

Eastern Region

**Boumba and Ngoko Department The
Commune of Yokadouma**

P.o.box: 43 Yokadouma

Republic of Cameroon

Peace-Work-Fatherland

Translation

**Monographic document of the Yokadouma commune
Prospective state records**

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Acronyms and Abbreviation

AFP: Alliance of Progressive Forces
ASCOBON: Association of Municipalities of the Bomba and Ngoko
ACC: Communal surcharges
CAMTEL: Cameroon Telecommunications
Is CAPP: Supply Centre for Pharmaceutical Products in the East
COSA: Health Committee
COSADI: Health District Board
CSAC: Confederation of Autonomous Trade Unions of Cameroon
CSEC: Cameroon workers Federal Syndicate of workers
FEICOM: Intercommunal Special Fund for Equipment and intervention
FIFF: First Investment For Financial Assistance
O.N.E.L: National Elections Observatory
CPDM: Cameroon People's Democratic Party
Germany: Annual Forest Fees
ROSE: Network of NGOs in the South and East
SNEC: National Water Company of Cameroon
SDF: Social Democratic Front
SYNATRUC: National Union of Rural Workers of Cameroon
SYTRATAMO: Union of Transporters By Motorcycle Taxi
UDC: Democratic Union of Cameroon
FMU: Forest Management Units
UGTC: General Union of Workers in Cameroon
UNDP: National Union for Democracy and Progress
U.P.C: Union of the Populations of Cameroon

Message from the Mayor of the town of Yakadouma

Ladies and gentlemen,

Under the impulse of the His Excellency Paul Biya, Head of state of the Republic of Cameroon, Cameroon has been engaged in a policy of decentralisation. That policy confers to the new Decentralised Territorial Communities, new competences and especially, the responsibility to promote and animate the local development within the framework of the fight against poverty and inequality.

To reach those goals, I thought it wise to do a perspective service record of the territory of the Yokadouma commune, in order to identify its potentialities and constrains in all its socioeconomic sectors. The knowledge of this context is a key step in our strategy for the reduction of poverty in our area. This will therefore permit not only to mobilise and get fully implicate all active people of Yokadouma, but it will also help us develop new partnerships. That is the reason for the conception of the present monographic document, which is the real identity card of the Yokadouma commune.

By publishing it, the communal executive body of Yokadouma seeks to put useful information at the disposal of all. This monographic document is not only a first plan management tool, but it is also a means of communication whose goal is to promote our commune.

I would therefore at this point invite all readers to join hands with us in our effort to reduce poverty in our environment.

N'KANTIO Léon
Mayor

FORWORD

The elaboration of this monographic document is the initiative of Mister N’Kantio Léon, Mayor of the Yokadouma Commune. his desire was to have a document that would present the territorial context in which he intends to inscribe his action, in order to better adapt it to his expected goals and wishes of his people. From the start of his mandate, the importance of making a perspective service record became obvious to him. The aim of this endeavour is to look into the past and present of his commune in order to reflect and consider possible future things to accomplish on a short, middle, and long terms.

The present monographic document is a condensing of information that would provide us with a better knowledge of this commune, with its potentialities and constraints. These information are useful in the framework of the perspective reflection that will lead to the elaboration of the communal plan of development. The elaboration of this monographic document is the starting point of this process.

As a helping tool for decision making, this document first of all addresses the local elect of Yokadouma, whose mission is to conceive and put into action all that can promote and develop the population of the commune, on a socioeconomic basis.

It will help the whole municipal team to better understand their territory. Beyond these people, it also speaks to all actors who play a role in Yokadouma or who desire to do so. Its message also goes to all potential partners of the commune.

At last, this monographic document is also a communication, development and promotional tool for the Yokadouma Commune towards to great public.

In order to realise this document, the mayor of the Yokadouma Commune has requested for consultancy and technical partnership purposes, the expertise of the Arc-en-Ciel NGO, a non-governmental organisation specialised in decentralisation matters, local development and decentralised cooperation issues. Published under its signature, Arc-en-Ciel assumes the whole responsibility of the work.

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General Introduction

The decentralisation policy provided by the constitution of 1996 has become effective with the promulgation by the Head of State on the 22 of July 2004, of three laws. The first concerns the decentralisation orientation and the two others establish rules applicable to the communes and regions. The aim of that policy is to transfer to local communities certain competences held until now only at the level of the state. The authorities reaffirm their interests for the local decentralised communities as institution of proximity whose role is henceforth to animate and promote local development next to the state. Indeed, the law no 2004/17 of the 22 of July 2004 on the orientation of decentralization in his 4th article states the missions of territorial communities which are: “to promote the economic, social, sanitary, educative, cultural and sportive development.”

Hence the need for the City Council of Yokadouma to make a service record in order to identify:

- Its strengths and weaknesses;
- The potential and constraints of its territory;
- The actors of its circumscription, their past present future actions, intended not only to mobilize them, but to also create synergies and partnerships between them and with them across platforms for consultation and assistance for an increased participation of the local actors.

By analyzing its past and present, by locating itself in the current context and identifying actors and their projects, the Yokadouma City Council intends to build its communal development plan. Recognizing that alone it cannot shoulder all the economic and social functions, and make every effort to provide basic services to its people, it should play the coordinating role. Because it has neither the means nor the ability under the framework control of communal work, it could act in three ways:

- It can carry on with certain activities by itself;
- It can handle it to others, while having a say;
- Finally, it may let some actors do it and passively enjoy their achievements.

This monograph is structured into the six parts listed below:

1. General Introduction
2. Presentation of the institutional framework
3. Overview of the Yokadouma Commune
4. Perspective service record
5. Analysis of institutional actors
6. Conclusion and outlook.

FIRST PART: Presentation of the institutional framework

Geographic situation

The Yokadouma commune is located in the department of Boumba and Ngoko in the Eastern Province. It covers an area of 9 533 km² and is bounded on the North by the borough of Gari-Gombo, on the South by the District of Salapoumba, on the East by the Central African Republic and on the West by the District of Messock (Department of Haut-Nyong). Its total population is estimated at 60 000. It consists of 81 villages. Yokadouma City, chef lieu of the commune and the district that carries the same name, is located 617 km away from Yaoundé, the political capital of Cameroon and 300 km from the town of Bertoua, the capital of the Eastern region. It is divided in 16 urban districts.

1.2 Administrative data and institutional framework

The district of Yokadouma was created in 1955 by Decree No. 231 of June 7, 1955, from the transformation of the administrative circumscription of Yokadouma into a district, and the erection of the region of Boumba Ngoko in a department that carries the same name. As such, it is a public decentralised community comprising an executive and a legislative deliberative body.

-The executive body

The executive body is composed of the Mayor and his four deputies elected in the City Council for a term of five years renewable. The current municipal executive is led by a team that proceeds from the double legislative and municipal elections of July 22, 2007. It is composed as follows.

- Mister N’KATIO Léon, Mayor
- Mister MPITO BIENDE Dieudonné, first Deputy Mayor
- Mister KONDA SAMELEU Silvère; second Deputy Mayor
- Mister BATIEL Grégoire, third deputy Mayor
- Mrs. AYEGUE Philomène married MENDENGUI, fourth deputy mayor.

They have been installed in their functions on August 16th, 2007

The deliberative organ

The municipal council is the deliberative organ of the commune Yokadouma. It currently has 41 city councillors, all from the ruling party, the *Cameroon People’s Democratic Movement* (CPDM).

History of the leaders who have been at the head of the commune of Yokadouma

The table below summarizes the names of the various city officials who have succeeded at the head of the town of Yokadouma from its inception, to today.

Sources : Archives of the Yokadouma Commune

| Period | Mayor | 1 st Deputy Mayor | 2 nd Deputy Mayor | 3 rd Deputy Mayor | 4th Deputy Mayor |
|----------------------------|--|---|-----------------------------------|---|------------------|
| May 1960 1961 | OLOKO Prosper SDO Municipal Administror | | | | |
| May 1961 – 29/06/1967 | METINDI Jean Calvin Deputy Mayor | WISSAMBO Jules | JOHN Jean - OGOMGAME NDOUKA C. | SAKPAK KOUBA Jerome Substitute | |
| 29/06/1967 – 27/11/1969 | MINDJOS René Blaise Adm. Secretary | ANDABA MOAWAK | WAF0 FOALENG Augustin | | |
| 27/11/1969 – 26/11/1970 | FOH Philémon, SDO Municipal Administrator | ANDABA MOAWAK | WAF0 FOALENG Augustin | | |
| 26/11/1970 – 12/03/1971 | ETOUNDI KOA Oscar SDO Municipal Administ. | ANDABA MOAWAK | WAF0 FOALENG Augustin | | |
| 12/03/1971- 10/11/1973 | ABONO Joseph Théophile, Deputy Mayor | ANDABA MOAWAK | WAF0 FOALENG Augustin | | |
| 10/11/1973 – 27/10/1976 | BIENDE Jules Sous SDO Municipal Adm. | ANDABA MOAWAK | WAF0 FOALENG Augustin | | |
| 27/10/1976 – 03/02/1978 | ZE NDONGO Moïse SDO Municipal Adm. | ANDABA MOAWAK | WAF0 FOALENG Augustin | | |
| 03/02/1978 – 1992 | MPITO BIENDE Dieudonné Nurse Owner of State Diploma | ALOLO NGNONFI J. | MBAMBE BAH Jean | | |
| 1992 - 1996 | MPITO BIENDE Dieudonné Nurse Owner of State Diploma | - LEMINDJEND Jasmin - MGBAKOBO David | MESSABA ASSOLA Jean | - KOUONG ZIOU Rémy - MEYELE Pierre Oberlin | |
| 1996– 2002 | MPITO BIENDE Dieudonné Nurse Owner of State Diploma | -KESSAYA Bertin - LOUKLENG Joseph | KETTE DOPENOUP Daniel | ASSYEYALIGOMORIKON G Martin | |
| 09/07/2002 - 22/07/2007 | ABONO MOAMPAMB Paulin Engineer of public and civil work | - ANDJANDA Justin | SAKPAK KOUOBA Jérôme | PARITO ALAMB Rigobert | |
| 30/07/2008 | N’KANTIO Léon Agro-économist | MPITO BIENDE Dieudonné | KONDA SAMELEU Silvère | BAHIEL Grégoire | AYEGUE Philomène |

The average stock in the town hall

The operating services of the Yokadouma City Council include all services attached at the Office of the Mayor, the General Secretary, the civil state department, the technical services, the Municipal radio station of Yokadouma (Boumba FM 105) and the Municipal Police .

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The mayor of Yokadouma has an effective staff made of 217 people. 107 of them are directly used by the municipality while the 110 others work in various services related to the state. Depending on their status, they are divided and assigned as follows :

- 108 temporary people who include the bulk of the teaching staff, plus 85 contractors, and 16 agents assigned to the Yokadouma Hospital.
- 109 agents makers
- 5 municipal contractors;
- 5 supporting staff (General Secretary, the City Collector, the Attorney, the Public Health Engineering Technician, the Head of Technical Services).

The Administrative offices of the mayor of Yokadouma consist of a building he built nearly 50 years ago and that doesn't seem appropriate at the present time. A new city hall is being built with financing from the Special Fund for Intercommunal Equipment and Intervention (FEICOM). Currently the work is at the finishing stage. Besides his that property, the Yokadouma City Hall has a rolling stock consisting of 2 dump trucks of which only one is currently functional, 2 pickups, 1 grader, 2 pickup trucks of garbage down.

The sources of income of the commune

The financial resources of the common Yokadouma mainly from:

- Annual Forest Fees (Germany);
- The communal surcharges (ACC);
- The final tax, patent and various fees;
- Human Town Markets
- Rent of municipal buildings;
- Bus Stations;
- Tolls on the Boumba tray.
- License Fees Building
- Human occupation of parks and parking;
- Wildlife charges;
- Etc..

Other sources to explore

Other resources to explore and enhance focus on development of public utilities as your:

- Construction of a fleet of heavy equipment with inns and restaurants;
- The continual construction of public pay toilets.

Barriers to optimal recovery of municipal revenue

- Lack of staff training;
 - Lack of file taxpayers;
 - Neglect of small fees to recover the benefit of forest charges;
 - Ignorance of the fees collected by some municipal officials;
 - Lack of political will;

- dishonesty of some traders.

- The municipal budget of the last five years is as follows:

| Year | Budget expectation (in CFA F) | Revenue collected (in CFA F) | Rate of Achievement (in percentage) |
|-------------|--|---|--|
| 2004 | 2.453.529.629 | 896.950.499 | 36,56 |
| 2005 | 2.042.960.400 | 929.011.412 | 45,47 |
| 2006 | 1.441.901.759 | 725.930.834 | 50,36 |
| 2007 | 1.091.308.530 | | |
| 2008 | 1.529.508.223 | | |

1.3 The existing administrative services of Yokadouma

The city of Yokadouma is the capital of the Boumba and Ngoko Department, the district and commune Yokadouma. As such, it accommodates various services devolved by the government through the various delegations and private instructions. The field investigations have identified the structures below

| Ministerial Department/Gardianship | Services in Function in Yokadouma | | Observations |
|---|---|--|--|
| | Public Services | Private Institutions | |
| Ministry of Territorial Administration and Decentralization | <ul style="list-style-type: none"> - Divisional Office - Sub-divisional Office - City Hall - Traditional chieftancy - Chieftancy in a quarter context - Dismembered ONEL structure in divisional - District representation of ONEL | | |
| Ministry of Social Affairs | <ul style="list-style-type: none"> - Divisional Delegation - Social Center - The « Chantal Biya » Training Center for the Girl | | The Chantal BIYA Training Center of the Girl is in cessation of activity |
| Ministry of Lands and Land Affairs | <ul style="list-style-type: none"> - Divisional Delegation - Cadastre Service | | |
| Ministry of Defense | <ul style="list-style-type: none"> - Gendarmerie Company - Territorial Brigade - Mobile Unit - Garnison infirmary | | |
| Ministry of Posts and Telecommunications | <ul style="list-style-type: none"> - Postes Office - CAMTEL | | |
| Ministry of Finance | <ul style="list-style-type: none"> - Financial Control - Revenue Office - Communal Revenue Office - Departmental Tax Center - Custom Mobile Brigade | <ul style="list-style-type: none"> - Professional Insurance Company sa. - Golden Insurance sarl - Colina La Citoyenne - Express Union - FIFFA | |
| Ministry of Public Health | <ul style="list-style-type: none"> - District Health Center - District Health Center - Eastern Supply Center in pharmaceutical products(CAPP) | | |
| Ministry of Justice | <ul style="list-style-type: none"> - Court - Central Prison - Yokadouma Tribunal - Judicial Court | <ul style="list-style-type: none"> -Adala Bailif Firm - Ngaba Bailif Firm - Bidima Bailif Firm - Bodo Bailif Firm | |
| Ministry of Forests and Wildlife | Divisional Delegation | -Adala Bailif Firm | |

| | | | |
|--|--|---|---|
| | Forest Control Post | - Ngaba Bailif Firm - Bidima Bailif Firm - Bodo Bailif Firm | |
| Ministry of Environment and Nature Protection | -Divisional Delegation | | |
| Ministry of Communication | - Divisional Delegation - CRTV centre FM TV - Boumba FM 105 (communal radio) | | Boumba FM 105 is in cessation of activity |
| Ministry of Public Works | Divisional Délégation | | |
| Ministry of Employment and Vocational Training | Divisional Delegation | | |
| Ministry of Labor and Social Security | - Divisional Delegation - CNPS | Syndicates : CSTC, UGTC, CSAC, SYNATRUC, SYTRATAMO | |
| Ministry of Basic Education | - Divisional Delegation - District Delegation - Departmental Inspection of Basic Education - -District inspection of Basic Education | | |
| Ministry of Agriculture and Rural Development | - Divisional Delegation - District Délégation - Center for Education and Community Action - Demultiplication Farm - Phytosanitary Post | | |
| Ministry of Livestock, Fisheries and Animal Industries | - Divisional Délégation - District Delegation | | |

1.4 The socio-economic structures of that accompany the development of the region.

The identification of the different actors in the territory of the municipality of Yokadouma and their actions helped classify them into four broad categories namely:

- Social institutions
- The organizations of civil society: the cultural associations, associations or development NGOs, unions, health committees, the ICG, the ICG Unions, development committees, associations of parents set teacher ;
- International organizations;
- Political parties.
- Social institutions

| Denomination | Acronym | Promoter | Observations |
|--|---------|---------------------|---|
| Social Center | | Gouvernement | |
| Center for the Disabled | | Catholic Church | Confessional Center |
| Rural Developèment School | ECODER | Para state(commune) | No more in function |
| Chantal BIYA Center for the Young Girl | | City Council | Only sewing in function in approximative ways |

Civil society organizations (CSOs)

We could classify CSOs in four major categories namely:

- The Health Committee:

The Joint Committee is in charge of the Yokadouma Health District (COSADI) and 7 Committees (COSA) are in charge of 7 other health structures.

- Unions:

Eight organizations of this type that have been identified are operational in the area:

1. Union traders Yokadouma
2. Confederation of Autonomous Trade Unions of Cameroon (CSAC)
3. Union of Motormen Transporters (SYTRATAMO)
4. National Union of Rural Workers of Cameroon
5. General Union of Workers of Cameroon (UGTC)
6. Trade Union Confederation of Workers of Cameroon (CSEC)
7. Free Trade Union of Cameroon (USLC)
8. National Union of Rural Workers of Cameroon (SYNATRUC)

- The CIG (Common Initiative Group, the CIG Unions and Co-operatives (see detailed list in annex):

Our investigations allowed us to identify 92 CIGreleased into the Borough of Yokadouma. These organizations operate in diverse fields such as agriculture, livestock, health, habitat, logging, etc.

Some ICG came together to form unions. 7 ICG Unions are active. In addition, 3 credit union (COOPEC) were identified.

• **The socio-cultural organizations, associations and development NGOs (see list attached)**

In the category of socio-cultural associations, we noted the presence of 20 associations of citizens who are ethnically based in groups. With regard to associations working in the field of development, commonly called "NGOs" we have listed 37 organizations of various sizes and missions. Some of them have formed networks. They are:

- Forest Network managers of the Boumba and Ngoko Community (REGEFOC);
- Boumba and Ngoko women network of Yokadouma (REFABONG);
- Network of NGOs in the South and East (ROSE)

International agencies:

World Wild Fund (WWF) is the only international organization fully installed in Yokadouma. Other international actors are involved there in a timely manner through missions. They are:

- VNS
 - Plan International
- Local associations, development NGOs, organizations of civil society
- The NGO Network Yokadouma;
 - Support for Self-Promotion of Boumba and Ngoko women (AAFEBEN);
 - International Cercle for Training and Development Support (CIFAD);
 - Center for Study and Support of Micro-projects of Rural Development (CEAMDER);
 - Center for Information and Training in Environment and Development projects (CIFED);
 - ORADER
 - The Union of Mototaximen;
 - Association of Hairdressers;

Political parties

The cells of political parties are present in Yokadouma;

- Cameroon People's Democratic Movement (CPDM)
- National Union for Democracy and Progress (UNDP)
- Social Democratic Front (SDF)
- Union of the Populations of Cameroon (U.P.C)
- UDC (Democratic Union of Cameroon)

It should be noted that these five parties have participated in the election.

Second part : Overview of Commune of Yokadouma

2.1. Physical environment

2.1.1 Climate

The town has Yokadouma of South East Cameroon is in the equatorial forest. Its climate is the equatorial forest type, characterized by two dry sessions and two rainy seasons: the rainy season extends from mid-August to mid-November, while the season of short rains goes from April to June. The long dry season is between mid-November and March and the early dry season goes on between June and July. Average annual temperatures range between 20 C and 28 C. Rainfall varies between 2000mm and 1500mn.

2.1.2 Hydrography

The commune of Yokadouma is drained by many rivers that make fishing a habitual activity. The most important rivers are: the Boumba, the Medoum, the Bangué, the Mempo, the Djué and the Ngoko. In its upper reaches, the Bangué passes through the city of Yokadouma. These rivers experience major floods in rainy seasons. They are a potential value through the river tourism activities or by the construction of micro dams that would supply electricity to rural areas.

2.1.3 Flora and Fauna

Yokadouma vegetation is influenced by the climate of equatorial forest type with a presence of a large dense forest. Nearly 95% of the territory of the town is covered with forest. This forest has many precious species for exploitation. Among which include the bibolo, the Iroko, the Sapelli, the Ebony and the Mouvingui. The non-timber forest products such as mushrooms, lianas, the Okok, herbs, nuts, mangoes, wild cane, wild fruits, etc... represent other assets.

Logging is done either through concessions made by the Forest Management Units (FMU) or through community forests and hunting territories. But the intense human activities related to industrial logging and craft, often illegal, such as the burning of wood contribute to forest degradation. The pressure on these natural resources is poorly compensated by reforestation. This situation affects the future dangerously.

The terrestrial fauna living in the forest Yokadouma account mammals, reptiles, ruminants and primates, rodents, many species of insects and birds. In our region are found animals such as elephants, buffalo, hedgehog, the deer, primates (monkeys, gorillas, chimpanzees and baboons), the porcupine, the lizard, the hare, pangolin, crocodiles, turtles, lizards, wild boar, squirrel, squirrel, partridge, guinea fowl, the toucan, parrot, crow etc... among the reptiles we have snakes (vipers, the green mamba, boa, lizards, etc..) there are also many insects such as butterflies, caterpillars, crickets, millipedes, snails, etc..

Hunting is practiced by indigenous people who use traditional techniques of traps. While poachers have resorted to firearms, their activities are tackled by the water services and forestry.

The aquatic fauna in turn is also rich in several species of river fish (carp) and freshwater such as catfish, viper fish. The creation of parks and reserves by the government contributes to the sustainable management and protection of species.

2.1.4 Landforms and Soil

The relief of the commune of Yokadouma is fairly flat, with small elevations in the hills at an altitude of about 500 m. it is part of the South Cameroon plateau that covers the Eastern, Central and Southern regions. There are two types of soil:

- Lateritious soil and red lateritious clay;
- We encounter silt and sandy soils on the banks of the Bangu River, in streams and in swampy lowlands.

The Yokadouma soils are the permeable forest type, rich in humus. They are very fertile and conducive to food crops (cassava, plantain and sweet maize, cocoyam, vegetables, peanuts, etc...) And cash crops (cocoa, coffee, palm oil).

2.2. The human environment

2.2.1 Brief historical overview

The name Yokadouma derives from a deformation by German settlers from "AA ZOK DUMA" meaning in the Kaka vernacular, "The elephant never falls". According to legend, when dying, MENKOUESS, a former valiant warrior chief who had fought the Germans and had totem elephant (ZOK) once exclaimed himself: "Zok adouma." It is from that incident that the city derives its name. The city Yokadouma was created around 1900.

In 1920, the constituency of Yokadouma became an administrative unit. In 1959, Yokadouma was erected in a district with the same name with the transformation of the Boumba and Ngoko region into the Boumba and Ngoko Department, whose chef lieu is Yokadouma.

2.2.2 Demographics

In 2003, the town of Yokadouma had a predominantly agricultural population estimated at around 86,892 inhabitants (source: WWF). This population consists of several ethnic autochthones groups divided into two main strains: the Baka pygmies and Bantus. In this latter strain Bantu, we find the kounabembe, the Mpou-Mponge, the Bidjouki and Mbinou. The city of Yokadouma abounds with an estimated population of about 25,000 inhabitants. As in the Eastern Province in general, the commune of Yokadouma is characterized by its sub-population which results from the combined effects of a hostile natural forest environment and the isolation of villages.

In villages, the population is predominantly aboriginal. Contrarily, in large cosmopolitan cities such as Yokadouma which is a commercial and administrative center, we find aliens in addition to the indigenous population.

The aliens can be classified into two categories:

- The alien of Cameroonian origin: these are nationals of other departments of the province of East (Upper Nyong, Kadey, Lom and Djerem) and other provinces of Cameroon;
- The people of foreign nationality: Central Africans, Congolese, Chadian, Malians, etc... We also note the presence of some Mauritanian traders. Some factors can explain the facial mobility of the population within the borough.
- The shift from villages to the city Yokadouma primarily for students who enter secondary education;
- The influx of nationals of the CAR, the Democratic Republic of Congo, Republic of Congo and Chad that is due to the many armed conflicts that these countries face.
- The exodus of rural youth to cities (Bertoua, Yaounde, Ngaoundere) for various reasons: the quest for a hypothetical lack of employment opportunities in the village, the attraction of the city or for

studies. This movement is emptying the villages of the workforce because of difficult working conditions;

- Finally, the urban exodus to the villages for those who lose a job (the retrenched workers) or who are retired.

2.1.3 Social Organization

The power and the traditional family organization.

The commune of Yokadouma is made of 81 villages which are each led by a 3rd degree traditional chief. These chiefdoms are grouped into 3 districts corresponding to the 2nd degree chiefdoms :

- The Township Bidjouki,
- The Township Mpou-Mponge;
- The Township Kounabembe.

In principle, the leaders are customarily identified by sequence determined by the will of the deceased leader who established the dynasty or the royal court. The Ministry of Territorial Administration, which has the management of regions and localities watches over and endorses the selection. They can be regarded as auxiliary administration. Each head is surrounded by notables who serve as advisors to the chief and the court. It should be noted that the appointment of heads generally results in conflicts of succession. For the transfer of power is not always automatically done from father to son, but rather within the clan from a family to another. This causes blockages and that explains the long vacation of power observed in various cantons in Yokadouma. But as it is among many forest peoples, the role of traditional leader loses more and more importance. The authority of the head is diluted because it has no coercive.

The family, commonly called "Ndja bot", consists of individuals descending from a patriarch or even of the same clan. It is sacred. There can be no marriage between members of the same clan. If all the offspring can claim the legacy of the parent, usually it is the male children who receive much, if not all inherited properties. We also note that in the case of a father to son succession, most often, it is the eldest child who becomes the head of the family, the successor to the deceased father or of the father who still lives, but has a physical disability (due to illness or old age).

Marriage

The marriage ritual is done in two stages. Traditional marriage is the payment by the groom's family, of the dowry to the family of the bride. This act consists of giving property in kind (machetes, cloth, blankets, cigarettes, wines, kitchen utensils, food, etc.) and cash. The amount of dowry is negotiated and set between the two families. This amount is running around 300.000 CFA F. But during the ceremony of dowry paying, other rituals are taking place. This phase precedes the marriage at the state-civil and church. In this context, man is the head of the family. However, it should be noted that marriage is not done within the same lineage.

Languages

The indigenous dialects spoken are: the Baka, the Mpiémo, the Mpou-Mpong, the Kounabembe. Other allogeneic languages are spoken mainly in the city of Yokadouma: the Kak, the Bangando, the Mboma'a, the Gbaya, the Yanguéré the Bamileke, the Beti, the Fulfulde, the Hausa.

French and English which are the official languages are used in schools and in public administrations. Yokadouma is located in the French-speaking region; French is also widely spoken in everyday life.

Religion, beliefs and customs

On the spiritual level, we note the presence of two trends. On the one hand, there are animistic beliefs and traditional rituals practiced by the Baka. They worship a god during the mystical initiation rituals called "Djengui. On the other hand, the Christian and Islamic religions and beliefs have an important impact in that region.

Religions Christian denominations have a range of trends that includes:

- Catholics;
- The Protestant: Presbyterian Church of Cameroon, Evangelical Church of Cameroon, Apostolic Church, Assembly of God;
- The Adventist church 7th day;
- Jehovah's Witnesses;
- The true Church of God
- Baha'i Faith
- The Holy Ghost Revival Ministry;
- The Messianic Church;
- The International Christian Missionary Fellowship
- Little Bethany Tabernacle.

Two Muslim brotherhoods have been identified:

- The Tidjani (know) that combine tradition and religion;
- The Sufi who give themselves the task of purifying Islam.

These churches including the Catholics, Muslims and Protestants are active in social works (education, training, health, assistance to poor and elderly persons) and in the field of development (creation of water points, the Fields community of micro finance, etc.).

In the repertoire of habits and customs found in that environment, we will mention these that are not exhaustive:

- Before going for the first time in a house where a young couple will take up residence, the wife will give a pet animal to her in-laws.
- Women do not eat meat from certain animals such as snakes or gorilla;
- In case a woman has a miscarriage, her husband pays the birthright to his family in-law;
- The in-laws don't eat in the same plate with their son or daughter-in-law.
- The son-in-law or daughter-in-law does not pronounce the names his or her father or mother-in-law.
- One doesn't enter into a house running
- One does not stand on a doorstep, holding the two wings of entrance
- The front of the house is reserved for men
- In case of the death of a partner, the spouse living will mourn for a year, In case of any involvement in sexual activities the widow or widower will pay the family for his or her acts. The spouse alive will wear mourning clothes or a black coat for the man. The woman will wear a black cord around her hips.
- When there is a dispute in a couple and the woman has gone back to stay with her parents, the husband must pay certain rights to his beautiful family before she can return home.
- When the son-in-law or the daughter-in-law crosses his or her father or mother-in-law in the bathroom, he or she will pay a fine for it.
- At the birth of twins, children and parents will be kept in a particular place, where they will receive special treatments. During that period, they will only eat fish and meat. Upon release, the two families will gather for celebrations;

- In the Baka tribe, it is forbidden for young women to eat the flesh of cats, apes, snakes and some fish species.
- In the Baka tribe, after the death of a family member, the survivors abandon the camp.

Gastronomy

The local gastronomy is rich and has a variety of dishes. It also varies according to different ethnic groups:

- In the Baka tribe, fish, meat and yams are cooked with coal fire;
 - In the Mpiémo tribe, corn, couscous and vegetables, are cooked with grated cassava leaves and okra sauce,
 - In the Mpou-Mponge and Kounabembe tribes, a soup containing meat and cocoyam leaves, mangoes plaintain in a mixture called the "Kouand" are among the special recipe.
- The Ndomba, peanut sauce, without the kpem (cassava leaves), the Nam owondo (peanut soup), Ekomba (corn cake) etc... are also eaten in these regions.

Besides traditional dishes, local people also produce local alcoholic beverages. In this registry, we'll mention the famous odontol (strong alcohol produced from corn or fermented palm wine), and the white wine called "Matango" (palm wine and raffia wine)

Third Part. Perspective state records

3.1 Socioeconomic Situation

3.1.1. The Yokadouma local economy is dominated by a largely peasant and subsistence-oriented agriculture. While logging is dominated by corporations, in the city of Yokadouma, there is a permanent municipal market that includes sheds, factories, shops and public toilets. Formal and informal urban trade is concentrated in and around the municipal market with shops, power bars, restaurants and the sale of food. A service station serves the town of Yokadouma with fuel and lubricants; while at the same time is also developed alongside, a clandestine trade of fuels and lubricants sold by some youth to rural roadside. The town also organizes periodic markets that are held every Saturday at Mboy 2. This market also serves the Central African Republic in food products. While in the villages, forestry companies supply the workers in food products. At the industrial level, there are many sawmills and a mine sites (diamond and gold) that are starting their activities in Mobilon.

3.1.1.1 Agriculture

Here, agriculture is characterized by small family farms. The crops grown are:

- Food crops

Cassava, groundnut, plantain, tarot, sweet potato, beans, maize, yam, melon.

..

- Vegetable crops

The lettuce, parsley, watermelon, okra, peppers, tomatoes...

- The fruit tree crops

Coffee, cola, cocoa, palm oil, avocado, orange, pineapple, papaya, guava, and sugar cane. The palm oil is in a rapid expansion with important investments means that are made by the elites while the coffee is in decline since the disengagement the State in that industry.

- Non-Wood Forest Products (NFP)

Besides the crops grown by the people, the Yokadouma forest is endowed with rich potential in products such as: the koko, wild mangoes, the tondo, wild pepper, wild mushrooms, hazelnuts, and various djengseng, and different sorts of wild fruits. These different products are still under exploited by local populations.

The promising sectors of the borough

The cocoa, plantain, peanuts and the tubers, vegetables, palm oil and maize.

Identification of farm items and areas of extension of the borough

| Post Farm | Areas of Agricultural Extension of Post |
|----------------|---|
| Mparo | Mparo |
| Ngolla 18 km | Ngolla 18 km, Mopouo |
| Moampack | Moampack, Bankouam |
| Mandjoue | Ngamo Nouveau, Zoulabot |
| Bangué | Bangué, Congo |
| Masséa | Masséa |
| Gribé | Gribé |
| Daar/Yokadouma | Yokadouma, Mblo 12, Djalobekoe, Mintom |

It should be noted that some agricultural jobs do not even have office space.

Agricultural sectors carriers

In terms of specific promising sectors, observations and analysis helped highlight the following:

| Nature of constraints | Field | | |
|---|--|--|--|
| | Cocoa plantation | plantain | Palm oil |
| Technical problems | - Aging plantation and no regenerating plants - No management of technical route | - No control of release propagation techniques | - No control of cultivation techniques |
| Problems in marketing | - Lack of nurseries in the district; - Distance between supply centers. | - Lack of nurseries in the district | - Distance between centers supply pre-germinated nuts.. |
| Problems related to the acquisition of infrastructure, equipment and machinery for agriculture | - No monitoring of the market by agricultural monitors - No standards of quality by producers and buyers. | - Lack of a sub-regional market; - Lack of processing units. - | - Low production; - Tendency to speculate the price of a litre of oil. |
| Problems related to the acquisition of infrastructures, equipment and agricultural materials | - Lack of funding for the acquisition of drying areas and construction of stores. | - - Lack of funding for the construction and / or rehabilitation of rural roads, of stores and processing units.. | - Lack of funding for the construction and / or rehabilitation of rural roads, of stores and processing units. |
| Problems related to the structuring of peasant organizations (POs) | - Lack of Unions and Associations of CCI; strong individualistic minds | - Lack of union and Associations of CCI ; - Strong individualistic minds. | - Lack of union and Associations of CCI ; - Strong individualistic minds. |
| Problems in Farm Management | - The non-implementation of management tools by small farmers (records management accounting, administrative and financial statistics) | - The non-implementation of management tools by small farmers (records management accounting, administrative and financial statistics) | - The non-implementation of management tools by small farmers (records management accounting, administrative and financial statistics) |

AGRICULTURE

Strengths and constraints of Agriculture

Strengths

The agricultural potential is huge among which should be included:

- Climatic conditions conducive to a flourishing agriculture
- Hydrography abundant with the presence of many rivers and swamps. It is easy to practice crop season cons. The existence of border markets;
- The dynamism and diversity of actors involved in the sector: core groups (ICG), canton development committees, NGOs of support, state institutions and national authorities (SODECAO Post Farm ANAFOR) are active. The ANAFOR may contribute to the revitalization of agroforestry and the domestication of plants and wild fruit trees. The SODECAO could facilitate the provision of improved plant;
- Strong demand in NWFP may be a source of alternative income for poor people;
- Existence of a few sellers of agricultural inputs and materials and hardware stores;
- The forest charges can be an important background of funding agriculture locally.

Constraints

In general, the following general constraints (mentioned below) can be an impediment, particularly for the expansion of agriculture in Yokadouma. These include:

- Lack of training of farmers. Many are committed by tradition or who have chosen this profession by default.
- The land can not be mechanized because of the forest with stumps of trees;
- Operations and Marketing are anarchic and strenuous, despite the coaching of some local NGOs.
- Disregard by the people of the texts regulating the exploitation and marketing of NWFPs;
- Lack of access to agricultural inputs: plant material, pesticides, small agricultural equipment ...
- Poor organization and lack of structure of peasant movement: there are some development committees along with some Common Initiative Groups, but they evolve in dispersed rows;
- Lack of access to technical training and information on funding opportunities and support;
- Working conditions difficult with the use of archaic materials which limit the production stage of livelihood (90 per cent of producers);
- Poor control of production routes;
- low-cultivated area compared to existing land potential;
- low-productivity fields;

enclaved villages: the access roads to villages are degraded and impassable during the rainy season, which does not facilitate the delivery of goods to consumption centres.

Working Areas to explore in the field of agriculture

- Support for the organization and structure of the peasant movement;
- Support for marketing by creating new periodical markets to facilitate the flow of goods;
- Acquisition and operation of a communal forest;
- Capacity building of producers
- Opening up of villages;
- Facilitating access to finance and developing the culture of savings;
- Initiation of farmers in agroforestry;

- Promoting the cultivation of medicinal plants;
- Identification of non-timber potential forest products;
- Support the establishment of agricultural cooperatives;
- Support for the acquisition of agricultural inputs.

3.1.1.2 Fisheries and Livestock

Breeding

Like most primary sector activities, the farming practiced in the district of Yokadouma is of the primary type. The farming practiced without the district of Yokadouma is familial and traditional, with domestic animals left wandering in the village. This promiscuity of men with animals poses certain problems of hygiene and sanitation in villages. There are two main types of small livestock including:

- The pig Breeding:

In this category there are three groups below:

1. Pig breeding (breed improvement);
2. Pigs for slaughter or fattening (improved breeds);
3. Local straying pigs.

- Unconventional livestock:

We also found three groups in this category:

1. Small ruminants: Goats, sheep;
2. The traditional poultry;
3. The aulacodeculture, the caviaculture, the crecetoniculture the heliculture (snail).

NB: This new category of livestock is the basis of new projects for sustainable production. The improved poultry is not included on the local market. The presence of cattle (beef) is the result of nomadic Bororo shepherd on transit in the borough.

Fishing

The district is well drained with the following major rivers: the Bangué, the Mempo, the Boumba, the Bek, and the Medoum Djué. Artisanal fishing is practiced throughout the year in rivers and in swamps. It is done with lines, nets or dams in the stream.

Here, aquaculture is the most sophisticated form of fishing with nearly 150 fish ponds counted, each having a minimum area of 60m x 20m. These ponds breed mainly carp, tilapia, catfish, snakes and fish. The fish caught is partly consumed by households and partly sold fresh or smoked.

Strengths and constraints of fisheries and livestock

Strengths

- Fishing can be practiced throughout the year;
- The breeding is favourable because of the availability of food provided by nature;
- The existence of a municipal slaughterhouse;
- Fishing and farming are alternatives for anti-poaching:

-A strong local demand and even the opportunity to sell in neighbouring countries;

The commune of Yokadouma is sufficiently drained and has in many lowland swamps that are conducive to fish farming.

Constraints

- Lack of awareness, information, technical training, structuring of farmers and fish farmers associations and CIG;
- Lack of supervision and monitoring by the technical staff of decentralized departments of the State, because of logistics (transport);
- Poorly organized and poorly structured activities;
- Low-development activities of processing and preservation, hence the high number of losses of fresh product;
- Enclaved production sites;
- Lack of medical prophylaxis for farming;
- No control techniques pond construction (dams);
- Difficulties in acquiring inputs: fishing equipment, lack of nursery facilities, distance from supply centers;
- Low-farm productivity;
- Lack of funding.

Areas of work for exploration in the field of animal husbandry and fisheries

- Development of channels aulacodeculture (rabbits), poultry as an alternative for the protection of wildlife;
- Raise awareness within the populations for the adoption of small farms in seclusion in villages;
- Technical support to small producers;
- Development of the municipal slaughterhouse;
- Support for the revival and development of fish industry: Operationalization of existing fish ponds and creation of new ponds for tilapia production, Kanga, viper fish, catfish ...
- Training of fish farmers and other farmers in the area of technical processing and preservation of fish;
- Improving the technical supervision of the producers; establishment of production of frying units .

Beekeeping

This activity is not developed in the borough. Nevertheless, it appears in the repertoire of growth sectors to develop.

Strengths and constraints of beekeeping

Strengths

- Honey is consumed by the population;
- useful products to the pharmacopoeia.

Constraints

- The scarcity of honey on the local market: Baka provide only small quantities harvested in the field..

Areas of work for exploration in the field of beekeeping

Extension of bee-business;

- Organization of the marketing of honey and bee products;

- Initiation of peasants to beekeeping;
- Support the establishment of new hives.

3.1.1.3 Craft

Traditional handcraft is fairly developed with the manufacture of utilitarian objects. The secular know-how is transmitted through learning by doing through the guilds. The most manufactured objects are:

Basketry: the basketry making, fishing nets, mats, roofing raffia mat, sleeping mat and drying of cocoa and furniture (wicker chairs, bamboo beds, hurdle);

The food-processing: couscous, cassava sticks, the manufacture of palm oil, palm kernel, shea butter and cocoa;

- Carving of wood for the making of musical instruments (drum, tamtam), kitchen utensils (mortar and pestle, spatula), statuettes;

Pottery.

Strengths and constraints of the craft activity

Strengths of the craft activity

- Existence of the market with many tourists visiting the region;
- Raw materials and locally available materials.

The constraints of crafts

- The aging of craftsmen;
- Lack of formal training structures;
- Lack of workshops and small equipment and tools;
- No counter for the exhibition-sale of art objects;
- The disinterest of youth to the craft does allow for the renewal of producers;
- Lack of exposure points and marketing at the local level;
- Lack of tools for good quality production.

Areas of work for exploration in the field of crafts

- Training on basic crafts and encouraging young people to trades training in the art;
- Supporting the marketing, creation of spaces for marketing and exhibition (gallery, fair, market ...);
- Support for the acquisition of equipment and tooling.

3.1.1.4. Industry

The industrial structure is dominated by processing wood with four plants:

The CFC-Ngolle 25 km

The TTS-Massea

-The Green Valley (GV) at Lamedoum

- STBK-to Sengbot.

We also notice an intense transformation of artisanal products of plant origin. Among the agricultural products processed locally, cassava and palm nuts come in first place. Cassava is

processed to produce couscous or stick cassava. The palm nuts are pressed to produce palm oil and the palm kernel nuts recovered are used for the production of oil palm. There are also two projects for the support of the plant products processing which are still experimental:

- The transformation of cocoa;
- The transformation of plantain.

Strengths and constraints of the industry

Strengths

- Great potential for job creation;
- Available raw materials;
- Land-available;
- Support for local and national economy through payment of taxes and various fees;

--

Constraints

- Low-inclusion of hygiene in food processing sites;
- Village isolation;
- Low-power network coverage;
- The removal of urban sites do not facilitate the supply of people in manufactured products;

-Axes to explore work in the field of industry

- Support for a creation of processing units (citrus, oil palm, cassava ...);
- Facilitation in the acquisition of processing equipment (mills, presses, centrifuges ...) through micro-credits.

3.1.1.5. Logging

The industrial exploitation

The yakadouma forests are rich in precious woods such as the bibolo, the iroko, the sapele, the ebony and the movingui. Six (06) large logging companies are active there: the Green Valley (in Lamendoum), the Alpicam Grumcam Group, (in MboI to 2), the SFEES (in Moampack), the TTS (in Massa), STBK (in Sengbot).

The forestry Commune

Several community forests have emerged in the borough of Yokadouma in favour of the law No. 094, of January 20, 1994. More than thirty have been created and consolidated within the network of managers of community forests (REGEFOC).

The sewage craft

Besides, the industries are also developing fraudulent artisanal cutting of trees through the use of chainsaws. This practice is certainly done by villagers. This activity is fought against by the water services and forestry agents. Reforestation efforts are undertaken by individuals. Thus, at the Ebabot village (Mengouo), there is a planting of 2 000 feet of bibolo.

Strengths and constraints of forestry

Strengths

- Small-reforestation efforts in the populations, even though it is still at the marginal level.
- Strong potential for job creation for youth
- The payment of Annual Forest Fees (AFF) of the City Council is an important source of funding for this institution;
- Contribution to the development of villages by the financial support to the achievement of socio-community projects;
- The participation of forestry companies in the road maintenance initiative;
- Contribution to poverty reduction.

Constraints:

- Lack of internal democracy of the executive offices of community forests: no renewal of organs;
- Deforestation and extinction of some species;
- Isolation of villages;
- Lack of materials and logistics (transport) in the management of community forests;
- Weak management capacity (administrative, financial) of the managers in charge of community forests;
- Remoteness and even disappearance of the game;
- Little interest shown by the people for the practice of agroforestry.

Areas of work for exploration in the field of forestry

- Organization and structuring of the exploitation and development of natural resources (NWFP);
- Promote the agriculture of medicinal plants;
- Recovery, organization and development of community forestry;

3.1.1.6 The infrastructure and leisure facilities

1. Public Garden:

- Hospital Roundabout,
- Elephant Cross road,
- Field of prayers (may be arranged);
- Lake City.

2. Sports facilities:

- The Municipal Stadium Yokadouma, including a football field, handball, volleyball and basketball fields;
- The Yokadouma Classic High School Stadium,
- In some parts of the city of Yokadouma and in some villages there are also small sports grounds (mini football stadiums).

3. Bar-restaurants, hotels, night-clubs:

- The Embassy Restaurant,
- The Maxi Bar-restaurant;
- The People Bar Restaurant;
- The Elephant Bar Restaurant;
- The third half-time Restaurant;

- The Evasion Bar and restaurant;
- La Caravane Bayoka Snack Bar-Restaurant;
- Solution snack-bar, restaurant, Grill, night club;
- the Bangué night-club;
- The Cache-night club;
- Bars: there are many bar in Yokadouma, including the Fresh bar, the Apollo bar...

4. Movies

- The Menana Video Club;
- The Remy Video Club;
- The Sunny Video Club;
- The Harmony Video Club.

3.1.1.7. Tourism

The town of Yokadouma has an enormous tourist potential, which is not set to its fair value measurement. This potential is composed of rich natural resources (fauna, flora, topography and hydrography), culture (traditions and crafts).

Among the attraction sites, we may mention:

- The Boumba Bek reserve which is a natural park;
- The Boumba River;
- The Esok-Litoumme Fall.

Culturally, the people of the district of Yokadouma represent an ethnic and cultural diversity. This population is composed of two main ethnic groups: the Baka pygmies and the Bantus. The Baka villages are also an attraction.

In terms of hosting facilities, the hotel maps have two categories of establishments: the classified and unclassified ones.

In the category of classified establishments, one hotel is listed, the Elephant Hotel complex.

Several institutions, unclassified formal and informal structures, have been identified among which are found many hostels:

- The Alliance Hostel;
- La Cache Hostel;
- The Satellite Hostel.
- The Friendship Hostel;
- The Apollo Hostel;
- The Freedom Hostel;
- The Caravan Bayoka Hostel.

Strengths and constraints of tourism

Strengths

- The wildlife heritage of the region;
- The strategic location of Yokadouma at the crossroads of several branches making it a transit town per excellence. Its central road that leads to the other cities of Cameroon and to two neighbouring

countries (Central African Republic and Congo) allow us witness a significant migration of population and the vast movement of goods;

- The cultural heritage of indigenous peoples;
- Existence of two childcare facilities of good quality: The Elephant and La Cachette resorts.

Constraints

- Low-level enhancement of existing tourist attractions;
- The poor condition of roads and tracks leading to the national park and in some Baka camps, making access difficult, especially during the rainy season;
- Lack of Training for the guides;
- Lack of communication strategies.

Areas of work for exploration in the field of tourism

- Census of all touristic sites;
- Development of a tourist card;
- Servicing and enhancement of existing tourist attractions;
- Training of tourist guides;
- Creating a municipal hostel;
- Upgrading of facilities (hotels, restaurants ...)

-Culture

Library and Documentation Centre

The city of Yokadouma now has some libraries:

- The School Libraries: The Yokadouma Classical High School;
- The WWF Documentation Centre;
- The Islamic-Library;
- The Saint Aloysius Library.

3.1.1.8 Health and sanitation

The Health coverage of the populations of Yokadouma is provided by the Yokadouma District Health Hospital, the District Health Service and the Integrated Health Centres (ISC) and other health structures scattered in the municipality.

| N° | Denomination | Status | | Staff enrollment |
|----|--|--------|---------|------------------|
| | | Public | Private | |
| 1 | District Hospital of Yokadouma | X | | 20 |
| 2 | Hôpital de Yokadouma Nord | X | | 03 |
| 3 | Hôpital de Yokadouma Sud | X | | 03 |
| 4 | Lamadoum Health Center | X | | 02 |
| 5 | Moampack Health Center | X | | 01 |
| 6 | Bangué Health Center | X | | 01 |
| 7 | New Ngatto Health Center | X | | 03 |
| 8 | Mboy IHealth Center | X | | 01 |
| 9 | Ngola « 35 » Health Center | X | | 01 |
| 10 | Masséa Health Center | | X | |
| 11 | CSI Saint Thérèse Cathollic Health Center of | | X | uncontrolled |

| | | | | |
|----|---------------------------------------|---|---|--------------|
| | Yokadouma | | | |
| 12 | Gribé Health Center | | | |
| 13 | Landjoue I Health hut | X | | 01 |
| 14 | Moamidjepoum Protestant Health Center | | X | uncontrolled |
| 15 | Bienemama Health Center | | X | |
| 16 | Mang health Hut | | X | |
| 17 | Yokadouma Garrison Infirmary | X | | |

Technical public training and private health centres are generally under-equipped and some programs are also not equipped. It should be noted that the Yokadouma Hospital, with its propharmacy is housed in dilapidated premises that are not complying with any hospital standards neither does it have the capacity of a real hospital. Health facilities receive mentoring services from the Department of Public Health

Constraints

- Yokadouma is a vast district, the villages are very far away, one from the other, the health centres and populations are very dispersed;
- Presence of a highly mobile population (Baka)
- The isolation of villages who live in places that are hardly accessible.
- The poor condition of roads does not help get to the population during outreach immunization campaign.
- The insufficient number of medical personnel in quantity and quality;
- Inadequate infrastructure and equipment (refrigerators, cold boxes for storing vaccines drugs)
- The lack of connection to electricity in buildings.
- Lack of running water in the CSI
- The insufficient logistical means: only two bikes with just one that is functional.

• Working areas to explore in the field of health

- Rehabilitation of premises and facilities of the Yokadouma Hospital
- Health centres should integrate hardware and furniture
- Staffing
- Raising awareness and educating the public towards health prevention.
- Provision of a hearse at the hospital of Yokadouma
- Support for school boards and water points in the CSI
- Creation of a central municipal supply pharmacy
- Recruitment and placement of municipal personnel
- Construction of health huts;
- Support the establishment of community health programs

Urbanization and household

Urbanisation

The city of Yokadouma was built on the basis of a blueprint plan before the independence and is presently outdated. The municipality has two faces. On one hand, there is the city Yokadouma with its 16 districts and the other villages and hamlets. The heart of Yokadouma is subdivided into the No. 1064 State land title. Most Yokadouma city neighbourhoods were built without an accurate plan of urbanization, or on the basis of a municipal housing estate. The habitat is a mixture of building materials; final, semi final materials (mud brick plastered) and precarious materials (earth tidal flat, mud, and planks). These last two categories of materials are the predominant type.

The rural area is dominated by precarious construction materials, (in toto, wood) with a blanket of straw. The buildings are built along the roads. We note a growing effort of a few elites to build their houses with durable materials. They do it in anticipation of their retirement and to also spend a few week-ends.

Access to drinking water

Downtown Yokadouma has been served with a drinking water supply of the SNEC, which allows people to have domestic connections. Of the 16 urban districts, 3 quarters (Malabango, Compagnie, and Bordeaux) are not supplied with drinking water. To overcome the problems of lack of drinking water, the City Hall has built 5 human-powered wells in the Djiodjol, the Relays, the Hausa quarter, the Paradis Bordeaux quarters that are functional.

In villages, the population obtains water mostly in traditional water sources (undeveloped natural springs, creeks, streams, rivers etc...) In some villages, however, the committees led by the Mayor and the Ministry of Mines and Energy had constructed wells or hand pumps taking the water from traditional sources. All these investments are now in poor condition due to lack of monitoring and maintenance.

Urban Electrification

Regarding the electricity supply, the city Yokadouma is supplied by the AES Sonel network. Of the 16 urban districts Yokadouma, only the district Malabango is not receiving electrical connection. A few years ago, the mayor of Yokadouma had installed lights lighting on some major roads of downtown Yokadouma. These axes in Yokadouma have electricity:

1. Elephant Junction – Paradise-junction
2. Elephant Junction - Sub-Divisional office
3. Elephant Junction -City Lake
4. Elephant Junction - Bangué Round about
5. Elephant Junction - Djodjol Chieftaincy

All streetlights are not working because of unpaid bills and lack of maintenance.

Rural electrification

Regarding the village, there is still no extension of the transmission line of electricity in villages. Over 80% of the population of the town has no access to electricity. To remedy this situation, the mayor is to install a generator in the Ngatto village. The generator which supplies the Moampack village is the work of a now deceased elite. Generally however, the people are unable to manage and take ownership of these investments. A rural electrification program is currently connecting the Massiang (PK3) and Mendoungué (PK6) villages with electricity.

Hygiene and sanitation

In terms of urban sanitation, the health services of the Yokadouma City Council employs a staff of 3 officers (a technician of sanitary engineering and two municipal officers).

In the city Yokadouma, most sanitary houses consist of latrines constructed summarily without running water. In downtown Yokadouma, the municipality has constructed a sanitary structure that lacks running water. At the centre of the city of Yokadouma, the municipality has constructed 03 public toilets, respectively:

- At the crossroads of many bars: (2 compartments, non-functional);
- In the municipal market: behind the butcher (2 compartments)
- In the municipal market: behind the Fish People (3 compartments).

In the villages, it is noteworthy to mention that all homes do not have latrines boxes. People ease themselves along roads and trails or in rivers. Often as a result, domestic animals (pigs and dogs) feed themselves with these human excreta. This lack of hygiene exposes people, especially children to sicknesses.

The service for garbage collection is non-existent. A few years ago, the municipality had a truck shredder which role was to collect and dispose the waste. To facilitate the upcoming waste collect, 7 concreted garbage bins were built in various neighbourhoods. All garbage containers were vandalized and destroyed. Today there is a complete breakdown in garbage collect. The wild dumps littering the streets and the city crumbles under the weight of rubbish garbage. Often, the garbage is burned and that implies a lot in terms of risks of air pollution. While this service does not work for lack of equipment, inadequate staffing and a lack of awareness among people contribute to make things worse.

Thanks to the efforts of the new Executive communal body led by Mr. N’KATIO Léon, the City council Administrative garage and park are being rehabilitated. The trucks are once again put into service. Piles of garbage are gradually eradicated wild roads and neighbourhoods are being cleaned up once more.

Across urban cities and villages, there is no sewage system. Culverts and nozzles are not built. It is not uncommon for storm water to cause erosion of the floor or standing water to stagnate in the streets.

The following things are to be done to improve the hygiene and sanitation in our area:

- Investigate and find out how to better make our urban planning and housing
- Quality of life: development of public parks and creating green spaces in Yokadouma
- Develop a master plan for urban development
- Creation of a municipal subdivision
- furnishings areas of pre-garbage collection
- Identification of heritage is communal property
- Equipment of the service of hygiene and tooling
- Rehabilitation of vehicles collecting household garbage
- Rehabilitation of the Municipal Stadium
- Rehabilitation and extension of public lighting in Yokadouma
- Creation of a city pound
- Development an organization of public utilities
- Promotion of public transport in the municipality
- Completion and commissioning of public toilets structures
- Construction of potable water points in urban neighbourhoods and in poor villages
- Rehabilitation of the municipal cemetery
- Allocation to schools and health centres of improved water points and latrines
- Connection of neighbourhoods and villages to the electricity network.

3.1.1.10 Transport and Communications

The road network

The commune of Yokadouma is crossed from north to south by an unpaved country road leading to the National Highway No. 10 through the town of Gari okra. It has an extensive road network that consists of municipal rural roads. Within the commune, part of the road network was created and is maintained by the logging company. Today, all these roads and rural roads are for the most degraded by storm water, runoff (erosion) and the difficult conditions experienced during the rainy season, hence the isolation of many villages.

Through the action of the new municipal executive, most areas of the urban road network Yokadouma are being rehabilitated.

The table above shows the road network Yokadouma

| N° | Nomenclature | Itinerary | Lenght (in km) | Observations |
|---|-----------------------|--|----------------|--------------------------------|
| Maintained by the Ministry of Public Works | | | | |
| 1 | Principale Road 4 | Yola-Yokadouma-Moloundou | 302 | Priority ranked Road |
| 2 | Départemental Road 76 | Ngatto Nouveau – Massea –Ngatto Ancien | 80 | Non priority ranked road |
| 3 | Departmental Road 78 | Yokadouma-Mboy 2- RCA Border | 56 | Non priority ranked Road |
| 4 | Route rurale | Yokadouma-Landjoue-Lamendoum | 75 | Non priority ranked rural road |
| 5 | Rural Road | Yokadouma – Moamessing | 10 | Non priority ranked rural road |
| 6 | Rurale Road | Biwala-Biwala projet | 20 | Non priority ranked rural road |
| Maintened by the Forest investors | | | | |
| 7 | Forest Road | Mbol 2 vers Mindourou | 75 | SFIL and Alpicam |
| 8 | Forest Road | Ngola 35 – Mimbong-Mimbong | 75 | CFC |
| 9 | Forest Road | Sengbot-Sibaf-Zokadiba | 75 | STBK |
| 10 | Forest Road | Mboy 2 Libongo | 175 | Sefac andCebac |

The Ministry of Public Works maintains the roads through the HIPC Road Funding. While logging companies do it by convention through the FRG. There are many structures (bridges) and sanitation facilities (buses). While most of these bridges are called semi final or forestry bridges, there are bridges that have regular maintenance. These are bridges on the Bangué in Yokadouma, in Lamadoum, in Bangué and in Bandekok.

The road network of Yokadouma also has two (02) ferries on the river Bomba, at Biwala and the other on the Essembot-Zokadiba axis. The ferry that is in operation in Biwala is managed by the City Council. The second belongs to logging companies.

Transport and Communication

Urban transport is provided mainly by motorcycle taxis. While intercity transportation is provided by bus transport (travel agencies) bush taxis are operated by private people. To decongest the city centre and reduce the risk of accidents through big lorries, the Yokadouma City Council has built a car park for big trucks, in the paradise quarter. This infrastructure is no longer functional because of lack amenities such as electricity, running water and the host structure (inn)

The overloading of vehicles is a very common phenomenon. These vehicles are mostly dilapidated and do not guarantee safety to their passengers. Bush taxis are used both for transporting people and goods (mainly food products shipped to the marketing centres). The logging trucks traffic is also important

Telecommunication

The commune of Yokadouma is watered by the signals of the MTN and Orange mobile phone operators, on a range of 15 km around the city Yokadouma. And since a recent time, the town is supplied with the CAMTEL City Phone service. Communication is also done from the V SAT of CAMTEL called Easy Call installed in phone booths in some jurisdictions and logging sites (Green Valley – Ndenghte - Ngolle 35). The satellite phone is mostly used by logging companies and businessmen. The Thuraya tends to disappear because it is too expensive for users. Public administration (Divisional Office) and security services (the National Gendarmerie and the Special Police Station) communicate by radio command. Concerning the Internet tool, it is the prerogative of a few private initiated (forest), and international agencies (WWF) that have an Internet connection. The Chantal BIYA Training Centre of the girl, a multimedia center created by the City Council, that used to have a V SAT and used to offer services, office training and public Internet has gone bankrupt. This tragic situation is consecutive to the combined effects of poor monitoring of activities and a lack of equipment maintenance.

Although efforts have been made in recent years both by the central authorities and the Yokadouma commune to develop communication, radio and television these things are inaccessible for most of the people. To receive signals from the national chain of CRTV radio for information or TV is an exploit. The radio signal is hardly received. The municipal radio that allows people to have local, national and international news is now back into business after more than a year off following a failure of its transmitter. This has been done thanks to efforts by the new municipal executive led by Mister Leon N'kantio. The FM / TV of the CRTV broadcast center installed at the Camtel relay antenna is weak and covers only 6 bilmetres. It is easier to picks up signals from foreign radio stations through shortwave: RFI, BBC Radio, RCA Radio, Vatican Radio, Africa No.1, Congo Radio. Regarding television, cable operators provide images of national and international channels. Some particular individuals in towns and villages have satellite dishes. Knowing that Yokadouma is near sensitive areas such as the international borders of Cameroon, there is cause for concern.

• Areas of work for exploration in the field of transport and communications

- Decentralization of currant road maintenance through the creation of village committees who will be responsible of them
- Creation of secondary roads in urban areas
- Construction of a bypass for heavy lorries passing through the city of Yokadouma
- Construction of a bus station in Yokadouma
- Creation of community access points to the Internet or community telecentres
- Acquisition of a transmitter and reactivation of the municipal radio
- Negotiation with CRTV to increase the frequency of the relay antenna
- Construct a new bridge over the Bangué

- Rehabilitation of the lorry parking in the city of Yokadouma
- Negotiations with operators of mobile telephony to increase the scope of network coverage

3.1.11. Education and School Infrastructure

The school mapping of the commune Yokadouma revealed the existence of public and private schools at all levels. The tables below provide details of that situation in the town of Yokadouma per cycle:

| Nature of constraints | Field | | |
|--|--|--|--|
| | Cocoa plantation | plantain | Palm oil |
| Technical problems | - Aging plantation and no regenerating plants - No management of technical route | - No control of release propagation techniques | - No control of cultivation techniques |
| Problems in marketing | - Lack of nurseries in the district; - Distance between supply centers. | - Lack of nurseries in the district | - Distance between centers supply pre-germinated nuts.. |
| Problems related to the acquisition of infrastructure, equipment and machinery for agriculture | - No monitoring of the market by agricultural monitors - No standards of quality by producers and buyers. | - - Lack of a sub-regional market; - Lack of processing units. - | - Low production; - Tendency to speculate the price of a litre of oil. |
| Problèmes liés à l'acquisition des infrastructures, équipements et matériels agricoles | - - Lack of funding for the acquisition of drying areas and construction of stores. | - - Lack of funding for the construction and / or rehabilitation of rural roads, of stores and processing units.. | - . - Lack of funding for the construction and / or rehabilitation of rural roads, of stores and processing units. |
| Problems related to the structuring of peasant organizations (POs) | - Lack of Unions and Associations of CCI; strong individualistic minds | - Lack of union and Associations of CCI ; - Strong individualistic minds. | - Lack of union and Associations of CCI ; - Strong individualistic minds. |
| Problems in Farm Management | - The non-implementation of management tools by small farmers (records management accounting, administrative and financial statistics) | - The non-implementation of management tools by small farmers (records management accounting, administrative and financial statistics) | - The non-implementation of management tools by small farmers (records management accounting, administrative and financial statistics) |

Secondary education by sector

| Sector | Number | enrollment | | | | Number of classes | State of classrooms | Observations |
|----------------------------------|-----------|-------------|-------------|------------|------------|-------------------|--------------------------------|---|
| | | Students | | Teachers | | | | |
| | | Girls | Boys | Integrated | vacational | | | |
| 1. General Education | | | | | | | | |
| STS | 04 | 357 | 161 | 02 | 31 | 13 | Fairly good state | The Ngatto, Mboy, and Mopampack STS and the Yokadouma Grammar School are under construction |
| General Education Grammar School | 01 | 851 | 496 | 10 | 31 | 22 | Former classrooms in disrepair | Insufficient number of classrooms and desks |
| Subtotal 1 | 05 | 1208 | 657 | 12 | 62 | 35 | | |
| 2. Technical education | | | | | | | | |
| Ngatto Technical High school | 01 | 00 | 00 | 00 | 00 | 02 | Under Construction | Non fonctional |
| Technical High School | 01 | 854 | 436 | 14 | 33 | 16 | In good state | Insufficient classrooms and workshops |
| Subtotal 2 | 02 | 854 | 436 | 14 | 33 | 18 | | |
| Total (1+2) | 07 | 2062 | 1093 | 26 | 95 | 53 | | |

It is noteworthy to mention that none of these schools has an infirmary. However, each school has a medicine chest.

Professional Training Centers

| Sector | Number | Enrollment | | | | Number of classes | State of the classrooms | Observations |
|---------------------|-----------|------------|-----------|------------|-----------|-------------------|-------------------------|----------------------------|
| | | Students | | Teachers | | | | |
| | | Girls | Boys | Integrated | Vacataire | | | |
| SAR/SM of Yokadouma | 01 | 72 | 20 | 03 | 09 | 06 | Fairly good State | Defective workshop roofing |
| Islamic School | 01 | 00 | 00 | 00 | 00 | 03 | Fairly good state | Non functional |
| Total | 02 | 72 | 20 | 03 | 09 | 09 | | |

Nursery and primary public education

| Sector | Number | Effectifs | | | | Number of classes | State of the classrooms | Observations |
|-----------------|-----------|-------------|-------------|------------|-----------|-------------------|-------------------------|---|
| | | Pupils | | Teachers | | | | |
| | | Girls | Boys | Integrated | Vacataire | | | |
| Nursery Schools | 05 | 190 | 189 | 08 | 03 | 10 | Fairly good | Insufficient number of Classrooms |
| Primary Schools | 58 | 7415 | 6105 | 117 | 85 | 254 | Fairly good | Insufficient number of classrooms in new schools and in those located in the bush |
| Total | 63 | 7605 | 6294 | 125 | 88 | 264 | | |

Nursery and primary private education

| Sector | Number | Enrollment | | | | Number of Classrooms classes | State of the classrooms | Observations |
|-----------------|-----------|------------|------------|------------|-----------|------------------------------|-------------------------|--------------|
| | | Pupils | | Teacher | | | | |
| | | Girls | Boys | Integrated | Vacataire | | | |
| Nursery Schools | 01 | 144 | 115 | 06 | 01 | 03 | Fairly good | |
| Primary Schools | 02 | 361 | 329 | 06 | 09 | 15 | Fairly good | |
| Total | 03 | 505 | 444 | 12 | 10 | 18 | | |

Strengths and constraints of the educational sector.

Strengths

- Sufficient schools with an elementary school in almost every village or in some cases, a school serving 2 to 3 villages;
 - Increasing number of children at school age 0 to 5 years)
 - Existence and support of logging companies in the construction of classrooms;
 - To support the efforts of government, the mayor of Yokadouma recruited and supports 85 teachers who were appointed to different schools,
 - The number of students provides with the opportunity to work well;
- Parents, through the Parents Association of Students and Teachers support the schools taking charge of paying volunteer teachers (contractors).

Constraints

-Inadequacy of office equipment, furniture and teaching materials

The administrative departments responsible for education and schools are not equipped with office equipment such as photocopiers. Computers and printers are rare. All work in precarious conditions. This situation requires supervisors to copy the exams on the blackboard, or sometimes go over 60 km to make photocopies or to go and type the tests or/and reports.

At the level of pedagogic supervision, there is also a lack of didactic material. In villages, some classes in some schools do not have suitable tables on which students can write the lessons. Apart from some high schools, there are virtually no school libraries in schools. Sometimes schools lack even chalk. In rural areas, students have no textbooks. Students and teachers often have no books for lack of resources.

The classrooms and offices for administrative staff do not have enough furniture such as benches, tables, desks, cabinets for the storage of books and other materials.

-Lack of interest of youth for education and academic loss

Young people readily abandon studies to go and work in logging companies. Schools also record a high number of pregnancies among teenage girls who drop out of school curriculum.

-Lack of teachers and administrative staff:

Many teachers working in village schools are struggling to reach their jobs sites because of poor hosting structures (housing work) and problems in collecting their salary. Centralized payroll wages in the towns of the region or department requires some teachers to leave their work for 2 to 5 days every month to go and receive their wages. This absence has many repercussions on the coverage of the academic curriculum. The majority of primary schools in villages have an average of 2 teachers per school. To remedy this situation, the classes are often combined. For example, Class I and Class 2, Class 3 and Class 4, Class 5 and Class 6. The Directors are also obliged to leave their administrative functions to get into the classes and teach.

Inappropriate School Infrastructures

Primary schools in most villages are characterized by a deficiency in facilities and buildings in ruins. The majority of classrooms were built in precarious materials (in poto poto) and lack

openings (no doors or windows). This situation exposes students and teachers to the weather. Some schools even lack offices for their directors and latrines.

Low-level qualification of teachers "

Almost all schools are recruiting poorly qualified teachers. Some of them have not even gone through a normal school process; others only have a secondary level, and are undergraduates.

-Lack of school supplies for students

In villages, it is sad to note that parents are unable to finance their children's education because of poverty and / or lack of will. Some students go to school without a school bag, or what to take notes on.

It is noteworthy to mention that none of these schools has an infirmary. However, each school has a medicine chest.

Areas of work for exploration in the field of education

- Construction and / or rehabilitation of classrooms in schools
- Allocation to schools of desks and other furniture.
- Staffing of schools with an electrical connection with computers
- Allocation of primary schools with teaching material
- Creation of emulation by awarding scholarships to deserving students;
- Recruitment of new teachers
- Negotiating the allocation of teaching staff with the necessary administrative structures;
- Construction of homes or function-call structures

Forth Part: Analysis of the actors
Institutional analysis of public administrative services in operation in Yokadouma

| Institution | Strengths | Constraints | Opportunities | Threats | Action Points |
|------------------------|---|---|---|--|--|
| Yokadouma City Council | <ul style="list-style-type: none"> - Some senior graduates of the CEFAM - Substantial financial resources (RFA) - Presence of experienced councillors in the municipal executive body; - Local service in operation - Availability of a communication tool for the masses: the Boumba FM 105 Communal radio - vast spatial areas; - A geographic situation favourable for international trade and the penetration of foreign influence because of its proximity to the RCA and the Republic of Congo; - Existence of immense forest and mineral resources; - The presence of many rivers full of fishes. - Availability of trained and experienced managers - Local service in good condition - Existence of media: radio command, VSAT - Availability of a vehicle for the DO | <ul style="list-style-type: none"> - Overstaffed personnel that strikes the payroll - Large mass of low-level staff training that cannot meet the challenges of development - Fleet obsolete - Office equipment inadequate and outdated - Heavy tax arrears to pay - Unorganized archives | <ul style="list-style-type: none"> - Presence of NGOs and local partners to support development - Significant natural resources to enhance - Many forest companies | <ul style="list-style-type: none"> - Lack of forward thinking - No diversification of income sources with a strong dependence of <u>FRG</u> - Evasion of unchecked public utility Income - Weak monitoring capacity that threatens some achievements: heavy trucks parks, public toilets, street lighting, the Chantal BIYA Center for the Education of Young Girls, trash bins, City Hall under construction, municipal radio; - Bus station unstructured - Politicization of communal management | <ul style="list-style-type: none"> - Development of public utilities; - Personal services and establishment of a maintenance policy - Creation of jobs (chart); - Recruitment of senior staff and skilled workers; - Development, promotion and diversification of partnerships; - Elaboration and implementation of a municipal development plan; - Establishing a plan for training staff - Establishment of a maintenance policy and maintenance of equipment |
| Divisional Office | | <ul style="list-style-type: none"> Insufficient management and support staff - No vehicle Liaison - Materials insufficient work | Staff recruited, appointed and supported by the City Council | | <ul style="list-style-type: none"> - Acquisition of logistics (transport) - Acquisition of office equipment |

| Institution | Atouts | Constraints | Opportunities | Threats | Areas of intervention |
|---|--|---|--|---|--|
| Sub-divisional Office | Existence of skilled and experienced managers and staff | - Obsolete offices and local - Lack of performant vehicle - insufficient staff | Staff recruited, appointed and supported by the City Council | | - Acquisition of logistics (transport) - Finding (4 heads of office, 1 cleaner and 2 enforcement officers) |
| Traditional Chieftdoms | - Support to development actions - Gathering role | - Loss of legitimacy - Quarrels of succession and leadership - Long periods of vacancy of power in some chiefdoms | Support from administrative authorities | - Blocking of development activities by lack of support and division of people (families) | Challenge the authorities to facilitate the succession planning in some chiefdoms |
| Divisional Delegation for the Promotion of Women and Family -- | Availability of trained staff | - Insufficient staff and agents - Osolete local | - A service building under construction - Staff recruited, appointed and supported by the mayor | | - Increase the number of staff - Acquisition of logistics (transport) - Acquisition of office equipment |
| Divisional Delegation of Economy, Planning and Land Use Planning | Availability of a framework | No Staff | | | Acquisition of logistics (transport) |
| Inspection of Basic Education | Well-trained and experienced - Good working environment (local) | - Lack of means of locomotion - Insufficient staff - Insufficient Operating budget | | | - Staffing - Acquisition of a service vehicle - Acquisition of office matériels |
| Divisional Delegation of Labor and Social Security | Competent staff | Lack of means of locomotion - Insufficient staff | | | - Provision of function housing - Staffing - Acquisition of a service vehicle - Acquisition of equipment and office equipment |

| Institution | Strengths | Constraints | Opportunities | Threats | Areas of Intervention |
|---|--|--|--|---|---|
| Divisional Delegation of Employment and Vocational Training | - Trained and experienced Staff | Insufficient staff - Lack of transportation - No local service and office equipment | | | Purchase of local service, office equipment and logistics (transportation) |
| Divisional Delegation of Livestock, Fisheries and Animal Industries | -Trained and experienced staff - Means of transport (1 motorbike) available - Existence of programs and projects for livestock development | - No means of locomotion - Insufficient staff - Insufficient appropriations | Staff recruited, appointed and supported by the City Council | Centralized administration and management of projects and sectoral programs (heavier enforcement mechanism) | |
| Mobile Customs Brigade | Qualified Staff | - Insufficient staff - No means of locomotion for interventions - Lack of work equipment - Absolete local service | | | - Staffing - Construction equipment and a service building - Acquisition of logistics (transport) |
| Divisional Delegation of Sports and Physical Education | - Trained and Experienced staff | - Insufficient staff - No means of locomotion for interventions - Lack of work equipment - Absolete local service | | | -Staffing - Construction and equipment of an office building |
| Divisional Delegation of Forestry and Wildlife | - Experienced and trained Staff and support - Availability of all-terrain vehicle - Availability of several local service | - Inadequate staff | Presence of partner for development support - | | - Evolution of labor towards the project approach - Recrutement approach - Equiping the service space |

| Institution | Strengths | Constraints | Opportunities | Threats | Areas of Intervention |
|--|---|--|----------------------|----------------|--|
| Divisional Delegation of Environment and Nature Protection | -Trained and experienced staff a support workers - Availability of all-terrain vehicle | - Outdated and inappropriate vehicule - Inadequate staff - No local service | | | - Recruitment of support staff and supervisors - Construction and equipment of an office building |
| Divisional Delegation of Social Affairs | - Trained and experienced Staff - Availability of motorcycle service - Local service | - Insufficient staff - Lack of material means - No logistical means | | | - -Recruitment of staff and support workers - Office Equipment |
| Divisional Delegation of Communication | - Trained and experienced staff - A temporary staff | - Inadequate staff - No local service - No logistical means - Lack of working material | | | - - Recruitment of staff and support workers - Acquisition of logistics - Construction and equipment of an office building |
| Divisional Delegation of Youth | - Well-trained and experienced staff | Locals out of service condition - No logistical means - Lack of working material - Inadequate staff | | | - Recruitment of staff and support workers - Acquisition of logistics - Construction and equipment and an office building |
| Divisional Delegation of Public Works | - Well-trained and experienced temporary staff - Local service and housing office in good condition - Car Service (a pick up) | Inadequate staff - Amortized Car Service | | | - Recruitment of agents and managers - Personnel Training - Office Equipment |
| Divisional Delegation of Transport | Well-trained and experienced temporary staff - Local service in good condition | - Inadequate staff - Inadequate Equipment and facilities | | | - Recruitment of staff and support workerr - Office Equipment - Acquisition logistics (vehicle) |

| Institution | Strengths | Constraints | Opportunities | Threats | Areas of intervention |
|--|--|--|---|--|---|
| Divisional Delegation of Trade | - Presence of experienced staff - Local service | - Inadequate staff - No housing function | Staff recruited, appointed and supported by the mayor | | Recruitment of support staff and supervisors - Office Equipment |
| Divisional Delegation of Agriculture and Rural Development | - Skilled and experienced staff - Existence of programs and projects with means for carrying out the activities - Availability of means of transport (some motorcycles)s | - Lack of technical and administrative staff - Insufficient Logistics (transport) - Very old office local | Presence, involvement and support of NGOs | Centralized management of projects and programs implemented in the region | Construction of offices and acquisaition of equipment (computers, photocopier, printers...) - Computerization of the administrative system |
| District delegation of Agriculture and Rural Development | - Qualified staff - Service provided with a motorcycle | - Inadequate staff - No means of support to grassroots organizations | Presence, involvement and support of NGOs | | - Recruitment of 10 officers and 07 technicians - Acquisition of logistics (motorcycles) - Office Equipment |
| CAMTEL | - Presence of trained personnel - Existence of a motorcycle service | - Insuffisant Staff | | Vandalism on the facilities | Network expansion and introduction of new products |
| SNEC | - - Qualified personnel - Availability of water resources in quality and quantity | - Outdated Equipment and facilities - Inadequate network distribution - Waste and losses of water in the network | | - Fraud - Soil erosion exposing the pipeline distribution network - Weakening of the resistance of pipes | Acquisition of a plumbing equipment box and a complete set of keys - Laboratory Equipment - Acquisition of a generator of 20 KWH for autonomy in electric power - Computerization of the administrative system (archives) - Increased staffing managers and support staff - Acquisition of rolling stock |
| Services of the Court of Justice | Well-trained personel | - No service vehicles - Inadequate staff - Very old premises | | | |

| Institution | Strengths | Constraints | Opportunities | Threats | Areas of intervention |
|--|--|---|----------------------|---|--|
| Yokadouma Tribunal | Well-trained personel | No service vehicles - Inadequate staff - very old premises | | | - Computerization of the administrative system (archives) - Increased staffing managers and support staff - Acquisition of rolling stock |
| Departmental Center Tax | - Well-trained and experienced staff - Local service | - Insufficient staff | | | - Recruitment of support staff and supervisors - Construction equipment and offices |
| Finance Perception | - Trained and experienced - Local service - Official housing for the Collector | - Insufficient staff | | | - Recruitment of support staff and supervisors - Construction and equipment of offices |
| Offices of Post and Telecommunications | - Trained and experienced Staff - Local service | - No service vehicles - Inadequate staff -Very old premises | | - Slowdowns - Crisis of confidence of some clients | Recruitment and training of staff - Acquisition of new machinery and equipment - |

Overall, with few exceptions, it appears from the above table that the decentralized public services of the State have a similarity about their strengths and constraints, the opportunities presented to them, the threats they are exposed and their needs. Two points are highlighted:

-All devolved services devolved of the State have a skilled, well-trained and experienced staff. But the facts that these personnel are in short supply, these administrators use the services of temporary staff.

- All these services are characterized by a deficiency or a lack of material resources and logistics necessary to accomplish their missions. Thus, their role of coordinating action on the ground takes a severe blow. Being almost in survival, they become ineffective and unproductive.

Areas of work for exploration in the field of administrative support services and local authorities

- Multi-faceted support to decentralized services of the State;
- Operationalization of services and existing state positions;
- Training of councillors and municipal staff;
- Establishment of efficient provision of municipal revenue collection;
- Strategic reflections for the diversification of sources of income of the municipality;
- Reorganization of municipal services: development of an organizational chart, definition of profit positions, development of a manual for administrative and financial procedures;
- Support for traditional leaders.

Institutional analysis of some actors of the private sector operating in Yokadouma

| Institution | Strenghts and opportunities | Faiblesses et menaces |
|--|---|--|
| Professional Insurance Company (CPA) | <ul style="list-style-type: none"> - Presence of technicians and experts in the field of insurance - Local Office - Some working materials | <ul style="list-style-type: none"> - Using of some unskilled workers (sellers) - Low level of insurance mentality in the population - High cost of fees and taxes |
| Golden Insurance | <ul style="list-style-type: none"> - Trained and experienced staff - Local Office - Some working materials | <ul style="list-style-type: none"> - Insufficient personnel and equipment - High cost of fees and taxes |
| Colina La Citoyenne | <ul style="list-style-type: none"> - Staff trained and experienced - Local Office - Some working materials | <ul style="list-style-type: none"> - Insufficient personnel and equipment - High cost of fees and taxes |
| ‘ Alliance Voyages’ travelling agency | <ul style="list-style-type: none"> - Experienced Staff - Fleet well stocked to serve various destinations | <ul style="list-style-type: none"> - High costs of administrative records of vehicles - Poor road conditions - Old and unhealthy vehicles - Slowdown of activities |
| « Narral Voyages » travelling agency | Experienced Staff | <ul style="list-style-type: none"> - High costs administrative records of vehicles - Slowdown of activities |
| Total gasoline outlets | <ul style="list-style-type: none"> - Regular supply of tanks and pumps - Qualified staff - Equipment and local in service | <ul style="list-style-type: none"> - Unfair competition by illegal operators |
| SYNATRUC | <ul style="list-style-type: none"> - Qualified staff - Local service | <ul style="list-style-type: none"> - No material and logistics |
| SYTRATAMO | <ul style="list-style-type: none"> - Potential significant active members mobilized | <ul style="list-style-type: none"> - Low level of dynamism among the association of members - No seat |
| Impérial Pressing | <ul style="list-style-type: none"> - Qualified staff | <ul style="list-style-type: none"> - Customer Pool - Equipment not modern |
| Labo Photos Services | <ul style="list-style-type: none"> - Qualified staff - Availability of equipment and materials production | Archaic and inefficient facilities |

Institutional analysis of management structures of populations and organizations of civil society

Given the diversity and the large number of actors present in the landscape, we have preferred an analysis by category of actors.

| Types of prganizations | Strengths and oppportunities | Constraints and weaknesses |
|---|--|--|
| The socio-cultural associations (ethnically based) and women's groups | <ul style="list-style-type: none"> - Existence of several members - Existence of members mobilizing their funds within the association. - Existence of two micro finance structures on-site at Yakadouma - Draft implementation of MC ²in Yakadouma - Existence of several government programs (Ex: PIASS) | <ul style="list-style-type: none"> - Difficult access to credit and government subsidy; - Low technical capacity; - Very limited resources (financial and material); - Localization difficult by lack of fixed seat; - Lack of income-generating initiatives; - The contribution rate too high for merchants. |
| Les G.I.C | <ul style="list-style-type: none"> - Existence of local market - Soil Fertility - Existence of several government programs - Existence of Technical Services of the State - Existence of HIPC funds - Climate very favorable to promising sectors (cocoa, coffee, bananas, plantains, ..) - Support of the Town Hall - Organizations specialized by trade sector | <ul style="list-style-type: none"> - Poverty of the vast majority of members; - Weak institutional arrangements; - Poor management capacity; - Difficult access to subsidies; - Lack of storage warehouse; - Poor equipment in operating equipment and logistics; - Very difficult access to agricultural inputs (high cost of revenues); - Mismanagement of revenues; - Lack of unity of fingerling production; - Very difficult flow of products to the external market due to the remoteness of villages. |
| Social management structures management | <ul style="list-style-type: none"> - Existence of some skilled workers - Existence of free land - Many target groups - The existence of <u>HIPC</u> funds- - Existence of a commune willing to support them - Existence of parliamentary elites and members of government | <ul style="list-style-type: none"> - Office very small for some - Lack of building - Lack of funding - Limited number of technical coaches - Lack of experience and organization for some - The grip of politics |

Areas of work to explore in the field of civil society organisations.

- Promotion of decentralized cooperation;
- Creation of a solidarity fund for the financing of local development initiatives;
- Capacity-building;
- Support the establishment of village committees of development;
- Creation of a platform for development actors in vue of the consultation, the implementation and the follow-up of action developed at the communal level;
- Creation of a Community Resource Bank.

Part V: Development Perspectives

The main development priorities in the middle term (2007 - 2012) established by the new Executive communal Yokadouma are:

1. Road Projects

- Maintenance of roads and other networks: reshaping roads, construction of culverts, installation of culverts, pipe trenches, etc.;
- Construction of roads in the landlocked areas
- Tarring of the central axis of the city Yokadouma
- Construction of a bypass for large trucks (logging trucks) to avoid congestion observed in the central axis;
- Construct a new bridge over the Bangué (for bypass) and other culverts in the neighbourhoods of the city.

2. Action in favour of education

- Construction of schools and kindergartens in villages where these structures are lacking;
- Construction of classrooms and provision of desks in existing schools;
- Extension of classrooms in secondary colleges (ESC) and the technical colleges of the district Yokadouma;
- Provision of computer equipment to all secondary schools Yokadouma and its periphery;
- Provision of educational material to all exam classes
- Allocation of scholarships to students and students most deserving;
- Construction of mini-cities in the country's universities;
- Recruitment of temporary teachers.

3. Health

- Furnishings for the premises of the Yokadouma District Hospital and other peripheral health facilities
- Construction of health huts

At the level of Yokadouma

- Construction and equipping of a mortuary
- Establishment of a Municipal pharmacy
- Acquisition of a hearse for the mortuary;
- Supplying of health huts centres with essential drugs
- Support staff
- Construction of a reference hospital

4. Socio-cultural Actions

- Construction of cultural centres in rural areas and facilities of such homes with accompanying equipments...chairs, satellite dishes and televisions;
- Support for traditional leadership;
- Strengthening capacities of the Baka people.
- Strengthening capacities of the disabled;
- Aid to the poor;
- Rural Water: arrangements of drinking water points in villages;

- Establish a fund to support sporting associations;
- Servicing the municipal cemetery;
- Establishment of a musical orchestra;
- Establish a fund for social solidarity;
- Construction of a youth centre;
- Rehabilitation of Municipal Stadium Yokadouma;
- Establishment of a public library.

5. Equipment

- Creation of parks, gardens and green spaces;
- Initiation of a master plan for town planning;
- Establishment of a subdivision and provision of land;
- Acquisition of garbage containers;
- Rehabilitation of Municipal Administrative garage including the acquisition of the following equipment:
 - A beautiful loader 966;
 - A caterpillar (D7);
 - A motor grader;
 - A municipal ambulance
 - A compactor;
 - A VX;
 - Two pick up
 - Ensure maintenance of existing equipment
- Boundaries of municipal heritage property: land, buildings, markets, slaughterhouses and other municipal stadium municipal sites;
- Construction and equipping of a community radio;
- Facilities and equipment of buildings housing communal services.

6. Economic activities

- At the commune level: diversifying sources of municipal revenue:

- Exploitation of communal forest;
- Construction and equipping of a municipal carpentry.

Construction of a modern communal Market:

- Construction of a Municipal hotel;
- Installation of the Internet and cabling;
- Support the National Park by the commune;
- Putting up of a big lorry park. : Fence inn, bar and restaurant, installing running water;

Construction of the municipal slaughterhouse

Construction of municipal little houses for the lodging of students

Lease of forestry exploitation sites

Promotion of public transportation

Construction of market annex

Follow-up of wildlife charges

Construction of a municipal pound

Fight against animal straying

- Development of bus terminals;

- Construction of public toilets;
 - Extension of street lighting;
 - Extension of the grid (Yokadouma and peripheral);
 - Establishing a revolving fund for the promotion of local economic operators;
- In rural areas:
- Mining Program;
 - Program for the reinforcement of peasant capacity;
 - Establish a revolving fund for peasant production;
 - Construction of periodic markets.

7. Cooperation

- At international levels:
 - * Establishment of twinnings;
 - Training and retraining (staff, aldermen, etc.).
- Locally
 - With NGOs
 - With the populations: establishment of the Development Committee;
 - Increasing activities of the municipal associations of the Bomb and Ngoko (ASCOBON)

8 Follow-up and evaluation

- Management committees;
- Joint Activities
 - Individual follow-up
 - Follow-up of people benefiting from projects
 - Of the national opinion (MINEFI, Control Superior State),
 - For international opinion (World Bank).

Conclusion

This inventory allows us to have a image of the current situation of the Yakadouma commune. It has helped to identify and highlight both the potential and constraints by placing them in their right context. Courses of action contemplated by sectors have also been identified. This first step has been accomplished. It will facilitate the subsequent stages.

Now the commune of Yokadouma has necessary elements for the development of its plan of development. We appeal to all who would help us go ahead with our plans and hope that the municipal authorities of Yokadouma will move forward and make these plans to become a reality.