action 1	Provide standard curative care for communicable and non-communicable diseases and their complications in at least 80% of health facilities									
			Action 1.1	Improving the quality of care and health services in health facilities	Improved health care service delivery					% improvement in health delivery	MINSANTE, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.2	Improved diagnosis and curative management of HIV/AIDS, TB, STIs and viral hepatitis,	Improved diagnosis of curative diseases (HIV/AIDS, TB, STIs, and viral hepatitis)					% and number of patient diagnosed and cure	MINSANTE, RLAs Reports	Peace, funding and budgetary allocations
			Action 1.3	Improve diagnosis and management of malaria and the main causes of fever (Dengue, Typhoid, Flu, etc.).	Improved diagnosis and management of diseases (malaria, and the main causes of fever)					% prevelence	MINSANTE, RLAs, Reports	Peace, funding and budgetary allocations
		Action 2	Provide comprehensive maternal, newborn child and adolescent health care according to standards in at least 80% of health facilities									
			Action 2.1	Improve the availability and geographical access of services to prevent the vertical transmission of HIV and viral hepatitis B from mother to child (in all health facilities)	Rate of births attended by skilled personnel, % newborns who received postnatal care % of HDs with health personnel trained in the IMCI approach					Rate of births attended by skilled personnel, % newborns who received postnatal care % of HDs with health personnel	EDS, MICS, Studies, HDs report	Peace, funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 2.2	Capacity building of MNCAH providers in health facilities and at the community level (in 20 HDs)	Number of capacity building workshops offered					% and number of workshops	MINSANTE, RLAs, Reports	Peace, funding and budgetary allocations
Objective 4	**Health System Strengthening**											
	Sub Objective 1	**Health financing**										
		Action 1	Ensure the harmonious development of infrastructure, equipment and the availability of health care and service packages according to standards in at least 80% of 3rd, 4th, 5th and 6th category health facilities									
			Action 1.1	Improving infrastructure offer (construction /rehabilitation /expansion of health structures according to standards)	Standard health infrastructures constructed					Number of health facilities constructed/rehabilitated	MINSANTE, RLAs, Reports	Peace, funding and budgetary allocations
			Action 1.2	Re-construct destroyed and burnt (21) health institutions in the region	(21) Number of health facilities constructed					(21) Number of health facilities constructed	Finance Law, MINSANTE,	Peace, funding and budgetary allocations
		Action 2	Increase by 50% the availability and use of quality drugs and other pharmaceutical products in all health districts									
			Action 2.1	Strengthen mechanisms for quality assurance and availability of drugs and other pharmaceutical products	Availability of drugs and other pharmaceutical products					HFs stocked with suffient pharmacitical products	RLAs, DHs report, EDS-MICS	MINSANTE
		Action 3	Increase according to prioritized needs, the availability of Health human resources in at least 80% of HDs									
			Action 3.1	Recruit health personnel in needy health facilities to meet acceptable personnel/patient rato	Number of personnel recruited					Number of personnel in the HDs	RLAs, DHs report, EDS-MICS	MINSANTE
		Action 4	Strengthening of the health system and assistance to the population									
			Action 4.1	Phase 1: Feasibility studies for the creation and construction of 02 emergency centers for the North West Region	(2) feasibility studies for the construction of emergency centers				-2	Number (02) Studies carried out	RLAs, DHs report, EDS-MICS	MINSANTE

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 4.2	Phase 1: Feasibility studies for the creation, construction and equipping a Handicap centers	(2) feasibility studies for the construction and equipping a Handicap centers				-2	Number (02) Studies carried out	RLAs, DHs report, EDS-MICS	MINSANTE
			Action 4.3	Phase 1: Feasibility studies for the creation, construction and equipping mortuaries in District Hospitals	(2) feasibility studies for the construction and equipping mortuaries in HDs				-2	Number (02) Studies carried out	RLAs, DHs report, EDS-MICS	MINSANTE
Objective 5	**Management and Governance**											
	Sub Objective 1	**To improve the performance of the health system at all levels**										
		Action 1	Strengthen planning, supervision, coordination, policy and health monitoring at all levels of the health pyramid									
			Action 1.1	Strengthen devolution and decentralization	Devolution and decentralization strengthened					Effective devolution	RLAs, DHs report, EDS-MICS	MINSANTE
			Action 1.2	Increase share of health budget to 15% of the state budget annually within the medium and long term	Amount (FCFA) disbursed					Amount and 15% allocated to RLAs	RLAs, DHs report, EDS-MICS	Funding and budgetary allocations
		Action 2	Full transfer of resources relating to investment and the wage bill of Public Health to RLAs									
			Action 2.1	Effective management of investment budget (15%) for Public Health managed by RLAs	Amount (FCFA) disbursed		-			Amount and 15% allocated to RLAs	MINFI, Finance Law, RLAs, DHs report, EDS-MICS	MINSANTE, MINFI
Objective 6	**Increase access and equity to education while eliminating disparity**											
	Sub Objective 1	**Develop the training of the young child**										
		Action 1	Promote Nursery Education									
			Action 1.1	Construction/rehabilitate (49) existing nursery schools in the Region	Signed contract, # Classrooms constructed					Number buildings constructed + reception note, Signed contracts	DDMINEDUB, Council reports, PTA Reports	Security, Budget allocation,

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.2	Create, construct and equip (16) Nursery Schools within the Region particularly priority zones	Number of public NS created and constructed,					Number buildings constructed + reception note,	DDMINEDUB, RLAs reports, PTA Reports	Security, Budget allocation,
			Action 1.3	Provision of equipment (hexagonal tables and chairs) in (24) existing public nursery schools within the Region	Number of public NS created and constructed, Signed contracts,					Number and type of equipment provided	DDMINEDUB, RLAs reports, PTA Reports	Budget allocation
			Action 1.4	State subvention to private/lay private and councils to take care of structures charged with the education of pre-school children (34) councils of the Region	Budget document + number of structures subsidized					Amount (FCFA) disbursed	DDMINEDUB, RLAs reports,	Budget allocation
	Sub Objective 2	**Attain access and completion in primary education**										
		Action 1	Increase access to primary education									
			Action 1.1	Construction of facilities (VIP toilets) in (591) public primary schools in the North West Region	Number of facilities constructed				2,386	Number of VIP toilets of latrines constructed	DDMINEDUB RLAs reports, VDA,	Budget allocation,
			Action 1.2	Sink boreholes (water points) in (591) public primary schools in the North West Region	Number of boreholes sunk				1,380	Number of boreholes sunk	DDMINEDUB RLAs reports, VDA, MINEE	Budget allocation,
			Action 1.3	Construction of (50%) of needed 4,853 (classrooms blocks) in public primary schools by 2026 within the Region	# Classrooms, constructed +reception note				8,609	Number of classrooms, constructed	DDMINEDUB RLAs reports, VDA,	Budget allocation,
			Action 1.4	Recruitment of new teachers for primary and nursery education (Hit target by 50%)	# teachers +recruitment decision				Ratio (62) 1,3487	Number of teachers recruitment	MINEDUB RLAs reports, PTA,	Budget allocation,

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.5	Re-construct destroyed/burnt (144) primary schools due to socio-political crises in the Region	(144) primary schools structures re-constructed				144 schools	Number of primary schools structures reconstructed and equipped	MINEDUB report, RLAs report, PTA report	Security, Budget allocation
	Sub Objective 3	**Increase access to secondary general education**										
		Action 1	Promote secondary general education									
			Action 1.1	Provision of infrastructure (classrooms) in secondary general education in priority Councils (Hit 50% by 2026)	# of classrooms constructed				5,380	Number of classrooms constructed	MINSEC, RLAs, PTA Reports	Available resources,
			Action 1.2	Provision of (80) libraries infrastructure in public secondary general education in priority Councils	# of libraries constructed				391 libraries	Number of libraries constructed in secondary schools	MINSEC, RLAs, PTA Reports	Available resources,
			Action 1.3	Provision of (161) ICT centres equiped with computer/assessories in secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo)	# of ICT centres constructed				186 ICT centres	Number of ICT centres constructed in secondary schools	MINSEC, MINPOSTEL, RLAs, PTA Reports	Available resources, Security
			Action 1.4	Provision of (80) Science laboratories in secondary general education in priority Councils (Donga Mantung, Boyo, Menchum and Momo)	# of Science laboratories centres constructed				301 Workshops/ Laboratories	Number of Science laboratories constructed education	MINSEC, RLAs, PTA Reports	Available resources, Security
			Action 1.5	Construction of (domestic science blocks) in (161) secondary general education in priority Councils (Donga Mantung, Boyo, Menchum and Momo)	# of Science laboratories centres constructed				(161) domestic science blocks)	Number of Domestic science blocks constructed	MINSEC, RLAs, PTA Reports	Available resources,
			Action 1.6	Recruitment of teachers for secondary general education in priority (Councils) areas	# teachers recruited + recruitment decisions					Number of teachers recruited	MINESEC report, Council report, PTA report	Available resources, Security

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.7	Re-construct (264) destroyed and burnt secondary schools due to socio-political crises in the Region	(264) destroyed schools reconstructed				264 schools	Number of secondary general schools re-constructed and equipped	MINESEC report, Council report, PTA report	Available resources, Security
	Sub Objective 4	**Increase access to secondary technical education**										
		Action 1	Promote secondary technical education									
			Action 1.1	Provision of (35) libraries infrastructure in public technical colleges general education in priority Councils	# of libraries constructed				(35) libraries	Number of libraries constructed	MINESEC report, MINEFOP report	Available resources, Security
			Action 1.2	Provision of (70) ICT centres equipped with computer & accessories in public technical colleges in priority Councils (Donga Mantung, Boyo, Menchum and Momo)	# of ICT centres constructed				(70) ICT centres	Number of ICT centres provided and equipped	MINESEC report, MINPOSTEL MINEFOP report	Available resources, Security
			Action 1.3	Provision of (35) Technical workshops in public technical colleges in priority Councils (Donga Mantung, Boyo, Menchum and Momo)	# of Technical workshops constructed				(35) Tech/works hops	Number of Technical workshops constructed	MINESEC report, MINEFOP, Council report, PTA report	Available resources, Security
			Action 1.4	Phase 1: Feasibility studies for the construction and equipping of (07) laboratories and workshop in technical colleges	(07) Feasibility studies for the construction of laboratories and workshop				(07) Feasibility studies	Number (07) Studies carried out	Studies, MINESEC, RLAs	RLAs
	Sub Objective 5	**Increase access to vocational training**										
		Action 1	Promote secondary technical education									
			Action 1.1	Rehabilitate and equip (31) destroyed & vandalized vocational training centres within the region	(31) destroyed & vandalized vocational training centres rehabilitated and equiped				(31) vocational centres	Number of re-constructed vocational training centres	MINESEC report, MINEFOP, Council report, PTA report	Available resources, Security

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
	Sub Objective 6	**Increase equity and access to quality higher education**										
		Action 1	Increase access to higher education									
			Action 1.1	Creation of (03) UBa Campuses within the Region (Vetrinary-Mankon, Agriculture-Nkambe, IRAD-Mankon)	Text sign, (03) campuses opened				(4) Campuses	Number of Campuses created	UBa report, MINESUP	UBa, MINESUP
Objective 7	**Develop an efficient partnership with the different stakeholders of the social corps**											
	Sub Objective 1	**Define and promote a partnerships the State and the private sector**										
		Action 1.1	State/private sector partnerships established									
			Action 1.1	Provision of incentives (subventions and diverse assistance) to the private sector for the creation of training institutions (nursery, secondary, professional and higher education)	Amount (FCFA) subvention disbursed + reports					Amount (FCFA) subvention disbursed	MINEFOP, MINESEC, MINEDUB, MINESUP, MINFI	Budget allocation
Objective 8	**Ameliorate the management, governance and control of the educational system**											
	Sub Objective 1	**Decentralize the management of educational resources**										
		Action 1	Educational resources effectively decentralized									
			Action 1.1:	Effective management of investment budget for basic education managed by RLAs (15%)	Share of the investment budget for basic education managed by RLAs,					Amount (FCFA) disbursed to RLAs	MINEDUB, MINESEC, MINFI, MINDDEVEL	Budget allocation

Table Appendix 1.3: Pillar 3 - Promotion of Employment and Economic Integration in the North West

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
Pillar 3: Promotion of employment and economic integration in the North West											
Objective 1	**Strengthening actions to implement the vision and take into consideration the engagement subscribed at the international and national levels**										
	Sub Objective 1	**Guarantee Education and Training**									
		Action 1	Increase the efficiency of the education system								
			Action 1.1	Ameliorate the grooming of extra scholar youths i.e. youths trained in extra school milieu	Number of socio educative and sporting infrastructure created,					Number of educative and sporting infrastructure created	MINJEUN report, MINSEP report	Peace, funding and budgetary allocations
	Sub Objective 2	Guarantee Employment and socio economic insertion of youths									
		Action 2	Promote the access of youths to a decent employment								
			Action 2.1	Ameliorate the access of youths to remunerated jobs (promotion of professional training)	Training system to the needs of the productive system adapted, Professional training for youths promoted					Number of jobs created	MINEFOP report, MINEPIA report, MINADER report, MINTSS report	Peace, funding and budgetary allocations
	Sub Objective 3	**Guarantee good health for the youths**									
		Action 1	Ameliorate the Health situation of youths								
			Action 1.1	Reduce the prevalence of epidemics, illnesses and pandemics (youths in communities involved in the fight against STDs, HIV and SIDA)	Number of communities involved in the fight against STDs, HIV and SIDA					Number of communities involved in the fight against STDs, HIV	MINSANTE report, MINSEP report,	Peace, funding and budgetary allocations
			Action 1.2	Promote a healthy sexual and reproduction activity among youths	Number of training sessions towards emergency interventions for adolescents and young girls,					Number of training sessions carried	MINSANTE report, MINSEP report,	Peace, funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.3	Reduce the consumption of drugs and alcohol among youths	Number of youths involvements in prevention methods, as well as the usage and abuse of drug consumption					% reduction of youths in the use of drugs	MINSANTE report, MINSEP report,	Peace, funding and budgetary allocations
	Sub Objective 4	**Participation in society life and the decision making process**										
		Action 1	Promote the full and effective participation of youths in day to day society life									
			Action 1.1	Ameliorate the implication of youths in the grooming process	Number of promotion of communication platform for expression, dialogue and youth consultation					Number of youths groom	MINSEP report, Youths Associations reports	Peace, funding and budgetary allocations
	Sub Objective 5	**Ameliorate youth Communication and ICT**										
		Action 1	Ameliorate youth communication									
			Action 1.1	Improve on the participation of youths in the information and the use of knowledge (incentive measures for the benefit of youth's access to ICT)	Number of incentive measures for the benefit of youth's access to ICT improved					Number of youths benefited, Amount (FCFA) incentives allocated	MINPOSTEL report, MINSEP report	Peace, funding and budgetary allocations
	Sub Objective 6	**To promote the respect of Human Rights and the culture of peace**										
		Action 1	To promote the respect of Human Rights and the culture of peace									
			Action 1.1	Ensure the full and equal enjoyment of human rights and freedoms for all youths	Number of youths involved in the protection of vulnerable youths					Number of youths involve	MINJUSTICE report	Peace, funding and budgetary allocations
			Action 1.2	Develop the culture of peace among youths (dialogue platforms created to discuss matters of youth concerns)	Dialogue platforms created to discuss matters of youth concerns.					Number of Dialogue platforms created	MINJUSTICE report	Peace, funding and budgetary allocations

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
	Sub Objective 7	**Promote the access of youths to sporting, cultural, touristic and leisure activities**									
		Action 1	Promote the access of youths to sporting, cultural, touristic and leisure activities.								
			Action 1.1	Increase the supply of inclusive sporting activities for young people	Number of physical education infrastructures in schools constructed					Number of physical education infrastructure s constructed	MINSEP report, MINAS reports, NGOs report, SEEPD-CBC report	Peace, funding and budgetary allocations
			Action 1.2	Increase inclusive cultural activities for young people	Number of capacity building workshops organized for youths in the production and protection of cultural works, Number of local authorities, the private sector and civil society involved in the development of cultural					Number of capacity building workshops	MINSEP report, MINAS reports, NGOs report, SEEPD-CBC report	Peace, funding and budgetary allocations
	Sub Objective 8	**Partnership and Cooperation for the Promotion of youth**									
		Action 1	Strengthen partnership and cooperation for the benefit of young people								
			Action 1.1	Enhance exchanges and participation of young people at international, regional and sub-regional levels	Number of young people's problems considered in developmental planning					Number of young involved	MINSEP reports Council report	Peace, funding and budgetary allocations,
	Sub Objective 9	**Improve the level of involvement of young people in the process of management and sustainable protection of the environment**									
		Action 1	Improve the level of involvement of young people in the process of management and sustainable protection of the environment								

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Increase the number of competent young people in the management and sustainable protection of the environment	Number of capacity building of youth associations and movements militating for environmental protection					Number of capacity building workshops, Number of youths Number of youths employed	MINJEC, MINEPDED Reports, NGOs reports	Peace, funding and budgetary allocations
			Action 1.2	Develop employment opportunities associated with the management and the sustainable protection of the environment	Number of companies in the environment sector is created					Number of youths employed	MINJEC, MINEPDED Reports, NGOs reports	Peace, funding and budgetary allocations
Objective 2	**Social transfers: Enhancement of non-contributory systems**											
	Sub Objective 1	**Strengthen the human capital of vulnerable populations by improving their access to basic social services and to basic needs**										
		Action 1	Strengthen the human capital of vulnerable populations by improving their access to basic social services and to basic needs									
			Action 1.1	Diversify, strengthening and extension of direct transfer programs (cash/in-kind).	Direct transfer programs to vulnerable populations,	Nil				Number of communities benefited from programs, Amount (FCFA)	MINAS, RLAs, Reports, NGOs MINSANTE Reports	Pearce and Security, Budget allocation
			Action 1.2	Enhancement and expansion of indirect transfer mechanisms	Kind transfers effected	Nil				Name and Type of transfer	MINAS, RLAs, Reports, NGOs MINSANTE Reports	Pearce and Security, Budget allocation
			Action 1.3	Extension of the personal scope of social security	Dialogue enhanced	Nil				Number of meetings or dialogue workshops	MINAS, MINAT MINPROFF, MINJUSTICE,	Pearce and Security, Budget allocation
	Sub Objective 2	**Social insurance: Enhancement of contributory schemes and extension of social security**										
		Action 1	Guarantee social coverage for all segments of the population, especially the most vulnerable persons									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Extension of the material scope of social security i.e. setting up of a system for universal health coverage	Funding mechanisms adopted					Name and type of funding mechanism	MINAS, MINAT MINPROFF, MINJUSTICE,	Pearce and Security, Budget allocation
	Sub Objective 3	**Social action services: Protection and promotion of groups with specific and temporary vulnerabilities**										
		Action 1	Improve access to social services for groups with specific and temporary vulnerabilities									
			Action 1.1	Support for risk prevention, crises/disaster management and assistance to the most vulnerable people	Rehabilitation and protection of vulnerable population living in disaster areas					Number of vulnerable population surpported	MINAS, MINAT MINPROFF, MINJUSTICE, CBC-SEEPD	Pearce and Security, Budget allocation
			Action 1.2	Diversifying and expanding training, supervision and economic insertion programs for vulnerable populations	Youth Economic integration programs elaborated					Number of training programs, number of vulnerable population benefited	MINAS, MINAT MINPROFF, MINJUSTICE, CBC-SEEPD	Pearce and Security, Budget allocation
	Sub Objective 4	**Promoting Economic Integration of Vulnerable People**										
		Action 1	Improve access to economic activities for vulnerable populations									
			Action 1.1	Reinforcing and intensifying High Intensity Labour Force (HIMO) approaches as social protection measures for vulnerable people	Intensity labor force approaches developed for community projects					Number of projects using (HIMO) approach	MINAS, MINAT MINPROFF, CBC-SEEPD, RLAs MINJUSTICE,	Pearce and Security, Budget allocation
			Action 1.2	Strengthening solidarity mechanisms for former athletes, football players, and artists	Capacity buildings effected					Number of workshops carried out, Number of persons effected	MINAS, MINAT MINPROFF, CBC-SEEPD, MINJUSTICE, COUNCILS	Pearce and Security, Budget allocation
	Sub Objective 5	**Support measures: To strengthen the legal framework for social security and improve its implementation**										
		Action 1	Promote governance in the social sector									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Upgrading the legal framework for social safety and its implementation primary actions (popularize all the international and national texts on social security among the various actors in the field	Legal framework for social safety and its implementation upgraded					Text elaborated and implemented	MINJUSTICE, MINAS, MINTSS, MINSANTE, MINPROFF, CBC-SEEPD etc.)	Pearce and Security,Budget allocation
			Action 1.2	Improvement of technical abilities for conceptualization and implementation of the various social safety, mechanisms and measures	Number of capacity building workshops,					Number of capacity building workshops, Number of participants	MINEPAT, MNTSS, MINAS, MINSANTE CBC-SEEPD Other ministries	Pearce and Security,
			Action 1.3	Upgrading of analytical data in order to better target the, neediest population	Analytical data upgraded in favor of the neediest population					Number of neediest persons established	MINEPAT, MINAS, MINSANTE, INS, BUCREB, IFORD,	Pearce and Security,Budget allocation
			Action 1.4	Improvement of communication and social mobilization measures with a view to communication for development	Improved communication for development and social mobilization measures					Number of ICT equipment distributed, Number of news media involved	MINCOM, MINEPAT, MINAS, MINTSS, MINSANTE	Pearce and Security,Budget allocation
			Action 1.5	Strengthening partnerships around social safety order to promote the coordination of approaches and the effectiveness of programs.	Partnerships around social safety order to promote the coordination of approaches and the effectiveness of programs strengthened					Number of partnership established, Names of groups and ministries involved	MINEPAT, MINAS, MINTSS, Ministerial departments TFPs, RLAs CBC-SEEPD, NGOs, CSO communities	Pearce and Security, Budget allocation
	Sub Objective 6	**Ameliorate the management, governance and control of the social system**										
		Action 1	Full transfer of resources relating to investment and the wage bill of social affairs to RLAs									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Effective management of investment budget (15%) for social affairs managed by RLAs	(15%) investment budget for social affairs managed by RLAs					Amount (FRCA) effectively transferred and managed by RLAs	MINFI, MINDDEVEL, MINAT	Pearce and Security, Budget allocation
Objective 3	**Protection and empowerment of women's and the girl child rights**											
	Sub Objective	**Improve the social and financial wellbeing of women, infrastructure of women empowerment structures, and promotion of women and girl child education and protection women and girl child rights**										
		Action 1	To improve the social and financial wellbeing of women and the girl child									
			Action 1.1	Organized seminars and sensitization workshops on women's right and the girl child, Projects to empower the woman and the girl child in the municipality	# Campaign and workshops,					Number of seminars and workshops,	MINPROFF reports,	Resources adequately mobilized,
					# TV and radio talks					Number of projects	Women Association reports	Population is adequately involved
			Action 1.2	Creation of a support fund for education, professional and training women and the girl child	# Campaign and workshops, # TV and radio talks					Number of workshops organized	MINPROFF report, MINAS, Partners reports	Resources adequately mobilized,
			Action 1.3	Empower women groups in all the (34) Councils of the Region with business startup funds	# Economic project Reports, List of women groups supported					# Economic project Reports, List of women groups supported	MINPROFF reports, Women Association reports	Resources adequately mobilized
		Action 2	Promotion of gender equality									
			Action 2.1	Implementation of policies to ensure girls are equitably represented in all sectors in terms of vocational training, higher education and access to employment	# Economic project project Reports,List of women groups supported					Number of women in vocational training centres	RLAs report, MINPROFF reports, Women Association reports, Council	Resources adequately mobilized
		Action 3	Provision of infrastructures									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 3.1	Construction and equipment of Women's Empowerment Centres in (50%) of the (34) Councils of the Region by 2026	# Economic project project Reports,List of women groups supported				14 Women' Centres	Number of women centres constructed	RLAs report, MINPROFF reports, Women Association reports, Council	Peace. Funding and budgetary allocations
Objective 4	**Ameliorate the management, governance and control of the women empowerment**											
	Sub Objective	**Effective decentralisation and transfer of Resources to RLAs**										
		Action 1	Full transfer of resources relating to investment and the wage bill of women empowerment to RLAs									
			Action 1.1	Effective management of investment budget (15%) for women empowerment managed by RLAs	Investment budget managed by RLAs					Amount (FCFA) disbursed to the RLAs	MINFI, MINAT	Funding and budgetary allocations
Objective 5	**Provide adequate sport and physical education personnel, empower the youth with livelihood skills; promote sports development in the Region**											
	Sub Objective	**Promoting and developing human resources and sporting activities**										
		Action 1	Improved teacher practices included an increased use of ICT, greater consistency on curriculum delivery and greater gender equality and inclusion									
			Action 1.1	Providing qualitative and quantitative training for supervisors (educators and trainers)	% Increased of resources allocated to the sector					Amount FCFA allocated	MINSEP report. RLAs report, UBa, CENAJES	Peace. Funding and budgetary allocations
			Action 1.2	Strengthening sports research and excellence centres	Number of awards and trophies					Number of sports centres	MINSEP report. RLAs report, UBa, CENAJES	Peace. Funding and budgetary allocations
			Action 1.3	Promoting the organization of all types of competition	Number of competitions organized					Number of annual competition	MINSEP report. RLAs report, UBa, CENAJES	Peace. Funding and budgetary allocations
			Action 1.4	Improving social safety nets for sportsmen and professionals	Number of retiree supported,					Number of retiree supported,	MINSEP report. RLAs report	Peace. Funding and budgetary allocations
			Action 1.5	Facilitating the functioning of federations	Number of sports federations functional					Number of effectively functioning Sports	MINSEP report. RLAs report	Peace. Funding and budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
										Federations		
Objective 6	**Provide adequate sport and physical education facilities and infrastructure, and to provide and maintain public entertainment and recreational facilities**											
	Sub Objective	**Improving sporting infrastructure, promoting and developing human resources sporting activities, and ensuring proper allocation of resources to programs of the sector**										
		Action 1	Development of sports infrastructure for elite and collective community sport									
			Action 1.1	Construction of (03) multiSub Objective stadia in the Region	Number of sports structures constructed				(03) multiSub Objective stadia	Number of sports structures constructed	MINSEP report. RLAs report, UBa, MINFI	Peace. Funding and budgetary allocations
			Action 1.2	Organization of Regional and Divisional competitions	Number of competitions organized					Number of competitions organized	MINSEP report.	Peace. Funding and budgetary allocations
			Action 1.3	Improve sports in schools and promotion of sports practice,	Increased periods on school time-table					Periods allocated on the timetable	MINSEP report.	Peace. Funding and budgetary allocations
			Action 1.4	Improve other sports disciplines (Basketball, handball, volleyball etc.)	Number of trophies and awards in other disciplines					Number of trophies and awards	MINSEP report.	Peace. Funding and budgetary allocations
		Action 1	Animation of sports life and support to association									
			Action 1.1	Organize seminars and sponsorship of sports competition	Number of seminars and games organized							
		Action 2	Youth leadership: Civic education and socio-economic integration of young people									
			Action 2.1	Organize seminars and empower the vulnerable youths	Seminars gifts to vulnerable youth							
Objective 7	**Consolidation of governance in sports**											
	Sub Objective	**Promotion of good governance**										
		Action 1	Improvement of the sporting milieu									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 1.1	Introduction of good management rules,	Policy document on good governance produced					Number of policy documents produced	MINSEP report.	Peace. Funding and budgetary allocations
			Action 1.2	Introduction of an effective policy on the maintenance of infrastructure	Policy document produced, Reception note					Rate of usage of policy documents	MINSEP report.	Peace. Funding and budgetary allocations
			Action 1.3	Introduction of various incentives to enable the private sector to bring in durable and multifaceted investments in sports;	Number of persons benefited from the incentive schemes					Number of persons and amount benefited	MINSEP report.	Peace. Funding and budgetary allocations
Objective 8	**Promotion of audiovisual/video and archiving**											
	Sub Objective 1	**To empower the population with livelihood skills in order to harness the full potential of the Region's arts and cultural heritage**										
		Action 1	To clarify the roles of the various institutional actors									
			Action 1.1	Set-up permanent frameworks (platforms) for concerted action between the various institutional actors of the sector	Number of meetings held					Reports on framework, Number of meetings held	MINAC reports,	Adequate funding
			Action 1.2	Promote cinematographic production/activities of the Region	Amount (FCFA) allocation					Number of cinematographic production/activities promoted	MINAC reports,	Adequate funding
		Action 2	Promotion of dissemination of information using local dialect									
			Action 2.1	Promote/provide assistance to community radios	Amount (FCFA) allocation					Types of Assistance provided	MINAC reports, Public and private radios, RLAs report	Adequate funding

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 2.2	Promotion the speaking/writing of local languages of the Region	Number of local language programs on radio, Assistance given to NGOs promoting, writing of local languages					Number of local languages broadcast weekly, Type of assistance given	MINAC reports, Public and private radios, RLAs	Adequate funding
		Action 3	Improve artisanal works of the Region									
			Action 3.1	Promote artisanal works	% increased of artisanal works sold,					Number of workshops	MINAC	MINAC
			Action 3.2	Sell the NW Culture to other Regions and abroad	% increased of artisanal works sold,					# Yearly promotional events, # TV and radio promotional discuss	RLAs report, Council report, MINAC	MINAC
		Action 4	Capacity building									
			Action 4.1	Encourage informal capacity building and training to provide employment and enable the sector to be viable	Number of training workshop carried out, Number of persons trained					Number of training workshop carried out,	MINAC, RLAs report,	MINAC
Objective 9	**Improve the promotion of local cultures of the Region**											
	Sub Objective 1	**To empower the population with livelihood skills in order to harness the full potential of the Region's arts and cultural heritage**										
		Action 1	Continued development, replication and preservation of culture and cultural practices;									
			Action 1.1	Promote/improve the cultural values of Communities in the North West Region	Number of communities involved					Number of cultural events promoted	RLAs report,	Budget allocation, Enabling cultural environment
		Action 2	Improvement of cultural infrastructures within council areas									
			Action 2.1	Construction of needed infrastructures in Council areas and villages	% Increase in arts development infrastructures					Number and type of infrastructure constructed	MINAC	Budget allocation, Enabling cultural environment
		Action 3	Rehabilitation of palace infrastructures									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 3.1	Rehabilitation of palaces	Number of palaces rehabilitated					Number of palaces rehabilitated	RLAs report, MINAC reports	Budget allocation, Enabling cultural environment
			Action 3.2	Promotion of our national languages by development associations in collaboration with organizations specialized in this sector	Number of workshops and training seminars					Number of workshops with Association or Organizations	RLAs report, MINAC reports	Budget allocation, Enabling cultural environment
		Action 4	Promoted cultural activities and public manifestations									
			Action 4.1	Prepare cultural catalogues and programme its various manifestations in the Region regularly	% Increase in cultural values,					Quantity of catalogues and programmes produced	RLAs report, MINAC reports	Budget allocation, Enabling cultural environment
			Action 4.2	Carry out census of all chiefs, grade and status, upgrade and re-classify chiefdoms;	Number of chiefdoms established					Results of the census, Number of chiefs reclassified	RLAs report,	Budget allocation, Enabling cultural environment

Source: IDC, (RDP)-NWR 2022

Table Appendix 1.4: Pillar 4 - Governance, decentralization and strategic management of the North West Region

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
Pillar 4: Governance, decentralization and strategic management of the North West Region											
Objective 1	**Consolidation and Modernization of the State and its Organs**										
	Sub Objective 1	**Strengthening the rule of law and security of persons and property**									
		Action 1	Strengthening the rule of law and the protection of human rights								

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
1-			Action 1.1	Sensitize a greater proportion of state/private human rights structures	Number of human rights structures sensitized					Number of organizations Sensitize	MINJUSTICE Reports	Peace, security, Budgetary allocations
			Action 1.2	Capacities and authorities of state human rights structures strengthened	Number of state human rights capacities strengthened					Number of capacity workshops organized	MINJUSTICE, MINAT, ELECAM, Reports	Peace, security, Budgetary allocations
		Action 2	Strengthening the judicial system									
			Action 2.1	Reduce length of judicial proceedings	Number of reduced judicial proceedings					Number of proceedings	MINJUSTICE Report	Peace, security, Budgetary allocations
			Action 2.2	Reduce length of pre-trial detention	Pre-trial detention reduced					Number of persons with reduced detention	MINJUSTICE, Reports	Peace, security, Budgetary allocations
			Action 2.3	Creation Specialized courts to settle commercial and financial disputes	Number of specialized courts created to settle commercial and financial disputes					Number of disputes settled by specialized courts	MINJUSTICE Reports	Peace, security, Budgetary allocations
			Action 2.4	Provision of infrastructure to reduce prison overcrowding (occupancy rate)	Number of new infrastructures constructed					Number of infrastructure constructed, (Occupancy rate)	MINJUSTIC, Reports	Peace, security, Budgetary allocations
		Action 3	Improving the electoral system									
			Action 3.1	Increase the rate of registration in the electoral register	Number registered on electoral registers					Number of persons registered	ELECAM, MINAT Reports	Peace, security, Budgetary allocations
			Action 3.2	Fully computerized electoral operations	Number of electoral operations computerized					Enquiries, and responses using computers	ELECAM, MINAT Reports	Peace, security, Budgetary allocations
			Action 3.3	Scrupulously respected electoral deadlines	Number of electoral datelines respected					Number of elections conducted within specified periods	ELECAM, MINAT Reports	Peace, security, Budgetary allocations
			Action 3.4	Existence of a single ballot paper at election dates	Single ballot paper at election dates respected					Use of single ballot paper	ELECAM, MINAT Reports	Peace, security, Budgetary allocations

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
		Action 4	Intensifying the fight against insecurity, crime and terrorism								
			Action 4.1	Increase the number of motorized and pedestrian patrols deployed daily across the Region	Number of patrols effected across the Region					Number of vehicles acquired, Number of patrols conducted	MINDEF, MINAT, National Security Reports	Peace, security, Budgetary allocations
			Action 4.2	Increase population's confidence in defence and security institutions	Increased population confidence in defence and security institutions					Respect and confidence in the security and defence forces	MINDEF, MINAT, National Security Reports	Peace, security, Budgetary allocations
		Action 5	Consolidation of the crisis prevention and management system								
			Action 5.1	Set-up Citizen expression frameworks within Division and Municipal Councils	Number of citizen expression frameworks setup within Division and Municipal Councils					Number of citizen framework set-up	MINAT, RLAs, NGOs Reports	Peace, security, Budgetary allocations
			Action 5.2	Develop disaster prevention and management strategy to operate at Regional and Divisional levels	Number of disaster prevention and management strategy operating at the Regional and Divisional levels					Number of disaster	MINAT, RLAs, NGOs Reports	Peace, security, Budgetary allocations
			Action 5.3	Carry out mass information and education programme on civil protection available	Number of mass information and education programs o civil protection					Number of media used	MINAT, RLAs, NGOs Reports	Peace, security, Budgetary allocations
			Action 5.4	Set-up at Divisional levels an Emergency Response Plan structure	Number of structures set up for Emergency Response at Divisional levels					Number of Emergency Response units set-up	MINAT, RLAs, NGOs Reports	Peace, security, Budgetary allocations
		Action 6	Improving access to public information								
			Action 6.1	Increase the proportion of the population exposed to mass information	Increased proportion of population exposed to mass information					Number of mass media	MINAT, MINDDEVEL Reports	Peace, security, Budgetary allocations
		Action 7	Improving the functioning of the administration								
			Action 7.1	Implement code of conduct for public authorities and control system for administrative	Code of conduct for public authorities and control system for administrative					Number of public authorities implementing	MINAT, MINDDEVEL Reports	Peace, security, Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
				operations	operations implemented					code of conduct		
		Action 8	Improving the quality of public service									
			Action 8.1	Reduce duration of file processing	File processing timeframe reduced					Duration of file treatment	MINAT, MINDDEVEL Reports	Peace, security, Budgetary allocations
		Action 9	Orientation of public procurement towards Regional operators									
			Action 9.1	Increase the share of public procurement received by Regional operators	Increased public procurement share by regional operators					Number of projects executed by regional operators	MINDDEVEL Reports	Peace, security, Budgetary allocations
		Action 10	Establishment of a mechanism for the sustainability of the State's assets									
			Action 1.10	Set-up infrastructure maintenance structures	Infrastructure maintenance structures set up					Number of infrastructure maintained	MINDDEVEL, RLAs Reports	Peace, security, Budgetary allocations
		Action 11	Improvement of the management of the State's human resources									
			Action 11.1	Increase the rate of implementation of recruitment and training plans	Increased rate of implementation of recruitment and training plans					Rate of projects execution	MINDDEVEL, MINJUSTICE, RLAs, Reports	Peace, security, Budgetary allocations
		Action 12	Strengthening the fight against corruption, embezzlement and conflicts of interest									
			Action 12.1	Create an effective alert system for corruption and misappropriation of public funds	Effective alert system for corruption and misappropriation of public funds created					Corruption index	MINJUSTICE, MINDDEVEL, RLAs Reports	Peace, security, Budgetary allocations
	Sub Objective 2	**Economic and financial governance**										
		Action 1	Consolidation of the system for selecting and maturing public investment projects									
			Action 1.1	Increase selection and maturation of public investment projects	Increased selection and maturation of public investment projects					Number of projects selected	MINFI, RLAs, MINMAP, MINDDEVEL Reports	Peace, security, Budgetary allocations
		Action 2	Improvement of the procurement system									

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 2.1	Guarantee free competition and transparency during procurement	Increased free competition and transparency during procurement					Transparency and procurement guarantee	MINMAP, MINFI, MINCOMMERCE	Peace, security, Budgetary allocations
			Action 2.2	Increase the rates of public contracts award in compliance with regulations	Increased rates of public contracts award in compliance with regulations registered					Number of projects awarded in compliance with regulations	MINMAP, MINFI, MINCOMMERCE	Peace, security, Budgetary allocations
		Action 3	Development of an efficient statistical system									
			Action 3.1	NIS to produce annual dissemination of statistical information	Number and quantity of annual data and statistical information disseminated					Number of NIS publications	NIS, MINFI Reports	Peace, security, Budgetary allocations
			Action 3.2	Establish a regional and local database	Regional data base established					Types of databases created	NIS, MINFI Reports	Peace, security, Budgetary allocations
		Action 4	Improvement of the business climate									
			Action 4.1	Reduce households affected by corruption in the Region	Reduced households affected by corruption in the Region					Percent of households free of corruption	MINIMDT Reports	Peace, security, Budgetary allocations
			Action 4.2	Reduce costs and procedures related to the creation of businesses and the granting of land titles and building permits	Reduced costs and procedures related to the creation of businesses and the granting of land titles and building permits					Number of businesses created	MINIMDT, MINDCAF, COUNCILS Reports	Peace, security, Budgetary allocations
			Action 4.3	Reduce time limit for the creation of a company	Reduced time limit for the creation of a company					Number of businesses created	MINIMDT Reports	Peace, security, Budgetary allocations
		Action 5	Increased involvement of the diaspora in financing Regional development									
			Action 5.1	Provide framework (institutional, administrative, economic measures, etc.,) for North West citizens living abroad to be involve in financing development	Framework measures put in place to facilitate the diaspora to invest and finance development in the Region					Text (institutional framework created)	Ministry of External Relations, MINFI Reports	Peace, security, Budgetary allocations

Intervention				Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
				Indicator	Baseline		Target		Unit		
					Year 2023	Level	Year 2027	Level			
	Sub Objective 3	**Regional development**									
		Action 1	Promotion of spatial equity and regional and local balances								
			Action 1.1	Creation of Urban and rural development poles and networked	Number of Urban and rural development poles and networked created					Number of poles created	MINDDEVEL Reports, MINCOM, RLAs Reports	Peace, security, Budgetary allocations
			Action 1.2	Develop communication and service networks	Communication and service networks developed					Number of Communication services and networks	MINDDEVEL,	Peace, security, Budgetary allocations
			Action 1.3	Border areas transformed into poles of economic development	Border areas developed and transformed into poles of economic development					Number of border areas (towns) transformed	MINAT, MINEPAT, MINCOMMERCE, MINDDEVEL Reports	Peace, security, Budgetary allocations
	Sub Objective 4	**Promotion of bilingualism, multiculturalism and citizenship**									
		Action 1	Promotion of the practice of bilingualism								
			Action 1.1	Administrative documents are simultaneously distributed in English and French	Number of Administrative documents are simultaneously distributed in English and French					Number of bilingual published documents	Various Ministerial Reports	Peace, security, Budgetary allocations
			Action 1.2	Teach historical heritage of the peoples of the North West in school and better known	Historical heritage of the peoples of the North West Region taught in schools and better known					Number of publication	MINAC, MINDDEVEL Reports	Peace, security, Budgetary allocations
		Action 2	Enhancement of the Region's multicultural heritage								
			Action 2.1	A segments of the society are represented in decision-making spheres	Representation of segments of the society in decision-making spheres					Number of persons represented	MINCULT, MINDDEVEL Reports	Peace, security, Budgetary allocations
		Action 3	Development of a synthetic culture								
			Action 3.1	Enhanced social justice and equal opportunities	Social justice and equal opportunities enhanced					Justice implemented in all spheres	MINJUSTICE Reports	Peace, security, Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
			Action 3.2	Develop and implement the principles of social dialogue, social cohesion and coexistence in the Region	Principles of social dialogue, social cohesion and coexistence developed and implemented in the Region					Social dialogue, cohesion and developed	RLAs, MINDDEVEL, MINAT Reports	Peace, security, Budgetary allocations
	Sub Objective 5	**Decentralization and local development with Special Status**										
		Action 1	Transfer of authorities to RLAs									
			Action 1.1	Services are devolved or transfer to RLAs	Increased services devolved/transferred to the RLAs					Number of services devolved	RLAs, MINDDEVEL Reports	Peace, security, Budgetary allocations
		Action 2	Financial resources related to the powers vested in the fully transferred									
			Action 2.1	Transfer financial resources related to the powers vested in the transferred RLAs	Amount of budgetary allocations transferred to RLAs					Amount (FCFA) transferred to RLAs	Various Ministerial Reports	Peace, security, Budgetary allocations
		Action 3	Share of State regular resources transferred									
			Action 3.1	The allocation to Regional and Councils are regular resources	Share of State regular resources transferred RLAs					Amount (FCFA) regularly transferred to RLAs	RLA Reports	Peace, security, Budgetary allocations
		Action 4	Participation of the population in the effective management of local affairs									
			Action 4.1	The North West population participate in the effective management of local affairs	Increased participation of the NW population in the effective management of local affairs					Percent rate of participation of population in local affairs	RLAs Reports	Peace, security, Budgetary allocations
		Action 5	Proportion of RLAs that have an inclusive dialogue framework in place									
			Action 5.1	Regional Assembly and Councils Authorities have an inclusive dialogue framework in place	Number of RLAs having an inclusive dialogue framework in place					Number of inclusive dialogue conducted	RLAs Reports	Peace, security, Budgetary allocations
		Action 6	Fully functional House of Chiefs									
			Action 6.1	The House of Chiefs fully functional and promote North West Culture	Functional House of Chiefs					Regular meeting by the House of Chiefs	RLAs Reports	Peace, security, Budgetary allocations

Intervention					Objectively Verifiable and Quantifiable Indicators						Sources and means of verification	Assumptions
					Indicator	Baseline		Target		Unit		
						Year 2023	Level	Year 2027	Level			
		Action 7	Coordinate and monitor the activities of all programs of the North West Regional Assembly									
			Action 7.1	Improvement of the working environment (management of material and patrimonial resources)	Construction of the Regional Assembly Building						RLAs Reports	Budgetary allocations

Source: IDC, (RDP)-NWR 2022

Appendix 2: Follow-up and evaluation of projects implementation

Apendix 2.1: Health Sector

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Health Promotion								
Increase post natal care (delivery and postnatal care)	Sensitization of pregnant women on the neccissty of clinical attendance/postnatal checkup during gestation period of pregnancy in (20) HDs of the Region	% new borns who received postnatal care	NIS- CDHS (2018) 68%	EDS, MICS, ECAM,	MINSANTE, RLAs			
Improve on vaccination coverage in rural areas from 68% to 80% coverage	Sensitization on the merits of vaccinations for good health and timely supply of vaccines in (20) HDs of the Region by 2026	Vaccination coverage rate		EDS, MICS, ECAM, Studies	MINSANTE, RLAs			
	Ensure wide coverage of vaccinations through campaigns and timely supply of vaccines in (20) HDs of the Region by 2026	Infant mortality rate (per thousand live births)	NIS (2021) 32 %	EDS, MICS, ECAM, Studies	MINSANTE, RLAs			
Increase of births attended by skilled personnel (19 per 10,000 national) 2019 baseline	Recruit (5) skilled health personnel per (20) HD to meet acceptable personnel/patient rato from the 23.8 per 10,000 as of (2019) baseline	Percentage of births attended by skilled personnel (%) 69 (2018)	CDHS (2018) 90%	EDS, MICS, ECAM, Studies	MINSANTE, RLAs			
	Improved multi-sectoral coordination in the implementation of health promotion and nutrition actions in 34 (Subdivisional) by 2026	Number of coordination meetings held		EDS, COSA, Council, Studies, CSOs reports	MINSANTE, RLAs			
Improve the living environment of populations in at least 70% of Health Districts in the Region (NDS30)	Improving environmental health (water, hygiene and sanitation) in 40% in (20) HDs by 2026	Percentage of households accessible to potable water and improve sanitary facilities		MINEE, MINHDU, Council	MINSANTE, RLAs			
Develop promotion actions in at least 80% of Health Districts to strengthen the health-	Carry promotion of good eating and nutritional habits for (20) HDs for 5years			EDS, MINCOM, CSOs	MINANTE			
	Increase children's nutritional	Prevalence rate of		EDS, MICS,	MINSANTE,			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
promoting skills of individuals and communities	status per HDs of the Region	under weight in children under 5 years of age		ECAM, Studies	RLAs			
	Fight against smoking, alcohol abuse and the use of illegal substances, (modifiable risk factors for non-communicable diseases).			EDS, MINCOM, CSOs	MINANTE			
By 2030, make 75% of families to adopt essential family practices including family planning	Intensify campaigns on use of modern methods Family Planning (FP) and the use of contraceptives in (19) HDs of the North West Region	Contraceptive use rate among women aged 15-49		EDS, MICS, HDs reports	MINSANTE			
Disease Prevention								
By 2030, reduce by at least 30% the incidence, prevalence of major communicable diseases (HIV, malaria and TB) and eliminate some NTDs	Improving prevention/ intensify sensitization on HIV/AIDS, tuberculosis, STIs and viral hepatitis with priority given to the most vulnerable groups,	HIV/AIDS prevalence rate		EDS, MICS, NIS	MINSANTE			
	Intensify campaigns for the use of mosquito treated nets ITN, environmental hygiene around households	Malaria prevalence rate among children under 5 years of age 10% (2018 CDHS)		EDS, MICS, Studies	MINSANTE			
	Increase the prevention of NTDs and other communicable diseases	NTD prevention and coordination actions strengthened		MINSATE Studies	MINSANTE			
Reduce in at least 90% of Health Districts, the risk of major public health events and diseases with epidemic potential, including zoonotic diseases	Improve the prevention of diseases with epidemic potential (DWEPs) not covered by the expanded vaccination programme (EVP).	Number of vacinnations carried out		ECD report, CSOs, HDs report	MINSANTE			
Increase by at least 80% the coverage of high impact prevention actions for mother, newborn and child targets in at least 80% of HDs	Improve the coverage of MNCAH actions	Number of vacinnations carried out		ECD report, CSOs, HDs report	MINSANTE			
Reduce by at least 10% the prevalence of major non-communicable	Strengthening the coordination and integration of NCD prevention actions	% Epidemiological situation		ECD report, CSOs, HDs report	MINSANTE			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
diseases (diabetes and hypertension)	Strengthening the prevention of sickle cell disease and other genetic and degenerative diseases	Sickle cell and other generative diseases prevented		ECD report, CSOs, HDs report	MINSANTE			
Case Management								
Provide standard curative care for communicable and non-communicable diseases and their complications in at least 80% of health facilities	Improving the quality of care and health services in health facilities	% Improved health care service delivery		EDS, MICS, Studies	MINSANTE			
	Improved diagnosis and curative management of HIV/AIDS, TB, STIs and viral hepatitis,	Number of patient diagnosed and cure		EDS, MICS, Studies	MINSANTE			
	Improve diagnosis and management of malaria and the main causes of fever (Dengue, Typhoid, Flu, etc.).	% prevelence		EDS, MICS, Studies	MINSANTE			
Provide comprehensive maternal, newborn child and adolescent health care according to standards in at least 80% of health facilities	Improve the availability and geographical access of services to prevent the vertical transmission of HIV and viral hepatitis B from mother to child (scaling up of PMTCT in all health facilities)	% newborns who received postnatal care, % of HDs with health personnel trained in the IMCI approach		EDS, MICS, Studies, HDs report	MINSANTE			
	Capacity building of MNCAH providers in health facilities and at the community level (in 19 HDs)	Number of capacity building workshops offered		EDS, MICS, Studies, HDs report	MINSANTE			
Strengthening the Health System								
Ensure the harmonious development of infrastructure, equipment and the availability of health care and service packages according to standards in at least 80% of 3rd, 4th, 5th and 6th category health facilities	Improve infrastructure offer (construction /rehabilitation /expansion of health structures according to standards),	Number of health facilities constructed/rehabilitated		Finance Law, MINSANTE, EDS-MICS	MINSANTE			
	Re-construct destroyed and burnt health institutions due to socio-political crises in the region	(21) Number of health facilities constructed		Finance Law, MINSANTE, EDS-MICS	MINSANTE			
Increase by 50% the availability and use of quality drugs and other	Strengthen mechanisms for quality assurance and availability of drugs and other	HFs stocked with suffient pharmacitical		Council, DHs report, EDS-MICS	MINSANTE			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
pharmaceutical products in all health districts	pharmaceutical products	products						
Increase according to prioritized needs, the availability of Health human resources in at least 80% of HDs	Recruit health personnel in needy health facilities to meet acceptable personnel/patient rato	Percentage of births attended by skilled personnel		Council, DHs report, EDS-MICS	MINSANTE			
Management and Governance								
Strengthen planning, supervision, coordination, policy and health monitoring at all levels of the health pyramid	Strengthen devolution and decentralization	Effective devolution		Council, DHs report, EDS-MICS	MINSANTE			
	Increase share of health budget to 15% of the state budget annually within the medium and long term	Share of the health budget in the national budget (Finance Law)		Council, DHs report, EDS-MICS	MINSANTE, MINFI			
	Full transfer of resources relating to investment and the wage bill of Public Health to RLAs	Effective management of investment budget (15%) for Public Health managed by RLAs		MINFI, MINDDEVEL	MINSANTE, MINFI			

Source: IDC, (RDP)-NWR 2022

Apendix 2.2: Education

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Increase access and equity to education while eliminating disparity								
Develop the training of the young child	Construction/rehabilitate (49) existing nursery schools in the Region	Signed contract, # Classrooms constructed		DDMINEDUB, Council reports, PTA Reports	MINEDUB			
	Create, construct and equip (16) Nursery Schools within the Region particularly priority zones	Number of public NS created and constructed, Signed contracts,		DDMINEDUB, Council reports, PTA Reports	MINEDUB			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Provision of equipment (hexegonal tables and chairs) in (24) existing public nursry schools within the Region by 2026	Budget document + number of structures subsidized		DDMINEDUB, PTA Reports, Campaign reports NGO report	MINEDUB			
	State subvention to private/lay private and councils to take care of structures charged with the education of pre-school children (34) councils of the Region	Budget document + number of structures subsidized			MINEDUB			
Increase access to primary education	Construction facilities (VIP toilets) in 591 public primary schools in the North West Region	Number of facilities: toilet, water points etc. constructed		Council, PTA, VDA, MINEE	MINEDUB, PTA Council			
	Sink boreholes (water point) in (591) public primary schools in the North West Region	# Classrooms, offices, libraries, constructed +reception note		Council, PTA, VDA,	MINEDUB, PTA Council			
	Construction of (50%) of needed 4,853 (classrooms blocks) in public primary schools by 2026 within the Region	# Classrooms, constructed +reception note			MINEDUB, PTA Council			
	Recruitment of new teachers for primary and nursery education	# teachers +recruitment decision		Council, PTA, VDA.	MINEDUB, PTA Council			
	Re-construct destroyed/burnt (144) primary schools due to socio-political crises in the Region	(148) primary schools structures reconstructed		MINEDUB report, Council report, PTA report	MINEDUB, PTA Council			
Increase access to secondary general education	Provision of infrastructure (classrooms) in secondary general education in priority Councils	# of classrooms constructed ;		Council, PTA, VDA,	MINESEC, Council, PTA			
	Provision of (80) libraries infrastructure in public secondary general education in priority Councils	# teachers recruited + recruitment decision		MINESEC report, Council report, PTA report	MINESEC, Council, PTA			
	Provision of (161) ICT centres equiped with computer/assessories in secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	Number of ICT centres constructed		MINESEC, MINPOSTEL, PIB, RLAs reports	MINESEC, Council, PTA			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Provision of (80) Science laboratory in secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	Number of Science laboratories constructed education		MINESEC, RLAs reports	MINESEC, Council, PTA			
	Construction of (domestic science blocks) in (161) secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	Number of Domestic science blocks constructed		MINESEC, RLAs reports	MINESEC, Council, PTA			
	Recruitment of teachers for secondary general education in priority (Councils) areas	# teachers recruited + recruitment decisions		MINESEC, RLAs reports	MINESEC, Council, PTA			
	Re-construct (264) destroyed and burnt secondary schools due to socio-political crises in the Region	264 reconstructed schools		MINESEC report, RLAsl report, PTA report	MINESEC, Council, PTA			
Increase access to secondary technical education	Provision of (35) libraries infrastructure in public technical colleges general education in priority Councils	# of libraries constructed		MINESEC report, RLAsl report, PTA report	MINESEC, Council, PTA			
	Provision of (70) ICT centres equiped with computer/assessories in public technical colleges in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	# of ICT centres constructed		MINESEC report, RLAsl report, PTA report	MINESEC, Council, PTA			
	Provision of (35) Technical workshops in public technical colleges in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	# of Technical workshops constructed		MINESEC report, RLAsl report, PTA report	MINESEC, Council, PTA			
	Increase the number of those who have access into general technical secondary	Number of enrolment,		MINESEC report, MINEFOP report	MINESEC, Council, PTA			
	Construction of specialized classes in secondary technical schools	Sign contract, Number of classrooms constructed		MINESEC report, MINEFOP report	MINESEC, Council, PTA			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Rehabilitation and construction of existing structures in relation to new disciplines	# specialized high school + reception note		MINESEC report, MINEFOP Council report, PTA report	MINESEC, Council, PTA			
	Rehabilitate and equip destroyed/vandalized secondary technical educational institutions	# of rehabilitated secondary schools		MINESEC report, MINEFOP Council report, PTA report	MINESEC, Council, PTA			
Increase access to vocational training	Rehabilitate and equip (31) destroyed/vandalized vocational training centres within the region	# of rehabilitated secondary schools		MINEFOP, RA, Private sector, Council	MINESEC, PTA, MINEFOP			
Increase access to higher education	Creation of (03) UBa university campuses within the Region	Text sign, (03) campuses opened		Uba report, MINESUP	MINESEC, PTA, MINEFOP			
Increase the quality of education offered								
Significantly reduce dropout in primary education (reducing the repeating rate from 10% to 5% by 2030)	Put at the disposal of teachers teaching guides in main subjects	Delivery notes		MINEDUB report, PTA, Council	MINEDUB			
	Provision of transport logistics to pedagogic inspectors to facilitate visits to schools	Number of transport logistics acquired		MINEDUB, MINFI	MINEDUB MINFI			
Ameliorate the quality of teaching in secondary education	Construct lodgings for principals, vice principals and discipline masters in secondary general and technical schools	Number of lodgings constructed + reception notes		MINESEC, MINFI, PTA report	MINEDUB			
Ameliorate health in schools (fight against HIV Aids and STDs in schools)	Training of support staff in methods of prevention and fight against STDs, HIV/AIDS in schools and universities	Number of infirmaries constructed		MINESEC, MINSANTE, MINEDUB, MINESUP	MINEDUB, MINSANTE,			
	Provision of all primary, schools with health kits	Delivery and distribution note of Distributed kits		MINEDUB, MINSANTE	MINEDUB MINFI			
	Construct and equip infirmaries in secondary general, technical and high schools	Number of health kits provided		MINESEC, MINSANTE	MINEDUB, MINSANTE,			
Promote access to the Information and Communication	Training of teachers in the ICT	Number of teachers trained		MINESEC report, MINEFOP report	MINESEC, MINEFOP			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Technologies (ICT)								
	Create, construct and equip computer units ICT centres in primary, secondary and schools within the Region	Signed text + reception note		MINESEC report, MINEFOP report	MINESEC, MINEFOP			
Develop an effective partnership								
Define and promote a partnership with private sector	Provision of incentives (subventions and diverse assistance) to the private sector for the creation of training institutions (nursery, secondary, professional and higher education)	Number of functional structures created		UBa report, MINESUP	UBa, MINESUP			
Ameliorate the management, governance and control of the educational system								
Full transfer of resources relating to investment and the wage bill of primary and secondary school teachers to RLAs (regions and councils)	Effective management of investment budget for basic education managed by RLAs	Share of the investment budget for basic education managed by RLAs, Share of primary school teachers' payroll managed by RLAs,		MINEDUB, MINEPAT, MINFI, MINDDEVEL	MINEDUB, MINEPAT, MINFI, MINDDEVEL			

Source: IDC, (RDP)-NWR 2022

Apendix 2.3: Development of Integrated Multimodal Transport Infrastructures (Public Works)

Programme	Actions	Outcome Indicators	Baseline	Sources Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Increase integrated multimodal transport supply								
Modernization of transport infrastructures	Construction of Bambui-Babungo N11 segment 27.0km (paved) segments of the National Road			MINTP, RA, COUNCILS Reports	MINTP			
	Phase III – Construction of Ring Road: Resettlement (plan for project affected persons)				MINTP			
	Rehabilitation maintenance of 2349.50 km of communal roads				MINTP			

Programme	Actions	Outcome Indicators	Baseline	Sources Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	using labour-intensive approach (HIMO) within the Region							
	Constructtion of National Roald (N6) Matezam to Welcome to Bamenda (19km)				MINTP			
	Construction of remaining (281.3km) segments of the Ring Road N11				MINTP			
	Rehabilitation of (08) Regional roads totalling (402.2km) within the Region				MINTP			
	Construction of By-pass road 4.9km double lane				MINTP			
	Facilitation of foreign trade and transit road (26.7km)				MINTP			
	Creation and equiping (06) road equipment pools comprising of (i) a D7 bulldozer, (ii) A caterpillar grader G140, (iii) a 30-ton compactor, (iv) a wheel loader, (v) 2-20ton tipper trucks, (vi) 2 pickup trucks and (vii) heavy duty tool box within the Region by 2026				MINTP, Councils			
	Strengthen institutions and capacity building of personnel, technicians and equipment pool manager				MINTP, Councils			
	Rehabilitation (paved) segments of National road networks (N6) (27.0km)	27.0km of N6 tarred			MINTP			
	Rehabilitation maintenance of 2349.50 km of communal roads	(Km) of Communal road networks maintained		MINTP, RA, COUNCILS Reports	MINTP			
	Construction of remaining portion of the Ring Road (281.3km)	(281.3km) of Ring road (N11) tarred		MINTP, RA, COUNCILS Reports	MINTP			
	Construction of priority roads	Percentage of the asphalt network 216.14km Ring road		MINTP, RA, COUNCILS Reports	MINTP			

Programme	Actions	Outcome Indicators	Baseline	Sources Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
		(N11) constructed, (53.44km) National road (N11A)						
	Construction of Regional road networks	At least 183.17km Regional roads constructed, 12.54km Regional road networks (R0503) constructed		MINTP, RA, COUNCILS Reports	MINTP			
	Construction of By-pass roads	03 By-passes constructed		MINTP, RA, COUNCILS Reports	MINTP			
	Construction of new roads (National, Regional and Council)	Km of new roads constructed		MINTP, RA, COUNCILS Reports	MINTP			
	Facilitation of foreign trade and transit	26.7km of road constructed		MINTP, RA, COUNCILS Reports	MINTP			
	Creation of road equipment pools	34 equipment pools comprising of (i) a D7 bulldozer, (ii) A caterpillar grader G140, (iii) a 30-ton compactor, (iv) a wheel loader, (v) 2-20ton tipper trucks, (vi) 2 pickup trucks and (vii) heavy duty tool box		MINTP, RA, COUNCILS Reports	MINTP			
	Strengthen institutions and capacity building of personnel, technicians and equipment pool manager	Number of equipment pools and number of trained personnel in engineering and equipment pool management		MINTP,	MINTP			
Rehabilitation of Airports infrastructure								
Airports infrastructure	Rehabilitation of the Bamenda Airport	(02) Airports, Bamenda and Bali are rehabilitated		MINT, MINTP	MINT, MINTP			
	Feasibility studies on the			MINT, MINTP	MINT, MINTP			

Programme	Actions	Outcome Indicators	Baseline	Sources Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	rehabiitation of airports and air strips in the Region							
	Rehabilitate (06) meteorological stations of the Region	(06) meteorological stations rehabilitated		MINT, MINTP	MINT, MINTP			
	Rehabilitation abandoned airstrips in the Region	(02) Wowo and Weh Airstrips are rehabilitated,		MINT, MINTP	MINT, MINTP			
	Rehabilitate meteorological stations of the Region			MINT	MINT, MINTP			

Source: IDC, (RDP)-NWR 2022

Apendix 2.4: Development of Hydraulic and Sanitation Infrastructures

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Improve access to potable water and sanitation services								
Rehabilitation of the drinking water distribution network	Improving potable water production by construction/rehabilitation water storage tanks and extension of networks	Number of water sources and volume of water produced		MINEE, COUNCILS. NGOs Reports				
	Planning the expansion of water distribution services and sanitation depending on population growth	Number of water extension and distribution effected to populated areas		MINEE, COUNCILS. NGOs Reports				
	Building capacities of Councils, civil society and water catchment committees in the domain of water and sanitation in all (34) Councils of the Region	Number of capacity buildings in water and sanitation carried out		MINEE, COUNCILS. NGOs Reports				
	Declaring known wetlands as reserve areas with strict laws against deforestation, bushfires, and grazing,	05 wetlands and hectares reserved and protected		MINEE, COUNCILS. NGOs Reports				
	Implementation of Public-Private Partnerships for urban and rural hydraulics as well as	Text signed		MINEE, COUNCILS. NGOs Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	sanitation							
Construction of new drinking water supply and sanitation structures	Construction of new water supply schemes in 30% of the (347) communities without water in the Region by 2026	120 functional water supply schemes , 100 functional boreholes		MINEE, COUNCILS. NGOs Reports				
Promote a sustainable water catchments protection and watersheds management program								
Improve the protection of watershed/catchments programs	Protection of (20%) of the 400 unprotected water catchments, sheds of the Region through the planting of water retentive and native tree species by 2016	1240 catchments/sheds planted with trees		MINEE, COUNCILS. NGOs Reports				
Ameliorate the management, governance and control of the water and energy								
Full transfer of resources relating to investment and the wage bill of water and energy to RLAs	Effective management of investment budget (15%) for water and energy managed by RLAs							

Source: IDC, (RDP)-NWR 2022

Apendix 2.5: Women Empowerment and the Family

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Improve the social and financial wellbeing of women, infrastructure of women empowerment structures, and promotion of women and girl child education and protection women and girl child rights								
To improve the social and financial wellbeing of women and the	Organized seminars and sensitization workshops On women's right and the girl child, Projects to empower the woman and the girl child in the	# Campaign and workshops, # TV and radio talks		MINPROFF report, MINAS, Partners reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
girl child	municipality							
	Creation of a support fund for the education and professional and training women and the girl child	# Campaign and workshops, # TV and radio talks		MINPROFF report, MINAS, Partners reports				
	Empower women groups with business startup funds	# Economic project Reports, List of women groups supported		MINPROFF reports, Women Association reports				
Promotion of gender equality	Implementation of policies to ensure girls are equitably represented in all sectors in terms of vocational training, higher education and access to employment							
Provision of infrastructures	Construction and equipment of Women's Empowerment Centres	# Economic project Reports, List of women groups supported		RA report, MINPROFF reports, Women Association reports, Council				
Ameliorate the management, governance and control of the women empowerment								
Full transfer of resources relating to investment and the wage bill of women empowerment to RLAs	Effective management of investment budget (15%) for women empowerment managed by RLAs							

Source: IDC, (RDP)-NWR 2022

Apendix 2.6: Development of Energy-Mix

Programme	Actions	Outcome Indicators	Baseline	Sources of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Development of Energy-Mix								
Rehabilitation of energy production infrastructures	Modernizing of the capacities of energy production infrastructures and extending HT and MT within the entire Region	100% extension of HT and MT lines to communities within the region		MINEE, SONATRA, AER, COUNCILS, Reports				
Development of Energy-Mix								
Rehabilitation of the electric power distribution network	Upgrading of the electricity transmission and distribution network (High Tension (HT) and Medium Tension (MT) lines across the Region							
	Improving access to and service quality of the distribution network;	100 % access and service delivery of quality distribution network		MINEE, ENEO, AER, COUNCILS, Reports				
Development of hydroelectric potential.	Construction of 72MW Menchum hydroelectric dam							
	Construction of 485MW Katsina-Ala hydroelectric dam							
Development of renewable energies and production infrastructures	Development of (10) mini-hydro-electric resources of the Region							
	Set-up renewable energy production units (solar and wind) (12) in remote Council areas of the Region							
Modernization of storage and distribution network of hydrocarbon products	Secure infrastructures meant for refining, transport and storage of petroleum products	Number of refining infrastructure put in place and used		MINEE, SONARA, SCDP				

Programme	Actions	Outcome Indicators	Baseline	Sources of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Expansion of the capacity of SCDP so as to have storage points across the region	Number of SCDP facilities		MINEE, SONARA, SCDP				
	Modernization of the gas distribution network	100% availability of gas distribution		MINEE, ENEO, COUNCILS, Reports				
Provision of unelectrified communities (497) with electricity supply	Provision of 20% of unelectrified communities (100) with (MT) electricity networks by 2026	415km MT transportation networks extended into communities in		MINEE, ENEO, AER, COUNCILS, Reports				
Ameliorate the management, governance and control of the energy-mix system								
Full transfer of resources relating to investment and the wage bill of energy-mix to RLAs	Effective management of investment budget (15%) for energy-mix to managed by RLAs							

Source: IDC, (RDP)-NWR 2022

Apendix 2.7: Housing and Urban Development

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Urban modernization								
Construction/rehabilitation of sanitation infrastructure	(02) Urban sewer systems built in Bamenda and Kumbo	02 Sewage systems		MINTP, RA, COUNCILS, MINHDU Reports				
Development of urban infrastructures	Rehabilitation, and construction of existing urban primary roads and drainage structures at all divisional and sub divisional headquarters within the Region	#Km of urban roads rehabilitated and maintained		MINTP, RA, COUNCILS, MINHDU Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Construction of diamond road intersection at Ngeng Junction			MINTP, RA, COUNCILS, MINHDU Reports				
	Construction of cloverleaf road intersections structures			MINTP, MINDCAF MINHDU Reports				
Provide social housing	Acquisition of land for the construction social houses in the Region			MINTP, MINDCAF MINHDU Reports				
	Upgrading of slump areas within the Region			MINHDU Reports				
	Resettlement of people living in risky zones at Sisia escarpments			MINHDU Reports				
	Building the technical capacities of urban development actors			MINHDU Reports				
Provision of basic urban services	Acquisition and demarcation of (05) cemetery grounds at all divisional headquarters	Number of cemeteries established		MINTP, RA, COUNCILS, MINHDU Reports				
	Construction of (6) Fire-fighting services (*Sapeur pompe*) in all the Divisional Headquarters	06 firefighting services constructed		MINTP, RA, COUNCILS, MINHDU Reports				
	Improving provision of water in all divisional headquarters	Proportion of households in urban areas covered by an effective potable water supply networks		MINTP, RA, COUNCILS, MINHDU Reports				
	Improving the access to electricity supply within the urban areas	Proportion of households covered by an effective electricity supply networks		MINTP, RA, ENEO, COUNCILS, MINHDU Reports				
	Provision urban planning tools (POS, SP) for all divisional and subdivisional headquaters of the Region			COUNCILS, MINHDU Reports				
Protection of the protected areas	Protection of wetlands, and the Bamenda escarpment	Proportion of hazard-prone areas developed and protected		MINTP, RA, ENEO, COUNCILS,, MINHDU Reports				
Improve on parks, playfields, and open space areas	Provision of recreation and leisure facilities at the Divisional and Sub Divisional headquarters	Recreation and leisure facilities constructed and in used		MINTP, RA, COUNCILS, MINHDU Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Construction of district parks	Bamenda city park constructed		MINTP, RA, COUNCILS, MINHDU Reports				
Improve industrial and commercial infrastructures	Acquisition and development of industrial areas as specified in the Master and Land use Plans	Industrial sites acquire and demarcated by MAZI, tertiary market constructed in Bamenda and occupied		MINTP, RA, ENEO, COUNCILS, MINHDU Reports				
	Construction of multi-story shopping mall on part of the stadium	Bamenda Trade centers constructed		MINTP, RA, ENEO, COUNCILS, MINHDU Reports				
	Construction Trade faire centre in Bamenda	Bamenda city park constructed		MINTP, RA, ENEO, COUNCILS, MINHDU Reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.8: Tourism and Leisure

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Promotion and protection of Tourism potentials, assets, development of tourism sites and contribution to the national economy								
Strengthen the capacity of tourism sector	Creating Inventories and maps of all touristic sites with the available facilities of the North West Region	Number of touristic sites and maps produced		MINTOUL Reports				
	Diversifying program for Eco-tourism, mountain-racing, besides visits to cultural sites and events exists is developed and advertised	Number of pamphlets and brochures advertising the potentials and touristic sites of the Region		MINTOUL Reports				
Improve infrastructure and access to touristic sites in the Region	Creating of Tourism Board end at all Divisional Headquarters	Number of Tourism Board end created		MINTOUL Reports				
	Rehabilitating touristic sites	Number of touristic sites rehabilitated		MINTOUL Reports				
	Constructing a good road network to access the touristic sites in good time and in safety.	Number of roads constructed		MINTOUL Reports				
Promote tourism activities within the region	Developing tourist products – crafts, documentation, artifacts etc., of the North West Region that sell her tourism	Number of touristic products depicting the rich touristic potentials		MINTOUL Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	potentials and opportunities	and opportunities in the Region						
	Introducing tourism programs on radios and TV stations	Number of radio broadcast programs on tourism on national and private radio stations		MINTOUL Reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.9: Arts and Culture

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Audiovisual/Video and archives								
Clarify the roles of the various institutional actors	Set-up permanent frameworks (platforms) for concerted action between the various institutional actors of the sector			MINAC				
	Promote cinematographic production/activities of the Region			MINAC				
Promotion of dissemination of information using local dialects	Promote/provide assistance to community radios			MINAC				
	Promotion the speaking/writing of local languages of the Region			MINAC				
Empower the population with livelihood skills in order to harness the full potential of the Region's arts and cultural heritage								
Improve artisanal works of the Region	Promote Areas with artisanal works	# Yearly promotional events, # TV and radio promotional discuss		RA report, Council report, MINAC reports				
	Selling of North West Culture to other Regions and abroad	# Yearly promotional events, # TV and radio promotional discuss		Documentaries, Write ups, Council sociocultural Committee reports,				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Capacity building	Encourage informal capacity building and training to provide employment and enable the sector to be viable	Number of training workshop carried out, Number of persons trained		RA report, Council report, MINAC reports				
Improve the promotion of local cultures of the Region								
Continued development, replication and preservation of culture and cultural practices;	Promote/improve the cultural values of Communities in the North West Region	Number of training workshop carried out, Number of persons trained		RA report, Council report, MINAC reports				
Improvement of cultural infrastructures within council areas	Construction of needed infrastructures in Council areas and villages	# Yearly promotional events, # TV and radio promotional discuss		RA report, Council report, MINAC reports				
Rehabilitation of palace infrastructures	Rehabilitation of palaces			RA report, MINAC reports				
	Promotion of our national languages by collaboration with organizations specialized in the sector	Number of workshops and training seminars Number of persons involved		RA report, Council report, MINAC reports				
Promoted cultural activities and public manifestations	Prepare cultural catalogues and programme and its various manifestations in the Region	# Yearly promotional events, # TV and radio promotional discuss		RA report, Council report, MINAC reports				
	3.4.2: Carry out census of all chiefs, grade and status, upgrade and re-classify chiefdoms;	# First, second and third class chiefdoms,		RA report, Council report, SDO & DO reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.10: Sports and Physical Education

Program	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Supervision of sports associations and qualitative and quantitative training								

Program	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Improved teacher practices included an increased use of ICT, greater consistency on curriculum delivery and greater gender equality and inclusion	Providing qualitative and quantitative training for supervisors (educators and trainers),	% Increased of resources allocated to the sector		MINSEP report. RA report, Uba, CENAJES, MINEDUB, MINESEC, MINESUP				
	Strengthening sports research and excellence centres	Number of awards and trophies		MINSEP report. RA report, Uba, CENAJES				
	Promoting the organization of all types of competition	Number of competitions organized		MINSEP report. RA report, Uba, CENAJES				
	Improving social safety nets for sportsmen and professionals	Number of retiree supported,		MINSEP report. RA report, Uba, CENAJES				
	Facilitating the functioning of federations	Number of federations functional		MINSEP report. RA report, Uba, CENAJES				
Development of sports infrastructure for elite and collective community sport								
Development of sports infrastructure for elite and collective community sport	Construction of (03) multipurpose stadia in the Region	Number of sports structures constructed		MINSEP report. RA report, Uba, MINFI				
	Organization of regional and divisional competitions	Number of competitions organized		MINSEP report.				
	Improve sports in schools and promotion of sports practice,	Increased periods on school time-table		MINSEP report.				
	Improve other sports disciplines (Basketball, handball, volleyball etc.)	Number of trophies and awards in other disciplines		MINSEP report.				
Consolidation of governance in sports								
Improvement of the sporting milieu	Introduction of good management rules,	Policy document on good governance produced,		MINSEP report.				
	Introduction of an effective policy on the maintenance of existing and future infrastructure	Number of Policy document produced, Reception note		MINSEP report.				
	Introduction of various incentives to enable the private sector to bring in durable and multifaceted investments in sports;	Number of persons benefited from the incentive schemes		MINSEP report.				

Source: IDC, (RDP)-NWR 2022

Appendix 2.11: Youth and Civic Education

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2022	Mid –Term Target (2026)	End–Term Target (2030)
Guarantee Education and Training								
Increase the efficiency of the education system	Ameliorate the grooming of extra scholar youths i.e. youths trained in extra school milieu	Number of socio educative and sporting infrastructure created, Number of youths trained in extra school milieu						
Guarantee Employment and socio economic insertion of youths								
Promote the access of youths to a decent employment	Ameliorate the access of youths to remunerated jobs (promotion of professional training)	Training system to the needs of the productive system adapted, Professional training for youths promoted						
	Develop auto employment among youths	Financing mechanism prepared and implemented for the creation of youth enterprises,						
Guarantee good health for the youths								
Ameliorate the Health situation of youths	Reduce the prevalence of epidemics, illnesses and pandemics (youths in communities involved in the fight against STDs, HIV and SIDA)	Number of communities involved in the fight against STDs, HIV and SIDA						
	Promote a healthy sexual and reproduction activity among youths	- Number of training sessions towards emergency interventions for adolescents and young girls, - 100% reduction of premature marriages especially among girls						
	Reduce the consumption of drugs and alcohol among youths	Number of youths involvements in prevention methods, as well as the usage and abuse of drug consumption						
Participation in society life and the decision making process								

Promote the full and effective participation of youths in day to day society life	Ameliorate the implication of youths in the grooming process	Number of promotion of communication platform for expression, dialogue and youth consultation						
Ameliorate youth Communication and ICT								
Ameliorate youth communication	Improve on the participation of youths in the information and the use of knowledge (incentive measures for the benefit of youth's access to ICT)	Number of incentive measures for the benefit of youth's access to ICT improved						
	Reinforce inter-generational dialogue	Full and effective participation of youths on society life						
To promote the respect of Human Rights and the culture of peace								
To promote the respect of Human Rights and the culture of peace	Ensure the full and equal enjoyment of human rights and freedoms for all youths	Number of youths involved in the protection of vulnerable youths						
	Develop the culture of peace among youths (dialogue platforms created to discuss matters of youth concerns)	Dialogue platforms created to discuss matters of youth concerns.						
Promote the access of youths to sporting, cultural, touristic and leisure activities								
Promote the access of youths to sporting, cultural, touristic and leisure activities.	Increase the supply of inclusive sporting activities for young people	Number of physical education infrastructures in schools constructed, Number of existing infrastructure for sports and physical education rehabilitated						
	Increase inclusive cultural activities for young people	Number of capacity building workshops organized for youths in the production and protection of cultural works, Number of local authorities, the private sector and civil society involved in the development of cultural						
Partnership and Cooperation for the Promotion of youth								
Strengthen	Enhance exchanges and	Number of young						

partnership and cooperation for the benefit of young people	participation of young people at international, regional and sub-regional levels	people's problems considered in developmental planning						
Improve the level of involvement of young people in the process of management and sustainable protection of the environment								
Improve the level of involvement of young people in the process of management and sustainable protection of the environment	Increase the number of competent young people in the management and sustainable protection of the environment	Number of capacity building of youth associations and movements militating for environmental protection						
	Develop employment opportunities associated with the management and the sustainable protection of the environment	Number of companies in the environment sector is created						

Source: IDC, (RDP)-NWR 2022

Apendix 2.12: Development of Broad Band Infrastructures and the use of ICTs

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Improve connectivity and access to ICT								
Development of broad band infrastructures and the use of ICTs	Installation and maintenance of a broadband mass data link throughout the Region	Number of broadband mass data installed in the Region		MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports				
	Installation and maintenance Radio communication towers throughout the Region	Number of functional radio communication towers in the Region		MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports				
Generalization of the use of ICT in society and systematization of the digital economy in productive sectors	Reduce the level of digital divide from the currently 71.8% in the Region to 40% by 2026	Number of backbone network services available		MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports				
	Increasing the bandwidth available for internet communication throughout the Region	Functional bandwidth for internet communication		MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Densification of communication networks and structures	Number of communication networks and structures densified		MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.13: Social Affairs

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Social transfers: Enhancement of non-contributory systems								
Strengthen the human capital of vulnerable populations by improving their access to basic social services and to basic needs	Diversification, strengthening and extension of direct transfer programs (cash/in-kind).	Direct transfer programs effected to vulnerable populations						
		Money support effected						
	Enhancement and expansion of indirect transfer mechanisms	Kind transfers effected						
	Extension of the personal scope of social security	Dialogue enhanced						
Social insurance: Enhancement of contributory schemes and extension of social security								
Guarantee social coverage for all segments of the population, especially the most vulnerable persons	Extension of the material scope of social security: Setting up of a system for universal health coverage	Funding mechanisms adopted						
		Health coverage system operationalize						
Social action services: Protection and promotion of groups with specific and temporary vulnerabilities								
Improve access to social services for groups with specific and temporary vulnerabilities	Support for risk prevention, crises/disaster management and assistance to the most vulnerable people	Rehabilitation and protection of vulnerable population living in disaster areas intensified						
		National Fund for disaster victims put in place						
		Access to basic social services by vulnerable groups in disaster areas improved						
	Diversifying and expanding training, supervision and economic insertion programs for vulnerable	Youth Economic integration programs elaborated						

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	populations							
Promoting Economic Integration of Vulnerable People								
Improve access to economic activities for vulnerable populations	Reinforcing and intensifying High Intensity Labour Force (HIMO) approaches as social protection measures for vulnerable people	Intensity labor force approaches developed for community projects						
		Tools and mechanisms developed and implemented						
	Strengthening solidarity mechanisms for former athletes, football players, and artists	Capacity buildings effected						
Support measures: To strengthen the legal framework for social security and improve its implementation								
	Upgrading the legal framework for social safety and its implementation Primary actions (popularize all the international and national texts on social security among the various actors in the field	Legal framework for social safety and its implementation upgraded						
	Improvement of technical abilities for conceptualisation and Implementation of the various social safety, mechanisms and measures							
	Upgrading of analytical data in order to better target the, neediest population	Analytical data upgraded in favor of the neediest population						
	Improvement of communication and social mobilization measures with a view to communication for development	Improved communication for development and social mobilization measures						
	Strengthening partnerships around social safety order to promote the coordination of approaches and the effectiveness of programs.	Partnerships around social safety order to promote the coordination of approaches and the effectiveness of programs strengthened						
Ameliorate the management, governance and control of the social system								
Transfer of resources relating to investment and the wage bill of social affairs to RLAs	Effective management of investment budget (15%) for social affairs managed by RLAs							

Source: IDC, (RDP)-NWR 2022

Apendix 2.14: Environment and Nature Protection

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Sustainable increase in agroforestry and fisheries production and productivity of priority value chains								
Biodiversity conservation, Maintenance of flora and fauna, Increase land use cover	Conserving biodiversity	50 EISA conducted on projects in the Region		MINEPDED, MINFOF, NGO Reports				
	Stocking rivers, streams, lakes, and wetlands with various species of fish resources	100,000 different species of fish stocked rivers, streams, lakes, and wetlands		MINEPDED, MINFOF, NGO Reports				
Ensure constant and affordable building materials Establishing building materials companies	Establishing council equipment pools and building materials depots	Number of councils with functional building materials company and equipment		MINEPDED, MINDMIDT, COUNCILS, Private Individuals Reports				
Strengthening the resilience of production systems, the sustainable management of natural resources and food and nutritional security of vulnerable populations in the face of climate change and other shocks								
Improving the sustainable management of rural areas and natural resources by the different categories of users	Conserving biodiversity, conservation and stocking of wetlands and landuse	Number of species conserved, Number of wetlands protected and stocked with fish species		MINEPDED,				
Improvement in the production potable water	Protecting water catchments/sheds	400 catchments/sheds planted with trees		MINEE, MINEPDED, COUNCILS, RA, NGOs Reports				
	Constructing (120) water supply schemes	120 functional water supply schemes		MINEE, MINEPDED, COUNCILS, RA, NGOs Reports				
	Constructing and equipping bore holes	100 functional boreholes		MINEE, MINEPDED, COUNCILS, RA, NGOs Reports				
	Financing of water catchments/shed protection	1240 water catchments supported by councils		MINEE, MINEPDED,				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
				COUNCILS, RA, NGOs Reports				
Canalization of the river Mezam spanning from Bamenda III to Bamenda II in Mankon to ensure the smooth flowing of the river channel	Canalizing river Mezam spanning from Bamenda III to and II in Mankon	#Km of river bed canalized		MINEPDED, MINDHU, CITY COUNCIL, NGOs Reports				
Improve sustainable /renewable energy supply	Constructing hydroelectric power plants	72 Mega Watts electricity supplied in the Region		MINEE, MINEPDED, COUNCIL, NGOs Reports				
	Constructing mini hydropower plants	30 functional mini hydropower schemes		MINEE, MINEPDED, COUNCIL, NGOs Reports				
	Constructing improved cock stoves in boarding schools	20 functional improve cook stoves in boarding schools Number of efficient transmission electricity lines		MINEE, MINEPDED, COUNCIL, NGOs Reports				
Managing and renewing forest resources, securing and developing wildlife resources and protected areas	Securing, managing, developing and promoting protected areas Establishing/creating community and Council forests	Total hectares and 100 community and council forest created		MINEPDED, MINFOF, NGOs Reports				
	Creating reserves in the Region	Number of reserves and decree of creation of reserve		MINEPDED, MINFOF, NGOs Reports				
	Participating in management of forest resources, reforestation and regeneration of community forest resources , Elaborating forest management plans for reserves, community and council forests	100 community forest management plans developed		MINEPDED, MINFOF and NGO Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Strengthening and scaling up adaptation/mitigation measures in the face of climate change and the fight against pollution and nuisances	Disseminating information on climate change, impact and risk management	Quantity of information on climate change impact and risk management		MINEPDED Reports				
Fight against pollution, nuisances and harmful and/or dangerous chemical substances and strengthening of tools and capacities for environmental management (ESIA, ESMP, Corporate	Disseminating information on climate change, impact and risk management	Quantity of information on climate change impact and risk management		MINEPDED Reports				
	Promoting small holder waste management schemes	Number of sensitization campaigns on sustainable waste management		MINEPDED Reports				
	Carrying out sensitization campaigns on sustainable waste management	Number of councils linked to the Waste Stock Exchange Market in MINEPDED		MINEPDED Reports				
	Design a waste management plant for Bamenda City and Kumbo Urban Councils	Number of sustainable managed waste sites to avoid soil pollution		MINEPDED Reports				
Strengthening governance and human capital of rural sector actors								
Development of an efficient research system to accelerate the transformation of the rural sector	Developing technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	Developed technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change		MINEPDED, MINRESI, NGOs Reports				
	Establishing a meteorological information and monitoring system (including rehabilitating and densifying the network of weather stations and the dissemination of weather reports)	Meteorological stations rehabilitated, maintained and equipped		MINEPDED, MINT, MINADER Reports				
	Carrying out sensitization campaigns	200sensitization campaigns carried out		MINEPDED, MINFOF and NGO Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Carrying out trainings in sustainable NR management	41 trainings modules realized and training brochures distributed		MINEPDED, MINFOF and NGO Reports				
	Elaborating an environmental education syllabus	Functional Environmental curricula in primary and secondary schools		MINEPDED, MINDUB, MINSEC Reports				
Climate Change and adaptation								
Climate Change and adaptation	Implement projects in the domains of climate change and renewable energy options in order to mitigate the adverse effects of CVC on agriculture, livestock, health and biodiversity;							
	Climate Variability/Change and Adaptation (Construct Weather stations in the three agro-ecological zones of the Region (2 per agricultural zone)							
	Encourage the dissemination of information on climate change impact, and sustainable energy options							
	Equip 10 meteorological stations in the Region							
	Produce sensitization brochures on topical environmental issues for use in training and radio programs to sensitize farmers on CVC							

Source: IDC, (RDP)-NWR 2022

Apendix 2.15: Forestry and Wildlife

Programmes	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Sustainable Management Forestry and Wildlife								
Ensure Ecosystems Conservation and Biodiversity	Protect sacred forests and shrines	Sacred forests and shrines protected				Number of sacred forests and shrines protected	MINFOF Reports	MINFOF
Promote Rational and Sustainable Management of the Forest and Wildlife in the Region	Improve on forest cover through the creation of fuel wood plantations by individuals, communities and councils	Fuelwood plantations created				Number of fuelwood plantations created	MINFOF, Council Reports	MINFOF
	Adoption of fuel wood saving technologies such as the improve cook stoves, biogas, solar heating for individual's households, restaurants and boarding schools	Fuelwood saving technologies adopted				Number of fuelwood saving technologies adopted	MINFOF Reports	MINFOF
	Encourage the creation of tree nurseries by women and youths, NGOs, and Councils.	Tree nurseries created				Number of tree nurseries created	MINFOF Reports	MINFOF
	Promote agro-forestry farming systems suitable to farmers in the Region	Agroforestry farming systems promoted				Number of agroforestry farming systems promoted	MINFOF, MINADER Reports	MINFOF
Prevention of Deforestation								
Promote land use cover through the planting of endemic and native tree species	Reforestation projects be implemented in the Region	Reforestation projects be implemented				Number of reforestation projects be implemented	MINFOF Reports	MINFOF
	Creation community and council forests	Community and council forests created				Number of community and council forests created	MINFOF, Council Reports	MINFOF
	Reforestation of water catchment areas	Water catchments areas reforested				Number of water catchments areas reforested	MINFOF, MINEPDED, MINEE Reports	MINFOF

Ensure Ecosystems Conservation and Biodiversity	Increase the contribution of agriculture and forestry to maintaining and enhancing biodiversity by preparing and implementing forest management plans for reserves, community / council forests	Management plans for reserves, community / council forests prepared and implemented				Number of Management plans for reserves, community / council forests prepared and implemented	MINFOF, MINEPDED Reports	MINFOF

Source: IDC, (RDP)-NWR 2022

Apendix 2.16: Livestock Fisheries and Animal Industries

Programme	Actions	Outcome indicators	Baseline	Sources and means of verification	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Programme 053: Development of Animal Production								
Milk Production	Training of (420) cattle breeders on proper milk handling and preservation techniques within the Region by 2026	Reports of trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Preparation and organisation of (02) Regional Agro-Pastoral show and best livestock farms competition by 2026	Reports of trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Trainings of (420) cattle breeders on Animal husbandry	Reports of trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Trainings of (420) pig breeders on Animal husbandry	Reports of trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Trainings of (420) Small Ruminant breeders on Animal husbandry (sheep/goat breeders) by 2026	Reports of trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Pasture improvement and development (28) Cattle grazing fields improved) within the Region by 2026	Reports, pictures/ reports		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			

Programme	Actions	Outcome indicators	Baseline	Sources and means of verification	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Securisation and amelioration of Animal feed.	Training of (420) cattle breeders on feed formulation and compounding using local/sub-agro industrial by-products by 2026	No. of trainings held Reports of Trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Training of (420) pig breeders on feed formulation and compounding using local/sub-agro industrial by-products by 2026	No. of trainings held Reports of Trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Training of (420) small Ruminant breeders on feed formulation and compounding using local/sub-agro industrial by-products by 2026	No. of trainings held, Reports of Trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
Training on Construction of livestock infrastructures	Training of (420) small Ruminant (sheep/goats) farmers on construction of livestock houses	Reports of trainings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Training of (420) pig farmers on construction of livestock houses by 2026	Training notes and reports		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Vaccination of about (12,000) pets (dogs) and 3,000 cats) against rabies by 2026	Vaccination registration/certificates		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Vaccination of small ruminants against (453,000 goats /223,000 sheep) by 2026	Vaccination certificates/Reports		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Vaccination of (795,000) local fowls against New castle disease by 2026	Vaccination certificates/Reports		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
Programme 057: Development of Fisheries and Aquaculture								MINEPIA
Sensitization and development of Aquaculture.	On spot training on control of fish predators	Training reports		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Training of (140) fish farmers on fish feed formulation and pond management	Training programme and manuals. Reports of training		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			

Programme	Actions	Outcome indicators	Baseline	Sources and means of verification	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Training of about (140) fish farmers on fish pond construction	Training programme and manuals. Reports of training		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Training of about (140) fish farmers on site selection for fish pond construction / rehabilitation	Field reports		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Training of about (140) fish farmers on how to produce fingerlings, transportation and farm management techniques	No. of ponds stocked with fingerlings. Pond farm records		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
Construction and equipping of livestock infrastructure at the level of cooperative societies and livestock farms and businesses)	Constructing of (05) border livestock markets	05 livestock border markets constructed		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Constructing hatcheries	07 hatcheries constructed		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Construction of (07) animal breeds Centres	07 animal breed centres constructed		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Constructing (07) artificial insemination stations	07 artificial insemination Stations		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Rehabilitating fish seed (fingerlings) production stations	03 fish stations rehabilitated		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Constructing fingerling production stations	07 new fingerling production stations constructed		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
Development of structuring rural and collective infrastructure for production, conservation, storage, processing and marketing	Rehabilitating and constructing of collective livestock, fishery and aquaculture infrastructures (slaughter-houses, slaughtering floors, cold stores, etc.)	Number of collective livestock structures rehabilitated		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA		0	MINEPIA

Programme	Actions	Outcome indicators	Baseline	Sources and means of verification	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Building the capacities of public actors (Rural sector ministries), corporations under the supervisory authority of these ministries and attached services (PE) and regional and local authorities (RLA)	Improving of the working framework and coordination of the operational and support programs of the sectoral ministries (MINADER, MINEPIA, MINFOF, MINEPDED)	Working group framework established		MINADER, MINEPIA, MINFOF, MINEPDED Reports	MINEPIA			
Programme 059: Governance and Institutional support to MINEPIA Structures								MINEPIA
Construction of MINEPIA structures	Construction of (30) ZVCs	Pictures of buildings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Construction of (2) DDMINEPIAs	Pictures of buildings		MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA			
	Construction or rehabilitation of ten (10) SDDLs in the Region	Pictures of buildings		MINEPIA, Reports	MINRESI,			
	Construction of (60) Vaccination crushes	Pictures of crushes and reports		MINEPIA, Reports	MINEPIA			
Development of an efficient research system to accelerate the transformation of the rural sector	Strengthening of the valorization of research results in the agro-sylvopastoral and halieutic extension systems	Research results in agro-sylvopastoral and halieutic extension systems vugularized		MINEPIA, MINRESI, Reports	MINEPIA			
	Developing technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	Climate change adapted technologies developed		MINEPIA, MINEPDED, MIDENO Reports	MINEPIA			
	Organising workshops on conflict resolution	Number of conflict resolution workshops organized		MINEPIA, MBOSCUDA, MINAT, MINADER, Reports	MINEPIA			
	Demarcate grazing and pasturelands	Hectares of grazing and pasturelands demarcated		MINEPIA, MINCAF, MINADER, Reports	MINEPIA			

Programme	Actions	Outcome indicators	Baseline	Sources and means of verification	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Assist (34) Councils in organising Council Agro pastoral shows	Number of shows organized		MINEPIA, MINADER, Reports	MINEPIA			
Improving the sustainable management of rural areas and natural resources by the different categories of users	Finalizing of land use plans and schemes (SNADDT, SRADDT and PLADDT) and development of soil mapping according to agro ecological zones	Land use plans and schemes finalized		MINEPIA, MINCAF, MINADER, Reports	MINEPIA			
Full transfer of resources relating to investment (15%) to RLAs	Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations		MINFI, MINEPIA Reports	MINEPIA			

Source: IDC, (RDP)-NWR 2022

Apendix 2.17: Agriculture

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Increase production and supply of quality seeds and planting materials for major crops by 20% come 2030								
Support farmers to access inputs (seeds and seedlings, fertilizers, phytosanitary products), materials, equipment (mechanization) and productive infrastructure	Produce basic seeds of various crop varieties, producemcertified seeds of various crop varieties, provide financial support to farmers for the production of various crop varieties	Number of farmer supported with inputs Kg of seeds and seedlings, fertilizers, phytosanitary products		MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations, IRAD Reports				
	Produce certified seeds of various crop varieties, provide financial support to farmers for the production of various crop varieties							
Review of the study carried out by MIDENO on processing of agricultural produce in the Region	Reviewing study on processing of agricultural produce in the Region			MINADER, MIDENO, UNVDA Reports				

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Improve the collective infrastructure environment and access to production factors and markets								
Support agricultural production infrastructure (irrigation, fencing, farm tracks/bridges,……) for farmers, especially for medium and large scale farmers	Supporting farmers with gravity irrigation kits for offseason production farms of vegetables and food crops	Number of irrigation kits supplied to farmers for off season production		MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations, COUNCILS, Reports				
	Supporting farmers with barb wires for fencing of farms prune to livestock damage	Number of farmers supported with barb wire for fencing		MINADER, MINEPIA Reports				
	Maintaining existing farm to market roads in the different production basins	Km of farm to market roads maintained		MINADER , MINTP, MINEPDED Reports				
	Creating tractor and implement pools in main production basins in the Region to provide tractor services for medium and large scale farmers	Number of tractor equipment pools created		MINADER, MIDENO, UNVDA, COUNCILS Reports				
	Animal traction to facilitate farm operations for small scale farmers. Animal traction kit consisting of (2 oxen, 2 ploughs, 2 ridgers, 1 bullock carte, I yoke including training)	Number of agricultural mechanization and labor saving equipment for the expansion of farms supplied to farmers		MINADER , MINEPIA Reports				
Post-harvest losses of agricultural produce decreased to less than 10 % by 2030	Supporting farmers to access harvesting and post-harvest materials, equipment and infrastructure (packaging, preservation and primary processing - including those powered by renewable energies)			MINADER , MINEE Reports				
Developing and structuring rural and collective infrastructure for production, conservation, storage, processing and marketing	Opening, rehabilitation and coordinated maintenance of council roads (to strengthen the communication network between production basins and markets)	Km of of council roads rehabilitated and maintained		MINADER, MINTP Reports				

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Promotion of transparent, secure and fair access to land	Establishing of mechanisms to manage the allocation of land to agro-industrial projects (priority to ecologically-friendly investors, sustainable food production) for national and sub-regional markets	Number of mechanisms to manage the allocation of land to agro-industrial projects for national and regional markets established		MINADER , MINCAF Reports				
Strengthening the resilience of production systems, the sustainable management of natural resources and the food and nutritional security of vulnerable populations in the face of climate change and other shocks								
Strengthening and scaling up adaptation/mitigation measures in the face of climate change and the fight against pollution and nuisances	Finalis land use capability/suitability classifications of the NWR and development of soil mapping according to agro ecological zones	Number of land use plans and schemes developed		MINEPDED, MINCAF				
Strengthen the governance and human capital of the Sector in order to increase its overall performance								
Building the capacities of public actors (Rural sector ministries), corporations under the supervisory authority of these ministries & attached services (PE) and regional and local authorities (RLA)	Strengthening (05) vocational agricultural and entrepreneurial training institutions in the Region							
Ameliorate the management, governance and control of Agriculture system								
Full transfer of resources relating to investment (15%) to RLAs	Effective management of investment budget (15%) to managed by RLAs							

Source: IDC, (RDP)-NWR 2022

Apendix 2.18: State Property and Land Tenure

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Constitution of land reserves								
Stimulate the creation of medium-sized and large agricultural and/or industrial farms in the rural sector, Develop layout on State property in an optimum manner and depending the needs of the primary and secondary sectors,	Creation and development of layouts on State property according to future needs , Digitalization of land documents			MINCAF, MINAT, Village Development Associations, COUNCILS Reports				
Set-up a computerized network among lands registration services, Constitute land reserves in order to meet the need of projects of general interest	Creation of new building plots by MAETUR			MINCAF, MINAT, Village Development Associations, COUNCILS Reports				
Development of new building plots and various Highways and Networks (VHN)								
Facilitate the construction of infrastructures for urban development and housing,	Organize space and land reserves for equipment across the entire Region			MINCAF, MINAT, Village Development Associations, COUNCILS Reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.19: Scientific Research and Innovation

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Enhance scientific and technological development in the North West Region								
To improve the adoption of research findings and	Sensitizing the population on research findings by 2026	Number of persons having access to research findings		Research Reports				

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
innovations in the Region	Training selected Stakeholders, beneficiaries on improved technologies and innovations: Improved agricultural technologies, improved livestock technologies, local building material resources by 2026	Number and adoption rate of innovations and new technologies		Research Reports				
Optimum utilization of research results and innovations especially in the domains of agriculture, livestock and building materials is increased	Opening of trials and demonstration centers across the entire Region by 2026	Optimum utilization of research results and innovations especially in the domains of agriculture, livestock and building materials is increased		Activity reports, Reports from MINADER and MINEPIA				
Number of agricultural processing units created	Creating quality processing units for basic agriculture products by 2026	Number of functional processing industries in basic agricultural products in the Region		Activity reports, Reports from MINADER and MINEPIA				
Quantity of improved basic seed produced	Producing improved seeds for basic food products across the entire Region by 2026	Tons of basic seeds available to farmers in the Region		Activity reports, Reports from MINADER and MINEPIA				
Monitoring informed disseminated	Monitoring information dissemination-Follow-up and evaluation across the entire Region by 2026	Effective monitoring carried out and information disseminated		Activity reports, Reports from MINADER and MINEPIA				
Awareness of participatory approach in research created	Creating awareness of participatory approaches in research across the entire Region by 2026	Participatory research put in place		Activity reports, Reports from MINADER and MINEPIA				
Center for medicinal plants created	Creating a Centre for Medical Research and Medicinal Plants Studies	Functional center for medicinal plants put in place		Activity reports, Reports from MINADER and MINEPIA				

Source: IDC, (RDP)-NWR 2022

Apendix 2.20: Industry, Mines and Technological Development

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Developing rich potentials of mining resources and initiate the start of major mining projects in the medium term								
Improvement of the business climate, development of research, innovation and technical standardization.	Assessing the natural resources potential of the municipality	Number of municipality potentials assessed		MINIMIDT Reports				
	Sensitizing potential investors	Number of potential investors sensitized		MINIMIDT Reports				
	Providing favorable conditions for the investment in the municipality	Increased favorable conditions for investments in the municipality		MINIMIDT Reports				
	Easing accessibility of mines and industrial sites	Increased accessibility of mines and industrial sites		MINIMIDT Reports				
Improve mining infrastructure and access to mining sites	Improving access to quarries	Access to quarries is improved		MINIMIDT Reports				
Strengthen, capacity building of mining actors	Organizing workshops, each lasting one week to refocus operators and engineers on manufacturing processes	Number of workshops organized		MINIMIDT Reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.21: Small and Medium-Sized Enterprises

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Promote & protect Small and Medium Size Enterprises, Social Economy and Craft works by providing financial and technical assistances etc and publicity through public expositions								
Promoting entrepreneurship spirit	Promoting local SMEs	210 enterprises identified to work with MINPMEESA N-W and APME on TRANFAGRIS		MINPMEES A Reports				
	Promoting entrepreneurial spirit	50 Enterprises identified in collaboration with APME to improve on their products		MINPMEES A Reports				
	Promoting the development of handicraft	Number of craft persons to register in the council crafts register		MINPMEES A Reports				
Transformation and modernization of production								

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Increase local production of goods and services and thus reduce imports, ensure the emergence of companies, increase competitiveness and supply of finances to SMESEHs in the Country	Supporting SMEs targeting manufacturing industries	Number of SMESEH in the domain of manufacturing industries supported		MINPMEES A Reports				
	Supporting the development of SMEs in the domain of innovation	50 enterprises identified in the domain innovation supported		MINPMEES A Reports				
Promotion of private Initiative and Improvement of Competitiveness of SMEs								
Improvement of SMEs competitiveness, contributing to improve business climate through simplifying procedures of enterprises creation and better supervision of SMEs, increase the processing of local raw material through manufacturing added tax and promoting enterprise spirit in young graduates	Improving the competitiveness of SMEs	25 enterprises identified in collaboration with APME and given technical support		MINPMEES A Reports				
	Setting up of SMESEHs financial mechanism	07 SME's sensitized and facilitated		MINPMEES A Reports				
Improving the quality, visibility and consumption of Region's handicraft and products	Improving the competitiveness of handicraft products							
	Promoting collective entrepreneurship							
Governance and institutional support for the SMEs sub-sector								
Equip the various structures with infrastructure and equipment, improve the functioning and performance of services, increase the visibility of actions taken and ensure the coherence and	Improve the working environment	Number constructed Delegations (Regional and Divisional)		MINPMEES A Reports				
	Communication and public relation	Number of radio announcement on the activities of the Ministry, number of postal and banners printed during activities programmed. Reception and execution of correspondences from hierarchy		MINPMEES A Reports				

Programme	Actions	Outcome indicators	Baseline	Source of Data	Reporting Responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
effectiveness of interventions of the Ministry		and partners						
	Coordinating and follow-up of the activities of the services	Number of quarterly coordination meetings organized. Reception and execution of correspondences from hierarchy and partners		MINPMEESA Reports				
Improving the contribution of services to the achievement of programs and the quality and efficiency of expenditure	Coordinating and following up the activities of the services of MINPMEESA in the Region	Number of activities implemented by technical structures		MINPMEESA Reports				
	Improving the environment and the working conditions of North West MINPMEESA personnel	Number of offices equipped		MINPMEESA Reports				
	Strategic studies and planning in MINPMEESA NW	Number of financial documents produced		MINPMEESA Reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.22: Trade and Commerce

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Promotion and protection trading activities, support the national economy throughout the Republic of Cameroon and international territory								
Improve market infrastructures and market organization and access (internal and external)	Constructing (02) Borders markets along the Nigeria borders	06 border markets constructed		MINCOMMERCE Reports				
Strengthen institutional issues relating to trade and commerce	Improving access to the market for all in the region through construction of farm to market roads	Length of farm to market roads rehabilitated		MINCOMMERCE Reports				
	Reinforcing market controls to ensure respect of marketing norms	Number of controls carried out		MINCOMMERCE Reports				
	Extending branches of the Chamber of Commerce in all Divisional HQs	Number of legislations passed on E-Commerce		MINCOMMERCE Reports				
Promote commercial activities through the use of ICT	Creating Regional digital markets	Number of digital markets created		MINCOMMERCE Reports				

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Solutions e.g. E-Commerce								
	Creating and run a website to provide trade information to sector actors	Functional website		MINCOMMERCE Reports				

Source: IDC, (RDP)-NWR 2022

Apendix 2.23: Governance

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Strengthening the rule of law and security of persons and property								
Strengthening the rule of law and the protection of human rights	Sensitize a greater proportion of state/private human rights structures	Number of human rights structures sensitized		MINJUSTICE	MINJUSTICE			
	Capacities and authorities of state human rights structures strengthened	Number of state human rights capacities strengthened		MINJUSTICE	MINJUSTICE			
Strengthening the Judiciary System	Reduce length of judicial proceedings	Number of reduced judicial proceedings		MINJUSTICE	MINJUSTICE			
	Reduce length of pre-trial detention	Pre-trial detention reduced		MINJUSTICE	MINJUSTICE			
	Creation Specialised courts to settle commercial and financial disputes	Number of specialized courts created to settle commercial and financial disputes		MINJUSTICE	MINJUSTICE			
	Provision of infrastructure to reduce prison overcrowding (occupancy rate)	Number of new infrastructures constructed		MINJUSTICE	MINJUSTICE			
Improving the electoral system	Increase the rate of registration in the electoral register	Number registered on electoral registers		MINAT, ELECAM	ELECAM			
	Fully computerized electoral operations	Number of electoral operations computerized		MINAT, ELECAM	ELECAM			
	Scrupulously respected electoral deadlines	Number of electoral datelines respected		MINAT, ELECAM	ELECAM			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	Existence of a single ballot paper at election dates	Single ballot paper at election dates respected		MINAT, ELECAM	ELECAM			
Intensifying the fight against insecurity, crime and terrorism	Increase the number of motorized and pedestrian patrols deployed daily across the Region	Number of patrols effected across the Region		MINDEF, DGNS	MINDEF, DGNS			
	Increase population's confidence in defence and security institutions	Increased population confidence in defence and security institutions		MINDEF, DGNS	MINDEF, DGNS			
Consolidation of the crisis prevention and management system	Set-up Citizen expression frameworks within Division and Municipal Councils	Number of citizen expression frameworks setup within Division and Municipal Councils		MINDDEVEL, RLAs, MINAT	MINDDEVEL			
	Develop disaster prevention and management strategy to operate at Regional and Divisional levels	Number of disaster prevention and management strategy operating at the Regional and Divisional levels		MINDDEVEL, RLAs, MINAT	MINDDEVEL			
	Carry out mass information and education programme on civil protection available	Number of mass information and eductation programs o civil protection		MINDDEVEL, RLA, MINAT	MINDDEVEL			
	Set-up at Divisional levels an Emergency Response Plan structure	Number of structures set up for Emergency Response at Divisional levels		MINDDEVEL, RLA, MINAT	MINDDEVEL			
Improving access to public information	Increase the proportion of the population exposed to mass information	Increased proportion of population exposed to mass information		SPM, MINCOM	MINCOM			
Improving the functioning of the administration	Implement code of conduct for public authorities and control system for administrative operations	Code of conduct for public authorities and control system for administrative operations implemented		MINFOPRA, CONSUPE, MINEPAT, MINFI	MINAT			
Improving the quality of public service	Reduce duration of file processing	File processing timeframed reduced		MINFOPRA, MINPOSTEL, SPM	MINFOPRA			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Orientation of public procurement towards Regional operators	Increase the share of public procurement received by regional operators	Increased public procurement share by regional operators		MINMAP	MINMAP			
Establishment of a mechanism for the sustainability of the State's assets	Set-up infrastructure maintenance structures	Infrastructure maintenance structures set up		MINFOPRA, SPM	MINFOPRA			
Improvement of the management of the State's human resources	Increase the rate of implementation of recruitment and training plans	Increased rate of implementation of recruitment and training plans		MINFI, MINFOPRA, SPM	MINFOPRA			
Strengthening the fight against corruption, embezzlement and conflicts of interest	Create an effective alert system for corruption and misappropriation of public funds	Effective alert system for corruption and misappropriation of public funds created		CONSUPE, MINFI	CONSUPE			
Economic and financial governance								
Consolidation of the system for selecting and maturing public investment projects	Increase selection and maturation of public investment projects	Increased selection and maturation of public investment projects		MINEPAT	MINEPAT			
Improvement of the procurement system	Guarantee free competition and transparency during procurement	Increased free competition and transparency during procurement		MINMAP, MINFI, MINCOMMERCE	MINMAP			
	Increase the rates of public contracts award in compliance with regulations	Increased rates of public contracts award in compliance with regulations registered		MINMAP, MINFI, MINCOMMERCE	MINMAP			
Development of an efficient statistical system	NIS to produce annual dissemination of statistical information	Number and quantity of annual data and statistical information disseminated		MINEPAT, NIS	MINEPAT, NIS			
	Establish a regional and local database	Regional data base established		MINEPAT, NIS	MINEPAT, NIS			
Improvement of the business climate	Reduce households affected by corruption in the Region	Reduced households affected by corruption in the Region		MINEPAT, MINPMEESA, MINFI, RLA	MINPMEESA			
	Reduce costs and procedures related to the creation of businesses and the	Reduced costs and procedures related to		MINPMEESA, MINDCAF,	MINPMEESA			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
	granting of land titles and building permits	the creation of businesses and the granting of land titles and building permits		MINFI, MINHDU, RLA				
	Reduce time limit for the creation of a company	Reduced time limit for the creation of a company		MINEPAT, MINPMEESA, MINDCAF, MINFI, MINHDU, RLA	MINPMEESA			
Increased involvement of the diaspora in financing Regional development	Provide framework (institutional, administrative, economic measures, etc,) for North West citizens living abroad to be involve in financing development	Framework measures put in place to facilitate the diaspora to invest and finace development in the Region		MINREX, RLAs	MINREX			
Regional development								
Promotion of spatial equity and regional and local balances	Creation of Urban and rural development poles and networked	Number of Urban and rural development poles and networked created		MINEPAT, MINTP, RLAs MINHDU, MINDCAF,	MINEPAT			
	Develop communication and service networks	Communication and service networks developed		MINEPAT, MINTP, MINHDU, MINDCAF	MINEPAT			
	Border areas transformed into poles of economic development	Border areas developed and transformed into poles of economic development		MINEPAT, MINTP, RLAs MINHDU, MINDACF,	MINEPAT			
Promotion of bilingualism, multiculturalism and citizenship								
Promotion of the practice of bilingualism	Administrative documents are simultaneously distributed in English and French	Number of Administrative documents are simultaneously distributed in English and French		MINEDUB, MINESEC, MINESUP, MINFOPRA, NCPBM	Various Ministerial Departments			
	Teach historical heritage of the peoples of the North West in school and better known	Historical heritage of the peoples of the North West Region taught in schools and better known		MINEDUB, MINESEC, MINESUP, MINFOPRA, NCPBM	MINAC			

Programme	Actions	Outcome Indicators	Baseline	Source of Data	Reporting responsibility	Situation in 2023	Mid –Term Target (2027)	End–Term Target (2030)
Enhancement of the Region's multicultural heritage	Equitably represented segments of society in decision-making spheres	Representation of segments of the society in decision-making spheres		MINAC, NCPBM, RLAs	MINAC			
Development of a synthetic culture	Enhanced social justice and equal opportunities	Social justice and equal opportunities enhanced		MINJEC, MINAC	MINJEC			
	Develop and implement the principles of social dialogue, social cohesion and coexistence in the Region	Principles of social dialogue, social cohesion and coexistence developed and implemented in the Region		MINJEC, MINAC	MINJEC			
Decentralization and local development with Special Status								
Transfer of authorities to RLAs	Services are devolved/transfer to RLAs	Increased services devolved/transferred to the RLAs		MINDDEVEL, MINFI, RLAs MINEPAT, MINFOPRA	MINJEC, MINDDEVEL			
Financial resources related to the powers vested in the fully transferred	Transfer financial resources related to the powers vested in the transferred RLAs	Amount of budegetary allocations transferred to RLAs		MINDDEVEL, MINFI, RLAs MINEPAT, MINFOPRA	Various Ministerial Departments			
Share of State regular resources transferred	The allocation to Regional and Councils are regular resources	Share of State regular resources transferred RLAs		MINDDEVEL, MINFI, RLAs MINEPAT, MINFOPRA	MINFI, RLAs			
Participation of the population in the effective management of local affairs	The North West population participate in the effective management of local affairs	Increased participation of the NW population in the effective management of local affairs		MINDDEVEL, MINFI, RLAs MINEPAT, MINFOPRA	MINDDEVEL, RLAs			
Proportion of RLAs that have an inclusive dialogue framework in place	Regional Assembly and Councils Authorities have an inclusive dialogue framework in place	Number of RLAs having an inclusive dialogue framework in place		MINDDEVEL, MINFI, MINEPAT, MINFOPRA	MINDDEVEL, RLAs			
Fully functional House of Chiefs	The House of Chiefs fully funtional and promote North West Culture	Functional House of Chiefs		MINDDEVEL, MINFI, RLAs	MINDDEVEL, RLAs			

Source: IDC, (RDP)-NWR 2022

Appendix 3: Communication Plan on the implementation of the RDP

Concerned Parties	Objectives	Activities	From/sender	To/Receiver	Support/Tools	Period	Indicators
Internal Communication	To assure a better internal information flow	To create email addresses for every staff	- The service in charge of communication	- Members of RA, - Members House of Chiefs, RA personnel	- Internet/Smart phones	January to March 2023	- Every staff has an email address and phone
		Organize coordination meeting of the services	- The President and SG	- Staffs and or Members of the RA	- Correspondences	1st Monday of every month or as agreed by the team	- Minutes of meetings
		Institute a tabular information board	The President and SG	- Staffs or Members of the RA	Billboard	March 2023	- Presence of billboard that is often updated
		To create a suggestion box	Local actors	- Local actors	Suggestion box	March 2023	- Presence of suggestion box that is regularly opened, read and action taken on suggestions
Communication with National, Regional Executive and service heads	Inform regularly the Prime Minister, Minister of Decentralization, Regional Executives and Regional service heads about activities of the Regional Assembly	Produce and diffuse periodic reports of different activities	Secretary General of Regional Assembly	- Prime Minister, - Members of government - Sector Heads - Governor NWR, SDOs, Mayors	Periodic reports	Trimester	Transmission booklet
Communication with the population of the North West Region	To sensitize the populations on the importance of development activities	To organize a tour to inform and sensitize the population	- President, - Mayors - Municipal Councillors	Councils and communities	President's tour, Mayors	Semester	Reports on the tour
	Present the RDP to the population to get them involve in its implementation of the programs to be executed	Restitution meeting of the RDP at the level of the Councils	- President or Representative of RA - Members of RA - CDOs	Communities	RDP	Annually	Restitution reports
	Inform the population on the activities to be realised	Press releases on the radios, magazines, TV and newspapers	Regional Council communication service and the Executive	General public	- Local media (CRTV, radio, local press,)	Before, during and after every project realisation	Meeting reports

Concerned Parties	Objectives	Activities	From/sender	To/Receiver	Support/Tools	Period	Indicators
Communication with the civil society and the private sector	Involve the civil society and the private sector in different development activities programmed	Organise meetings with civil society and the private sector	President RA	- Civil society and private sector	- Correspondences - Phone calls	- Before, during and after every project realisation	Meeting reports
	Promote local governance	Alert stakeholders on the budget and administrative account of the council	- President RA, - President House of Chiefs, - Mayors	Quarters	- Local media - Internet site - Meeting with civil society of the council	- After every budgetary session or administrative account session	Meeting reports
	Prepare a data-bank of all the civil societies and the private sectors	Put in place a directory of all contacts	- Service head in charge of communication	President	- Computers - Internet site	- All year long	- Available directory/index
	Inform regularly the civil societies and the private sectors on the Regional Assembly's activities	Conceive and diffuse quarterly activity reports	- Service head in charge of communication	Civil society and private sectors	- Report of quarterly activities, - Half yearly and annual activities - Internet,	Quarterly	- Despatched list of the distribution of reports
Communication with partners and financiers funders	Identify partners	Put in place a directory of all contacts partners and funders	Service head in charge of communication	President and SG RA	- RDP	Transversal activities	Available directory/index
		Organise a working session and consultation meetings between the RA and the partners	Service head in charge of communication	President RA, SG RA	- Meeting/ working session	Half yearly	Available report
	Inform partners regularly on the execution of the RDP and other activities of the Regional Assembly	Produce and diffuse activities reports	- President RA - Mayors - Members of the Regional Assembly	- Projects and funders/NGO	Activities reports	Monthly or Quarterly	Report distributed and publicized
Communication	Identify external elites of the Region and those in the Diaspora	Put in place a directory of all elites of the Region living out of the country	Service head in charge of communication	President RA, S.G RA	- Internet - Mailing	Annually	Available directory/index
	Sensitize and involve	Organize a	Service head in	President RA,	- Information	Half yearly	Available report

Concerned Parties	Objectives	Activities	From/sender	To/Receiver	Support/Tools	Period	Indicators
with external elites and the Diaspora	external elites and those in Diaspora on the Regional Development Plan processes	sensitization and put in place an implementation plan by external elites and actors in the Diaspora	charge of communication	S.G, RA	campaign with the RDP as support document		
	Inform external elites and those in the Diaspora on the regular execution of the RDP and other activities of the RA	Produce and diffuse activity reports	- President and Members of the Regional Assembly	External elites	- Activity reports transmitted through email or available on the RA web-site	Quarterly	- Reports that have been - publicized and made known
Mass Communication	Inform the general public on RA activities and the implementation of the Regional Development Plan (RDP)	Organize radio talk at the regional level	- Service head in charge of communication	General public	Mass media	Monthly	Number of reports publicized
		Create a RHA web-site and regularly update it	- Service heads and the Chief in charge of communication	National and international public	Internet sites	Before, during and after every significant project realisation	Website on-line
		Organise press releases and public hearing (House sessions)	Service head in charge of communication	Journalists and the population	Press reports or releases	Annually	Number of press releases and public hearings
		Prepare reports and documents on RA activities	Service head in charge of communication	General public	- Television - Press - Radio	Annually	Number of coverage and documentaries prepared
		Organise meetings with sector Heads of (ministerial services)	President	MINEPAT and other Ministerial services	RDP and its implementation	Quarterly	Number of meetings organised
Advocacy Actions	Carry out research on alternative financing to supplement funding for the RDP	Organise meetings with funders and other projects and programmes carrying out development works nationally and regional	President RA, SG. RA	Partners	RDP and its implementation	Half Yearly	Number of meetings organised
		Organise meetings with civil society and	President RA	Heads of enterprises	RDP and its implementation	Annually	Number of meetings organised

Concerned Parties	Objectives	Activities	From/sender	To/Receiver	Support/Tools	Period	Indicators
		the private sector					
		Organise meetings with those in the Diaspora	President RA	Diaspora	RDP and its implementation	Annually	Number of meetings organised
Evaluation with all partners	Assess the degree of implementation	Periodic review with various stakeholders	Regional Assembly Executive	Various actors	RDP and its implementation	- Quarterly - Half yearly - Annually and - Three yearly	Evaluation reports

Source: IDC, (RDP)-NWR 2022

Appendix 4: Priority Action Matrix

Appendix 4.1 Program 1: Improvement of Basic Social Services

Planning of Actions – Health sector

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1 Health Promotion and nutrition	1.1: Increase post natal care (delivery and postnatal care)	1.1.1: Sensitization of pregnant women on the neccisity of clinical attendance, postnatal checkup during gestation period of pregnancy in (20) HDs of the Region	% new born who received postnatal care	500,000,000			EDS, MICS, ECAM, Studies	MINSANTE, RLAs
	1.2: Improve on vaccination coverage in rural areas from 68% to 80% coverage	1.2.1: Sensitization on the merits of vaccinations for good health and timely supply of vaccines in (20) HDs of the Region by 2026	Vaccination coverage rate	500,000,000			EDS, MICS, ECAM, Studies	MINSANTE, RLAs
		1.2.2: Ensure wide coverage of vaccinations through campaigns and timely supply of vaccines in (20) HDs of the Region by 2026	Infant mortality rate (per thousand live births)	47,500,000			EDS, MICS, ECAM, Studies	MINSANTE, RLAs
		1.2.3: Ensure all age under 5 years receive measles vaccines for by 2026	Proportion of one year old children (12-23 months) immunized against measles	47,500,000			EDS, MICS, ECAM, Studies	MINSANTE, RLAs
	1.3: Increase of births attended by skilled personnel (19 per 10,000 national) 2019 baseline	1.3.1: Recruit (5) skilled health personnel per (20) HD to meet acceptable personnel/patient ratio from the 23.8 per 10,000 as of (2019) baseline	Percentage of births attended by skilled personnel	570,000,000			EDS, MICS, ECAM, Studies	MINSANTE, RLAs
		1.3.2: Improved multi-sectoral coordination in the implementation of health promotion and nutrition actions in 34 (Subdivisional) by 2026	Number of coordination meetings held	850,000,000			RA, EDS, COSA, Council, Studies, CSOs reports	MINSANTE, RLAs
	1.4 Improve the living environment of populations in at least 70% of Health Districts in the Region (NDS30)	1.4.1: Improving environmental health (water, hygiene and sanitation) in 40% in (20) HDs by 2026	Percentage of households accessible to potable water and improve sanitary facilities	4,750,000,000			MINEE, MINHDU, Council	MINSANTE, RLAs
	1.5: Develop promotion actions in at least 80% of	1.5.1: Carry promotion of good eating and nutritional habits for (20) HDs for 5years		47,500,000			EDS, MINCOM, CSOs	MINANTE

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	Health Districts to strengthen the health-promoting skills of individuals and communities	1.5.2: Increase children's nutritional status per HDs of the Region	Prevalence rate of under weight in children under 5 years of age	4,750,000,000			EDS, MICS, ECAM, Studies	MINSANTE, RLAs
		1.5.3: Fight against smoking, alcohol abuse and the use of illegal substances, (modifiable risk factors for non-communicable diseases).		500,000,000			EDS, MINCOM, CSOs	MINANTE
	1.7: By 2026, make 75% of families to adopt essential family practices including family planning	1.7.1: Intensify campaigns on use of modern methods Family Planning (FP) and the use of contraceptives in (20) HDs of the North West Region	Contraceptive use rate among women aged 15-49	500,000,000			EDS, MICS, HDs reports	MINSANTE
2 Disease Prevention	2.1: By 2030, reduce by at least 30% the incidence, prevalence of major communicable diseases (HIV, malaria and TB) and eliminate some NTDs (lymphatic filariasis and HAT)	2.1.1: Improving prevention/ intensify sensitization on HIV/AIDS, tuberculosis, STIs and viral hepatitis with priority given to the most vulnerable groups,	HIV/AIDS prevalence rate	47,500,000			EDS, MICS, NIS	MINSANTE
		2.1.2: Intensify campaigns for the use of mosquito treated nets ITN, environmental hygiene around households	Malaria prevalence rate among children under 5 years of age 10% (2018 CDHS)	47,500,000			EDS, MICS, Studies	MINSANTE
		2.1.3: Increase the prevention of NTDs and other communicable diseases		47,500,000			MINSATE Studies	MINSANTE
	2.2: Reduce in at least 90% of Health Districts, the risk of major public health events and diseases with epidemic potential, including zoonotic diseases	2.2.1: Improve the prevention of diseases with epidemic potential (DWEPs) not covered by the expanded vaccinations programme (EVP).	Number of vacinnations carried out	47,500,000			ECD report, CSOs, HDs report	MINSANTE
	2.3: Increase by at least 80% the coverage of high impact prevention actions for mother, newborn and child targets in at least 80% of HDs	2.3.1 Improve the coverage of MNCAH actions		47,500,000			ECD report, CSOs, HDs report	MINSANTE

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	2.4: Reduce by at least 10% the prevalence of major non-communicable diseases (diabetes and hypertension)	2.4.1 Strengthening the coordination and integration of NCD prevention actions		47,500,000			ECD report, CSOs, HDs report	MINSANTE
		2.4.2: Strengthening the prevention of sickle cell disease and other genetic and degenerative diseases		47,500,000			ECD report, CSOs, HDs report	MINSANTE
3 Case Management	3.1: Provide standard curative care for communicable and non-communicable diseases and their complications in at least 80% of health facilities	3.1.1: Improving the quality of care and health services in health facilities		47,500,000			EDS, MICS, Studies	MINSANTE
		3.1.2: Improved diagnosis and curative management of HIV/AIDS, TB, STIs and viral hepatitis,		47,500,000			EDS, MICS, Studies	MINSANTE
		3.1.3: Improve diagnosis and management of malaria and the main causes of fever (Dengue, Typhoid, Flu, etc.).		47,500,000			EDS, MICS, Studies	MINSANTE
	3.2: Provide comprehensive maternal, newborn child and adolescent health care according to standards in at least 80% of health facilities	3.2.1: Improve the availability and geographical access of services to prevent the vertical transmission of HIV and viral hepatitis B from mother to child (in all health facilities)		47,500,000			EDS, MICS, Studies, HDs report	MINSANTE
		3.2.2: Capacity building of MNCAH providers in health facilities and at the community level (in 20 HDs)		500,000,000			EDS, MICS, Studies, HDs report	MINSANTE
4 Strengthening the Health System	4.1: Ensure the harmonious development of infrastructure, equipment and the availability of health care and service packages according to standards in at least 80% of 3rd, 4th, 5th and 6th category health facilities	4.1.1: Improve infrastructure offer (construction /rehabilitation /expansion of health structures according to standards),		7,050,000,000			Finance Law, MINSANTE, EDS-MICS	MINSANTE
		4.1.2: Re-construct destroyed and burnt health institutions due to socio-political crises in the region		282,242,500			Finance Law, MINSANTE, EDS-MICS	MINSANTE
	4.2: Increase by 50% the availability and use of quality drugs and other pharmaceutical products in all health districts	4.2.1: Strengthen mechanisms for quality assurance and availability of drugs and other pharmaceutical products		47,500,000			RLA, Council, DHs report, EDS-MICS	MINSANTE

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	4.3: Increase according to prioritized needs, the availability of Health human resources in at least 80% of HDs	4.3.1: Recruit health personnel in needy health facilities to meet acceptable personnel/patient rato		4,750,000,000			RLA, Council, DHs report, EDS-MICS	NINSANTE
5 Management and Governance	5.1: Strengthen planning, supervision, coordination, policy and health monitoring at all levels of the health pyramid	5.1.1: Strengthen devolution and decentralization		47,500,000			RLAs, Council, DHs report, EDS-MICS	MINSANTE
		5.1.2: Increase share of health budget to 15% of the state budget annually within the medium and long term		870,000,000			RLAs, Council, DHs report, EDS-MICS	MINSANTE, MINFI
	5.2: Full transfer of resources relating to investment and the wage bill of Public Health to RLAs	5.2.1: Effective management of investment budget (15%) for Public Health managed by RLAs		-			MINFI, Finance Law, RLAs, Council, DHs report, EDS-MICS	MINSANTE, MINFI

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Education (Basic, Secondary and Higher Education)

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1: Increase access and equity to education while eliminating disparity	1.1: Develop the training of the young child	1.1.1: Construction/rehabilitate (49) existing nursery schools in the Region	Signed contract, # Classrooms constructed	1,225,000,000			DDMINEDUB, Council reports, PTA Reports	MINEDUB
		1.1.2: Create, construct and equip (16) Nursery Schools within the Region particularly priority zones	Number of public NS created and constructed, Signed contracts,	720,000,000			DDMINEDUB, Council reports, PTA Reports	MINEDUB
		1.1.3: Provision of equipment (hexegonal tables and chairs) in (24) existing public nursry schools within the Region by 2026	Number of public NS created and constructed, Signed contracts,	120,000,000			DDMINEDUB, Council reports, PTA Reports	MINEDUB

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.1.4: State subvention to private/lay private and councils to take care of structures charged with the education of pre-school children (34) councils of the Region	Budget document + number of structures subsidized	340,000,000			DDMINEDUB, PTA Reports, Campaign reports NGO report	MINEDUB
	1.2: Increase access to primary education	1.2.1: Construction of facilities (VIP toilets) in (591) public primary schools in the North West Region	Number of facilities: toilet, water points etc. constructed	2,955,000,000			Council, PTA, VDA, MINEE	MINEDUB, VDA/PTA
		1.2.2: Sink boreholes (water point) in (591) public primary schools in the North West Region	Number of boreholes sunk	5,023,500,000			Council, PTA, VDA, MINEE	MINEDUB, VDA/PTA
		1.2.3: Construction of (50%) of needed 4,853 (classrooms blocks) in public primary schools by 2026 within the Region	# Classrooms, offices, libraries, constructed +reception note	26,697,000,000			Council, PTA, VDA,	MINEDUB, VDA/PTA
		1.2.4: Recruitment of (1065) new teachers for primary and nursery education to hit the 50% level	# teachers +recruitment decision	5,112,000,000			Council, PTA, VDA.	MINEDUB, VDA/PTA
		1.2.5: Re-construct destroyed/burnt (144) primary schools due to socio-political crises in the Region	(144) primary schools structures reconstructed	3,168,000,000			MINEDUB report, Council report, PTA report	MINEDUB, PTA
	1.3: Increase access to secondary general education	1.3.1: Provision of infrastructure (classrooms) in secondary general education in priority Councils	# of classrooms constructed	10			Council, PTA, VDA,	MINESEC, VDA/PTA
		1.3.2: Provision of (80) libraries infrastructure in public secondary general education in priority Councils	# of libraries constructed	1,760,000,000			Council, PTA, VDA,	MINESEC, VDA/PTA
		1.3.3: Provision of (161) ICT centres equiped with computer/assessories in secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	# of ICT centres constructed	4,160,000,000			Council, PTA, VDA,	MINESEC, VDA/PTA
		1.3.4: Provision of (80) Science laboratories in secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	# of Science laboratories centres constructed	193,760,000,000			Council, PTA, VDA,	MINESEC, VDA/PTA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.3.5: Construction of (domestic science blocks) in (161) secondary general education in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	# of Science laboratories centres constructed	521,962,000,000			Council, PTA, VDA,	MINESEC, VDA/PTA
		1.3.6: Recruitment of teachers for secondary general education in priority (Councils) areas	# teachers recruited + recruitment decision	1,800,000,000			MINESEC report, Council report, PTA report	MINESEC, PTA
		1.3.7: Re-construct (264) destroyed and burnt secondary schools due to socio-political crises in the region	(264) destroyed schools reconstructed	5,808,000,000			MINESEC report, Council report, PTA report	MINESEC, PTA
	1.4: Increase access to secondary technical education	1.4.1: Provision of (35) libraries infrastructure in public technical colleges general education in priority Councils	Number of enrolment,	25,270,000,000			MINESEC report, MINEFOP report	MINESEC, MINEFOP
		1.4.2: Provision of (70) ICT centres equiped with computer/assessories in public technical colleges in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	Sign contract, Number of classrooms constructed	2,030,000,000			MINESEC report, MINEFOP report	MINESEC, MINEFOP
		1.4.3: Provision of (35) Technical workshops in public technical colleges in priority Divisions/Councils (Donga Mantung, Boyo, Menchum and Momo) by 2026	# specialized high school + reception note	613,270,000,000			MINESEC report, MINEFOP Council report, PTA report	MINESEC, PTA, MINEFOP
	1.5: Increase access to vocational training	1.5.1: Rehabilitate and equip (31) destroyed & vandalized vocational training centres within the region	# of rehabilitated secondary schools	1,550,000,000			MINESEC report, MINEFOP Council report, PTA report	MINESEC, PTA, MINEFOP
	1.6: Increase access to higher education	1.6.1: Creation of (03) UBa university campuses within the Region (Vetrinary-Mankon, Agriculture-Nkambe, IRAD-Mankon)	Text sign, (03) campuses opened	25,000,000			UBa report, MINESUP	UBa, MINESUP
2-Develop an effective partnership	2.1: Define and promote a partnership with private sector	2.1.1: Provision of incentives (subventions and diverse assistance) to the private sector for the creation of training institutions (nursery, secondary, professional and higher education)	Amount (FCFA) subvention disbursed + reports	10,000,000,000			MINEFOP, MINESEC, MINEDUB, MINESUP MINFI	MINEFOP, MINESEC, MINEDUB, MINESUP

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
3-Ameliorate the management, governance and control of the educational system	3.1: Full transfer of resources relating to investment and the wage bill of primary and secondary school teachers to RLAs (15%)	3.1.1: Effective management of investment budget for basic education managed by RLAs (15%)	Share of the investment budget for basic education managed by RLAs, Share of primary school teachers' payroll managed by RLAs,	0			MINEDUB, MINEPAT, MINFI, MINDDEVEL	MINEDUB, MINEPAT, MINFI, MINDDEVEL

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Social Sector

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1: Social transfers: Enhancement of non-contributory systems	1.1 Strengthen the human capital of vulnerable populations by improving their access to basic social services and to basic needs	1.1.1: Diversification, strengthening and extension of direct transfer programs (cash/in-kind).	Direct transfer programs effected to vulnerable populations, Money support effected				MINAS, RHA, COUNCILS, NGOs MINSANTE, Reports	MINAS
		1.1.2: Enhancement and expansion of indirect transfer mechanisms	Kind transfers effected				MINAS, RHA, COUNCILS, NGOs MINSANTE, Reports	MINAS
		1.1.3: Extension of the personal scope of social security	Dialogue enhanced				MINAS, MINAT MINPROFF, MINJUSTICE,	MINAS
2-Social insurance: Enhancement of contributory schemes and extension of social security	2.1: Guarantee social coverage for all segments of the population, especially the most vulnerable persons	2.1.1: Extension of the material scope of social security: Setting up of a system for universal health coverage	Funding mechanisms adopted				MINAS, MINAT MINPROFF, MINJUSTICE,	MINAS

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
3-Social action services: Protection and promotion of groups with specific and temporary vulnerabilities	3.1: Improve access to social services for groups with specific and temporary vulnerabilities	3.1.1: Support for risk prevention, crises/disaster management and assistance to the most vulnerable people	Rehabilitation and protection of vulnerable population living in disaster areas intensified				MINAS, MINAT MINPROFF, MINJUSTICE, CBC-SEEPD	MINAS
		3.1.2: Diversifying and expanding training, supervision and economic insertion programs for vulnerable populations	Youth Economic integration programs elaborated				MINAS, MINAT MINPROFF, MINJUSTICE, CBC-SEEPD	MINAS
4-Promoting Economic Integration of Vulnerable People	4.1: Improve access to economic activities for vulnerable populations	4.1.1: Reinforcing and intensifying High Intensity Labour Force (HIMO) approaches as social protection measures for vulnerable people	Intensity labor force approaches developed for community projects				MINAS, MINAT MINPROFF, CBC-SEEPD, COUNCILS MINJUSTICE,	MINAS
		4.1.2: Strengthening solidarity mechanisms for former athletes, football players, and artists	Capacity buildings effected				MINAS, MINAT MINPROFF, CBC-SEEPD, MINJUSTICE, COUNCILS	MINAS
5-Support measures: To strengthen the legal framework for social security and improve its implementation		5.1.1: Upgrading the legal framework for social safety and its implementation primary actions (popularize all the international and national texts on social security among the various actors in the field	Legal framework for social safety and its implementation upgraded				MINJUSTICE, MINAS, MINTSS, MINSANTE, MINPROFF, CBC-SEEPD etc.)	MINAS
		5.1.2: Improvement of technical abilities for conceptualisation and Implementation of the various social safety, mechanisms and measures	Number of capacity building workshops,				MINEPAT, MNTSS, MINAS, MINSANTE CBC-SEEPD and other ministries with training centres	MINAS
		5.1.3: Upgrading of analytical data in order to better target the, neediest population	Analytical data upgraded in favor of the neediest population				MINEPAT, MINAS, MINSANTE, INS, BUCREB, IFORD,	MINAS
		5.1.4: Improvement of communication and social mobilization measures with a view to communication for development	Improved communication for development and social				MINCOM, MINEPAT, MINAS, MINTSS,	MINAS

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
			mobilization measures				MINSANTE	
		5.1.5: Strengthening partnerships around social safety order to promote the coordination of approaches and the effectiveness of programs.	Partnerships around social safety order to promote the coordination of approaches and the effectiveness of programs strengthened				MINEPAT, MINAS, MINTSS, ministry departments TFPs, Councils, CBC-SEEPD, NGOs, CSO communities	MINAS
4-Ameliorate the management, governance and control of the social system	4.1: Full transfer of resources relating to investment and the wage bill of social affairs to RLAs	4.1.1: Effective management of investment budget (15%) for social affairs managed by RLAs	(15%) investment budget for social affairs managed by RLAs				MINFI, MINDDEVEL	MINDDEVEL

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Women Empowerment and the Family

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Improve the social and financial wellbeing of women, infrastructure of women empowerment structures, and promotion of women and girl child education and protection women and girl child rights	1.1: To improve the social and financial wellbeing of women and the girl child	1.1.1: Organized seminars and sensitization workshops on women's right and the girl child, Projects to empower the woman and the girl child in the municipality	# Campaign and workshops, # TV and radio talks	170,000,000			MINPROFF report, MINAS, Partners reports	MINPROFF
		1.1.2: Creation of a support fund for education, professional and training women and the girl child	# Campaign and workshops, # TV and radio talks	550,000,000			MINPROFF report, MINAS, Partners reports	MINPROFF
		1.1.3: Empower women groups in all the (34) Councils of the Region with business startup funds	# Economic project Reports, List of women groups supported	340,000,000			MINPROFF reports, Women Association reports	MINPROFF

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	1.2: Promotion of gender equality	1.2.1: Implementation of policies to ensure girls are equitably represented in all sectors in terms of vocational training, higher education and access to employment	# Economic project Reports, List of women groups supported	75,000,000			RLAs report, MINPROFF reports, Women Association reports, Council	MINPROFF
	1.3:Provision of infrastructures	1.3.1: Construction and equipment of Women's Empowerment Centres in (50%) of the (34) Councils of the Region by 2026	# Economic project Reports, List of women groups supported	1,020,000,000			RLAs report, MINPROFF reports, Women Association reports, Council	MINPROFF
2-Ameliorate the management, governance and control of the women empowerment	2.1: Full transfer of resources relating to investment and the wage bill of women empowerment to RLAs	2.1.1: Effective management of investment budget (15%) for women empowerment managed by RLAs	Investment budget managed by RLAs	0			MINFI, MINDDEVEL, MINAT	MINFI, MINDDEVEL, MINAT

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Development of hydraulic and sanitation infrastructures

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Improve access to potable water and sanitation services	1.1: Rehabilitation of the drinking water distribution network	1.1.1: Improving potable water production by construction/rehabilitation water storage tanks and extension of networks	Number of water sources and volume of water produced	2,500,000,000	1,500,000,000	1,000,000,000	MINEE, COUNCILS. NGOs Reports	MINEE
		1.1.2: Planning the expansion of water distribution services and sanitation depending on population growth	Number of water extension and distribution effected to populated areas	15,000,000	15,000,000		MINEE, COUNCILS. NGOs Reports	MINEE
		1.1.3: Developing integrated hydrographical basins	Number of integrated hydrological basins developed				MINEE, COUNCILS. NGOs Reports	MINEE
		1.1.4: Building capacities of Councils, civil society and water catchment committees in the domain of water and sanitation in all	Number of capacity buildings in water and	170,000,000	100,000,000	70,000,000	MINEE, COUNCILS. NGOs Reports	MINEE

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		(34) Councils of the Region	sanitation carried out					
		1.1.5: Declaring known wetlands as reserve areas with strict laws against deforestation, bushfires, and grazing,	05 wetlands and hectares reserved and protected	5,000,000	5,000,000		MINEE, COUNCILS. NGOs Reports	MINEE
		1.1.6: Implementation of Public-Private Partnerships for urban and rural hydraulics as well as sanitation	Text signed	5,000,000	5,000,000		MINEE, COUNCILS. NGOs Reports	MINEE
	1.2: Construction of new drinking water supply and sanitation structures	1.2.1: Construction of new water supply schemes in 30% of the (347) communities without water in the Region by 2026	120 functional water supply schemes , 100 functional boreholes	2,600,000,000	1,600,000,000	1,000,000,000	MINEE, COUNCILS. NGOs Reports	MINEE
2- Promote a sustainable water catchments protection and watersheds management program	2.1: Improve the protection of watershed/catchments programs	2.1.1: Protection of (20%) of the 400 unprotected water catchments, sheds of the Region through the planting of water retentive and native tree species by 2016	1240 catchments/sheds planted with trees	400,000,000	200,000,000	200,000,000	MINEE, COUNCILS. NGOs Reports	MINEE
3-Ameliorate the management, governance and control of the water and energy	3.1: Full transfer of resources relating to investment and the wage bill of water and energy to RLAs	3.1.1: Effective management of investment budget (15%) for water and energy managed by RLAs	Amount of budgetary allocations	15% of MINEE Budgets for 2022-2030			MINEE Reports	MINEE

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Housing and Urban Development

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Urban modernization	1.1: Construction, rehabilitation of sanitation infrastructure	1.1.1: (02) Urban sewer systems built in Bamenda and Kumbo	02 Sewage systems	5,000,000,000	2,500,000,000	2,500,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	1.2: Development of urban infrastructures	1.2.1: Construction of drainage structures in all divisional headquarters and sub divisional headquarters within the region	41 Urban centres (Divisional and Sub Divisional headquarters	162,165,000,000	82,000,000,000	80,165,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU
		1.2.2 Construction of diamond road intersection at Ngen Junction	(01) diamond road structured constructed	2,000,000,000	1,000,000,000	1,000,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU
		1.2.3: Construction of cloverleaf road intersections structures	(01) cloverleaf road constructed	2,000,000,000	1,000,000,000	1,000,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU
	1.3: Provide social housing	1.3.1: Acquisition of land for the construction social houses in the Region	Number of plots provided	750,000,000	450,000,000	300,000,000	COUNCILS, MINHDU Reports	MINHDU, MINDCAF
		1.3.2: Upgrading of slump areas within the Region	Number of Social housing units built	5,000,000,000	250,000,000,000	250,000,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU, MINDCAF
		1.3.3: Resettlement of people living in risky zones at Sisia escarpments	Number of resettlements camps built for peopl living in risky zones	2,500,000,000	1,500,000,000	1,000,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU, MINDCAF
		1.3.4: Building the technical capacities of urban development actors	Number of building the technical capacities of urban actors organized	50,000,000	30,000,000	20,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU, MINDCAF
	1.4: Provision of basic urban services	1.4.1: Acquisition and demarcation of (05) cemetery grounds at all divisional headquarters	Number of cemeteries established	75,000,000	75,000,000		MINTP, RA, COUNCILS, MINHDU Reports	MINHDU
		1.4.2: Construction of (6) Fire-fighting services (*Sapeur pompe*) in all the Divisional Headquarters	06 firefighting services constructed	1,500,000,000	800,000,000	700,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU
		1.4.3: Improving provision of water in all divisional headquarters	Proportion of households in urban areas covered by an effective potable	700,000,000	400,000,000	300,000,000	MINTP, RA, COUNCILS, MINHDU Reports	MINHDU

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
			water supply networks					
		1.4.4: Improving the access to electricity supply within the urban areas	Proportion of households covered by an effective electricity supply networks	700,000,000	400,000,000	300,000,000	MINEE, RA, COUNCILS, MINHDU Reports	MINHDU
		1.4.5: Provision urban planning tools (POS, SP) for all divisional and subdivisional headquaters of the Region	Number of Summary and Detailed land use plans	3,400,000,000	2,000,000,000	1,400,000,000	MINDCAF, RA, COUNCILS, MINHDU Reports	MINHDU
	1.4: Protection of the protected areas	1.4.1: Protection of wetlands, and the Bamenda escarpment	Number and hectarge of wetlands protected	500,000,000	300,000,000	200,000,000	MINEPDED, RA, COUNCILS, MINHDU Reports	MINHDU
	1.5: Improve on parks, playfields, and open space areas	1.5.1: Provision of recreation and leisure facilities at the Divisional and Sub Divisional headquarters	Recreation and leisure facilities constructed and in used at Divisioal and Sub Divisional levels	150,000,000	100,000,000	50,000,000	MINJEC, MIN TOUL, RA, COUNCILS, MINHDU Reports	MINHDU
		1.5.2: Construction of district parks	Bamenda city park constructed	150,000,000	100,000,000	50,000,000	MINTOUL, RA, COUNCILS, MINHDU Reports	MINHDU
	1.6: Improve industrial and commercial infrastructures	1.6.1: Acquisition and development of industrial areas as specified in the Master and Land use Plans	Industrial sites acquire and demarcated by MAZI, tertiary market constructed in Bamenda and occupied	1,165,000,000	665,000,000	500,000,000	MINDCAF, RA, COUNCILS, MINHDU Reports	MINHDU
		1.6.2: Construction of multi-story shopping mall on part of the stadium	Multi-storey shopping mall constructed as part of the Bamenda Stadium	150,000,000	150,000,000		MINCOMME RCE, RA, COUNCILS, MINHDU Reports	MINHDU

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.6.3: Construction Trade faire centre in Bamenda	Bamenda Trade centers constructed	100,000,000		100,000,000	MINCOMMERCE, RA, COUNCILS, MINHDU Report	MINHDU
2-Ameliorate the management, governance and control of MINHDU	2.1: Full transfer of resources MINHDU to RLAs	2.1.1: Effective management of investment budget (15%) of MINHDU managed by RLAs	Amount of budgetary allovations	15% of MINHDU Budgets for 2022-2030			MINHDU Reports	MINHDU

Source: IDC, (RDP)-NWR 2022

Appendix 4.2 Program 2: Economic Integration and Environmental Protection

Planning of Actions - Development of Integrated Multimodal Transport

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Increase integrated multimodal transport supply	1.1: Modernization of transport infrastructures	1.1.1: Construction of Bambui-Babungo N11 segment 27.0km (paved) segments of the National Road	27.0km of N6 tarred	25,578,947,368	15,578,947,368	10,000,000,000	MINTP, RA, COUNCILS Reports	MINTP
		1.1.2: Phase III – Construction of Ring Road: Resettlement (plan for project affected persons)	(Km) of Communal road networks maintained	1,730,416,964	1,000,000,000	730,416,964	MINTP, RA, COUNCILS Reports	MINTP
		1.1.3: Rehabilitation/maintenance of 2349.50 km of communal roads using labour-intensive approach (HIMO) within the Region	(281.3km) of Ring road (N11) tarred	23,495,000,000	13,495,000,000	10,000,000,000		MINTP
		1.1.4: Constructtion of National Road (N6) Matezam to Welcome to Bamenda (19km)	Percentage of the asphalt network 216.14km Ring road (N11) constructed, (53.44km) National road (N11A)	18,000,000,000	18,000,000,000		MINTP, RA, COUNCILS Reports	MINTP
		1.1.5: Construction of remaining (281.3km) segments of the Ring Road N11	At least 183.17km Regional roads constructed, 12.54km Regional road networks (R0503) constructed	266,494,736,842	200,000,000,000	66,494,736,842	MINTP, RA, COUNCILS Reports	MINTP
		1.1.6: Rehabilitation of (08) Regional roads totaling 402.2km within the Region	402.2 Km of new roads constructed	4,374,860,000	2,374,860,000	2,000,000,000	MINTP, RA, COUNCILS Reports	MINTP
		1.1.7: Construction of By-pass road 4.9km double lane	03 By-passes constructed	12,000,000,000	12,000,000,000		MINTP, RA, COUNCILS Reports	MINTP
		1.1.8: Facilitation of foreign trade and transit road (26.7km)	26.7km of road constructed	500,000,000	300,000,000	200,000,000	MINTP, RA, COUNCILS Reports	MINTP, MINT

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.1.9: Creation and equiping (06) road equipment pools comprising of (i) a D7 bulldozer, (ii) A caterpillar grader G140, (iii) a 30-ton compactor, (iv) a wheel loader, (v) 2-20ton tipper trucks, (vi) 2 pickup trucks and (vii) heavy duty tool box within the Region by 2026	34 equipment pools comprising of (i) a D7 bulldozer, (ii) A caterpillar grader G140, (iii) a 30-ton compactor, (iv) a wheel loader, (v) 2-20ton tipper trucks, (vi) 2 pickup trucks and (vii) heavy duty tool box	6,500,000,000	3,500,000,000	3,000,000,000	MINTP, RA, COUNCILS Reports	MINTP, MINT
		1.1.10: Strengthen institutions and capacity building of personnel, technicians and equipment pool manager	Number of equipment pools and number of trained personnel in engineering and equipment pool management	75,000,000	75,000,000		MINTP, MINT	MINT
2-Rehabilitation of Airports infrastructure	2.1: Airports infrastructure	2.1.1: Rehabilitation of the Bamenda Airport	(02) Airports, Bamenda and Bali are rehabilitated	3,000,000,000	3,000,000,000		MINT, MINTP	MINT
		2.1.2: Feasibility studies on the rehabiitation of airports and air strips in the Region	(02) Wowo and Weh Airstrips are rehabilitated,	150,000,000	150,000,000		MINT, MINTP	MINT
		2.1.3: Rehabilitate meteorological stations of the Region	(06) meteorological stations rehabilitated	430,000,000	430,000,000		MINT	MINT
3-Ameliorate the management, governance and control of MINT	2.1: Full transfer of resources MINT to RLAs	2.1.1: Effective management of investment budget (15%) of MINT managed by RLAs	Amount of budgetary allovations	15% of MINT Budgets for 2022-2030			MINT, RA, Reports	MINT

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Development of Energy-Mix

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Development of Energy-Mix	1.1: Rehabilitation of energy production infrastructures	1.1.1: Modernizing of the capacities of energy production infrastructures and extending HT and MT within the entire Region	100% transportation networks extended into communities in the Region	0			MINEE, SONATRA, AER, COUNCILS, Reports	MINEE
	1.2: Rehabilitation of the electric power distribution network	1.2.1: Upgrading of the electricity transmission and distribution network (HT and MT lines) across the Region	100 % access and service delivery of quality distribution network	0			MINEE, ENEO, AER, COUNCILS, Reports	MINEE
		1.2.2: Improving access to and service quality of the distribution network;	Number of communities and villages lighted	0			MINEE, ENEO, AER, COUNCILS, Reports	MINEE
	1.3: Development of hydroelectric potential.	1.3.1: Construction of 72Mw Menchum hydroelectric dam	Menchum dam (72MW PPP) constructed and increase production rate KWH,	0			MINEE, ENEO, COUNCILS, Reports SONATRA,	MINEE
		1.3.2: Construction of 485Mw Katsina-Ala hydroelectric dam	Katsina-Ala dam (607 MW PPP project) constructed and increase production rate KWH	0			MINEE, MINEPDED, COUNCIL, ENEO, SONATRA, NGOs Reports	MINEE
	1.4: Development of renewable energies and production infrastructures	1.4.1: Development of (10) mini-hydro-electric resources of the Region	Share of renewable energies in total energy production	5,000,000,000	3,000,000,000	2,000,000,000	MINEE, MINEPDED, COUNCIL, ENEO, SONATRA, NGOs Reports	MINEE
		1.4.2: Set-up renewable energy production units (solar and wind) (12) in remote Council areas of the Region	Share of renewable energies in total energy production	3,600,000,000	2,000,000,000	1,600,000,000	MINEE, MINEPDED, COUNCIL, ENEO, NGOs Reports	MINEE
	1.5: Modernization of storage and distribution network of hydrocarbon products	1.5.1: Secure infrastructures meant for refining, transport and storage of petroleum products	Number of refining infrastructure put in place and used	0			MINEE Reports	MINEE

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.5.2: Expansion of the capacity of SCDP so as to have storage points across the region	Number of SCDP facilities	0			MINEE Reports	MINEE
		1.5.3: Modernization of the gas distribution network	100% availability of gas distribution	0			MINEE Reports	MINEE
	1.6: Provision of unelectrified communities (497) with electricity supply	1.6.1: Provision of 20% of unelectrified communities (100) with (MT) electricity networks by 2026	415km MT transportation networks extended into communities in	0			MINEE, ENEO, AER, COUNCILS, Reports	MINEE
2-Ameliorate the management, governance and control of MINEE	2.1: Full transfer of MINEE to RLAs	2.1.1: Effective management of investment budget (15%) of MINEE RLAs	Amount of budgetary allovations	15% of MINEE Budgets for 2022-2030			MINFI, MINEE, RA, Reports	MINEE

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Development of Broad Band Infrastructures and the use of ICTs

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Improve connectivity and access to ICT	1.1: Development of broad band infrastructures and the use of ICTs	1.1.1: Installation and maintenance of a broadband mass data link throughout the Region	Number of broadband mass data installed in the Region	0			MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	MINPOSTEL
		1.1.2: Installation and maintenance Radio communication towers throughout the Region	Number of functional radio communication towers in the Region	0			MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	MINPOSTEL
	1.2: Generalization of the use of ICT in society and systematization of the digital economy in productive sectors	1.2.1: Reduce the level of digital divide from the currently 71.8% in the Region to 40% by 2026	% digital divide reduced	0			MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	MINPOSTEL
		1.2.2: Increasing the bandwidth available for internet communication throughout the Region	Functional bandwidth for internet communication	0			MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	MINPOSTEL

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.2.3: Densification of communication networks and structures	Number of communication networks and structures densified	0			MINPOSTEL, MTN, ORANGE, CAMTEL, NEXTEL Reports	MINPOSTEL

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Agriculture and Rural Development

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Increase production and supply of quality seeds and planting materials for major crops by 20% come 2030	1.1: Support farmers to access inputs (seeds and seedlings, fertilizers, phytosanitary products), materials, equipment (mechanization) and productive infrastructure	1.1.1: Produce basic seeds of various crops, provide financial support to farmers for the production of various crop varieties	Number of farmer supported with inputs Kg of seeds and seedlings, fertilizers, phytosanitary products	640,380,000	340,000,000	300,380,000	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations, IRAD Reports	MINADER.
		1.1.2: Produce certified seeds of various crop varieties, provide financial support to farmers for the production of various crop varieties	Number of farmer supported with inputs Kg of seeds and seedlings, fertilizers, phytosanitary products	5,280,000,000	3,000,000,000	2,280,000,000	MINADER, MIDENO, UNVDA Reports	MINADER.
	1.2: Review of the study carried out by MIDENO on processing of agricultural produce in the Region	1.2.1: Reviewing study on processing of agricultural produce in the Region	Studies reviewed	4,800,000	4,800,000		MINADER, MIDENO, UNVDA Reports	MINADER.
2-To improve the collective infrastructure environment and access to production factors and markets	2.1: Support agricultural production infrastructure (irrigation, fencing, farm tracks/bridges,……) for farmers, especially for medium and large scale farmers	2.1.1: Supporting farmers with gravity irrigation kits for offseason production farms of vegetables and food crops	Number of irrigation kits supplied to farmers for off season production	444,000,000	244,000,000	200,000,000	MINADER. MIDENO, UNVDA, NGOs, Farmer Organizations, COUNCILS, Reports	MINADER.

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		2.1.2: Supporting farmers with barb wires for fencing of farms prune to livestock damage	Number of farmers supported with barb wire for fencing	486,000,000	286,000,000	200,000,000	MINADER, MINEPIA Reports	MINADER.
		2.1.3: Creating tractor and implement pools in main production basins in the Region to provide tractor services for medium and large scale farmers	Number of tractor equipment pools created	1,400,000,000	1,000,000,000	400,000,000	MINADER, MIDENO, UNVDA, COUNCILS Reports	MINADER.
		2.1.4: Animal traction to facilitate farm operations for small scale farmers. Animal traction kit consisting of (2 oxen, 2 ploughs, 2 ridgers, 1 bullock carte, I yoke including training)	Number of agricultural mechanization and labor saving equipment for the expansion of farms supplied to farmers	450,000,000	250,000,000	200,000,000	MINADER , MINEPIA Reports	MINADER.
	2.2: Post-harvest losses of agricultural produce decreased to less than 10 % by 2030	2.2.1: Supporting farmers to access harvesting and post-harvest materials, equipment and infrastructure (packaging, preservation and primary processing - including those powered by renewable energies)	Number of farmers supported with post-harvest materials, equipment and infrastructure	12,746,500,000	7,000,000,000	5,746, 000,000	MINADER , Reports	MINADER.
	2.3: Developing and structuring rural and collective infrastructure for production, conservation, storage, processing and marketing	2.3.1: Opening, rehabilitation and coordinated maintenance of council roads (to strengthen the communication network between production basins and markets) see Transport subsector	Km of of council roads rehabilitated and maintained	0			MINADER , MINTP Reports	MINADER.
	2.4: Promotion of transparent, secure and fair access to land	2.4.1: Establish a multi-sectorial working group to manage the allocation of land to agro-industrial projects (priority to ecologically-friendly investors, sustainable food production) for national and sub-regional markets	Number of functional multi-sectorial working group to manage the allocation of land to agro-industrial projects created	150,000,000	100,000,000	50,000,000	MINADER, MINDCAF Reports	MINADER.

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
3-Strengthening the resilience of production systems, the sustainable management of natural resources and the food and nutritional security of vulnerable populations in the face of climate change and other shocks	3.1: Strengthening and scaling up adaptation/mitigation measures in the face of climate change and the fight against pollution and nuisances	3.1.1: Finalize land use capability/suitability classifications of the NWR and development of soil mapping according to agro ecological zones	Land use capability/suitability and soil maps developed	500,000,000	300,000,000	200,000,000	MINADER , MINDCAF Reports	MINADER.
4-To strengthen the governance and human capital of the Sector in order to increase its overall performance	4.1: Building the capacities of public actors (Rural sector ministries), corporations under the supervisory authority of these ministries & attached services (PE) and regional and local authorities (RLA)	4.1.1: Strengthening (05) vocational agricultural and entrepreneurial training institutions in the Region	05 agricultural vocational institutions strengthened	150,000,000	75,000,000	75,000,000	MINADER, MINDDEVEL, MINAT, Reports	MINADER.
5-Ameliorate the management, governance and control of Agriculture system	5.1: Full transfer of resources relating to investment (15%) to RLAs	5.1.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINADER Budgets for 2022-2030			MINFI, MINADER Reports	MINADER

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Livestock Fisheries and Animal Industries

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1- Programme 053: Development of Animal Production	1.1: Milk Production	1.1.1: Training of (420) cattle breeders on proper milk handling and preservation techniques within the Region by 2026	Reports of trainings	420,000,000	280,000,000	140,000,000	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.1.2: Preparation and organisation of (02) Regional Agro-Pastoral show and best livestock	Prizes awarded and Reports	250,000,000	250,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		farms competition by 2026						
		1.1.3: Trainings of (420) cattle breeders on Animal husbandry	Reports on trainings	420,000,000	420,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.1.4: Trainings of (420) pig breeders on Animal husbandry	Reports on trainings	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.1.5: Trainings of (420) Small Ruminant breeders on Animal husbandry (sheep/goat breeders) by 2026	Reports on trainings	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.1.6: Pasture improvement and development (28) Cattle grazing fields improved) within the Region by 2026	Reports, pictures/ reports	525,000,000	525,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
	1.2: Securisation and amelioration of Animal feed.	1.2.1: Training of (420) cattle breeders on feed formulation and compounding using local/sub-agro industrial by-products by 2026	No. of trainings held, Reports of trainings	420,000,000	420,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.2.2: Training of (420) pig breeders on feed formulation and compounding using local/sub-agro industrial by-products by 2026	No. of trainings held, Reports of Trainings	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.2.3: Training of (420) small Ruminant breeders on feed formulation and compounding using local/sub-agro industrial by-products by 2026	No. of trainings held, Reports of Trainings	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
	1.3: Training on Construction of livestock infrastructures	1.3.1: Training of (420) small Ruminant (sheep/goats) farmers on construction of livestock houses	Reports of trainings	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.3.2: Training of (420) pig farmers on construction of livestock houses by 2026	Training notes and reports	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.3.3: Vaccination of about (12,000) pets (dogs) and 3,000 cats) against rabies by 2026	Vaccination registration/certificates	270,000,000	270,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.3.4: Vaccination of small ruminants against (453,000 goats /223,000 sheep) by 2026	Vaccination certificates/Reports	4,056,000,000	2,704,000,000	1,352,000,000	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		1.3.5: Vaccination of (795,000) local fowls against New castle disease by 2026	Vaccination certificates/Reports	4,770,000,000	3,180,000,000	1,590,000,000	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
2- Programme 057: Development of Fisheries and Aquaculture	2.1: Sensitization and development of Aquaculture.	2.1.1: On spot training on control of fish predators	Training reports	250,000,000	250,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.1.2: Training of (140) fish farmers on fish feed formulation and pond management	Training programme and manuals. Reports of training	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.1.3: Training of about (140) fish farmers on fish pond construction	Training programme and manuals. Reports of training	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.1.4: Training of about (140) fish farmers on site selection for fish pond construction / rehabilitation	Field reports	360,000,000	360,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.1.5: Training of about (140) fish farmers on how to produce fingerlings, transportation and farm management techniques	No. of ponds stocked with fingerlings. Pond farm records	360,000,000	240,000,000	120,000,000	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	2.2: Construction and equipping of livestock infrastructure at the level of cooperative societies and livestock farms and businesses)	2.2.1: Constructing of (05) border livestock markets	05 livestock border markets constructed	700,000,000	700,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.2.2: Constructing hatcheries	07 hatcheries constructed	700,000,000	700,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.2.3: Construction of (07) animal breeds Centres	07 animal breed centres constructed	350,000,000	350,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.2.4: Constructing (07) artificial insemination stations	07 artificial insemination Stations	75,000,000	75,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.2.5: Rehabilitating fish seed (fingerlings) production stations	03 fish stations rehabilitated	90,000,000	90,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		2.2.6: Constructing fingerling production stations	07 new fingerling production stations constructed	150,000,000	150,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
	2.3: Development of structuring rural and collective infrastructure for production, conservation, storage, processing and marketing	2.3.1: Rehabilitating and constructing of collective livestock, fishery and aquaculture infrastructures (slaughter-houses, slaughtering floors, cold stores, etc.)	Number of collective livestock structures rehabilitated	0	0	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
	2.4: Building the capacities of public actors (Rural sector ministries), corporations under the supervisory authority of these ministries and attached services (PE) and regional and local authorities (RLA)	2.4.1: Improving of the working framework and coordination of the operational and support programs of the sectoral ministries (MINADER, MINEPIA, MINFOF, MINEPDED)	Working group framework established	75,000,000	75,000,000	0	MINADER, MINEPIA, MINFOF, MINEPDED Reports	MINEPIA
3- Programme 059: Governance and Institutional support to MINEPIA Structures	3.1: Construction of MINEPIA structures	3.1.1: Construction of (30) ZVCs	Pictures of buildings	300,000,000	300,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		3.1.2: Construction of (2) DDMINEPIAs	Pictures of buildings	80,000,000	80,000,000	0	MINEPIA, LIFIDEP, MIDENO Reports	MINEPIA
		3.1.3: Construction or rehabilitation of ten (10) SDDLs in the Region	Pictures of buildings	520,000,000	520,000,000	0	MINEPIA, Reports	MINEPIA
		3.1.4: Construction of (60) Vaccination crushes	Pictures of crushes and reports	600,000,000	600,000,000	0	MINEPIA, Reports	MINEPIA
	3.2: Development of an efficient research system to accelerate the transformation of the rural sector	3.2.1: Strengthening of the valorization of research results in the agro-sylvopastoral and halieutic extension systems	Research results in agro-sylvopastoral and halieutic extension systems vugularized	300,000,000	200,000,000	100,000,000	MINEPIA, MINRESI, Reports	MINRESI,
		3.2.2: Developing technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	Climate change adapted technologies developed	300,000,000	200,000,000	100,000,000	MINEPIA, MINEPDED, MIDENO Reports	MINEPIA
		3.2.3: Organising workshops on conflict resolution	Number of conflict resolution workshops organized	340,000,000	340,000,000	0	MINEPIA, MBOSCUDA, MINAT, MINADER, Reports	MINEPIA
		3.2.4: Demarcate grazing and pasturelands	Hectares of grazing and pasturelands demarcated	700,000,000	0	700,000,000	MINEPIA, MINCAF, MINADER, Reports	MINEPIA
		3.2.5: Assist (34) Councils in organising Council Agro pastoral shows	Number of shows organized	510,000,000	340,000,000	170,000,000	MINEPIA, MINADER, Reports	MINEPIA
	3.3: Improving the sustainable management of rural areas and natural resources by the different categories of users	3.3.1: Finalizing of land use plans and schemes (SNADDT, SRADDT and PLADDT) and development of soil mapping according to agro ecological zones	Land use plans and schemes finalized	400,000,000	0	400,000,000	MINEPIA, MINCAF, MINADER, Reports	MINEPIA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	3.4: Full transfer of resources relating to investment (15%) to RLAs	3.4.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allocations	0	0	0	MINFI, MINEPIA Reports	MINEPIA

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Environment and Nature Protection

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Sustainable increase in agroforestry and fisheries production and productivity of priority value chains	1.1: Biodiversity conservation,	1.1.1: Conserving biodiversity	50 EISA conducted on projects in the Region	1,290,000,000	790,000,000	500,000,000	MINEPDED, MINFOF, MINADER, COUNCILS Reports	MINEPDED
	1.2: Increase land use cover	1.2.1: Stocking rivers, streams, and lakes, with various species of fish resources	100,000 different species of fish stocked rivers, streams, lakes, and wetlands	100,000,000	50,000,000	50,000,000	MINEPIA, MINEPDED Reports	MINEPDED
	1.3: Ensure constant and affordable building materials Establishing building materials companies	1.3.1: Establishing council equipment pools and building materials depots	Number of councils with functional building materials company and equipment	17,500,000,000	10,000,000,000	7,500,000,000	MINFI, MINEPDED Reports	MINEPDED
3-Strengthening the resilience of production systems, the sustainable management of natural resources and food and nutritional security of vulnerable populations in the face of climate change and other shocks	3.1: Improving the sustainable management of rural areas and natural resources by the different categories of users	3.1.1: Conserving biodiversity, conservation and stocking of wetlands with fish varieties	Number of species conserved, Number of wetlands protected and stocked with fish species	60,000,000	60,000,000		MINEPIA, MINEPDED Reports	MINEPDED
	3.2: Improvement in the production potable water	3.2.1: Protecting water catchments/sheds	400 catchments/sheds planted with trees	2,000,000,000	1,000,000,000	1,000,000,000	MINEPDED, MINFOF Reports	MINEPDED
		3.2.2: Constructing water schemes	120 functional water supply schemes	3,000,000,000	2,000,000,000	1,000,000,000	MINEE, MINEPDED, COUNCILS Reports	MINEE

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		3.2.3: Constructing and equipping bore holes	100 functional boreholes	1,000,000,000	500,000,000	500,000,000	MINEE, MINEPDED, COUNCIL Reports	MINEE
	3.3: Canalization of the river Mezam spanning from Bamenda III to Bamenda II in Mankon to ensure the smooth flowing of the river channel	3.3.1: Canalizing river Mezam spanning from Bamenda III to and II in Mankon	Km of river bed canalized	25,000,000,000	15,000,000,000	10,000,000,000	MINDHU, MINEPDED, COUNCILS Reports	MINDHU
	3.4: Improve sustainable /renewable energy supply	3.4.1: Constructing improved cock stoves in boarding schools	20 functional improve cook stoves in boarding schools	300,000,000	150,000,000	150,000,000	MINEPDED, MINSEC Reports	MINEPDED
	3.5: Managing and renewing forest resources, securing and developing wildlife resources and protected areas	3.5.1: Establishment and management of fuelwood plantations, council forests and protected areas/reserves	Total hectares and 100 community and council forest created	1,700,000,000	1,000,000,000	700,000,000	MINEPDED, MINFOF, COUNCILS, NGOs Reports	MINFOF
	3.6: Strengthening and scaling up adaptation/mitigation measures in the face of climate change and the fight against pollution and nuisances	3.6.1: Disseminating information on climate change, impact and risk management	Quantity of information on climate change impact and risk management	25,000,000	15,000,000	10,000,000	MINCOM, MIEPDED Reports	MINEPDED
	3.7: Fight against pollution, nuisances and harmful and/or dangerous chemical substances and strengthening of tools and capacities for environmental management (ESIA, ESMP, Corporate	3.7.1: Promoting small holder waste management schemes	Number of sensitization campaigns on sustainable waste management	25,000,000	25,000,000		MINEPDED, COUNCILS Reports	MINEPDED
		3.7.2: Carrying out sensitization campaigns on sustainable waste management	Number of sustainable managed waste sites to avoid soil pollution	50,000,000	30,000,000	20,000,000	MINEPDED, COUNCILS Reports	MINEPDED
		3.7.3: Design a waste management plant for Bamenda City and Kumbo Urban Councils	Energy and tons of manure produced Quantity of energy produced from waste	5,000,000,000	2,500,000,000	2,500,000,000	MINEPDED, MINFI, COUNCILS Reports	MINEPDED

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
4-Strengthening governance and human capital of rural sector actors	4.1: Development of an efficient research system to accelerate the transformation of the rural sector	4.1.1: Developing technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	Developed technologies adapted to climate change, promotion and dissemination of varieties adapted to climate change	300,000,000	150,000,000	150,000,000	MINRESI, MINADER, MINEPIA, MINEPDED Reports	MINRESI
		4.1.3: Establishing a meteorological information and monitoring system (including rehabilitating and densifying the network of weather stations and the dissemination of weather reports)	Meteorological stations rehabilitated, maintained and equipped	50,000,000	50,000,000		MINEPDED, MINADER Reports	MINEPDED
		4.1.4: Carrying out sensitization campaigns	200 Sensitization campaigns carried out	150,000,000	100,000,000	50,000,000	MINEPDED	MINEPDED
		4.1.5: Carrying out trainings in sustainable NR management	41 trainings modules realized and training brochures distributed	150,000,000	100,000,000	50,000,000	MINEPDED	MINEPDED
		4.1.6: Elaborating an environmental education syllabus	Functional Environmental curricula in primary and secondary schools	50,000,000	50,000,000		MINEPDED, MINDUB, MINSEC, COUNCILS Reports	MINEPDED
5-Climate Change and adaptation	5.1: Climate Change and adaptation	5.1.1: Implement projects in the domains of climate change and renewable energy options in order to mitigate the adverse effects of CVC on agriculture, livestock, health and biodiversity;	Climate change/Adaptation and mitigation project implemeted	80,000,000,000		80,000,000,000	MINEPDED, MIDENO Reports	MINEPDED
		5.1.2: Climate Variability/Change and Adaptation (Construct Weather stations in the three agro-ecological zones of the Region (2 per	06 meteorological stations constructed	600,000,000	300,000,000	300,000,000	MINEPDED, MINFI Reports	MINEPDED

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		agricultural zone)						
		5.1.3: Encourage the dissemination of information on climate change impact, and sustainable energy options		100,000,000	50,000,000	50,000,000	MINEPDED Reports	MINEPDED
		5.1.4: Equip 10 meteorological stations in the Region	10 meteorological stations equiped	100,000,000	100,000,000		MINEPDED Reports	MINEPDED
		5.1.5: Produce sensitization brochures on topical environmental issues for use in training and radio programs to sensitize farmers on CVC	Number of sensitization brochures on CVC produced	100,000,000	100,000,000		MINEPDED Reports	MINEPDED
6-Ameliorate the management, governance and control of MINEPDED	5.1: Full transfer of resources relating to investment (15%) to RLAs	5.1.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINEPDED Budgets for 2022-2030			MINFI, MINEPDED Reports	MINEPDED

Source: IDC, (RDP)-NWR 2022

Planning of Actions - State Property and Land Tenure

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Constitution of land reserves	1.1: Stimulate the creation of medium-sized and large agricultural and/or industrial farms in the rural sector, Develop layout on State property in an optimum manner and depending the needs of the primary and secondary sectors,	1.1.1: Creation and development of layouts on State property according to future needs		0			MINCAF, MINAT, Village Development Associations, COUNCILS Reports	MINCAF

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	1.2: Set-up a computerized network among lands registration services, Constitute land reserves in order to meet the need of projects of general interest	1.2.1: Acquistion of new building plots by MAETUR		0			MINCAF, MINAT, Village Development Associations, COUNCILS Reports	MINCAF
2-Development of new building plots and various Highways and Networks (VHN)	2.1: Facilitate the construction of infrastructures for urban development and housing,	2.1.1: Organize space and land reserves for equipment across the entire Region		0			MINCAF, MINAT, Village Development Associations, COUNCILS Reports	MINCAF

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Scientific Research and Innovation

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Enhance scientific and technological development in the North West Region	1.1: To improve the adoption of research findings and innovations in the Region	1.1.1: Sensitizing the population on research findings by 2026	Number of persons having access to research findings	120,000,000	60,000,000	60,000,000	Research Reports	MINRESI
		1.1.2: Training selected Stakeholders, beneficiaries on improved technologies and innovations: Improved agricultural technologies, improved livestock technologies, local building material resources by 2026	Number and adoption rate of innovations and new technologies	500,000,000	250,000,000	250,000,000	Research Reports	MINRESI
	1.2: Optimum utilization of research results and innovations especially in the domains of agriculture, livestock and building materials is increased	1.2.1: Opening of trials and demonstration centers across the entire Region by 2026	Optimum utilization of research results and innovations especially in the domains of agriculture, livestock and building materials is increased	750,000,000	500,000,000	250,000,000	Activity reports, Reports from MINADER and MINEPIA	MINRESI

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	1.3: Number of agricultural processing units created	1.3.1: Creating quality processing units for basic agriculture products by 2026	Number of functional processing industries in basic agricultural products in the Region	800,000,000	500,000,000	300,000,000	Activity reports, Reports from MINADER and MINEPIA	MINRESI
	1.4: Quantity of improved basic seed produced	1.4.1: Producing improved seeds for basic food products across the entire Region by 2026	Tons of basic seeds available to farmers in the Region	700,000,000	500,000,000	200,000,000	Activity reports, Reports from MINADER and MINEPIA	MINRESI
	1.5: Monitoring informed disseminated	1.5.1: Monitoring information dissemination-Follow-up and evaluation across the entire Region by 2026	Effective monitoring carried out and information disseminated	250,000,000	150,000,000	100,000,000	Activity reports, Reports from MINADER and MINEPIA	MINRESI
	1.6: Awareness of participatory approach in research created	1.6.1: Creating awareness of participatory approaches in research across the entire Region by 2026	Participatory research put in place	100,000,000	50,000,000	50,000,000	Activity reports, Reports from MINADER and MINEPIA	MINRESI
	1.7: Center for medicinal plants created	1.7.1: Creating a Centre for Medical Research and Medicinal Plants Studies	Functional center for medicinal plants put in place	1,750,000,000	1,000,000,000	750,000,000	Activity reports, Reports from MINADER and MINEPIA	MINRESI
2-Ameliorate the management, governance and control of MINRESI	2.1: Full transfer of resources relating to investment (15%) to RLAs	2.1.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINRESI Budgets for 2022-2030			MINFI, MINRESI Reports	MINRESI

Source: IDC, (RDP)-NWR 2022

Planning of Actions – Forestry and Wildlife

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1- Sustainable Management Forestry and Wildlife	1.1: Ensure Ecosystems Conservation and Biodiversity	1.1.1: Protect sacred forests and shrines	Number of sacred forests and shrines protected	300,000,000	150,000,000	150,000,000	MINFOF Reports	MINFOF
2-Sustainable Management Forestry and Wildlife	2.1: Promote Rational and Sustainable Management of the Forest and Wildlife in	2.1.1: Improve on forest cover through the creation of fuel wood plantations by individuals, communities and	Number of fuelwood plantations created	1,500,000,000	1,000,000,000	500,000,000	MINFOF, Council Reports	MINFOF

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	the Region	councils;						
		2.1.2: Adoption of fuel wood saving technologies such as the improve cook stoves, biogas, solar heating for individual's households, restaurants and boarding schools	Number of fuelwood saving technologies adopted	500,000,000	300,000,000	200,000,000	MINFOF Reports	MINFOF
		2.1.3: Encourage the creation of tree nurseries by women and youths, NGOs, and Councils.	Number of tree nurseries created	100,000,000	100,000,000		MINFOF Reports	MINFOF
		2.1.4: Promote agro-forestry farming systems suitable to farmers in the Region	Number of agroforestry farming systems promoted	750,000,000	500,000,000	250,000,000	MINFOF, MINADER Reports	MINFOF
3-Prevention of Deforestation	3.1: Promote land use cover through the planting of endemic and native tree species	3.1.1: Reforestation of ecological fragile zones in the Region;	Number of reforestation projects be implemented	120,000,000	60,000,000	60,000,000	MINFOF Reports	MINFOF
		3.1.2: Creation community and council forests;	Number of community and council forests created	340,000,000	200,000,000	140,000,000	MINFOF, Council Reports	MINFOF
		3.1.3: Reforestation of 1500 water catchment areas;	Number of water catchments areas reforested	1,600,000,000	1,000,000,000	600,000,000	MINFOF, MINEPDED, MINEE Reports	MINFOF
	3.2: Ensure Ecosystems Conservation and Biodiversity	3.2.1: Increase the contribution of agriculture and forestry to maintaining and enhancing biodiversity by preparing and implementing forest management plans for reserves, community / council forests;	Number of Management plans for reserves, community / council forests prepared and implemented	50,000,000	50,000,000		MINFOF, MINEPDED Reports	MINFOF
4-Ameliorate the management, governance and control of MINFOF	4.1: Full transfer of resources relating to investment (15%) to RLAs	4.1.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINFOF Budgets for 2022-2030			MINFI, MINFOFReports	MINFOF

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Industry, Mines and Technological Development

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
Capitalizing on the dynamism of national operators in the sector to finally develop the rich potential of mining resources and initiate the start of major mining projects in the medium term	1.1: Improvement of the business climate, development of research, innovation and technical standardization.	1.1.1: Detail studies to assess the natural resources potential of the North West Region by 2016	Number of municipality potentials assessed	75,000,000	75,000,000		MINIMIDT Reports	MINIMIDT
		1.1.2: Sensitizing potential investors	Number of potential investors sensitized	100,000,000	50,000,000	50,000,000	MINIMIDT Reports	MINIMIDT
		1.1.3: Providing favorable conditions for the investment in the Region	Increased favorable conditions for investments in the municipality	25,000,000	25,000,000		MINIMIDT Reports	MINIMIDT
		1.1.4: Easing accessibility of mines and industrial sites	Increased accessibility of mines and industrial sites	0			MINIMIDT Reports	MINIMIDT
	1.2: Improve mining infrastructure and access to mining sites	1.2.1: Improving access to quarries	Access to quarries is improved	0			MINIMIDT Reports	MINIMIDT
	1.3: Strengthen, capacity building of mining actors	1.3.1: Organizing workshops yearly to refocus operators and engineers on manufacturing processes potentials of the Region	Number of workshops organized	75,000,000	50,000,000	25,000,000	MINIMIDT Reports	MINIMIDT
2-Ameliorate the management, governance and control of MINIMIDT	2.1: Full transfer of resources relating to investment (15%) to RLAs	2.1.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINIMIDT Budgets for 2022-2030			MINIMIDT Reports	MINIMIDT

Source: IDC, (RDP)-NWR 2022

Planning of Actions -Small and Medium-Sized Enterprises

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Promote & protect Small and Medium Size Enterprises, Social Economy and Craft works by providing financial and technical assistances etc and publicity through public expositions,	1.1: Promoting entrepreneurship spirit	1.1.1: Promoting local SMEs of the Region annualy	210 enterprises identified to work with MINPMEESA N-W and APME on TRANFAGRIS	125,000,000	75,000,000	50,000,000	MINPMEESA Reports	MINPMEESA
		1.1.2: Promoting entrepreneurial spirit	50 Enterprises identified in collaboration with APME to improve on their products	125,000,000	75,000,000	50,000,000	MINPMEESA Reports	MINPMEESA
		1.1.3: Promoting the development of handicraft	44 craft persons registered into the council register	125,000,000	75,000,000	50,000,000	MINPMEESA Reports	MINPMEESA
2-Transformation and modernization of production	2.1: Increase local production of goods and services and thus reduce imports, ensure the emergence of companies, increase competitiveness and supply of finances to SMEs in the Region	2.1.1: Supporting SMEs targeting manufacturing industries	Number of SMESEH in the domain of manufacturing industries supported	500,000,000	300,000,000	200,000,000	MINPMEESA Reports	MINPMEESA
		2.1.2: Supporting the development of SMEs in the domain of innovation	50 enterprises identified in the domain innovation supported	1,000,000,000	500,000,000	500,000,000	MINPMEESA Reports	MINPMEESA
3-Promotion of private Initiative and Improvement of Competitiveness of SMEs	3.1: Improvement of SMEs competitiveness, contributing to improve business climate through simplifying procedures of enterprises creation and better supervision of SMEs, increase the processing of local raw material through	3.1.1: Improving the competitiveness of SMEs	Number of SMEs upgraded	75,000,000	75,000,000		MINPMEESA Reports	MINPMEESA
		3.1.2: Improving upon the business environment	07 SME's sensitized and facilitated	50,000,000	50,000,000		MINPMEESA Reports	MINPMEESA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	manufacturing added tax and promoting enterprise spirit in young graduates							
	3.2: Improving the quality, visibility and consumption of Region's handicraft and products	3.2.1: Improving the competitiveness of handicraft products	Number of Craftsmen upgraded in the Region	150,000,000	100,000,000	50,000,000	MINPMEESA Reports	MINPMEESA
		3.2.2: Promoting collective entrepreneurship	Number of social Economy organizations updated	125,000,000	100,000,000	25,000,000	MINPMEESA Reports	MINPMEESA
4-Governance and institutional support for the SMEs sub-sector	4.1:Equip the various structures with infrastructure and equipment, improve the functioning and performance of services, increase the visibility of actions taken and ensure the coherence and effectiveness of interventions of the Ministry	4.1.1: Improve the working environment	Number constructed Delegations (Regional and Divisional)	75,000,000			MINPMEESA Reports	MINPMEESA
		4.1.2: Communication and public relation	Number of radio announcement on the activities of the Ministry, number of postal and banners printed during activities programmed.	100,000,000	50,000,000	50,000,000	MINPMEESA Reports	MINPMEESA
		4.1.3: Coordinating and follow-up of the activities of the services	Reception and execution of correspondences from hierarchy and partners	50,000,000	50,000,000		MINPMEESA Reports	MINPMEESA
	4.2: Improving the contribution of services to the achievement of programs and the quality and efficiency of expenditure	4.2.1: Coordinating and following up the activities of the services of MINPMEESA in the Region	Number of activities implemented by technical structures	50,000,000	50,000,000		MINPMEESA Reports	MINPMEESA
		4.2.2: Improving the environment and the working conditions of North West MINPMEESA personnel	Number of personnel deployed to all Divisions, and number of staff and coordination meetings held Number of offices equipped	100,000,000	50,000,000	50,000,000	MINPMEESA Reports	MINPMEESA
		4.2.3: Strategic studies and planning in MINPMEESA NW	Number of financial documents produced	15,000,000	15,000,000		MINPMEESA Reports	MINPMEESA

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
Governance and institutional support for MINPMEESA	4.3: Full transfer of resources relating to investment (15%) to RLAs	4.3.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINPMEESA Budgets for 2022-2030			MINPMEESA Reports	MINPMEESA

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Trade and Commerce

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Promotion and protection trading activities, support the national economy throughout the Region	1.1 Improve market infrastructures and market organization and access (internal and external)	1.1.1: Constructing (02) Borders markets along the Nigeria borders	02 border markets constructed	500,000,000	250,000,000	250,000,000	MINCOMMERCE Reports	MINCOMMERCE
	1.2: Strengthen institutional issues relating to trade and commerce	1.2.1: Improving access to the market for all in the Region through construction of farm to market roads	Length of farm to market roads rehabilitated	0			MINCOMMERCE Reports	MINCOMMERCE
		1.2.2: Reinforcing market controls to ensure respect of marketing norms	Number of controls carried out Number of adopted norms	125,000,000	65,000,000	60,000,000	MINCOMMERCE Reports	MINCOMMERCE
		1.2.3: Extending branches of the Chamber of Commerce in all Divisional HQs	07 Branches of Chamber of Commerce	150,000,000	100,000,000	50,000,000	MINCOMMERCE Reports	MINCOMMERCE
	1.3: Promote Commercial Activities through the use of ICT Solutions e.g. E-Commerce	1.3.1: Creating Regional digital markets	Number of digital markets created	100,000,000	50,000,000	50,000,000	MINCOMMERCE Reports	MINCOMMERCE
		1.3.2: Creating and run a website to provide trade information to sector actors	Functional website	50,000,000	50,000,000		MINCOMMERCE Reports	MINCOMMERCE
Governance and institutional support for Trade and Commerce	4.3: Full transfer of resources relating to investment (15%) to RLAs	4.3.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINCOMMERCE Budgets for 2022-2030			MINFI, MINCOMMERCE Reports	MINCOMMERCE

Source: IDC, (RDP)-NWR 2022

Planning of Actions –Tourism and leisure

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
Promotion and protection of tourism potentials, assets, development of tourism sites and contribution to the national economy	1.1: Strengthen the capacity of tourism sector	1.1.1: Creating Inventories and maps of all touristic sites with the available facilities of the North West Region	Number of touristic sites and maps produced	120,000,000	120,000,000		MINTOUL Reports	MINTOUL
		1.1.2: Diversifying program for Eco-tourism, mountain-racing, besides visits to cultural sites and events exists is developed and advertised	Number of pamphlets and brochures advertising the potentials and touristic sites of the Region	250,000,000	150,000,000	100,000,000	MINTOUL Reports	MINTOUL
	1.2: Improve infrastructure and access to touristic sites in the Region	1.2.1: Creating of Tourism Board end at all Divisional Headquarters	Number of Tourism Board end created	35,000,000	35,000,000		MINTOUL Reports	MINTOUL
		1.2.2: Constructing a good road network to access the touristic sites in good time and in safety.	Number of roads constructed Number of touristic sites rehabilitated	-			MINTOUL Reports	MINTOUL
	1.3: Promote tourism activities within the Region	1.3.1: Developing tourist products – crafts, documentation, artifacts etc., of the North West Region that sell her tourism potentials and opportunities	Number of touristic products depicting the rich touristic potentials and opportunities in the Region	125,000,000	125,000,000		MINTOUL Reports	MINTOUL
		1.3.2: Introducing tourism programs on radios and TV stations	Number of radio broadcast programs on tourism on national and private radio stations	25,000,000	25,000,000		MINTOUL Reports	MINTOUL
Governance and institutional support for Touriam and Leisure	4.3: Full transfer of resources relating to investment (15%) to RLAs	4.3.1: Effective management of investment budget (15%) to managed by RLAs	Amount of budgetary allovations	15% of MINTOUL Budgets for 2022-2030			MINFI, MINTOUL Reports	MINTOUL

Source: IDC, (RDP)-NWR 2022

Appendix 4.3 Program 3: Citizenship, Culture, Sports and Support to Youths

Planning of Actions – Communication

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Audiovisual/Video and archives	1.1: To clarify the roles of the various institutional actors	1.1.1: Set-up permanent frameworks (platforms) for concerted action between the various institutional actors of the sector		50,000,000				
		1.1.2: Promote cinematographic production/activities of the Region		125,000,000				
	1.2: Promotion of dissemination of information using local dialect	1.2.1: Promote/provide assistance to community radios		125,000,000				
		1.2.2: Promotion the speaking/writing of local languages of the Region		125,000,000				
2-Empower the population with livelihood skills in order to harness the full potential of the Region's arts and cultural heritage	2.1: Improve artisanal works of the Region	2.1.1: Promote Areas with artisanal works		75,000,000				
		2.1.2: Sell the NW Culture to other Regions and abroad		100,000,000				
	2.2: Capacity building	2.2.1: Encourage informal capacity building and training to provide employment and enable the sector to be viable		50,000,000				
3-Improve the promotion of local cultures of the Region	3.1: Continued development, replication and preservation of culture and cultural practices;	3.1.1: Promote/improve the cultural values of Communities in the North West Region		50,000,000				
	3.2: Improvement of cultural infrastructures within council areas	3.2.1: Construction of needed infrastructures in Council areas and villages		500,000,000				

	3.3: Rehabilitation of palace infrastructures	3.3.1: Rehabilitation and extension of palace infrastructures		1,500,000,000				
		3.3.2: Promotion of our national languages by collaboration with organizations specialized in the sector		75,000,000				
	3.4: Promoted cultural activities and public manifestations	3.4.1: Prepare cultural catalogues and programme its various manifestations in the Region regularly		125,000,000				
		3.4.2: Carry out census of all chiefs, grade and status, upgrade and re-classify chiefdoms;		100,000,000				

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Sport and Physical Education

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Supervision of sports associations and qualitative and quantitative training	1.1: Improved teacher practices included an increased use of ICT, greater consistency on curriculum delivery and greater gender equality and inclusion	1.1.1: Providing qualitative and quantitative training for supervisors (educators and trainers)	% Increased of resources allocated to the sector	150,000,000			MINSEP report. RLAs report, UBa, CENAJES	MINSEP, MINEDUB, MINESEC, MINESUP
		1.1.2: Strengthening sports research and excellence centres	Number of awards and trophies	300,000,000			MINSEP report. RLAs report, UBa, CENAJES	MINSEP, MINEDUB, MINESEC, MINESUP
		1.1.3: Promoting the organization of all types of competition	Number of competitions organized	75,000,000			MINSEP report. RLAs report, UBa, CENAJES	MINSEP, MINEDUB, MINESEC, MINESUP
		1.1.4: Improving social safety nets for sportsmen and professionals	Number of retiree supported,	125,000,000			MINSEP report. RLAs report	MINSEP
		1.1.5: Facilitating the functioning of federations	Number of sports federations functional	150,000,000			MINSEP report. RLAs report	MINSEP
2-Development of sports infrastructure for elite and collective	2.1: Development of sports infrastructure for elite and collective community sport	2.1.1: Construction of (03) multipurpose stadia in the Region	Number of sports structures constructed	7,500,000,000			MINSEP report. RLAs report, UBa, MINFI	MINSEP,

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
community sport		2.1.2: Organization of Regional and Divisional competitions	Number of competitions organized	500,000,000			MINSEP report.	MINSEP
		2.1.3: Improve sports in schools and promotion of sports practice,	Increased periods on school time-table	150,000,000			MINSEP report.	MINSEP
		2.1.4: Improve other sports disciplines (Basketball, handball, volleyball etc.)	Number of trophies and awards in other disciplines	75,000,000			MINSEP report.	MINSEP
	2.2: Animation of sports life and support to association	2.2.1: Organize seminars and sponsorship of sports competition	Number of seminars and games organized	150,000,000			MINSEP report.	MINSEP
	2.3: Youth leadership: Civic education and socio-economic integration of young people	2.3.1: Organize seminars and empower the vulnerable youths	Seminars gifts to vulnerable youth	120,000,000			MINSEP report.	MINSEP
3-Consolidation of governance in sports	3.1: Improvement of the sporting milieu	3.1.1: Introduction of good management rules,	Policy document on good governance produced,	25,000,000			MINSEP report.	MINSEP
		3.1.2: Introduction of an effective policy on the maintenance of infrastructure	Policy document produced, Reception note	10,000,000			MINSEP report.	MINSEP
		3.1.3: Introduction of various incentives to enable the private sector to bring in durable and multifaceted investments in sports;	Number of persons benefited from the incentive schemes	250,000,000			MINSEP report.	MINSEP

Source: IDC, (RDP)-NWR 2022

Planning of Actions - Youth and Civic Education

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
1- National Fund for Youth Integration (FONIJ)	1.1: Identification of youth projects for financing in the NWR	1.1.1: Identification of (600) youth projects, financing of projects and follow-up financed projects through volunteer mentors within the	600 micro activities have been financed 2026.	600,000,000				MINJEC

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
		Region						
		1.1.2: Follow-up and training of (150) junior enterprises in the development of business plans within the Region	150 Junior enterprises financed by 2026	450,000,000				MINJEC
2- National Volunteering Program (NVP)	2.1: Identification and placement of youths for volunteering activities	2.1.1: Implementation of competences of volunteers in (75) educational institutions within the Region	(75) educational institutions identified and placement of youths for volunteering activities	150,000,000				MINJEC
		2.1.2: Identification of (24) agricultural structures or organisations in need of volunteers	(24) Agricultural structures identified and placement of youths for volunteering activities	300,000,000				MINJEC
		2.1.3: Identification of (18) livestock organisations in need of volunteers	(18) Livestock organisations identified and placement of youths for volunteering activities	250,000,000				MINJEC
		2.1.4: Identification of (6) health organisations or structures in need of volunteers	(06) Health orgamisations identified and placement of youths for volunteering activities	75,000,000				MINJEC
3- National Civic Service Agency for Participation in Development	3.1: Training of tomorrow leaders	3.1.1: (750) Young conscripts trained on civic responsibilities with multiplier effects	(750) Young conscripts trained on civic responsibilities within the Region	300,000,000				MINJEC
4- Guarantee Education and Training	4.1: Increase the efficiency of the education system	4.1.1: Ameliorate the grooming of extra scholar youths i.e. youths trained in extra school milieu		0				MINJEC
5- Guarantee Employment and socio economic insertion of youths	5.1: Promote the access of youths to a decent employment	5.1.1: Ameliorate the access of youths to remunerated jobs (promotion of professional training)		50,000,000				MINJEC
6- Guarantee good health for the youths	6.1: Ameliorate the Health situation of youths	6.1.1: Reduce the prevalence of epidemics, illnesses and pandemics (youths in communities involved in the fight against STDs, HIV and SIDA)		50,000,000				MINJEC

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
		6.1.2: Promote a healthy sexual and reproduction activity among youths		50,000,000				MINJEC
		6.1.3: Reduce the consumption of drugs and alcohol among youths		50,000,000				MINJEC
7-Participation in society life and the decision making process	7.1: Promote the full and effective participation of youths in day to day society life	7.1.1: Ameliorate the implication of youths in the grooming process		60,000,000				MINJEC
8- Ameliorate youth Communication and ICT	8.1: Ameliorate youth communication	8.1.1.: Improve on the participation of youths in the information and the use of knowledge (incentive measures for the benefit of youth's access to ICT)		50,000,000				MINJEC
9- To promote the respect of Human Rights and the culture of peace	9.1: To promote the respect of Human Rights and the culture of peace	9.1.1: Ensure the full and equal enjoyment of human rights and freedoms for all youths		50,000,000				MINJEC
		9.1.2: Develop the culture of peace among youths (dialogue platforms created to discuss matters of youth concerns)		125,000,000				MINJEC
10- Promote the access of youths to sporting, cultural, touristic and leisure activities	10.1: Promote the access of youths to sporting, cultural, touristic and leisure activities.	10.1.1: Increase the supply of inclusive sporting activities for young people		500,000,000				MINJEC
		10.1.2: Increase inclusive cultural activities for young people		150,000,000				MINJEC
11-Partnership and Cooperation for the Promotion of youth	11.1: Strengthen partnership and cooperation for the benefit of young people	11.1.1: Enhance exchanges and participation of young people at international, regional and sub-regional levels		500,000,000				MINJEC

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
12- Improve the level of involvement of young people in the process of management and sustainable protection of the environment	12.1: Improve the level of involvement of young people in the process of management and sustainable protection of the environment	12.1.1: Increase the number of competent young people in the management and sustainable protection of the environment		250,000,000				MINJEC
		12.1.2: Develop employment opportunities associated with the management and the sustainable protection of the environment		250,000,000				MINJEC

Source: IDC, (RDP)-NWR 2022

Planning of Actions – Arts and Culture

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
1- Audiovisual/Video and archives	1.1: To clarify the roles of the various institutional actors	1.1.1: Set-up permanent frameworks (platforms) for concerted action between the various institutional actors of the sector	Structures set-up among actors	50,000,000	50,000,000	0	MINAC Reports	MINAC
		1.1.2: Promote cinematographic production/activities of the Region	Number of cinematographic production/activities of the Region provided	125,000,000	125,000,000	0	MINAC Reports	MINAC
	1.2: Provide and promote facilities for the development of North West cinema	1.2.1: Engage in partnerships for fundings to the cinema sector,	Number of Partnerships created	150,000,000	150,000,000	0	MINAC Reports	MINAC
		1.2.2: Construction of infrastructure like cultural halls	Number of structures constructed	400,000,000	300,000,000	100,000,000	MINAC Reports	MINAC
		1.2.3: Educate film makers at all levels on peace building film productions,	Number of film makers educated	15,000,000	15,000,000	0	MINAC Reports	MINAC

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.2.4: Implement laws in line with the audio-visual sector,	Audio visual laws implemented	0	0	0	MINAC Reports	MINAC
2- Structuring of corporations and artistic careers	2.1: Educate the population of the different career opportunities in Arts and mobilize artist to get affiliated to corporations	2.1.1: Promote/improve the cultural values of Communities in the North West Region	Cultural values of communities in the Region promoted	300,000,000	300,000,000	0	MINAC Reports	MINAC
		2.1.2: Follow-up the sensitization phase at the divisional land sub divisional levels on the law on cultural association.	Number of follow-ups carried out in the divisions	210,000,000	210,000,000	0	MINAC Reports	MINAC
	2.2: Promotion of dissemination of information using local dialect	2.2.1: Promote/provide assistance to community radios	Number of community radios receive assistance	125,000,000	125,000,000	0	MINAC Reports	MINAC
		2.2.2: Promotion the speaking/writing of local languages of the Region	Number of local languages promoted in the Region	125,000,000	125,000,000	0	MINAC Reports	MINAC
		2.2.3: Cooperation ties with foreign countries	Cooperation ties signed with a number of countries	0	0	0	MINAC Reports	MINAC
		2.2.4: Brainstorming sessions and building of concepts/projects for cooperation. For example:	Number of brain storming sessions	10,000,000	10,000,000	0	MINAC Reports	MINAC
		2.2.5: The “Melting Pot” concept, this concept consist of searching Patners willing to build a center for the exchange of culture and arts of Cameroon in the North West Region	Number of partners identified	75,000,000	75,000,000	0	MINAC Reports	MINAC

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
	2.3: Intensify the teaching of arts in schools	2.3.1: Theatre clubs created in schools,	Number of theatre clubs created in schools	350,000,000	200,000,000	150,000,000	MINAC Reports	MINAC
		2.3.2: Arts and Culture months proposed to principals of schools,	Arts and Culture months known	0	0	0	MINAC Reports	MINAC
		2.3.3: This month's will be used to educated students on the role of Arts and careers in the Arts domain	Number of students educated on the role of arts/careers	50,000,000	50,000,000	0	MINAC Reports	MINAC
3- Inventory of cultural heritage and showcase of North West heritage	3.1: Compile a data base on sites and monuments, identification and renovation of dilapidated heritage sites and monuments in the Region	3.1.1: Engage human resource available in Updating the cultural heritage data base of the Region and to the sensitization of owners and promoters of museums, galleries, archives and libraries.	Cultural heritage data base of the Region updated	150,000,000	150,000,000	0	MINAC Reports	MINAC
4- Structuring of corporations and artistic careers	4.1: Educate the population of the different career opportunities in Arts and mobilize artist to get affiliated to corporations	4.1.1: Organize seminars at divisional and sub divisional levels in order to educate the population of the different career opportunities in Arts,	Number of seminars organised	140,000,000	140,000,000	0	MINAC Reports	MINAC
		4.1.2: Follow-up the sensitization phase at the divisional land sub divisional levels on the law on cultural association	Number of follow-up carried out	70,000,000	70,000,000	0	MINAC Reports	MINAC
5-Empower the population with livelihood skills in order to harness the full potential of the Region's arts and cultural heritage	5.1: Improve artisanal works of the Region	5.1.1: Promote Areas with artisanal works	Number of artisinal works promoted	75,000,000	75,000,000	0	MINAC Reports	MINAC

Intervention	Objectives	Actions	Performance Indicators	Cost	2023-2027	2027-2030	Sources and means of verification	Project Owner
	5.2: Capacity building	5.2.1: Sell the NW Culture to other Regions and abroad	Number contacts to sell the North West Region	100,000,000	100,000,000	0	MINAC Reports	MINAC
		5.2.2: Encourage informal capacity building and training to provide employment and enable the sector to be viable	Number of capacity building carried out	50,000,000	50,000,000	0	MINAC Reports	MINAC
6-Improve the promotion of local cultures of the Region	6.1: Continued development, replication and preservation of culture and cultural practices;	6.1.1: Promote/improve the cultural values of Communities in the North West Region	Cultural values of communities in the North West Region improved	50,000,000	50,000,000	0	MINAC Reports	MINAC
	6.2: Improvement of cultural infrastructures within council areas	6.2.1: Construction of needed infrastructures in Council areas and villages	Number of infrastructure constructed	500,000,000	300,000,000	200,000,000	MINAC Reports	MINAC
	6.3: Rehabilitation of palace infrastructures	6.3.1: Rehabilitation and extension of palace infrastructures	Number of palaces rehabilitated	1,500,000,000	1,000,000,000	500,000,000	MINAC Reports	MINAC
		6.3.2: Promotion of our national languages by collaboration with organizations specialized in the sector	Number of national languages promoted	75,000,000	75,000,000	0	MINAC Reports	MINAC
	6.4: Promoted cultural activities and public manifestations	6.4.1: Prepare cultural catalogues and programme its various manifestations in the Region regularly	Cultural catalogues and programmes prepared	125,000,000	125,000,000	0	MINAC Reports	MINAC
		6.4.2: Carry out census of all chiefs, grade and status, upgrade and re-classify chiefdoms;	Number of chiefdoms known	100,000,000	100,000,000	0	MINAC Reports	MINAC

Source: IDC, (RDP)-NWR 2022

Appendix 4.4 Program 4: Governance

Planning of Actions - Decentralization and Local Development

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
1-Strengthening the rule of law and security of persons and property	1.1: Strengthening the rule of law and the protection of human rights	1.1.1: Sensitize a greater proportion of state/private human rights structures	Number of human rights structures sensitized	75,000,000	75,000,000		MINJUSTICE Reports	MINJUSTICE, MINDDEVEL
		1.1.2: Capacities and authorities of state human rights structures strengthened	Number of state human rights capacities strengthened	75,000,000	75,000,000		MINJUSTICE, MINAT, ELECAM, Reports	MINJUSTICE, MINDDEVEL
	1.2: Strengthening the judicial system	1.2.1: Reduce length of judicial proceedings	Number of reduced judicial proceedings				MINJUSTICE, Reports	MINJUSTICE
		1.2.2: Reduce length of pre-trial detention	Pre-trial detention reduced				MINJUSTICE, Reports	MINJUSTICE
		1.2.3: Creation Specialised courts to settle commercial and financial disputes	Number of specialized courts created to settle commercial and financial disputes	300,000,000	200,000,000	100,000,000	MINJUSTICE Reports	MINJUSTICE
		1.2.4: Provision of infrastructure to reduce prison overcrowding (occupancy rate)	Number of new infrastructures constructed	400,000,000	200,000,000	200,000,000	MINJUSTIC, Reports	MINJUSTICE
	1.3: Improving the electoral system	1.3.1: Increase the rate of registration in the electoral register	Number registered on electoral registers	600,000,000	300,000,000	300,000,000	ELECAM, MINAT Reports	MINJUSTICE
		1.3.2: Fully computerized electoral operations	Number of electoral operations computerized				ELECAM, MINAT Reports	MINJUSTICE
		1.3.3: Scrupulously respected electoral deadlines	Number of electoral datelines respected				ELECAM, MINAT Reports	MINJUSTICE
		1.3.4: Existence of a single ballot paper at election dates	Single ballot paper at election dates respected				ELECAM, MINAT Reports	MINJUSTICE
	1.4: Intensifying the fight against insecurity, crime and terrorism	1.4.1: Increase the number of motorized and pedestrian patrols deployed daily across the Region	Number of patrols effected across the Region				MINDEF, MINAT, National Security Reports	MINDEF
		1.4.2: Increase population's confidence in defence and security institutions	Increased population confidence in defence and security institutions				MINDEF, MINAT, National Security Reports	MINDEF, National Security
	1.5: Consolidation of the crisis prevention and management system	1.5.1: Set-up Citizen expression frameworks within Division and Municipal Councils	Number of citizen expression frameworks setup within Division and Municipal Councils	350,000,000	200,000,000	150,000,000	MINAT, RLAs, NGOs Reports	MINAT, MINDDEVEL

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
		1.5.2: Develop disaster prevention and management strategy to operate at Regional and Divisional levels	Number of disaster prevention and management strategy operating at the Regional and Divisional levels	50,000,000	50,000,000		MINAT, RLAs, NGOs,	MINAT, MINDDEVEL
		1.5.3: Carry out mass information and education programme on civil protection available	Number of mass information and eductation programs o civil protection	35,000,000	35,000,000		MINAT, RLAs, NGOs,	MINAT, MINDDEVEL
		1.5.4: Set-up at Divisional levels an Emergency Response Plan structure	Number of structures set up for Emergency Response at Divisional levels	35,000,000	35,000,000		MINAT, RLAs, NGOs,	MINAT, MINDDEVEL
	1.6: Improving access to public information	1.6.1: Increase the proportion of the population exposed to mass information	Increased proportion of population exposed to mass information				MINAT, MINDDEVEL Reports	MINDDEVEL, MINAT
	1.7: Improving the functioning of the administration	1.7.1: Implement code of conduct for public authorities and control system for administrative operations	Code of conduct for public authorities and control system for administrative operations implemented				MINAT, MINDDEVEL Reports	MINDDEVEL, MINAT
	1.8: Improving the quality of public service	1.8.1: Reduce duration of file processing	File processing timeframed reduced				MINAT, MINDDEVEL Reports	MINDDEVEL, MINAT
	1.9: Orientation of public procurement towards Regional operators	1.9.1: Increase the share of public procurement received by regional operators	Increased public procurement share by regional operators				MINDDEVEL Reports	MINDDEVEL
	1.10: Establishment of a mechanism for the sustainability of the State's assets	1.10.1: Set-up infrastructure maintenance structures	Infrastructure maintenance structures set up	150,000,000	100,000,000	50,000,000	MINDDEVEL RLAs Reports	MINDDEVEL
	1.11: Improvement of the management of the State's human resources	1.11.1: Increase the rate of implementation of recruitment and training plans	Increased rate of implementation of recruitment and training plans				MINDDEVEL, MINJUSTICE, RLAs, Reports	MINDDEVEL
	1.12: Strengthening the fight against corruption, embezzlement and conflicts of interest	1.12.1: Create an effective alert system for corruption and misappropriation of public funds	Effective alert system for corruption and misappropriation of public funds created	100,000,000	50,000,000	50,000,000	MINJUSTICE, MINDDEVEL RLAs Reports	MINDDEVEL
2-Economic and financial governance	2.1: Consolidation of the system for selecting and maturing public investment projects	2.1.1: Increase selection and maturation of public investment projects	Increased selection and maturation of public investment projects				MINFI, RLA, MINMAP, MINDDEVEL Reports	MINDDEVEL

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
	2.2: Improvement of the procurement system	2.2.1: Guarantee free competition and transparency during procurement	Increased free competition and transparency during procurement				MINMAP, MINFI, MINCOMMERCE	MINMAP
		2.2.2: Increase the rates of public contracts award in compliance with regulations	Increased rates of public contracts award in compliance with regulations registered				MINMAP, MINFI, MINCOMMERCE	MINMAP
	2.3: Development of an efficient statistical system	2.3.1: NIS to produce annual dissemination of statistical information	Number and quantity of annual data and statistical information disseminated	125,000,000	65,000,000	60,000,000	NIS, MINFI Reports	NIS
		2.3.2: Establish a regional and local database	Regional data base established	100,000,000	50,000,000	50,000,000	NIS, MINFI Reports	NIS
	2.4: Improvement of the business climate	2.4.1: Reduce households affected by corruption in the Region	Reduced households affected by corruption in the Region				MINIMDT Reports	MINIMDT
		2.4.2: Reduce costs and procedures related to the creation of businesses and the granting of land titles and building permits	Reduced costs and procedures related to the creation of businesses and the granting of land titles and building permits				MINIMDT, MINDCAF, COUNCILS Reports	MINIMDT
		2.5.3: Reduce time limit for the creation of a company	Reduced time limit for the creation of a company				MINIMDT Reports	MINIMDT
	2.5: Increased involvement of the diaspora in financing Regional development	2.5.1: Provide framework (institutional, administrative, economic measures, etc,) for North West citizens living abroad to be involve in financing development	Framework measures put in place to facilitate the diaspora to invest and finace development in the Region	10,000,000	10,000,000		Ministry of External Relations, MINFI Reports	MINREX, RLAs
3-Regional development	3.1: Promotion of spatial equity and regional and local balances	3.1.1: Creation of Urban and rural development poles and networked	Number of Urban and rural development poles and networked created				MINDDEVEL Reports	MINDDEVEL
		3.1.2: Develop communication and service networks	Communication and service networks developed				MINDDEVEL, MINCOM, RLAs Reports	MINDDEVEL
		3.1.3: Border areas transformed into poles of economic development	Border areas developed and transformed into poles of economic development	500,000,000	300,000,000	200,000,000	MINAT, MINEPAT, MINCOMMERCE, MINDDEVEL Reports	MINDDEVEL

Intervention	Objectives	Actions	Performance Indicators	Cost (FCFA)	2023-2027	2027-2030	Sources and means of verification	Project Owner
4-Promotion of bilingualism, multiculturalism and citizenship	4.1: Promotion of the practice of bilingualism	4.1.1: Administrative documents are simultaneously distributed in English and French	Number of Administrative documents are simultaneously distributed in English and French				Various Ministerial Reports	Various Ministerial Departments
		4.1.2: Teach historical heritage of the peoples of the North West in school and better known	Historical heritage of the peoples of the North West Region taught in schools and better known				MINAC, MINDDEVEL Reports	MINAC
	4.2: Enhancement of the Region's multicultural heritage	4.2.1: A segments of the society are represented in decision-making spheres	Representation of segments of the society in decision-making spheres				MINCULT, MINDDEVEL Reports	MINAC
	4.3: Development of a synthetic culture	4.3.1: Enhanced social justice and equal opportunities	Social justice and equal opportunities enhanced				MINJUSTICE Reports	MINJUSTICE
		4.3.2: Develop and implement the principles of social dialogue, social cohesion and coexistence in the Region	Principles of social dialogue, social cohesion and coexistence developed and implemented in the Region				RLAs, MINDDEVEL, MINAT Reports	RLAs,
5-Decentralization and local development with Special Status	5.1: Transfer of authorities to RLAs	5.1.1: Services are devolved/transfer to RLAs	Increased services devolved/transferred to the RLAs				RLA, MINDDEVEL Reports	RLAs,
	5.2: Financial resources related to the powers vested in the fully transferred	5.2.1: Transfer financial resources related to the powers vested in the transferred RLAs	Amount of budegetary allocations transferred to RLAs				Various Ministerial Reports	Various Ministerial Departments
	5.3: Share of State regular resources transferred	5.3.1: The allocation to Regional and Councils are regular resources	Share of State regular resources transferred RLAs				RLA Reports	MINDDEVEL
	5.4: Participation of the population in the effective management of local affairs	5.4.1: The North West population participate in the effective management of local affairs	Increased participation of the NW population in the effective management of local affairs				RLA Reports	MINDDEVEL
	5.5: Proportion of RLAs that have an inclusive dialogue framework in place	5.5.1: Regional Assembly and Councils Authorities have an inclusive dialogue framework in place	Number of RLAs having an inclusive dialogue framework in place				RA Rports	MINDDEVEL
	5.6: Fully functional House of Chiefs	5.6.1: The House of Chiefs fully funtional and promote North West Culture	Functional House of Chiefs	0			RA Reports	MINDDEVEL

Source: IDC, (RDP)-NWR 2022

ANNEXES

Annex 1: Flagship Projects

S/N	Major flagship projects in the North West Region
1	**Public Works/Transport**
1.1	Construction of the remaining (281.3km) segments of the Ring Road (N11) project
1.2	Rehabilitation of National raod (N11A) (46.3km): Befang-Benakuma-Bawuru
1.3	Rehabilitation of Regional road (R503) (55.4km): Bambui Fundong road
1.4	Rehabilitation of Regional road (R504): Kakar - Sabongari Limit Adamawa Region
1.5	Construction of Regional road (R502): Jakiri - Limit West Region
1.6	Construction of Regional road (R506): Sop - Nwa road
1.7	Construction of Regional road (R507): Nkambe - Abuenshie (Nigeria Border)
1.8	Rehabilitation of Wowo and Bali Air strips
1.9	Rehabilitation of the Bamenda Airport
2	**Water and Energy**
2.1	Construction of 485Mw Katsina-Ala hydroelectric dam
2.2	Construction of 72Mw Menchum hydroelectric dam
2.3	Improvement of potable water supply in the City of Bamenda
2.4	Provision of electricity energy in 100 communitities of the Region
2.5	Construction of new water supply schemes in 30% of the (347) communities without water in the Region by 2026
2.6	Upgrading of the electricity transmission and distribution network (HT and MT lines) across the Region
2.7	Water Catchment/shed protection of existing water supply schemes and 30% of the (347) communities without water in the Region
2.8	Provision of electricity using solar energy in 100 palaces in the Region
2.9	Provision of electricity using solar energy in (06) subdivisional headquarters of the Region
3	**Agriculture**
3.1	Construction of irrigation infrastructure in (05) agro-production basins of the North West Region
3.2	Creation of agricultural mechanization equipment pools in production basins in the Region
3.3	Elaboration of a land use suitability and capability classification for agricultural production
3.4	Studies for the establishment of a processing unit for agricultural and livestock produce in the Region
3.5	Development of Agro-production basins
4	**Livestock**
4.1	Equiping the artificial insemmination centre at Benjeng, capacity building of livestock breeding/pasture improvement in Nkambe Council
4.2	Construction of feed production factries at all Divisional headquarters
4.3	Construction of hatcheries in the seven divisional headquarters of the Region
5	**Housing and urbaning**
5.1	Elaboration of Landuse Plans (POS) in (05) Divisional Headquarters

S/N	Major flagship projects in the North West Region
5.2	Rehabilitation and construction of all urban primary roads in all the Divisional and subdivisional quarters in the Region
5.3	Elaboration of Land Use (POS) and Summary Land Plans (PSU) for all remaining (28) Subdivisional Headquarters
6	**Envirnment and Nature Protection**
6.1	Protection of escarpment and wetlands within the Bamenda City
6.2	Project on climate change adaptation/mitigation and renewable energy options
6.3	Re-aforestation of the Bafut/Ngemba Forest Reserves
6.4	Canalisation of major streams within the Bamenda City
6.5	Protection of council and community forests in the Region
6.6	Review management plans of Mbembe, Fungom, and Oku-Ijim forest reserves
6.7	Review the management plan of Gorilla santuary in Momo Division
6.8	Review the management plan of Kimbi National Park
6.9	Construction of waste recyling management plants in Bamemda and Kumbo
7	**Sports and Physical Education**
7.1	Construction of a modern Stadium in Bamenda
7.2	Create and construct Municipal stadea in all the (06) Divisional headquarters of the Region
7.3	Create and of Leisure parks in all the Divisional headquarters of the Region
8	**Trade and Commerce**
8.1	Construct (02) border markets in Ako and Bawuru
9	**Arts and Culture**
9.1	Promote by Organising a Regional Festivals Arts and Culture after every two years in Bamenda
9.2	Organize an exhibitions of craftsworks and innovators in the Region

Annex 2: Logical analysis on the provision of facilities

1 Sector: Education

1. Pupil/classroom ratio

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
To bring down the pupil/classroom ratio to 40 by 2026	Student/classroom ratio MINEDUB 54 (2007)	Pupil/classroom ratio at primary level 70.5 (2017)	42.1 (2016-2017)	16.5 bp	16.5/10yrs = 1.65	Construction of more classrooms in primary schools

1.1 Analysis of Pupil/classroom ratio at primary level

Scenario 1: Hit 75% of Target by 2026 **Annual percentage increase of primary school enrolment: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pupils	323,335	339,502	356,477	374,301	393,016	412,666	433,300	454,965	477,713	501,599	526,679	553,013	580,663	609,696
Number of Classrooms	7,686	7,686	7,686	7,686	7,686	7,686	8,333	9,285	10,164	11,531	12,248	13,167	14,163	15,242
Yearly Classroom Gap							647	952	879	1367	717	919	996	1080
Ratio	42	44	46	49	51	54	52	49	47	44	43	42	41	40

Notes: With a current Pupil/Classroom ratio of 54, we have a gap of 14bps to close by 2030. For this scenario, we go for an ambitious target of reducing the gap by 75% in 2026. This gives us a classroom infrastructure gap of 3,845 to cover by 2026."

Scenario 2: Hit 50% of Target by 2026 **Annual percentage increase of primary school enrolment: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pupils	323,335	339,502	356,477	374,301	393,016	412,666	433,300	454,965	477,713	501,599	526,679	553,013	580,663	609,696
Number of Classrooms	7,686	7,686	7,686	7,686	7,686	7,686	8,333	8,921	9,749	10,672	11,704	12,568	13,825	15,242
Yearly Classroom Gap							647	588	828	923	1032	864	1257	1417
Ratio	42	44	46	49	51	54	52	51	49	47	45	44	42	40

Notes: With a current Pupil/Classroom ratio of 54, we have a gap of 14bps to close by 2030. For this scenario, we go for a less ambitious target of reducing the gap by 50% in 2026. This gives us a classroom infrastructure gap of 2,986 to cover by 2026.

Scenario 3: Hit 30% of Target by 2026 **Annual percentage increase of primary school enrolment: 5%**

Cycles	Pupil Enrollment growth rate @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pupils	323,335	339,502	356,477	374,301	393,016	412,666	433,300	454,965	477,713	501,599	526,679	553,013	580,663	609,696
Number of Classrooms	7,686	7,686	7,686	7,686	7,686	7,686	8,175	8,749	9,367	10,032	11,206	12,289	13,825	15,242
Yearly Classroom Gap							489	574	618	665	1174	1083	1536	1417

Ratio	42	44	46	49	51	54	53	52	51	50	47	45	42	40

Notes: With a current Pupil/Classroom ratio of 54, we have a gap of 14bps to close by 2030. For this scenario, we go for a low target of reducing the gap by 30% in 2026. This gives us a classroom infrastructure gap of 2,346 to cover by 2026.

2 Pupil/teachers ratio

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
Improve on the pupil/teacher ratio in primary school to 65 by 2026	Student/teacher ratio MINEDUB 50 (2007)	Primary pupil/teacher ratio 50.2 (2017-2018)	66.3 (2016-2017)	0.2 bp	10 yrs	Recruitment of more teachers in primary schools

2.1 Analysis of Pupil/teachers ratio at primary school level

Scenario 1: Hit 75% of Target by 2026 **Annual percentage increase of primary school enrolment: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pupils	323,335	339,502	356,477	374,301	393,016	412,666	433,300	454,965	477,713	501,599	526,679	553,013	580,663	609,696
Teachers Needed	4,878	4,878	4,878	4,878	4,878	4,878	5,627	6,691	7,962	9,835	10,972	12,289	13,825	15,242
Yearly Teacher Gap							749	1,063	1,271	1,873	1,137	1,317	1,536	1,417
Ratio	66	70	73	77	81	85	77	68	60	51	48	45	42	40

Notes: With a current Pupil/Teacher ratio of 85, we have a gap of 45bps to close by 2030. For this scenario, we go for an ambitious target of reducing the gap by 75% in 2026. This necessitates the recruitment of 4,957 more teachers by 2026.

Scenario 2: Hit 50% of Target by 2026 **Annual percentage increase of primary school enrolment: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pupils	323,335	339,502	356,477	374,301	393,016	412,666	433,300	454,965	477,713	501,599	526,679	553,013	580,663	609,696
Teachers Needed	4,878	4,878	4,878	4,878	4,878	4,878	5,485	6,232	7,025	8,090	9,405	10,843	12,904	15,242
Yearly Teacher Gap							607	748	793	1,065	1,315	1,438	2,060	2,339
Ratio	66	70	73	77	81	85	79	73	68	62	56	51	45	40

Notes: With a current Pupil/Teacher ratio of 85, we have a gap of 45bps to close by 2030. For this scenario, we go for a less ambitious target of reducing the gap by 50% in 2026. This necessitates the recruitment of 3,212 more teachers by 2026.

Scenario 3: Hit 30% of Target by 2026 **Annual percentage increase of primary school enrolment: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Pupils	323,335	339,502	356,477	374,301	393,016	412,666	433,300	454,965	477,713	501,599	526,679	553,013	580,663	609,696
Teachers Needed	4,878	4,878	4,878	4,878	4,878	4,878	5,284	5,833	6,370	6,967	8,229	9,875	12,097	15,242
Yearly Teacher Gap							406	549	537	597	1,263	1,646	2,222	3,145

Ratio	66	70	73	77	81	85	82	78	75	72	64	56	48	40

Notes: With a current Pupil/Teacher ratio of 85, we have a gap of 45bps to close by 2030. For this scenario, we go for a low target of reducing the gap by 30% in 2026. This necessitates the recruitment of 2,089 more teachers by 2026.

3 Student/Classroom ratio in secondary school

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
Improve on student/classroom ratio to 40 by 2026		Ratio of students/classroom to secondary school 52.5 (2014)	43.13 (2016-2017)	9.37 bp	3 yrs	Construction of more classrooms

3.1 Analysis of Student to Classroom ratio (secondary school)

Scenario 1: Hit 75% of Target by 2026 **Percentage Increase: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Students	210,474	220,998	232,048	243,650	255,832	268,624	282,055	296,158	310,966	326,514	342,840	359,982	377,981	396,880
Number of Classrooms	4,924	4,924	4,924	4,924	4,924	4,924	5,424	6,044	6,760	7,421	7,973	8,372	9,219	9,922
Yearly Classroom Gap							500	620	716	661	552	399	847	703
Ratio	43	45	47	49	52	55	52	49	46	44	43	43	41	40

Notes: With a current Student/Classroom ratio of 55, we have a gap of 15bps to close by 2030. For this scenario, we go for an ambitious target of reducing the gap by 75% in 2026. This necessitates the construction of 2,497 more classrooms by 2026.

Scenario 2: Hit 50% of Target by 2026 **Percentage Increase: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Students	210,474	220,998	232,048	243,650	255,832	268,624	282,055	296,158	310,966	326,514	342,840	359,982	377,981	396,880
Number of Classrooms	4,924	4,924	4,924	4,924	4,924	4,924	5,322	5,807	6,346	6,802	7,453	8,181	9,000	9,922
Yearly Classroom Gap							398	485	539	456	651	728	818	922
Ratio	43	45	47	49	52	55	53	51	49	48	46	44	42	40

Notes: With a current Pupil/Teacher ratio of 85, we have a gap of 45bps to close by 2030. For this scenario, we go for a less ambitious target of reducing the gap by 50% in 2026. This necessitates the construction of 3,212 more classrooms by 2026.

Scenario 3: Hit 30% of Target by 2026 **Percentage Increase: 5%**

Cycles	Pupil Enrollment growth @ 5% Annually													
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Students	210,474	220,998	232,048	243,650	255,832	268,624	282,055	296,158	310,966	326,514	342,840	359,982	377,981	396,880
Number of Classrooms	4,924	4,924	4,924	4,924	4,924	4,924	5,223	5,588	5,980	6,402	7,142	8,000	8,790	9,922

Yearly Classroom Gap							299	365	392	422	740	857	791	1,132
Ratio	43	45	47	49	52	55	54	53	52	51	48	45	43	40

Notes: With a current Student/Classroom ratio of 55, we have a gap of 15bps to close by 2030. For this scenario, we go for a low target of reducing the gap by 30% in 2026. This necessitates the construction of 1478 more classrooms by 2026

4 Gross primary school enrolment rate for girls

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
Improve on girl child enrollment in primary school to 65% by 2026	Gross schooling rate of girls in primary schools MINEDUB 96% (2007)	Gross primary school enrolment rate for girls 119.1 (2016)	50.1 (23,264) (2016-2017)	23.1 bp	9 yrs	Sensitization campaigns for the enrollment of the girl child in primary school

5 Gross primary school enrolment rate for boys

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
Improve on boy child enrollment in primary school to 70% by 2016	Gross schooling rate boys in primary schools MINEDUB 101% (2007)	Gross primary school enrolment rate for boys 129.1 (2016)	49.8 (23,089) (2016-2017)	28.1bp	9 yrs	Sensitization campaigns for the enrollment of the boy child in primary school

6 Primary school completion rate for girls

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
Improve on the school completion rate for the girl child to 65% by 2026	Girls completion rate in primary schools MINEDUB 60% (2007)	Primary school completion rate for girls (%) 66.4 (2017)	54.9 (2016-2017)	6.4 bp	10 yrs	Incentives for girls entering secondary school in the form of scholarships for the girl child

7 Ratio of girls to boys in primary school

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
		Ratio of girls to boys in primary school 0.89 (2017-2018)	0.95 (2016-2017)			

8 Ratio of girls to boys in secondary school

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
		Ratio of girls to boys in secondary school 0.85 (2015-2016)				

9 Ratio of girls to boys to higher education

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
		Ratio of girls to boys to higher education 0.84 (2016-2017)				

10 Primary completion rate

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
Increase primary completion rate to 70% by 2026		Primary completion rate (%) 72.1 (2017)	50.92 (2016-2017)	21.18 bp		Incentives for children entering secondary school in the form of scholarships for the girl child

11 Share of the education budget in the overall State budget

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Target	Actions to be taken
Increase share of education budget to 25% of the state budget by 2026		Share of the education budget in the overall State budget (in %). 14.9 (2018)				Source for funding for the education sector

Sector: Health

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
Improve access to quality health care delivery in the Region	Prevalence of underweight among children below 5 years Moderate 19.1 and Severe 3.9 EDS MICS	Prevalence of moderate to severe underweight in children under 5 years of age (%) Moderate: 11.0 Severe: 3.1 (2018)		Moderate 8.1 bp Severe.8 bp		Children's Nutritional status, children stunted, wasted, or underweight
Increase post-natal care to 25 % by 2026 (Postnatal care helps prevent complications after Childbirth)		Low birth weight rate of newborns	11% (NIS 2021 NWR Statistic Year Book)			Sensitization of pregnant women on the necessity of clinical attendance during gestation period of pregnancy
Improve on vaccination coverage to 75% by 2026		Vaccination coverage rate (% of children aged 12-23 months) 52.2	84.5 (2014) NIS, CDHS 3,2004; CDHS 4,MICS 5,2014	15.8		Sensitization on the merits of vaccinations for good health and timely supply of vaccines

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
			68% (2018 23497CDHS)			
Reduce infant mortality rate	Infant and child mortality rate (%) EDS 144.1 for 1000 (2004)	Infant and child mortality rate (per 1000 live births) 79 (2018)	64 (2014) NIS, CDHS 3,2004; CDHS 4,MICS 5,2014 32 % (NIS 2021 NWR Statistic Year Book)	65 bp	14 yrs	Ensure wide coverage of vaccinations through campaigns and timely supply of vaccines
Reduce incidence of measles to 50% by 2026	Infant mortality rate EDS 74 for 1000 (2004)	Infant mortality rate (per 1000 live births) 48 (2018)	42 (2014) NIS, CDHS 3,2004; CDHS 4,MICS 5,2014	26 bp	4 yrs	Ensure all children receive measles vaccines
Reduce infant and child mortality to 40 by 2026	Proportion of children of 1 year of age immunized against measles EDS/MICS 64.8 (2004)	Proportion of one-year-old children (12-23 months) immunized against measles (%) 65 (2018)	95.8 (2014) NIS, CDHS 3,2004; CDHS 4,MICS 5,2014 57 CDHS (2018)	1.8 bp	4 yrs	Sensitization campaigns on vaccination against childhood dieases and timely supply of vaccines
Reduce maternal mortality ratio to 300 (per 1000 births)	Maternal mortality rate EDS/MICS 430 for 100,000 (1998)	Maternal mortality ratio (per 100.000 live births) 464 (2018)		34 bp	20 yrs	Sensitization campaigns on the importance of clinical attendance and delivery under supervision by trained medical personnel
Increase % of births attended by skilled personnel 85% by 2026	Proportion of births attended by skilled health personnel EDS/MICS 61.8 (2004)	Percentage of births attended by skilled personnel (%) 69 (2018)	90% CDHS (2018)	7.2 bp	4 yrs	Recruit health personnel in needy health facilities to meet acceptable personnel/patient rato
Increase use of contraceptive to 35% by 2026	Rate of use of contraceptives by women between 15 and 49 years EDS/MICS 26.0 (2004)	Contraceptive use rate among women aged 15-49 (%) 19 (2018)	22 (2018 CDHS)	7 bp	4 yrs	Family Planning: Intensify campaigns on use of modern methods FP the use of contraceptives
Reduce HIV/AIDS prevalence to 1.5% by 2026	HIV/AIDS prevalence (per sex and age) EDS/MICS 5.5 (2004)	HIV/AIDS prevalence rate for 15-49 year olds (%) 2.7 (2018)	4.0% (2018 CDHS)	2.8 bp	4 yrs	Intensify campaigns on HIV/AIDS amongst health workers, youths and sex workers, with priority given to the most vulnerable groups,
Reduce malaria prevalence to less than 5% by 2026	Malaria prevalence EDS/MICS/MINSANTE 40.0 (2004)	Malaria prevalence rate among children under 5 years of age (%) 24 (2018)	10 (2018 CDHS)	16 bp	4 yrs	Intensify campaigns for the use of mosquito treated nets ITNs, environmental

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
						hygiene around households
		Medical density ratio (Personnel/population) per 1000 inhabitants 0.8 (2014)				
Increase share of health budget to 10% of the state budget by 2026		Share of the health budget in the national budget 4.3 (2019)	2.42% (HSS 2020-2030)	1.9 bp		Source for funding for the health sector

Sector: Industry and Service Sector

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
Improve production of basic food, fishery, and forest export products in the Region		Share of agro-industry in GDP (in %) 7.85 (2016)				Produce basic and certified seeds of various crop speculations, Process agricultural products (Value addition)
Improve on of textile-clothing and leather industries in the Region		Share of textile-clothing and leather industries in GDP (in %) 2.1 (2016)				Open industry for the processing of hides and skin in the NW Region
Improve on forest cover through an aggressive afforestation programs		Share of wood industries in GDP (in %) 2.5 (2016)				Open indigenous tree species plantations at Council and individual levels
Improve on delivery of hydrocarbons in the Region		Share of hydrocarbon and refining industries in GDP (in %) 1.53 (2016)				Open an hydrocarbon depot in the NW Region, Open a gas bottling company in the NW Region
Improve on drugs and vaccines delivery		Share of chemical and pharmaceutical industries in GDP (in %) 0.95 (2016)				Open of chemical and pharmaceutical industries in NW Region
Improve on the tourism sector in the Region		Share of tourism in GDP (in %) 4.28 (2016)				Make touristic sites accessible, Build tourist infrastructures, Make the NW a tourist destination
Facilitate both internal and external trade		Share of trade in GDP (in %) 15.26 (2016)				Open border markets to facilitate both internal and external trade, Construct border roads to ease both internal and external trade
Improve on the mobility of goods, services and persons within and out the Region		Share of transport services in GDP (in %) 6.64 (2016)				Rehabilitate and construct roads in the Region, Rehabilitate airports and strips in the Region
Improve on professional and technical services offered in the Region		Share of professional and technical services in GDP (in %). 5.73 (2016)				Open professional and technical institutions in the Region

Sector: Infrastructure Sector

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
Increase tarred National roads to 60% by 2026 Increase tarred Regional roads to 50% by 2026 Increase tarred communal roads to 10% by 2026	Linear of national tarred roads MINTP	Linear of national tarred roads (km) 6 760 (2017)	**National roads:** The total length of national roads in the region is 553.92 km with 242.07 km tarred representing 43.70%, and 311.85 km of earth section. (66.93%) of the national roads are in a very bad state (RD-MINTP-NWR 2021 Report, IDC field Survey (GIS database) 2021) **Regional roads:** Regional roads cover a total of 793.14 km. (94 km) is tarred representing (11.88%), and the remaining 699.14 km are of earth section. Out of the tarred Regional roads networks (100%) are in a very bad state. **Communal roads:** The Region host 2,349.5km of communal roads with barely 3.9km having been tarred, representing (0.165%), meaning 2,345.6km are earth roads.	311.85 km representing 56.3% of National Roads 699.14 km 88.12 % of Regional Roads 2345.6 km 99.9 % of Communal Roads	311.85 km National Road 699.14 km of Regional Roads 2345.6 km of Communal Roads	Tar remaining section of the Ring Road: Kumbo-Nkambe, Bamenda-Wum, Wum Nkambe Tar 345 km of Regional roads Tar, rehabilitate and maintain 1500 km of communal roads
Increase rate of urbanization to 40% by 2026	Urbanization rate 50.1 (2003)	Rate of urbanization 52.3 (2015)	Percentage of urban households that benefit from the services of a municipal waste collection (38.5) (NIS 2021 NWR Statistical Yearbook) Percentage of urban households using the proper mode of garbage evacuation of household waste. (30.2) (NIS 2021 NWR Statistical Yearbook)	2.2 bp	12 yrs	Produce land use plans for all divisional and sub divisional headquarters and restrict urban sprawl
Increase rate and % of households with improved sanitation facilities to 60 by 2026	Number of households newly supplied with water MINEE/Camerounaise des Eaux	Percentage of households with improved sanitation facilities 40.4 (2014)	Percentage of population using unshared improved sanitation facilities Boyo = 24.6 Bui = 28.5 D/Mantung = 6.6 Menchum = 15.9 Mezam = 43.3 Momo = 21.3 Ngoketunjia = 15.8	347 communities without water		Rehabilitate and construct water supply schemes Improve waste management Protect water catchments and sheds Promote proper sewage management in households, Promote water harvesting technics, Construct boreholes, Preserve wetlands
Improve on electrification in households and	Number of newly electrified households MINEE/AES		Percentage of the population using electricity Boyo = 31.2	528 Communities	528 communities	Rehabilitate electric lines, Construct and supply electricity

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
communities	Sonel		Bui = 44.1 D/Mantung = 15.4 Menchum = 14.9 Mezam = 78.1 Momo = 1.6 Ngoketunjia = 37.6	without electricity		to 528 communities, Develop hydro and renewable energy potentials of the Region
		Density of the road network per 1000 inhabitants 0.3 (2016)	43.70% (RD-MINTP-NWR 2021 Report, IDC field Survey (GIS database) 2021)			
	Linear of rehabilitated roads MINTP	Linear of rehabilitated roads (km) 1 034.5 (2018)				
		Percentage of tarred network 12% (2010)	43.70% (RD-MINTP-NWR 2021 Report, IDC field Survey (GIS database) 2021)			
		Infrastructure Development Index 19.03 (2016)				
		Level of digital divide 71.81% (2015)				

Sector: Social Service Sector

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
	Proportion of the population living in houses built with durable material ECAM 22.7 (2001)	Proportion of the population with access to housing with permanent materials 49.8 (2014)	16.1 (2007) and 31.4 (2014) NIS 2021			
Improve on portable water supply to communities in the Region	Proportion of the population having durable access to safe drinking water ECAM/EDS 43.9 (2007)	Percentage of households with access to an improved water source (tap. hydrant. borehole. etc.) 83.8 (2014)	66.8% (CS-CH 4, 2020) 347 Communities without water in the Region	39.9 bp	7 yrs	Rehabilitate existing water supply schemes, Construct new water supply schemes, Drill boreholes powered by solar energy Protect water catchments/sheds,
Improve on electrification of	Number of fixed telephone lines per 100 inhabitants		528 Communities not electrified out of 1025			Rehabilitate existing lines, Extend electric lines to new

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
communities in the Region	ECAM/SCANICT/ART/UIT 0.3 (2007)		Communities			communities, Construct hydroelectric power stations, Develop renewable energy options (solar, wind and thermal energy sources)
	number of subscribers on the classical fixed telephone network of CAMTEL 1892 in 2012 to 972 (2018), 972 (2019)					
	number of subscribers on telephone Underground line 2013 (1777), ICT access indicators Number of mobile telephones per 1000 inhabitants 117 (2007), 369 (2014)					
	Percentage of households with a mobile phone 17.9 (2006), 82.8 (2014) ECAM 4	Percentage of households with a mobile phone 79.7 (2014)	Percentage of persons aged 15 years or more with a phone Boyo = 41.7 Bui = 42.9 D/Mantung = 30.0 Menchum = 18.1 Mezam = 55.8 Momo = 28.5 Ngoketunjia =31.0			
		Percentage of households with a television set 49.2 (2014)	16.8 (2006), 39.8 (2014)			
		Percentage of households using household gas as cooking energy. 48.8 (2014	4.6 (2007), Boyo =3.1 Bui =3.8 D/Mantung = 0.8 Menchum = 6 Mezam = 26.4 Momo =4.0 Ngoketunjia =3.4			
Reduce consumption of solid fuels in the Region		% of households using solid fuel, (wood, charcoal, saw dust straw and grass) for cooking 80,4% (MICS 5)	89.4% (CS-CH 4, 2020) Boyo = 96.9 Bui = 96.2 D/Mantung =99.2 Menchum = 94.0 Mezam = 73.6 Momo = 96.0 Ngoketunjia = 96.6			Develop alternative energy (solar, biogas) sources for cooking
	Number of Internet users per 100	Number of Internet subscribers 8 045				

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
	inhabitants ECAM/SCANICT/ART/UIT 5.2 (2006)	324 (2016)				
		Broadband Internet access rate (in %) 4 (2015)				
	Extended unemployment rate	Expanded unemployment rate 5.6 (2010)	Boyo =3.6, Bui = 3.3, D/Mantung =2.2, Menchum =1.5, Mezam =9.8, Momo =0.4			
	Unemployment rate for people aged between 15 and above (ILO) EESI	Unemployment rate 15 years and over (ILO) 3.8 (2010)	Boyo =0.6, Bui =1.2, D/Mantung =1.3, Menchum = 0.4, Mezam =3.4, Momo =0.1			
	Rate of activity EESI	Activity rate 68.3 (2010)				
	Rate of visible underemployment EESI	Visible underemployment rate 12 (2010)				
	Rate of invisible underemployment EESI	Invisible underemployment rate 63.7 (2010)				
	Unemployment rate for people aged between 15 and 24 EESI/ECAM 14.3 (2001)	Unemployment rate for 15-24 year olds 6.4 (2010)				
	Percentage of working children below 14 EESI	Percentage of children under 14 years of age engaged in economic activity 33.3 (2010)				
	Underemployment rate for young people aged between 15 and 24 EESI/ECAM 73.3 (2005)	Overall underemployment rate of young people aged 15-24 84.8 (2010)				

Sector: Rural Sector

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
Improve on agricultural mechanization rate in the Region by 2026		Agricultural mechanization rate <3 tractors/100km2 of arable land (2012)	Total Agricultural land 3,485.2 km2			Create agricultural equipment pools at Council and Regional Assembly levels (35 equipment pools)
Improve on agricultural land development to 50% by 2026		Area of agricultural land developed 20 % (2016)	Total of 174268 km2 of arable land developed (Reduction in % and tonnage production: Cereals: 19.3%, 42,748 tons; Pulses: 19.3%, 11,393 tons; Root and tubers: 20.3%, 48,280 tons; Vegetables: 19.3%, 11,389 tons; Fruits: 19.3% 13,849 tons; Stimulants: 19.3%, 14,549 tons; Tree crops: 19.4%, 532 tons (RD-			Support youths and women to develop agricultural enterprises with seed and loans Develop marketing channels for produce

Specific Objectives	Initial Value (Indicators) GESP	Present Value (Indicators) NDS 30	Regional Value (Indicators)	Gaps	Targets	Actions to be taken
			MINADER (production data) 20021, IDC Ltd Analysis RDP 2021			
Improve on forest cover to 42% of total surface area of the Region		Proportion of protected areas in relation to the total area of Cameroon 20.21 (2016)	State Forest Reserves cove a total surface area of 125,550 ha, sixteen (16) Council Forests covering a total area of 7583 ha, and thirteen (13) Community Forests covering a total area of 855.7 ha, in the Region. Forest cover is 36% (Rural land occupancy plan for the NWR [POER]			Create council forests and fuel plantations to improve on forest cover statistics Support women and youths to create tree nurseries Operation one birth three trees per councils in the Region
Improve on agricultural irrigation	153,246 (2014), 364,456 (2018) forecast (RS strategy 2020-2030,	Agricultural areas harvested / (irrigated/drained) 33.000 ha (2011)	NA			Support farmers in the Mbaw and Ndop plains to produce irrigated rice, vegetables production in Santa and other locations.
Improve on meat production in the Region	112,005tons (2014), 142,436 tons (2018) (RS strategy 2020-2030,	Quantity of meat and offered per year 344 000t (2016)	81719.8tons (2017), 51059.05tons (2020)			Support farmers with feed and improved breeds of cattle, pigs, goats, sheep, cane rat, rabbits and poultry
Improve fish production in the Region	2.41% (2014), 17.70 % (2018) NIS 2018	Production of fishery products Between 450 and 500 thousand tons of fish (2019) Quantity of fish produced per year 292 675t (2018) NIS	3648,4kg (2018), 1175.36kg (2020)			Rehabilitate fish production stations, Support the creation of fish ponds and fish famers, Support fish famers with improved fingerlings
Improve on milk production in the Region		Quantity of milk produced per year 172 000 t (2016)	3771.75tons (2014), 8173398litres (2018) RADEC 20220			Support Tadu diary and Fulani women cooperatives to produce milk and its derived products
Improve on agricultural credit financing		Growth rate of fisheries production 9.68% (2013)	NA			Source funding and develop a credit financing scheme (NOWEDIF)
Increase agricultural financing credits to Farmers		Volume of agricultural credits granted to producers 343 billion FCFA Francs/year (2012)	NA			Source funding and develop a credit financing scheme (NOWEDIF)

Annex 3: Resource Persons

S/N	Name	Functions
1	NGEH William Samba B.Sc. (Hons), M.Sc. Surveying and Geodesy, University of Lagos Nigeria	Project Coordinator
2	TANSI Laban BAMBO B.Sc. Environmental Sciences, Wye College, University of London M. SC. Environmental Resource Management, National University of Ireland, University College Dublin (UCD)	Chief of Mission /Environmentalist
3	Dr. TIHNGANG Joseph B.Sc (Hons), Civil & Structural Engineering University of Wales, Cardiff (UK) M.Sc (Advanced Structural Engineering), University of Southampton (UK)	Civil/Hydraulic Engineer
4	ANAGHO Richard Aba Agricultural Engineer, University of Dschang	Agronomist
5	Caroline Anfoseh Nfi M.A. Rural Social Development, University of Reading – UK	Sociologist/Community Development Specialist
6	Emmerencia Mankaa Neba Forestry Engineer	Forestry Engineer, FASA, University of Dschang, Cameroon
7	TIDO Thomas Agricultural Engineer-M.Sc. Animal Health ITM Belgium	Livestock Experts
8	NGEH William Samba B.Sc., M.Sc. University of Lagos	Cartographer, Surveyor Engineer/GIS Expert
9	FAI Nelson NGAH B.Sc. Geography, University of Yaounde I	Geographer, GPS Technician
10	Dr. DONGMO Sylvester (MPH). Institute National de Sante Cotonou, Benin	Medical Personnel
11	Sixtus MANJONG DIPEN II - University of Yaounde	Educationaist
	FOCAL POINT PERSONS	
1	The Secretary General of the North West Regional Assembly	**Coordinator**
2	Regional Delegate MINEPAT	Project Engineer
3	The commissioner for economic development of the North west Regional Assembly	Member
4	The Questor of the North West Regional Assembly	Member
5	The designated MINDDEVEL local representative	Member
6	The designated MINEPAT local representative	Member
7	The designated PNDP local representative	Member
8	The National Institute of Statistics local representative	Member

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1	ABD	2009	Study of Livestock and Fisheries Development Project; North West Region; Final Report by FINTECS Consultants.
2	ARSEL	2014	National-Energy-Efficiency-Policy Strategy and Action Plan in the electricity sector in Cameroon
3	Councils, PNDP-NWR	2018-2020	Council Development Plans CDPs (34) Councils of the North West Region
4	Dalbay A	2021	Enquête Nationale sur la Sécurité Alimentaire et Nutritionnelle République du Cameroun Publié en Avril 2021–Données de Septembre 2020
5	Decree	2018	Decree 2018/014 of 11/07/2018 organisation and promotion of sporting activities
6	Eschorn	2008	Land use conflicts: A practical guide to dealing with land disputes.
7	Forestry	1994	Law N0.94/01 Laying down Forestry, Wildlife and Fisheries Regulations in Cameroon.
8	GESP	2010	Growth and Employment Strategy Paper
9	GP-DERUDEP	2009	Establishment of Rural Land Occupancy Plan (POER) For the North West Province, Cameroon
10	GP-DERUDEP	2019	Feasibility Study of a Project to back-up Rural Communities in the North West Region of Cameroon on Climate Change Impact, Adaptation, Mitigation, Disaster Risk Management, and Sustainable Energy Access Options for Enhance Rural Livelihoods
11	GP-DERUDEP	2009	Rural land occupancy plan for the NWR [POER].
12	Helvetas Cameroon	2001	Regional Master Plan for Sustainable Development North West Province
13	Humphrey Mbiydzenyuy Tah	2011	Improved watershed management. Kumbo watershed: Experiences & Lessons Learned.
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15	Ingram V. J	2009	Briefing: The honey market chain in Cameroon
16	Ingram, V., and Njikeu J	2011	Sweet, sticky, and sustainable social business. Ecology and Society
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18	JICA	2015	Country Report Gender Profile (Cameroon) Japan International Cooperation Agency (JICA)
19	Kayla Sellers	2018	Top 10 Facts about Poverty in Cameroon August 2, 2018
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21	Kossoumna Libaá Natali	2018	Review of initiatives to assess and secure land tenure rights of communities in the Northern Cameroon. Network for the Fight Against Hunger in Cameroon.
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26	MINADER	2021	Interview guide Questionnaire Agriculture
27	MINADER	2020	Rural Sector Development Strategy /National Agricultural Investment Plan RSDS/NAIP (2020-2030)

ID	Author	Year of Publication	Title
28	MINEDUB - MINESEC - MINEFOP – MINESUP	2006	Draft document of the Sector wide Approach / Education
29	MINEE	2021	Interview guide MINEE Questionnaire Service of Water and Sanitation in the North West Region
30	MINEPAT	2009	Cameroun VISION 2035 (MINEPAT, 2009)
31	MINEPAT	2020	National Development Strategy 2020-2030
32	MINEPAT	2016-2021	The Evolution of Transport Fares from Bamenda to other towns
33	MINEPAT	2020	2020-2030 Infrastructure Development Sector Strategy
34	MINEPAT	2020	National Social Protection Policy (NSPP) in Cameroun 2020-2030
35	MINEPAT	2020	Strategy governance English Sectoral Governance Strategy 2020 - 2030
36	MINEPAT	2020	Industry and service sector Development Strategy English 2020-2030
37	MINEPAT RADEC 2017	2017	Economic Development Report of the North-West Region
38	MINEPAT RADEC 2020	2020	Economic Development Report of the North-West Region
39	MINEPDED	2007	MINEPDED. National Waste Strategy for 2007-2015 period.
40	MINEPDED	2012	National Biodiversity Strategy Action Plan (NBSAP) for Cameroon.
41	MINEPDED	2015	National Plan for Adaptation to Climate Change in Cameroon.
42	MINEPDED-NWR	2017	Annual Report of the Regional Delegation MINEPDED, North West Region.
43	MINEPDED-NWR	1996	Framework Law N0. 96/12 Relating to Environmental Management in Cameroon.
44	MINEPIA	2017	Annual Report of the Regional Delegation MINEPIA, North West Region.
45	MINHDU	2019	Ebauche de la Politique Urbaine Nationale du Cameroun (MINHDU, 2019)
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47	MINHDU	2021	The North West Regional Statistics on Housing
48	MINJEC	2013	Reference Guide to Civic Education and National Integration for Cameroon
49	MINJEC CAB	2015	National Youth Policy
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51	MINPOSTEL	2018	Postes, télécommunications et TIC : les précieux acquis du Septennat (MINPOSTEL, 2018)
52	MINPOSTEL	2005	2005-2015 Sector Strategy for Telecommunications and Information and Communication Technologies
53	MINSANTE	2018	Démographique et de Santé et à Indicateurs Multiples Du Cameroun 2018, 2018.
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63	MINSANTE	2020	Programme pour la vaccination à l'horizon 2030 (qui remplace le GVAP pour la décennie 2020-2030) Vaccination Programme by 2030 (which replaces the GVAP for the decade 2020-2030)
64	MINSANTE	2015	Report on the inventory of cold chain equipment and EPI rolling stock in Cameroon, 2015
65	MINSANTE	2015	Républic of Cameroon/ Ministry of Public Health. Situational Analysis and diagnosis of the health sector (2015).
66	MINSANTE	2020	Health sectoral Strategy 2020-2030
67	MINTP	2019	Élaboration de la Stratégie intégrée des Infrastructures de Transport multimodal au Cameroun - S2ITM (EGIS, 2019)
68	MINTP	2020	Infrastructure Development Sector Strategy 2020-2030
69	MINTP	2017	Inventory of National roads
70	MINTP	2017	Presidential decree on road classification
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72	MoH	2020	Cameroun National Digital Health Strategy Plan 2020-2024
73	National AIDS Control Committee	2014	National AIDS Control Committee. Annual Report 2014. May 2015 edition.
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75	Niba J., Ingram V	1994	Market access for Cameroon honey: challenges and opportunities for Cameroon honey to access European markets
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